



GSMA

REQUEST FOR PROPOSAL

**Mobile for Humanitarian Innovation Phase 2
Monitoring, Evaluation & Learning Partner**

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Note: Sections A and B are both mandatory requirements of the RFP and must be submitted together.

Section A: Requested Services and Deliverables

1. GSMA & Mobile for Development overview

The GSMA is a global organisation unifying the mobile ecosystem to discover, develop and deliver innovation foundational to positive business environments and societal change. Our vision is to unlock the full power of connectivity so that people, industry, and society thrive. Representing mobile operators and organisations across the mobile ecosystem and adjacent industries, the GSMA delivers for its members across three broad pillars: Connectivity for Good, Industry Services and Solutions, and Outreach through the provision of the world's largest platform to convene the mobile ecosystem at the MWC and M360 series of events.

GSMA Mobile for Development (M4D) is a dedicated global team within the GSMA that brings together our mobile operator members, tech innovators, the development community, and governments. Singularly positioned at the intersection of the mobile ecosystem and the development sector, the M4D team stimulates digital innovation to deliver both sustainable business and large-scale socio-economic and climate impact for the underserved.

The team identifies opportunities and provides support for innovations in digital inclusion, financial inclusion, gender equality, agriculture, essential urban services, humanitarian and climate resilience and adaptation.

The Mobile for Development team is made up of over 80 experts working across the globe to unlock a more sustainable and resilient future. M4D is split into nine different programmes to conduct research, gather data, and develop insights on four core themes to enable mobile innovation at scale:

1. Digital Inclusion - Unlocking the power of mobile internet
2. Financial Inclusion - Accelerating the development of an inclusive and innovative digital financial ecosystem
3. Resilience to Climate Change - Supporting climate change mitigation, adaptation and resilience strategies
4. Humanitarian Response - Accelerating the delivery and impact of digital humanitarian assistance

2. Project background

For this project, the successful Respondent will contract with GSMA Mobile for Development Foundation. The GSMA M4D Foundation is a 501(c)(3) non-profit organisation registered in Georgia, USA.

Mobile for Humanitarian Innovation

The Mobile for Humanitarian Innovation (M4H) Programme is a multi-year programme funded by the UK Foreign, Commonwealth and Development Office (FCDO), the GSMA, and its members. Initially funded for 5 years, Phase 1 of the M4H programme set out in April 2018 to reach 6 million people with improved access to and use of life-enhancing mobile-enabled services in humanitarian preparedness, response and recovery. This was implemented through 5 original programme outputs:

1. Catalyse and support partnerships between private sector and humanitarian organisations
2. Catalyse innovation and support new innovations targeting humanitarian challenges by providing seed and grant funding for mobile-based solutions
3. Deliver and generate research, evidence and learning providing unique insights on the role of mobile technology in humanitarian action
4. Advocate and disseminate research, evidence, learning and insights, to enable policy change, replication and scaling of new business models
5. Underpin the programme with high-quality monitoring and evaluation

The programme has exceeded its targets by reaching 9.9 million people to date, more details of recent activities and achievements can be found in the latest [M4H Annual Report](#). The programme has successfully tested and demonstrated that new partnership models, together with scalable, innovative tools, approaches and business models can be effective in addressing growing global humanitarian challenges. In March 2022 FCDO committed a further £15.5 million to the programme, with a new aim of reaching 22 million people facing global humanitarian crises from disaster and displacement by 2027¹.

¹This contract is initially until 2025 with a likely extension until 2027.

M4H Structure

The M4H team primarily work out of the GSMA offices in London and Nairobi, drawing on the wider experience of M4D and the GSMA and operates through 4 key workstreams:

1. **Market Engagement:** Catalyses partnerships between mobile operators and humanitarian partners to address humanitarian challenges.
2. **Research & Insights:** Builds robust evidence to support MNOs and humanitarian organisations in delivering effective digital humanitarian assistance.
3. **Policy & Advocacy:** Promotes more enabling policy environments that support the delivery of digital humanitarian aid.
4. **Innovation Fund:** Provides funding and support to organisations using mobile technology to deliver innovative products and services that respond to humanitarian challenges.

Within M4H, there is also a dedicated internal Monitoring, Evaluation & Learning (MEL) team who lead on the collection, analysis and reflection of evidence related to the full breadth of the work, and to drive programme improvements at all levels across the portfolio. The team is currently supported by an external MEL Partner who co-develop the teams' broader MEL Framework and deliver targeted tools, workshops and learning sessions to enable continual learning and reflection within the team.



Figure 1: M4H Theory of Change

M4H Monitoring, Evaluation & Learning

M4H's MEL team is part of the broader, departmental MEL team at M4D. This team is led by a central Director and supported by MEL Managers in each of M4D's programme teams.

The current MEL Partner was appointed in 2018, as the M4H programme was in its start-up phase. The role of the MEL Partner at that time was to support in the design and implementation of a MEL framework which enables the collection, analyses and reflection on evidence related to the full work of the programme.

This framework had a strong focus on qualitative and reflective learning alongside some quantitative indicators, both drawn from the log frame agreed with the M4H donor and others which better support the team to articulate progress, success and learning. This Framework was designed around how the team was articulated and envisioned at the time, meaning that it focused more heavily on the Innovation Fund's evidence needs, as opposed to the full breadth of M4H programming seen today. More details can be found in this [external facing report](#) which outlines the M4H MEL framework.

Problems	What are the problems that can be addressed through life-enhancing mobile services?	Examples: <ul style="list-style-type: none"> • High numbers of unbanked urban refugees in Jordan • Low digital literacy reducing access to services for the most vulnerable 	Success metric: Is the programme generating research and evidence on problems and opportunities relevant to MNOs, humanitarian organisations and affected populations?
Potential solutions	What are the viable life-enhancing mobile services that can scale in humanitarian environments?	Examples: <ul style="list-style-type: none"> • Increasing trust in mobile money through demonstration of meaningful use cases and recruitment of community-based mobile money • Access to work via micro-tasking applications agents community based 	Success metric: Is the programme identifying high-quality interrelated solutions?
Factors	What drivers and challenges determine whether life-enhancing mobile services achieve scale?	Examples: <ul style="list-style-type: none"> • Trust and acceptance of mobile financial solutions by unbanked populations in Jordan • Contract terms between humanitarian organisations and mobile money providers 	Success metric: Are barriers to innovation accounted for and overcome?
Ecosystem Interventions	What interventions overcome those challenges?	Examples: <ul style="list-style-type: none"> • Advocacy for non-Syrian refugees in Jordan to register for SIM cards. • Policy change on access to SIM cards for refugees in Uganda 	Success metric: How effectively are systemic barriers to life-enhancing mobile solutions being addressed?

Figure 2: Four-part model of the M4H MEL framework

Over the last 4 years M4H has been using the Framework and its constituent tools to document best practices and evidence the impact of their work. By underpinning the programme with high-quality monitoring and evaluation the MEL Team have been able to successfully embed continual learning and reflection across the workstreams. Both at a programme level through evaluations and outcomes assessments, and at the project level for Strategic Partnership and Innovation Fund projects, the current framework has proven to be able to create a strong learning culture and broad appreciation for the strategic role of MEL throughout the M4H team.

The current MEL Partner, their processes, tools and support are all highly valued by the M4H team and this is reflected in the unified appetite for increasingly ambitious MEL moving forward. The convening of workshop tools that bring the different workstreams together have not only supported institutional learning, but also fostered stronger programme alignment, helping M4H to work and speak as a more unified team. The iterative, evaluative and storytelling learnings regularly feature in external reporting, and key stakeholders including grantees, partners and donors have embraced the data and visual outputs delivered.

A good example of this is the M4H Ecosystem Review, outlined in Figure 3 below, which has been implemented 9 times across six focus countries during Phase 1. It has been used identify the key outcomes of M4H's work in these regions as well as the level of contribution from the variety of activities and outputs to achieving them. In doing this it has helped build an understanding of M4H's influence on mobile-enabled innovation in the humanitarian sector at the country level as well as across the wider M4H portfolio.

M4H Ecosystem Review

To understand the impact of the M4H programme at the country level and assess its influence on specific humanitarian innovation ecosystems, the M4H team conducts regular ecosystem reviews. Team members from across M4H workstreams participate in externally facilitated sessions to discuss recent ecosystem changes and the potential contribution of the programme.

