

GSMA Mobile for Development Foundation Inc. Request For Proposal

AgriTech Accelerator
UX Support partner

February 2023

GSMATM

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Glossary

CxO	Chief Executive Officer
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GSMA	GSM Association
MEL	Monitoring Evaluation and Learning
MEM	Market Engagement Manager
MWC	Mobile World Congress
PIW	Product Iteration Workshop
RFP	Request for Proposal
TA	Technical Assistance
UX	User Experience
UXS	UX Supplier

Section A: GSMA RFP

A. Background

1) The GSMA

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. This activity includes advancing policy, tackling today's biggest societal challenges, underpinning the technology and interoperability that make mobile work, and providing the world's largest platform to convene the mobile ecosystem at the MWC and M360 series of events.

We invite you to find out more at [gsma.com](https://www.gsma.com).

2) GSMA Mobile for Development Foundation, Inc.

The Mobile for Development team drives innovation in digital technology to reduce inequalities in our world.

Singularly positioned at the intersection of the mobile ecosystem and the development sector, we stimulate digital innovation to deliver both sustainable business and large-scale socio-economic impact for the underserved.

Our unique research and insights platform advances digital innovations and implementations that empower underserved populations to build a better future. Our in-market expertise informs partnerships between the mobile industry, tech innovators, governments and the development sector. And our unparalleled convening power motivates conversations and inspires action.

To date, we have impacted the lives of over 126 million people and counting...

3) The GSMA AgriTech programme

The GSMA AgriTech programme works towards the vision of **equitable and sustainable food chains that empower farmers and strengthen local economies**. Its mission is to bring together and support the mobile industry, agricultural sector stakeholders, innovators and investors in AgriTech space to launch, improve and scale impactful and commercially viable digital solutions for farmers in the developing world.

The AgriTech programme has evolved over the last 10 years and has three focus areas: Improving smallholder livelihoods, climate resilience, and financial inclusion. While programme results varied across the implementation markets, the GSMA and participants alike have reiterated that a strong UX design at the outset, combined with a partnership-driven model involving mobile money providers and agritech companies, provided the foundation for a successful pilot and scale-up projects.

B. GSMA AgriTech Accelerator

1) Background

The [GSMA AgriTech Accelerator](#) ('the Accelerator') commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), is part of the Fund for the Promotion of Innovation in Agriculture (i4Ag) and being carried out by the GSMA on behalf of the [Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH](#) (GIZ).

The Accelerator aims to support and accelerate the growth of innovative, revenue-generating digital agriculture solutions that support the **programme's mission** of improving smallholder farmers'

1. Livelihoods,
2. Financial inclusion, and
3. Climate resilience.

The Accelerator launched a request for proposal in December 2022 that will prioritise digital agriculture solution providers who have deployed services aligned with the programme's mission. Up to ten successful applicants (herein referred to as cohort members) will receive technical assistance (TA) support over a 2-year period.

The GSMA will provide some or all the following TA support to the selected cohort members:

1. Dedicated GSMA Market Engagement Manager (MEM) to act as a lead consultant for the service,
- 2. Product design consulting via a specialised user experience (UX) & design company, (the subject of this RFP)**
3. Monitoring, evaluation, and learning (MEL) support, (led by third party Supplier)
4. Fundraising support,
5. International exposure and networking opportunities, and
6. Access to relevant GSMA insights and publications

NB: Please refer to the GSMA AgriTech Accelerator [term sheet](#) for more details on the programme.

A key focus of the support available to selected cohort members involves best practice user experience and product analysis. As identified in item 2 of the TA support above, the GSMA will contract a specialised UX research and product design organisation(s) to consult with all the cohort members. The expected support will cut across the product management lifecycle including:

- UX and design research to unlock areas for improving the service in line with user needs and scaling requirements.
- Product design recommendations such as functional specifications and/or mock-ups/wireframes, as agreed with cohort members.
- Capacity building for the cohort members to adopt UX best practices in their way of working.

- Continuous product improvements based on outputs from the product iteration workshops (PIWs). More details on the GSMA's PIW process is available in the Objectives of the Design Partnership section below.

2) Eligible Markets

The GSMA AgriTech Accelerator will support up to **10** projects across eligible countries in **Africa, Asia, and Latin America**. The specific focus countries are illustrated below. The GSMA will share the final list of 10 (or fewer) implementation countries by late April 2023 with the shortlisted UX suppliers for Stage 2 of the RFP.