Time: 1 hour virtually or longer in-person

Facilitation: External mediator (if possible)

Who participates: Representatives across the full M4H team

How often: Every 6 months (ecosystem to change to capture areas of impact)

Learning type: Storytelling (to feed into M4H internal narrative)

- Indicators covered:*
- 1) Improved access and use of mobile solutions during humanitarian preparedness, response and recovery for affected communities
 - 2) Improved efficiency of humanitarian delivery

By synthesising and analysing the outputs of reviews conducted for different countries the MEL Partner was able to identify key areas in which M4H is making significant contributions across the portfolio. While the results and impact differ for each humanitarian innovation ecosystem the report provided an overview of the progress and impact, an understanding of the shared challenges and issues, and highlighted where more systemic change is needed.

Figure 3: Example tool - M4H Ecosystem Review

The MEL Partner has also delivered a number of Learning Papers during Phase 1 of the programme. The aim of these short papers was to identify and expand on difficult or important areas within the MEL framework, and to share M4H's learnings with the wider sector. The focus of the papers has included, among other topics:

1. *A systems approach to MEL for innovation*
2. *Innovation programme scaling*
3. *A Review of M4H's contribution to the humanitarian innovation ecosystem*

Over time the current MEL Partner has become increasingly involved in strategic decision making, and thanks to their day-to-day interaction and guidance has resulted in them feeling like a close trusted advisor, and reliable critical friend.

Whilst this work has been incredibly positive and impactful for M4H, as we close out the work with the current MEL Partner, a number of limitations and potential improvements for the future were identified:

M4H MEL Framework Limitations

- 1) As the M4H programme's strategy, approach and focus areas have adapted over time, the MEL Framework and the tools and data collection systems within it have become somewhat outdated and no longer totally fit for purpose.
- 2) Some approaches within the framework have required more ongoing resource from M4H's MEL team than has been available ², for example the M4H Outcome Harvesting tool which was not widely implemented.
- 3) The use of some tools and trackers across M4H and its workstreams have at times been used, updated and applied inconsistently resulting in some gaps and not all information being up to date.
- 4) At a project level there is not currently a systematic approach to tracking outcomes once they have closed, which makes it harder to give an assessment of longer-term contributions.
- 5) As the focus of the framework has missed evidence of GSMA's contributions to longer term and sustained outcomes as well as indirect contributions to systemic shifts: something that will be essential to remedy as we move into our phase 2 strategy.
- 6) The vast majority of data and information collected is self-reported by the M4H team, which biases positive results.
- 7) Covid-19 has presented challenges across the M4H programme, in particular limiting in-person convening and engagement, socialisation of research and evidence and implementation of training

Figure 4: Limitations identified in 2022 M4H Endline Report

² Note, at present the M4H MEL team is 1.5 FTE, with support from workstreams and the central MEL team when possible.

M4H Phase 2

M4H Phase 2 has now been formally approved, with funding confirmed for three years from 2022 to 2025, which is likely to be extended to 2027 in the next FCDO planning cycle. FY22/23 will be the sixth year of implementation for the M4H programme and will serve at a transition year to the new phase and funding. As such the focus will shift from proving models and answering questions to further replicating and scaling the previous success, evidence and learning. M4H has also reframed the 5 thematic focus areas of the programme as humanitarian trends that mobile-enabled services have a role in addressing:

- A. *Increased demand for use of humanitarian cash and voucher assistance*
- B. *Increased frequency and intensity of natural hazard disasters*
- C. *Increasing number of forcibly displaced people*
- D. *Increasing global hunger*
- E. *A climate emergency underway (as a cross-cutting theme)*

Based on the four years of work to date, as well as the future direction of the programme another programme output has also been added 6) *Provide flexible humanitarian response expertise and capacity to operational humanitarian actors and FCDO country programmes.* The workstream objectives have also been updated to include the following:

Market Engagement

- Continue to work with MNOs and Humanitarian Partners, building a community across the mobile industry that is ready to respond and provide services to crisis affected communities
- Refine approach for Strategic Partnerships, utilising lessons and learnings from the current portfolio of projects and initiatives
- Identify opportunities to scale and replicate strategic approach with partners in emergency response efforts
- Increase engagement with the GSMA [Humanitarian Connectivity Charter](#)

Research & Insights

- Develop and implement a new cutting-edge research and engagement framework based on gap analysis, landscaping, and stakeholder engagement
- Continue to launch flagship research projects that further build M4H influence across the wider humanitarian sector
- Develop and disseminate thought leadership pieces supported by convening and influencing activity
- Continue to influence operational practices by deploying online tools and courses for MNOs and humanitarian agencies

Policy & Advocacy

- Continue to engage national authorities to develop collaboration and clarity to humanitarian partners and MNOs on country level regulatory frameworks and policies
- Accelerate the delivery and impact of digital humanitarian assistance by promoting the role of mobile through capacity building of policy makers in relevant markets
- Support development of national emergency telecommunication roadmaps and plans that provide enabling environments for mobile network operators and humanitarian partners to respond using mobile services in times of emergency
- Share best practices and policy recommendations that further strengthen cash and voucher assistance programmes for displaced and crisis affected populations

Innovation Fund

- Review, refine and update the Innovation Fund model and processes based on the experiences and learnings from Phase 1
- Leverage the experience of the GSMA Central Innovation Fund to identify and support solutions which generate impact and learnings
- Launch 3 additional rounds of innovation funding, with approximately 8 grantees in each
- Support M4H grantee alumni, current and future, to reach their project goals and close out with plans for continued sustainability in place, capturing learnings for the wider sector

The M4D central MEL team is in the process of creating a central MEL learning agenda as well as a consistent set of MEL templates, tools, and approaches to streamline processes and support department wide impact analysis. For example, the new M4D Advocacy framework will provide a comprehensive approach for assessing and understanding the longer-term impact of advocacy work across the M4D portfolio.

MEL Phase 2

The M4H programme is now uniquely positioned to deliver on humanitarian needs at an even larger scale, contribute to reforming the humanitarian system, and share evidence and learning to a global network. To support this shift, we are looking to develop an ambitious MEL framework that incorporates the learnings from M4H Phase 1 and addresses the goals and systems of Phase 2. As such, the M4H programme is seeking to appoint a new MEL Partner for the duration of Phase 2, 2022 to 2025 (and the potential for extension to 2027), to refine and develop a MEL strategy and framework. The partner will also support its implementation and help guide the learning and adaptation processes coming from the evidence it generates.

M4H Innovation Fund: Round 4

The M4H Innovation Fund is a crucial workstream which offers funding for partnerships between private sector actors (primarily MNOs) and humanitarian organisations to deliver innovative humanitarian services that leverage the potential of mobile technology, primarily in protracted crises. M4H has launched three rounds of the Innovation Fund to date, more details of each can be found [here](#). Phase 2 is expected to include a further 3 rounds of the M4H Innovation Fund which will working closely with the GSMA Central Innovation Fund to awarded grants of £100,000 to £250,000 to innovators using mobile technology in the humanitarian sector.

The team is currently finalising its scope of Round 4 with the expectation of launching towards the end of this year, straddling both Phase 1 and Phase 2 of funding. The current timeline is:

- <i>Fund launch:</i>	<i>October 2022</i>
- <i>Applications deadline:</i>	<i>December 2022</i>
- <i>Shortlisted applications announced:</i>	<i>January 2023</i>
- <i>Successful grantees announced:</i>	<i>March 2023</i>
- <i>Grants live:</i>	<i>February 2023</i>
- <i>Grants close:</i>	<i>August 2024</i>

Figure 5: IF Round 4

This RFP suggests approaches and deliverables based on the work of M4H and our MEL partner to date. As much as possible, we encourage bidders to also suggest where alternative approaches or ways of thinking may better meet M4H's needs. Whilst this Framework will represent a sizeable investment from the team's MEL budget, the MEL partner will not be responsible for all aspects of the MEL activity through our new phase of funding and should expect to work alongside both the internal GSMA MEL teams and other suppliers appointed for discreet pieces of work.

As covered later in this RFP, we are very flexible to a timeline for starting this work, as we are more interested in ensuring we appoint a supplier that best fits the ways we work and who is best able to help us meet our goals. It is, however, important to flag that the successful supplier will need to be available for an initial piece of work whose timeline cannot be flexible. We expect to open a new round of innovation funding to applicants in the autumn, with shortlisting taking place in January 2023.

The new MEL partner will need to work with us to review and refine our approach to MEL and reporting across the fund before shortlisting takes place, to ensure we have a well-considered and consistent approach. We expect that this will largely take place from November 2022; more details on expectations of this exercise are included later in this document.

3. Project description

The supplier will be responsible for providing services including, but not limited to, the following stages:

MEL Partner Role & Objectives

Inception & Framework development (Year 1)

The MEL Partner will work with the M4H MEL team to build on the existing M4H monitoring, evaluation and learning documents to create a new MEL framework and accompanying tools. We will need to be pragmatic about which of our current processes might still be useful and are looking for a supplier who will help identify which of our tools and components should be improved. The framework should ensure consistent MEL practices to monitor, evaluate and learn from core programme activities. It will need to align with the programme's existing

design and implementation to make sure evidence generated can effectively support internal decision-making.

Due to the range of different projects and technologies supported across the programme, as well as the variety of humanitarian contexts potentially covered, a thorough Inception phase will be crucial to ensure a full understanding of the requirements, context and parameters of the Framework. The inception period is likely to involve workshops and interviews across the M4H Team, as well with colleagues across GSMA/M4D and potentially some close external partners, to provide a good understanding of how M4H MEL is currently implemented and by whom, as well as the working relationships within the M4H team. Suppliers should propose the overall Inception format, process and resource needed for M4H input. Due to the number of deliverables a detailed workplan for the framework development is also expected in the Inception report.

The Framework should clearly reference the M4H Theory of Change whilst allowing for a flexible learning agenda that is likely to continue to evolve throughout the grant³. Adaptable data collection tools will be needed to collect, analyse and document data at project, workstream and programme levels whilst aligning within the new broader M4D learning agenda. As well as building on the current M4H evidence base the framework should aim to facilitate learning with the wider humanitarian sector, helping promote M4H and M4D as a leading source of MEL resources and evidence. We are keen to for the tools to continue to prioritise qualitative reflective learning, supported by quantitative measures to monitor the impact journeys of projects supported. The tools should be provided along with detailed guidance on appropriate tool selection, implementation and output use, clearly linking each tools contribution to specific MEL questions and logframe requirements. This should also highlight the processes and timings necessary for evidence generated to be successfully embedded in strategic decisions.

As mentioned above, the new MEL partner will be expected to work with us to review and refine our overall MEL approach, including our grant funded Innovation Fund projects as well as our non-financially supported Strategic Partnerships projects. Although the exact details and requirements are still open to discussion the expectation is that the MEL Partner will work in collaboration with the M4H MEL team and the grantees or partners to co-develop MEL frameworks and then collectively oversee and support their delivery. We are consequently asking suppliers to provide a cost for a set number of days per year to cover the expected deliverables for each project. This way we are aiming to allocate a 'bank' of resource to facilitate an adaptable drawdown depending on eventual demand and uptake from grantees and partners.

Once developed the Framework will need to be embedded with team, to ensure they understand how it assesses the learning agenda, and how the overall M4H MEL agenda provides value across the workstreams. The tools should be designed to be accessible if delivered online or in person, acknowledging the risk of over-interviewing stakeholders throughout the grant. Clear guidance and training may also be necessary on which tools to use and when, as well as internal and external roles and responsibilities for data collection, analysis, and dissemination.

Innovation Fund rounds (Years 1/3/5 TBC)

The MEL Partner will also help to guide the overall M4H Innovation Fund MEL approach, including the support offered to shortlisted applicants and selected grantees. This will include designing tools that can be used by the grantee to collect evidence as well as providing instruction on delivering the tools and analysing the data. This will also include capacity building where necessary to support shortlisted applicants and selected grantees in developing and delivering MEL plans for their projects. By encouraging grantees to evidence their achievements we are hoping to support their innovation journey beyond the M4H Innovation Fund grant period.

The management of grantees is currently split with M4H Market Engagement Managers (MEMs) responsible for day-to-day supervision, an external Fund Manager responsible for compliance and financial reporting, and with MEL and research supported by the M4H Insights and MEL Teams alongside the MEL Partner. As mentioned above, the expectation is for the new MEL partner to work with us to review and refine our overall approach to MEL and reporting across the fund, which will include the ongoing grantee MEL project management processes. Although the exact details and requirements are still open to discussion the expectation is that the MEL Partner will work in collaboration with the MEMs, M4H MEL team and the grantees to co-develop MEL frameworks and then collectively oversee and support their delivery.

³ The M4H Research and Insights team are the owners of the learning agenda, and will be closely involved in this phase of the work.

As also mentioned above, due to the timing of launching Round 4 of the Innovation Fund there is a need to decide and deliver the Innovation Fund MEL components in time for grantee shortlisting in early? 2023. We consequently welcome suggestions for an initial Fund specific inception once the MEL Partner is appointed in November this year to start developing the necessary documents and tools, and then plan the full MEL strategy and framework Inception for Q1 of 2023.

Shortlisted applicants (approx.30 per round): The MEL Partner will work alongside the M4H MEL team to offer shortlisted applicants capacity building around evidence-gathering and use of best practices. This is likely to include group training and webinars in which the applicants will be encouraged to discuss their own specific evidence requirements. Depending on the demand from applicants and their existing MEL capacity and resources this may also include supporting them to develop and articulate individual project's Theory of Change (ToC) and problem statements. This will also include communicating to the group of shortlisted applicants the expectations for MEL deliverables and engagement should they be selected. We again encourage suppliers to suggest how they might go about this.

Selected grantees (approx.8 per round): The MEL Partner will work collaboratively with the M4H MEL team and successful grantees for each round to discuss individual evidence needs and co-develop individual MEL plans. The MEL Partner may then act as the key point of contact with certain grantees to provide MEL related support throughout the grant to ensure the MEL plans are correctly delivered. This is likely to include overseeing and quality checking the collection, collating and analysing of evidence as well as flagging with the M4H teams any potential issues or delays. The grantees will be expected to deliver the proposed data collection, analysis and reporting themselves however additional capacity building may be necessary to ensure this is possible. Even when not directly involved in framework implementation the MEL Partner will be expected to provide quality assurance across the full Fund portfolio. Toward the end of the grants the MEL Partner will finally work with the grantees to compile and produce their individual evaluation reports.

While grantees will be contractually obliged to meet specific MEL requirements and deliverables some will already have the capacity and resources to do this unsupported. Not all grantees will need help at all stages, and certain grantees may not want to use any of the MEL support offered.

Ongoing delivery (Years 1-5)

The supplier will provide creative and innovative input throughout the grant and continue to embrace new approaches to learning moving forward. The suggested Services and Deliverables detailed below are based on our expectations and learnings from Phase 1, and while we are looking for Phase 2 to build on these, they are all open to discussion for the new Framework. The MEL Partner will be a thought partner and will be called upon to provide broader strategic advice and recommendations. Wider humanitarian and MEL specific sector interest, engagement and knowledge will consequently be useful and appreciated.

The M4H MEL offer is currently regarded as a useful resource by our non-financially supported Market Engagement partners and is a much appreciated and valued benefit of collaborating with the M4H team. Although partners are not obliged to meet any specific MEL requirements or deliverables they typically welcome the support and tools available. As with the Innovation Fund grantees we are keen to implement an adaptable drawdown of resources and are asking suppliers to provide a cost for a set amount of resource in days per year to cover expected deliverables for each project.

As well as scoping and developing frameworks and tools, the MEL Partner will also play a key role in operationalising and delivering them. This will include organising workshops and acting as external facilitator as needed. This will also include delivering Baseline and Endline documents as well as quarterly updates and annual reports. They will again be expected to deliver a number of Learning Papers throughout the grant with the aim of identifying key lessons and learnings to share both internally across the GSMA teams as well as externally with the wider sector. This is currently expected to be one per year but we are asking suppliers to provide cost estimates for the number of days needed for each. This adaptable approach will also be essential to accommodate other ad-hoc requests and deliverables, and to allow the programme to continue to evolve throughout the grant. Suggested approaches for additional tool facilitation and ongoing co-creation will also be welcomed.

The MEL framework should closely align with M4H logframe, workstream deliverables and donor reporting requirements. The MEL Framework outputs should be strategically focused and timed to feed into reporting timelines, decision making processes or externally facing reports. Key learning areas, specific workstream focus and delivery schedules should all be considered when designing, planning and delivering all reports and Learning Papers.

As the programme is likely to be extended, the initial contract will be for 2022 through 2025; suppliers should indicate the cost of an extension from 2025 through 2027 as part of their proposal.

3.1 Detailed services and deliverables requirements

1) Inception & Framework development (Year 1)

1.1) Inception

Services

- *Review existing MEL:* Supplier to scope existing Framework, tools and literature, as well as engagement with the team to produce a suitable workplan and schedule. This is likely to include a desk review of relevant M4H internal documentation and key reports, including existing MEL documents, structure and delivery processes. Wider engagement with M4H staff will also be useful to understand programme and workstream roles and objectives. Supplier to suggest time and resource needed for M4H input but likely to require interviews across the M4H Team and wider M4D MEL Team. The supplier will propose a refined work plan and timelines for the engagement, including roles and responsibilities for all key touchpoints and deliverables going forward.
- *Inception workshop/s:* Quantity and length to be suggested by the supplier based on experience of similar multi-workstream programmes. As mentioned above, due to Round 4 timings, it may be necessary to plan an initial Inception for the Innovation Fund specific deliverables.
- *Academic literature review:* To provide context and definitions of key evaluation areas and learning agenda questions (TBC).