3) Problem Statement

The AgriTech programme has over the last 10 years noted that a strong UX design combined with the right partnerships provide the foundation for a successful pilot and scale-up of digital solutions. It is on this premise that the GSMA AgriTech and the 10 cohort members will require the following support:

At the **project set-up** level.

- Provide capacity building for teams from the GSMA and 10 cohort members.
- Provide intermittent support to the GSMA and the cohort members in the management of user experience issues but with more active support in the weeks leading up to, during, and after the UX activities such as product iterations and process improvements.
- Design appropriate UX research frameworks and tools.
- Develop a mutually agreed project plan with GSMA to track progress over the two-year implementation period of the accelerator and have quarterly reviews to amend/evolve the plan, as needed

At the **market level**,

- Support the GSMA and cohort member teams as they conduct user research to understand the inherent complexities i.e., varying needs of multiple user segments (agribusinesses, farmers, financial service providers, mobile money

providers, etc.). Within each user segment, GSMA and the cohort members anticipate speaking to different stakeholders to inform product iterations.

- Leverage user research findings and specific cohort member data analytics to co-facilitate PIWs. PIW is an acronym denoting the product iteration workshop. This is a GSMA approach to a design sprint that leverages lots of research which informs the digital product or process improvement.
- Generate relevant functional requirements across multiple value chains of focus to inform new product design or iterate existing solutions.

Finally, support the GSMA AgriTech programme's **knowledge-sharing** efforts across the 10 markets. This will allow cohort members to compare, contrast and learn from each other. Key components within knowledge sharing include;

- Developing standardised design output templates, and
- Co-facilitating and/or attending capacity-building events including GSMA Field Focus Weeks, where cohort members (and their implementing partners in some instances) are brought together to share their experiences, successes, and challenges while also providing an opportunity for prioritised capacity building.

C. UXS role

1) Objectives of the Design Partnership:

In seeking a UXS for the GSMA AgriTech Accelerator, the GSMA team has three important objectives:

1. Product Review: The GSMA anticipates using the initial phases of project implementation to ensure the different service providers have a common understanding of the cohort members' product(s) while laying the groundwork for capacity building both the GSMA and the cohort members to take on UX work independently or with reduced effort from the UXS.

- The Product Review exercise will be led by the GSMA during an inception workshop bringing together the GSMA AgriTech, MEL supplier (MELS), UXS, and cohort member(s) with the following outputs.
 - GSMA AgriTech, MELS, and UXS share a common vision for a specific GSMA AgriTech Accelerator approach methodology, cohort member support and timelines.
 - GSMA AgriTech, MELS, and UXS achieve a clear picture of the portfolio of cohort members and their product roadmap (Either cohort member(s) or GSMA MEM will make a presentation on the cohort member's focus service, the findings from a remote UX audit, and associated growth opportunities)
 - Preparations for the first Field Focus Week.

2. Product Iteration Workshops: The UXS will support a portfolio of up to 10 cohort members through a mix of 20 PIWs over the 2-year project implementation period. In suggesting an appropriate model of support, it is intended that the approach allows cohort members and GSMA Market Engagement Team to lead more design activities on an ongoing basis over the project implementation period.

Key outputs from the PIWs will include:

Pre-workshop:

- Detailed research plan
- UX research report

Post-workshop:

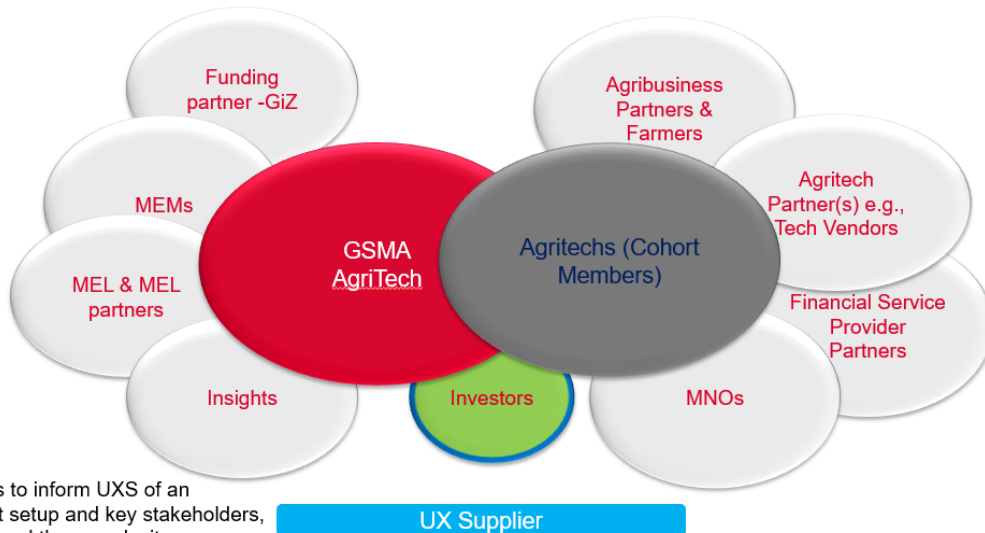
- Post PIW documentation (CxO deck, action plan, Miro/Notion repositories, updated user journeys and product features)
- Functional specs and wireframes/prototypes where appropriate.