Deliverables

- *Inception report/s (Details TBC):* To include an overview of the role and purpose of MEL for M4H as well as proposed structure for the new MEL framework document. Audience likely to include the M4H team, wider internal GSMA stakeholders and FCDO. Report to also be presented internally.

1.2) Framework and tool development

Services

- *Existing framework and tool review:* Supplier to suggest best participatory approach to building on existing M4H tools and processes. This should include engaging with the broader M4D team to understand and incorporate wider priorities and approaches. New framework and tools are to be embedded in existing processes. The M4H Team should be taken through how outputs will contribute to the logframe and MEL questions.
- *Updating MEL Framework:* Detailed desk review of existing M4H MEL reporting and learning tool and processes. Review and refine our overall approach to MEL and reporting across the programme, including Innovation Fund specific grantee project management processes. Develop and define logframes and indicators, including detailed indicator trackers for all work to be monitored on an ongoing basis.
- *Updating MEL Tools:* Range of qualitative and quantitative approaches to collect evidence against the logframe and MEL questions. Data collection should be linked to specific reporting and evaluation needs. Tools should be piloted with suitable audiences in appropriate contexts. Ongoing training and support may also be needed to ensure M4H team are aware of the tools and able to use them.

Deliverables

- *New MEL Framework & tools:* Length, format and requirements to be discussed and agreed during Inception. Suggestions include: An introduction outline of the role and purpose of MEL for M4H along with expanded MEL questions. Defined logframe with KPIs at project, workstream and programme levels. Detailed operational workplan. Clearly identifying data collection, analysis and reporting responsibilities, throughout the grant. Tools and trackers to also include clear guidance on implementation. Adaptable reporting templates aligned with key M4H reporting requirements. Audience to include the M4H team, wider internal GSMA stakeholders and FCDO.

2) Innovation Fund rounds (Years 1/3/5 TBC)

2.1) Shortlisted applicants (approx.30 per round)

Services to be delivered in collaboration with the MEMs and M4H MEL team:

- *Communication:* Present applicant MEL offering at shortlisted applicant convening. Provide an overview of the expectations and commitments for successful grantee's engagement with the MEL Partner.
- *Capacity building:* Provide capacity building and support the development of individual project's Theory of Change, including problem statements, inputs, activities and outputs, where necessary.

Deliverables

- Exact format and deliverables to be discussed and agreed during Inception and again to be delivered collaboratively with the M4H MEL team.

2.2) Selected grantees (approx.8 per round)

Services to be delivered in collaboration with the MEMs and M4H MEL team:

- *Communication:* Present grantee MEL offer at initial grantee convening.
- *Capacity building:* Individual grantee support to build on Theories of Change and identify KPIs for grantee project MEL plans Provide instruction on delivering the tools and analysing the data as well as providing ongoing support as necessary.
- *Ongoing project MEL support:* Individual grantee workshops at start of grants to develop MEL frameworks and workplans. Monitor and refine MEL frameworks where implementation highlights potential improvements. Support findings to deliver evidence towards the M4H MEL framework and enrich the broader M4H evidence base. The MEL Partner will not be accountable for the delivery of any project level data collection for grantees.
- *Ongoing programme MEL support:* Develop round level workplans and trackers, including timelines for engagement. Grantee frameworks also mapped to the M4H MEL framework where possible.

Deliverables

- *Final grantee reports:* To be produced by the grantees with collaborative support from the M4H MEL team and MEL Partner. To include Summary of all data collection, ToC validation/refinement as well as outcomes, key lessons and recommendations. Grantees should be able to use these to improve the design and/or delivery of their products and services.
- *Round/portfolio level learning reports:* Covering cross-analysis topics and proposing subject focus for learning papers. Audience to include external stakeholders such as the M4H innovation Fund Grantees, as well as the M4H team, wider internal GSMA stakeholders and FCDO. Report to also be presented internally.

3) Ongoing delivery (Years 1-5)

3.1) Yearly

Services

- *Ongoing project management:* Responding to requests across the wider M4H Team. Regular updates to be presented and documented, particularly during key delivery and implementation phases. Regular quarterly updates with M4H workstream leads and MEL Team, likely hybrid in-person/online. Process and format to be discussed and agreed during Inception.
- *Workshop facilitation:* Ongoing support to facilitate tools used at the programme and grant level, most likely when an external position provides value. Quantity and frequency to be discussed and agreed during Inception, likely 8-10 a year, mostly delivering tools in the framework.

Deliverables

- *Learning papers:* Develop annual M4H learnings into strategically relevant reports that align with internal M4H and donor reporting requirements. Primarily drawing on existing data and supplemented with KIIs if useful. Quantity, frequency and length to be discussed and agreed during Inception, likely 1 per year tied to key themes or deliverables, max 6 pages each. Audience to include external stakeholders as May be published as co-branded documents, with the MEL Partner named as key author.
- *Annual reporting:* To be delivered as decided in the reporting template. Assessment of the programme against the MEL framework, including a review of contribution to learning agenda questions and how MEL work has benefitted the programme. Process for annual review and update of Framework to reflect programme focus and activities. Tool use to also be reviewed to ensure they are being implemented as

planned the outputs are working as intended. Audience to include the M4H team, wider internal GSMA stakeholders and FCDO.

3.2) Specific years

- *Baseline update (Year 1):* As the Phase 2 Baseline will be due so shortly after the Phase 1 Endline it should be possible to repurpose the report instead of starting again. This will be shared with the new supplier during Inception and if they identify learning objectives not previously covered or any additional areas to be included they can be included in a light touch Baseline-update. Length and format to be discussed and agreed during Inception. Audience likely to include external stakeholders.
- *Midpoint review (Year 3):* To provide an overview of the data collected against the framework to date. Drawing on desk research to review and update Theory of Change and MEL Framework. Report length and format to be discussed and agreed during Inception. Audience likely to include wider M4H Team.
- *End of grant reporting (Year 5):* Report length, format and content to be discussed and agreed with the selected supplier. The aim will be to revisit and review the state of the digital humanitarian system, again drawing on desk research and supplemented with KIIs where useful to update findings and highlight M4H programme contributions to changes, if any. It will review the M4H Learning Agenda and identify the extent that questions have been addressed by the programme. Audience likely to include external stakeholders.

NOTE: We are looking for a modular and adaptable approach when it comes to costing to accommodate the changing nature of the programme, its priorities and budget. This is likely to include a drawdown 'bank' of resources for both:

1. *Grantees and partners support - Support capacity (in days) will also be included in the contract to be made available to grantees and partners. As demand is likely to vary throughout the grant, this allocated time can then be used to facilitate a flexible drawdown of MEL Partners support, depending on the eventual demand from grantees and partners.*
2. *M4H programme support - Ad-hoc MEL support and resources for further framework related work as well as other wider MEL project pieces as needed. This will not form part of the core contract but instead added 'as required'. Please provide per-piece estimates linked to each specific variable, such as number of workshops delivered, and Learnings Papers produced. These will be discussed and agreed on an ongoing basis depending on the programme support needs.*

3.2 Service delivery timeline and milestones

The MEL Partner will be responsible for completing the following milestones by the stated deadline. We expect the full length of this contract to be around 5 years, with funding confirmed for three years from 2022 to 2025, and likely to be granted an additional 2 year 'no cost extension' from 2025 to 2027. Timelines are subject to change at M4H's discretion and will be reviewed with the contractor during the inception stage.

Delivery Stage	Date
<i>KO & Inception</i>	2022
Kick-off	November
Innovation Fund Inception	November
R4 Innovation Fund applicant support	Q4
<i>Year 1</i>	2023
Full Inception & Report	Q1
R4 Innovation Fund grantee support	Throughout
MEL Framework and tool development	Q2
MEL Framework and tool delivery	Q2
Baseline report (TBC)	Q3
Learning papers	Q2 & Q4
Annual reporting	Q4
<i>Year 2</i>	2024
R4 Innovation Fund grantee support	Throughout
Learning papers	Q2 & Q4
Annual reporting	Q4
<i>Year 3</i>	2025
R5 Innovation Fund applicant support	TBC
R5 Innovation Fund grantee support	Throughout
Learning papers	Q2 & Q4
Midpoint review	Q3
Annual reporting	Q4
<i>Year 4</i>	2026
R5 Innovation Fund grantee support	Throughout
Learning papers	Q2 & Q4
Annual reporting	Q4

Delivery Stage	Date
Year 5	2027
R6 Innovation Fund applicant support	TBC
R6 Innovation Fund grantee support	Throughout
Learning papers	Q2 & Q4
Annual reporting	Q4
End of grant reporting	Q4

Table 1: Approximate delivery stage timeline

3.3 Location of delivery

Due to the dispersed nature of the team the majority of communication between the MEL Partner and M4H will occur remotely. However, occasional in-person visits to the GSMA's London office may be useful throughout the contract period, particularly during key delivery and implementation phases.

3.4 Project management requirements

The successful supplier will be expected to:

- Provide a named key point of contact who will work closely with the GSMA team
- Confirming receipt of GSMA requests within 48 hours
- Organise regular status calls/meeting to report on progress throughout the grant
- Be available to respond to GSMA and FCDO questions up to 90 days after final submission of Baseline, Midline and Endline reports
- The assessment is to be conducted remotely with no travel required. UK based suppliers may be expected to conduct in-person workshops and presentations at GSMA's London office, though no preference will be given to UK based suppliers during the procurement process.
- Maintain an ongoing organigram showing the full team supporting the services and deliverables contained within the final contract
- Inform the GSMA about delays and complications in a timely manner

In order to support the services and deliverables laid out above, the M4H team acknowledges that there are many dependencies on their own work and commits to ensuring delivery the necessary M4H services and deliverables too.

3.5. Out of scope

The objective of this work is in no way to audit grantees or partners or measure their performance. All evidence should be collected in a way to maximise the utility to the innovators supported in delivering services to people affected by crisis.

Project level data collection is not included in this scope of work, and travelling for data collection is not expected, or included in this contract. Relevant tools should be designed to be delivered by the M4H MEL Team, project or programme teams themselves, or by local research partners. Where additional data collection is necessary, it will be offered to a range of suppliers, including the selected MEL Partner, if they have the required capacity and expertise.

The MEL Partner will not be expected to prepare documents for external publication. Design input and costs will be handled internally and final edits, design and sign-off will remain the responsibility of GSMA.

4 Additional mandatory requirements

4.1 Costing:

We are looking for a modular and adaptable approach when it comes to costing to accommodate the changing nature of the programme, its priorities and budget.

Please make it explicit how many days resource would be needed for the planning, design, delivery and implementation of each Service and Deliverable listed in Section 3 above. Please use 'blended days' to average staff costs at all levels rather than individual costs for each member of the proposed project team, calculated for:

- 1) Overall Inception & Framework development (Year 1)
- 2) Each round of the Innovation Fund rounds (Years 1/3/5)
- 3) Each year of ongoing Framework delivery (Years 1-5)

For each of these a pre-agreed amount of resource will be included in the contract, linked to each services agreed. Please include an estimate for the number of days expected for each deliverable, clearly showing breakdowns by numbers of grantees or partners where appropriate. Similarly, please provide per-piece estimates linked to each specific variable to be confirmed during Inception, such as number of workshops delivered, or Learnings Papers produced.

4.2 Mandatory Requirements

- i. At least three client references for whom you have recently completed a M&E project of similar size and complexity
- ii. CVs for proposed team members
- iii. Outline of the organisation's process for dealing with issues caused by changes to project timelines and how delivery is ensured through modified scope.
- iv. Outline of the organisations approach to ensuring that consumer data protection gold standards are built into the tool templates delivered as part of this scope of work.

Note: These requirements must be met or the Proposal will be rejected.

4.3 The ideal supplier should also have:

Relevant MEL Experience

- *Essential:* Developing complex MEL frameworks, tools and toolkits. Working in multi-partner models and managing multi-country projects. Skills in quantitative and qualitative analysis, including theory-based methods to respond to MEL questions.
- *Desirable:* Providing trainings to MEL specialists and non-specialists on evidence-gathering and use practices. Network of domain experts (on gender empowerment, persons with disabilities, innovation programming, utilities, fintech, digital literacy etc.) who can be consulted as needed by the MEL Partner. Reliable contacts to undertake additional MEL consultancy services if necessary.

Relevant sector experience

- *Essential:* A clear track record of working on appropriate projects, as well as relevant existing client base. Working with mobile network operators or other private sector organisations. Conducting MEL or research work across the humanitarian sector. Evaluating digital or mobile-enabled services, with demonstrable experience of conducting innovation focused MEL or research work in the space. Understand innovation and, crucially, have flexibility to provide support to products and services with different requirements and changing roadmaps.
- *Desirable:* Wider humanitarian sector interest and engagement, including specific sectoral knowledge to understand the evidence being generated. An understanding of the requirements for accessing some likely research locations (such as refugee settlements).

Best practice approaches

- *Essential:* Experience in ensuring all those involved in research and evaluation are safeguarded and have a Vulnerable Adults Safeguarding Policy in place. A diverse, multi-person team available with a variety of specialities and experience which can be deployed to deliver MEL support across the full M4H portfolio. Excellent project management skills, with a dedicated project manager for each service and deliverable agreed. Flexible and adaptive working, and a track record of iterative approaches. Comfortable working in diverse locations, with an international team including or contracting known local talent

- *Desirable*: Value the importance of locally informed priorities and decisions in humanitarian action. A shared ethos that that MEL for humanitarian innovation is not reliant on experimental methods

5 RFP timeline

5.1 The RFP timeline below is subject to change at GSMA's sole discretion.

Action	Date
RFP issued	26.08.22
Suppliers submit Initial Statement of Interest along with Schedule 3 (Respondent Information)	05.09.22 (2 weeks)
GSMA confirms shortlisted suppliers and issues NDAs along with additional documents [if required]	09.09.22 (1 week)
Suppliers submit questions to GSMA regarding the Full Technical and Financial Proposals	16.09.22 (1 week)
Questions and answers circulated back to all shortlisted suppliers	23.09.22 (1 week)
Cut-off time and date for the Full Technical and Financial Proposals to be received by GSMA	30.09.22 <COB GMT> (2 weeks)
Preferred Respondent presentation interviews [if required]	07.10.22 (1 week)
Estimated date invitation to negotiations extended to one or more Respondents	14.10.22 (1 week)
Contracting complete	04.11.22 (2 weeks)

Table 2: Proposal stage timeline

6 GSMA Contact details

6.1 All correspondence and queries in relation to this RFP must be emailed to:

Angela Nkonu- ankonu@gsma.com (the "GSMA Contact"),
Hector Matthews - hmatthews@gsma.com (the "GSMA Contact"),

6.2 Queries are accepted in written form only by email, and GSMA's responses will be copied to all Respondents, including an anonymous version of the query. No queries will be answered, except in extraordinary circumstances within GSMA's sole discretion, except on the deadlines as provided in the question and answer period described in the RFP Timeline.

7. Proposal structure

Proposals are expected in two stages and interested suppliers should prepare and submit responses that corresponds with STAGE 1 and STAGE 2 as detailed below. They are also invited to include statements explaining their organisational readiness for other activities or approaches they feel might be relevant that are not listed below.

Proposals are expected in two stages and interested suppliers should prepare and submit responses that corresponds with STAGE 1 and STAGE 2 as detailed below. They are also

invited to include statements explaining their organisational readiness for other activities or approaches they feel might be relevant that are not listed below.

STAGE 1: Initial Statement of Interest

Interested suppliers should submit a short (max. 5 sides or 10 slides) initial Statement of Interest written for non-specialists in MEL. Drawing on all the information in this brief it should include:

1. *Understanding of the project*
2. *Suitability statement*
3. *Initial reflections on approach*
4. *Examples of relevant previous work*
5. *Proposed team*
6. *Indicative costs and day rates for the following deliverables:*
 - a) *Inception & Framework development*
 - b) *1 x Learning paper*
7. *Draft project timeline*

GSMA will review those received and invite a shortlist of suppliers (max 5) to complete STAGE 2 below. Initial Statement of Interest will be selected according to A) Understanding of the work, B) Relevant experience and C) Value for money.

STAGE 2: Full Technical and Financial Proposal

The shortlisted suppliers will be asked to sign a mutual Non-Disclosure Agreement with the GSMA so that additional documents can be shared to provide additional information for this brief. Those selected will be asked to build off their Initial Statements of Interest, expanding sections to include additional details as necessary.

To include:

8. *A comprehensive outline of the proposed approach for each service and deliverable listed in Section 3 above*
9. *Proposed methodology and timeline for the Inception & Framework development*
10. *Provide an example of a comparable MEL framework you have delivered, including standard indicators and explaining the tools needed to respond to them*
11. *Provide at least two examples of relevant tools you have previously developed and explain how they could add value at project, workstream and programme level*
12. *Any additional value-add elements or recommendations to the proposed approach that will enhance the potential outcome of the Framework*
13. *Describe/demonstrate current and past experience that best positions the suppliers organisation for this contract. This should include recently completed MEL projects of similar size and complexity*
14. *Include examples where possible to reference the deliverables outlined in Section 3, as well as any additional suggestions delivering against the brief*
15. *Supplier overview and proposed team profiles, demonstrating subject and context specific expertise as well as any relevant network memberships or affiliations.*
16. *Full budget itemised by days including justification of the estimates proposed (see section 7.1 Fees and charges below, as well as 4.1 Costing above)*

In addition, responses must adhere to the following:

17. *All responses should include a draft, but detailed, project timeline*
18. *Supplier Information – See Schedule 3*
19. *All responses must be in English*
20. *All responses must be in Word format and clearly answer the requirements of the brief as outlined above*
21. *The GSMA default currency requirement for all proposals is 'UK Pounds Sterling'*
22. *State any dependencies on GSMA staff and/or operator members*
23. *Respondents should submit a full documentation package via email no later than 30 September 2022 at 1700hrs GMT. Electronic submission should not exceed more than 5 MB in size per email and should be sent to:*
24. *TO: ankonu@gsma.com and hmatthews@gsma.com*

Acknowledgement of receipt of electronic submission will be sent by the next day of receipt before Close of Business. In case the Respondent encounters a problem in its electronic submission, please contact Angela Nkonu by telephone at +447855985016. Where proposals are incomplete or not supplied, they may not be considered for evaluation. Failure to comply with above requirements may also result in a disqualification.

If, following submission of the tender, the information contained therein changes, please advise the GSMA Contacts immediately

By submitting a proposal, the supplier agrees to respond to any other questions issued by GSMA in connection with this RFP within the stated deadlines. All methodologies and approaches provided during this process will be subject to refinement during the early stages of the executed contract.

7.1. Fees and charges

1. Respondent should provide all relevant detail on how the Services and Deliverables are to be charged.
2. Respondent must provide a breakdown of the charges per item, or per hour broken down by function, as may be applicable according to the Table in "Total Price", Section 7.2, below.
3. For the avoidance of doubt, GSMA's payment terms are contained in the GSMA Standard Terms & Conditions ("T&Cs"), attached to the email containing the RFP, and are sixty days from receipt of an undisputed invoice, which should be raised following acceptance of Services and/or Deliverables.
4. Please note, GSMA does not make advance payments prior to completion of the Services and Deliverables unless the payment requested is specifically traceable to purchase of items required to perform the Services or provide the Deliverables, which would otherwise be a loss for the Respondent. Any specific payment requirements must be notified as part of the RFP response.
5. The Respondent's Total Price is inclusive of all costs, insurances, fees, costs, expenses, liabilities, obligations, risks, and all financial requirements for the performance of Services and provision of Deliverables.
6. Any charge not stated in this Proposal, which extends above to the Total Price, is not permitted.
7. Total Price is exclusive of VAT but inclusive of all other taxes.

7.2. Total Price⁴

Item/Title	Unit/Activity Description	Standard Base Rate	Discount Applied	Discounted Rate	Volume	Total Charge

⁴ Also refer to requirements in section 4.1

Section B: GSMA RFP Process Guidelines and Requirements

Schedule 1

GSMA RFP Process and Expectations

1. Definitions

- 1.1. **Request for Proposal** (“RFP”) means this document, together with its Schedules and any addendums, exhibits, or policies referenced herein.
- 1.2. **GSMA** means the entity identified in Section A, part 2, as the GSMA contracting entity.
- 1.3. **GSMA Group** means the GSM Association, GSMA Ltd., the GSMA Mobile for Development Foundation, their Affiliates and GSMA members together with the directors, employees and agents of each of those.
- 1.4. **Respondent** means any party that has a) signed an NDA; and b) received this RFP.
- 1.5. **Deliverables** means the items, documents, or other tangible products to be provided to GSMA as outlined in this RFP.
- 1.6. **Services** means the services outlined in this RFP.
- 1.7. **Service Level Agreements** (“SLAs”) means the standards for the level of service that Respondent will provide to GSMA under any agreement for the provision of services that may be entered between the parties. The SLAs will be tied to service credits, which will be provided to GSMA should the Services not reach the minimum standard as outlined in the SLAs.
- 1.8. **Proposal** means the Respondent’s response to this RFP.
- 1.9. **Term** means the period required to complete the Services and Deliverables as detailed in this RFP.
- 1.10. **Total Price** means the “all-in” cost of Respondent’s provision of the Services and Deliverables, and will be deemed to include all expenses (unless otherwise stated). Total Price is exclusive of VAT or sales taxes, but inclusive of all other taxes and fees.

2. Services and Deliverables

- 2.1. The Services and Deliverables required are as set out in this RFP.
- 2.2. The Respondent will confirm its Proposal meets all the requirements defined in this RFP. Any variations must be clearly highlighted in the relevant deficient section of the Proposal. Any variation in the Proposal from the requirements stated by GSMA in this RFP are not deemed accepted by GSMA unless specifically highlighted in the Proposal.
- 2.3. Should the Proposal developed by Respondent be of interest to GSMA, any agreement pursuant to this Proposal shall comprise the contents of the Proposal, subject only to amendments as agreed by the GSMA.
- 2.4. If the Respondent also wishes to submit an alternative proposal, the Respondent must clearly define the alternative method and commercial terms in a separate proposal. Alternative proposals should be submitted when the Respondent feels there is a superior way to achieve the GSMA’s goals under this RFP which do not fit the particular requirements contained herein.

3. Requirements on Respondents

- 3.1. GSMA hereby invites you to submit a Proposal for the Services and Deliverables in accordance with the requirements of this RFP.
- 3.2. This RFP and the information contained herein are strictly confidential. This RFP is subject to the terms of the NDA signed by both GSMA and Respondent relating to this RFP. Any information held in this RFP or associated materials may be used only for the purpose of preparing and submitting a Proposal to GSMA. This RFP remains the property of GSMA. This RFP or any information held in this RFP shall not be duplicated, disclosed or distributed to any third party without the prior written consent of GSMA and, unless otherwise expressly agreed between the parties in writing, all material submitted becomes the property of GSMA. Notwithstanding any provision of the NDA, GSMA shall have no obligation to return or destroy any Proposal and related materials received.
- 3.3. Respondents must not:
 - 3.3.1. Tell any other party what their Proposal contains or may contain;
 - 3.3.2. Try to obtain information about any other party’s Proposal;
 - 3.3.3. Make arrangements with another organization about whether or not it should submit a Proposal or about the other organization’s Proposal or lack thereof; or
 - 3.3.4. Offer any inducement of any kind in relation to obtaining this or any other contract with GSMA.
- 3.4. Accuracy of data/Respondent responsibilities
 - 3.4.1. GSMA has taken reasonable care to ensure the RFP is accurate, but GSMA gives no representation or warranty as to the accuracy or completeness of the information contained in this RFP. The Respondent is responsible for ensuring a complete understanding of all the requirements, conditions, risks and any circumstances relating to the performance of the Services, provision of the Deliverables, and this RFP. The information contained in this RFP may be subject to change without prior notice.
 - 3.4.2. The Respondent is solely responsible for becoming familiar with the RFP requirements and conditions that might affect the cost or performance of any Services or provision of the Deliverables. Failure to do

so is solely at the Respondent's risk, and no relief will be given by GSMA for errors or omissions in the Respondent's Proposal, nor for changing circumstances.

3.4.3. The Respondent must pay special attention to the RFP Timeline, as any failure to meet the deadlines contained therein may result in the rejection or the down-scoring of the Proposal, in GSMA's sole discretion. GSMA reserves the right to amend or end the RFP process at any time without incurring any liability/penalty to the Respondent.

3.5. Completeness of Proposal

3.5.1. The Respondent is required to submit answers to all questions in this RFP. Proposals will be down-scored for failure to answer any question fully.

3.5.2. The Respondent is required to clearly state if they do not wish to respond to a specific question, and explain such refusal.

3.6. Cancellation or Amendment

3.6.1. GSMA reserves the right to cancel the RFP and/or the Services and Deliverables at any time, either in part or whole, at the sole discretion of GSMA. In such cases, GSMA will not be liable for any costs incurred by the Respondent in this RFP process.

3.6.2. GSMA reserves the right to amend the RFP by issuing such notice to all Respondents which may: (i) extend or reduce the RFP Timeline; (ii) extend or reduce any timeline for Services and Deliverables; or (iii) amend the scope of the Services and Deliverables.

3.6.3. Nothing in this RFP constitutes an offer capable of acceptance by the Respondent.

3.7. Validity

3.7.1. The Proposal shall constitute an offer which remains valid for three (3) months from the closing date for receipt of the Proposal.

3.8. Acceptance

3.8.1. GSMA reserves the right to accept a Proposal in whole or part, and acceptance shall not be deemed to occur until a Schedule, containing the agreement of the parties with relation to the Services and/or Deliverables (subject to the GSMA Standard Terms and Conditions) has been fully executed by GSMA for the Services and/or Deliverables covered by this RFP.

3.8.2. GSMA is under no obligation to accept the lowest priced Proposal, and reserves the right to reject any Proposal for any reason, in GSMA's sole discretion.

3.8.3. Any decision as to the successful Proposal is a matter solely for GSMA based on whatever criteria GSMA deems relevant.

3.9. Post-Proposal Negotiations

3.9.1. GSMA may, at its option, conduct post-tender negotiations with one or more Respondents.

3.9.2. GSMA may invite Respondents to present the Proposal, answer any outstanding questions and conduct any post-Proposal negotiations.

3.10. Respondent Costs

3.10.1. All costs incurred by the Respondent in connection with this RFP, including but not limited to costs for preparation, transmittal, or presentation of any Proposal or other material submitted in relation to this RFP are entirely the responsibility of the Respondent and shall not be chargeable in any manner to GSMA irrespective of the Respondent's success or failure in the tender process.

3.11. Proposal Contents

3.11.1. The Respondent is required to submit a Proposal in accordance with the requirements this RFP, including a Total Price and a schedule of standard itemized rates, which are relevant to the work requested. Any subsequent negotiation regarding the scope of Services and Deliverables does not permit upward modification beyond the initially stated Total Price.

3.11.2. All variations from and failures to meet the requirements stated in this RFP must be identified explicitly as described in Section 2.2.

3.12. Language

3.12.1. All Proposals must be in English.

3.12.2. All Services and Deliverables will be provided in English unless otherwise explicitly noted.

3.13. Submission Guidelines

3.13.1. Respondents must submit their Proposal to the GSMA Contact by email no later than the date and time specified in the RFP Timeline.

3.13.2. The Respondent's emailed Proposal should not exceed 5mb in size unless otherwise agreed in writing by GSMA and in such cases, supporting documentation will be submitted as a supporting email and titled as such.

3.13.3. If, following submission of the Proposal, the information contained therein changes, Respondent must advise the GSMA Contact immediately.

3.14. Terms and Conditions

3.14.1. The terms and conditions governing any award of business are the GSMA Standard Terms and Conditions, as attached to the e-mail containing this RFP (the "T&Cs"). The T&Cs form the exclusive basis for the performance of Services and provision of Deliverables.

3.14.2. By submitting a Proposal, the Respondent acknowledges and agrees that:

3.14.2.1. At GSMA's option, Respondent will enter into a contractual agreement governed by the T&Cs, without any additions, omissions, or amendments; and

3.14.2.2. Respondent will be bound by any requirements in this RFP, representations in its Proposal, and the T&Cs.

3.15. Structure of Respondent's Proposal

3.15.1. Respondent's Proposal shall comprise:

3.15.1.1. The Respondent's Proposal for the performance of Services and/or provision of Deliverables, including responses to all questions presented for the Respondent in this RFP (including all requested items in Section B, Schedule 2);

3.15.1.2. The Total Price, including price breakdown and itemization per Section A;

3.15.1.3. A copy of the Declaration contained in Schedule 5, signed by the Respondent, containing the representations and warranties made by Respondent with relation to this RFP process which form part of the foundation of the relationship, including an intention to accept the GSMA Standard Terms and Conditions applicable to this transaction should Respondent's Proposal be selected; and

3.15.1.4. Copies of Respondent's audited company accounts (such as the directors' report, auditors' report, balance sheet, profit and loss account, cost of sales accounts and full notes) for the past three accounting years (or for your full period of trading if less than twelve months) in the Proposal. Note: If Respondent cannot provide this information, please describe why and give the best alternative financial information available, such as a certified statement of turnover for the last year, signed by an independent auditor or bank manager.

Schedule 2

GSMA Policies and Additional Considerations

1. Corporate and Social Responsibility (“CSR”)

- 1.1. GSMA continuously commits to the preservation of the environment and achieving carbon neutral certification for our global events under PAS 2060, an internationally recognised standard. To achieve this certification, GSMA’s carbon neutral consultants will implement data collection and carbon footprint calculation. Should Respondent’s Proposal be successful, Respondent will be contacted by GSMA consultants to provide all necessary data related to participation in any event on which Respondent may be working.
- 1.2. GSMA takes its environmental impact seriously and has made a series of policy commitments to address the issue. Please outline the measures that Respondent’s company has taken, or can take, in order to minimize the environmental impact of Respondent’s proposed solution.
 - 1.2.1. In what way should GSMA deem Respondent’s Proposal environmentally preferable?
 - 1.2.2. Please attach a copy of the formal CSR policy for Respondent’s company.

2. Insurance

- 2.1. Respondent shall procure and maintain for the duration of the contract insurance against claims for injuries, damages, or other types of losses that may arise from or in connection with the performance of the work hereunder by the Respondent, its agents, representatives, or employees. The cost of such insurance shall be borne by Respondent.
- 2.2. Respondent shall provide to the GSMA, at time of tender, original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. Respondent’s cover note will be presented on the insurance broker’s headed paper detailing all the insurance held, the term of each insurance, level of cover, and any exclusions.
- 2.3. Respondent’s insurance coverage shall be the primary insurance coverage for all claims related to this contract. GSMA and its affiliates, officers, officials, employees, and volunteers are to be covered as additional insureds. Each insurance policy required above shall state that coverage shall not be cancelled, except with notice to GSMA. GSMA reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.
- 2.4. If Respondent’s current insurance coverage is insufficient to meet GSMA’s standards, Respondent agrees to procure such insurance as GSMA requires prior to execution of any MSA.

3. Code of Conduct

- 3.1. Respondent shall comply with the GSMA code of conduct as laid out in Schedule 4.

4. Conflict of Interest Policy

- 4.1. A conflict of interest is a set of circumstances that creates a risk that an individual’s ability to apply judgment or act in one role is, or could be, impaired or influenced by a secondary interest. It can occur in any situation where an individual or organization can exploit a professional or official role for personal or other benefit. Conflicts can exist if the circumstances create a risk that decisions may be influenced, regardless of whether the individual actually benefits. The perception of competing interests, impaired judgment or undue influence can also be a conflict of interest.
- 4.2. Examples of conflicts of interest situations such as:
 - 4.2.1. When a supplier has a direct or indirect financial relationship with a GSMA employee, customer or competitor; or
 - 4.2.2. When a supplier has a non-financial or personal relationship with a GSMA employee, customer or competitor.
- 4.3. Conflicts of interest can be actual, perceived, or potential. GSMA treats these categories equally.
- 4.4. Disclosure of conflicts of interest is a continuing obligation, requiring an updated disclosure should a conflict of interest begin, end, or circumstances change in any material way.
- 4.5. The disclosures required in Schedule 3, Respondent Information, will form the basis for GSMA’s internal analysis as to the acceptability of the conflict of interest and how it may be managed. Should any information contained therein prove to be inaccurate, GSMA reserves the right to terminate the contract immediately with no penalty, notwithstanding any other term in the MSA to the contrary.

5. Data Security

- 5.1. GSMA requires that Respondent hold and process all data/information (personal or not) in line with the regulatory requirements in GSMA’s primary business locations (United States and/or United Kingdom, as applicable) and ensure that any data transfer is authorized and conducted in a secure manner. Respondent should describe whether data will be collected, processed, or transferred, and how Respondent will comply with GSMA’s data security standards, as well as with all relevant regulations.

- 5.2. Any information systems that hold information are required to be controlled in line with good information system security and operation measures and protected against information and service loss (physical and logical). Respondent should describe its information security and operation measures, including measures to protect against loss.
- 5.3. Respondent agrees it will agree to and comply with the GSMA Data Protection Addendum, attached to the T&Cs as Exhibit 1.

6. Regulation

- 6.1. Respondent should state whether the industry with which it is engaging regulated, and if regulated describe how. Respondent should demonstrate how Respondent's company meets this regulation.
- 6.2. Respondent should describe any future regulation that may affect the Services and Deliverables requested in this RFP, and demonstrate how Respondent will meet this regulation.
- 6.3. If Respondent is an organization based in the United Kingdom, please note whether, and how, TUPE would apply to any potential transaction between Respondent and GSMA.

7. Business Continuity and Disaster Management

- 7.1. GSMA requires organizations with which it transacts to take reasonable measures to protect the operation of their business in the event of a business interruption event (both physical and logical). Respondent should attach a copy of Respondent's company's business continuity policy and disaster management plan.

8. Service Level Agreements

- 8.1. "**Service Standard**" means in relation to the performance of any of the Services and provision of any Deliverables, Respondent and its third party respondents, contractors, agents and sub-licensees shall carry out those Services and provide those Deliverables:
 - 8.1.1. in a good, safe and professional manner and in a manner free from dishonesty and corruption and in accordance with the US Foreign Corrupt Practices Act, UK Bribery Act and any applicable anti-bribery or anti-corruption legislation;
 - 8.1.2. without material deviation from the best practice of a reasonable and prudent company and with adherence to relevant standards;
 - 8.1.3. in accordance with all relevant provisions of the service agreement, and any rules, codes, policies, procedures and standards notified to the Respondent, as revised from time to time during the Term in accordance with the service agreement;
 - 8.1.4. in co-operation with GSMA, its agents, sub-licensees and Respondents especially, but without limitation, in relation to the provision of information reasonably requested by GSMA;
 - 8.1.5. in a manner which is not detrimental to the public image and reputation of GSMA or any of its Affiliates; and
 - 8.1.6. in a manner not less professional than the manner in which the Respondent would perform similar services for its other customers.
- 8.2. Respondent should provide suggested service level agreements ("SLAs") to dictate acceptable response times for provision of the Services and Deliverables. The proposal of SLAs should include suggested service credits available should the service level fall below the standards set in the SLAs.

Schedule 3 Respondent Information

Respondent should complete this form and return to the GSMA Contact on the date noted in the RFP Timeline for Respondent's indication of the intention to respond.

1. Company Information

Company Name	
Company Registration Number (if any)	
Address of Registered Office	
Street	
Town/County	
Country	
Post Code	
Web Site	
VAT registration No if applicable	
Financial Year-End	

2. Director Details

Please list the names of Respondent's company's directors (use an extra sheet if necessary). If not a limited company, list members of the Management Board, Partners, Associates, etc. who are responsible for the activities of the company or organization.

Company's directors	
List members of the Management Board	
Partners	
Associates	
Other	

3. Company Profile—Financial Data

	FY 1	FY 2	FY 3
Total Turnover			
Number of Full Time Employees			
Products/Services sold			
Services Provided			
Net Income			

Respondent must provide a copy of its audited company accounts (such as the directors' report, auditors' report, balance sheet, profit and loss account, cost of sales accounts and full notes) for the past three accounting years (or for your full period of trading if less than twelve months) for purposes of assessing financial soundness. If Respondent feels the audited company accounts do not provide a complete view of Respondent's financial health, Respondent should provide information sufficient for GSMA to ascertain the full picture.

Please note that copies of Respondent's balance sheet and profit and loss account for the past three accounting years (or its full period of trading if trading for less than twelve months) must be submitted to GSMA prior to submission of the Respondent's formal response to this RFP. This information is maintained in the strictest of confidence by GSMA in accordance with the Mutual Non-Disclosure Agreement entered into by GSMA and the Respondent, associated with this RFP.

4. Current Activity with GSMA

Does Respondent's company (or any branch or affiliate thereof) currently provide any products or services to GSMA?

Yes No

If yes, please provide the following information for the products and services currently supplied to GSMA.

Project Name	Business Group and Contact	Description of Product or Services Provided	Total Project Cost

5. Insurance

Confirm the types and levels of insurance held. Please refer to the insurance policies in Schedule 2.

Insurance Type	Cover Currently Held
Public liability (third party) insurance	
Professional indemnity insurance	
Errors and Omissions insurance	
Workers compensation insurance [US only]	
Commercial liability insurance	
Commercial automobile liability insurance	
Other information	

Have any claims been made (or are any forthcoming) against Respondent's company's employer's liability insurance, public liability insurance, or professional indemnity insurance within the last three (3) years? If yes, please provide details.

6. Conflict of Interest Questionnaire

6.1. Please provide Respondent's instrument of ownership or beneficial interest, including a description of Respondent's corporate form, and any other information which may be relevant to GSMA's full understanding of this subject.

6.2. Ownership Share

Name	Address	Percent Ownership

6.3. Distributive Income

Name	Address	Percent Ownership

- 6.4. Does Respondent use a lobbyist or agent? If so, please disclose.
- 6.5. Disclosure must be made of any gifts or entertainment provided to GSMA employees in the past twelve (12) months.
- 6.6. Please provide details of current or previous employment of Respondent's personnel and ownership, (including self, spouse, and immediate family members) with ties to GSMA employees.

Schedule 4

Code of Conduct

Purpose

The GSMA Supplier Code of Conduct (“the GSMA Code”) reflects our intent to minimise the social, environmental and ethical impact of our supply chain and to ensure that we and our suppliers act in a responsible manner.

Scope

This GSMA Code applies to all suppliers and contractors in any capacity including agency workers, seconded workers, volunteers, agents, contractors, external consultants, third-party representatives and business partners who provide goods or services, to or on behalf of GSMA. We require suppliers notify any sub-suppliers that are used on behalf of the GSMA of their responsibility to implement the GSMA Code.

Principles

GSMA expects all suppliers to adhere to the following principles and will cease trading with suppliers showing persistent disregard for important elements of environmental, social and ethical performance.

GSMA seeks to ensure that the working conditions at suppliers of the products and services we purchase meet the standards of the International Labour Organisation (ILO) and the Universal Declaration of Human Rights (UDHR)

Social Compliance

1. **Child Labour:** Organisations should ensure the effective long-term elimination of child labour, in a manner consistent with the interests of the children concerned.
2. **Forced Labour:** There should be no forced, bonded (including debt bonded), involuntary labour, trafficked labour and workers should be able to leave after giving reasonable notice.
3. **Health, Safety and Hygiene:** All employees should expect to work in an environment that is both safe and healthy. Adequate steps should be taken to prevent accidents occurring in the normal course of work including the provision of suitable health and safety training.
4. **Discipline:** Physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation is not acceptable. Disciplinary and grievance procedures shall be clearly documented and communicated to all employees.
5. **Freedom of Association and Employee Representation:** Organisations should adhere to all local laws regarding trade union representation and the formation of employee representation groups
6. **Working Hours:** working hours should not be excessive and shall comply with relevant national laws.
7. **Equality of Treatment:** Organisations will seek to avoid any form of unlawful discrimination in all aspects of employment including, but not limited to the following protected characteristics or any others that may be covered by local legislation: age; caste or tribe; disability; gender / sex; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sexual orientation; military status.
8. **Remuneration:** Wages and benefits afforded to workers should meet national standards. Workers should be provided with clear written information on their pay and conditions. Excessive deductions on wages should not be permitted as a disciplinary measure.
9. **Employment terms:** All workers should be provided with simple, written contracts which must detail the terms and conditions of their employment. Contracts should be clearly understandable to each worker. Work performed should be on the basis of recognised employment law and practice.
10. **Right to work:** It is expected that supplier’s hiring practices will accurately verify a worker
11. **Community impact:** Organisations are encouraged to support the communities in which they operate through appropriate community initiatives.

It is understood that organisations must comply with national and other applicable laws and regulations and where there is conflict between these and the GSMA Code then the highest standards linked with such laws and regulations shall be applied.

Environment

We seek to ensure that appropriate attention is paid to environmental issues when GSMA purchase products and services. In all cases suppliers should be able to demonstrate environmental policies and management systems sufficient to ensure continuous improvement in environmental performance and be in accordance with local and internationally recognised environmental standards.

Business Practices

Suppliers shall comply with applicable local laws and regulations concerning bribery, corruption, fraud and unethical business practices.

Schedule 5

Declaration

By submitting a Proposal, Respondent:

- 1) Represents and warrants that it has the authority to agree to the terms of this Declaration;
- 2) Understands that giving false, incomplete, misleading or inadequate information that materially affects or could materially affect the decision-making process could result in Respondent's exclusion from the list of approved RFP invitees, or subsequent determination of the contract in the event of it being awarded to Respondent;
- 3) Certifies that the information supplied is accurate to the best of Respondent's knowledge and that Respondent accepts the conditions and undertakings set out in this Declaration and the RFP;
- 4) Declares that the Proposal is made without collusion, knowledge, comparison of data or arrangement with any other company, firm or person applying to participate in the process for this RFP and is in all respects fair and without collusion and fraud; and
- 5) Acknowledges and agrees that, if selected as the successful Proposal:
 - (a) At GSMA's request, Respondent will negotiate, in good faith and within the required timeframes, any additional documents required in relation to this RFP including commercial terms;
 - (b) The provision of Services and Deliverables will be governed by the GSMA Standard Terms and Conditions applicable to the transaction, as provided to Respondent with this RFP; and
 - (c) Any agreement for the Services and Deliverables will contain no less favourable terms than those set out in Respondent's Proposal.