3. Capacity Building – To support both the cohort members and the GSMA AgriTech team become increasingly able to take on more UX work on their own going forward. In the response to the RFP, the UXS should include their proposed methodology for capacity building, proposed tools, and how they propose ~~to~~ measure the effectiveness of the capacity building through identified metrics.

2) Matrix of Partners

The GSMA AgriTech programme anticipates working with a range of actors to successfully deliver on the project objectives. Some of the key actors are illustrated below.

Matrix of Partners



The matrix aims to inform UXs of an example project setup and key stakeholders, so they understand the complexity

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GSMA

3) Design Activities and Deliverables

The selected UXs will be expected to support the GSMA MEMs to conduct the following activities.

1. Inception meeting and document review
2. Capacity building
3. UX Audit/ Product evaluation
4. Remote research preparation
5. In-country design research and PIW
6. Field Focus Weeks

The activities and their associated outputs are illustrated below;

Phase 1: Inception meeting and document review	
Objective	Clarify the AgriTech Accelerator objectives and understand the expectations of the UXs in supporting GSMA achieve these goals.
Key activities	<ol style="list-style-type: none"> I. Document review of: <ol style="list-style-type: none"> a. GSMA AgriTech external publications on digitising agricultural value chains as well as those from relevant industry practitioners. b. GSMA AgriTech Accelerator planning documents. c. GSMA AgriTech design research methodology and tools (published and internal). II. An in-depth (1:1) discussion with relevant AgriTech Accelerator stakeholders (e.g., the GSMA AgriTech team, MELs, cohort members, and their proposed

implementing partners to understand their roles and responsibilities with respect to the GSMA Accelerator programme.		
Expected outputs		
I. A summary presentation highlighting the UXS's understanding of the programme, key questions, and the proposed level of effort and responsible persons for different tasks.		
Phase 2: Capacity building (for GSMA AgriTech team and the cohort member teams)		
Objectives	<ul style="list-style-type: none"> • Ensure consistent delivery of UX support to the portfolio of cohort members by defining standardised approaches • Reinforce key UX principles and assess product performance over the implementation period. 	
Key activities		
I. Ongoing capacity- building and support for GSMA MEMs and the cohort member teams. II. Review the ongoing UX support across the portfolio cohort members and suggesting adjustments and improvements, if and where necessary III. Review outputs from the different portfolio cohort members to inform future UX interventions IV. Collate lessons from the completed UX interventions to inform the evaluation of the ongoing capacity building, and plan for the upcoming support.		
Expected outputs		
I. A minimum of 3x 2 hour capacity-building sessions to be delivered remotely spread throughout the 2-year programme. II. Contribute to the development of workshop reports highlighting key findings, lessons, action points, and persons responsible for each action point.		
Phase 3: UX Audit/ Product evaluation		
Objectives	I. To gather insights on the respective solution users to inform product refinement and improvement. II. The UXS seeks to understand the cohort member's background, design research approach, profiles & roles of consortium partners across each market and current state of the service. III. Desk review of the product/app and identifying potential challenges.	
Key activities		
Desk review of: <ol style="list-style-type: none"> I. Existing cohort member's service details, use cases, where available. II. Digital agriculture environment in the cohort member country. III. Market competition analysis for the cohort member's service. IV. Functional specs documents currently used by cohort members where available. For a remote evaluation or audit exercise: <ol style="list-style-type: none"> I. The cohort member will share the summarised product pain points and the beta version of the product with the MEMs and UXS. II. The cohort member walks the MEM and the UXS through their product. 		

<p>III. The MEM and UXS review the beta version noting the design improvement opportunities.</p> <p>For an in-country product or solution review:</p> <p>I. The MEM with support from the UXS leads a user acceptance test exercise with sample users.</p>	
Expected outputs	
<p>UXS and MEMs to share a summary slide deck:</p> <p>I. Introducing design research to cohort members.</p> <p>II. Summarised observations from desk review.</p> <p>III. High-Level plan for design research that stimulates input & discussion from cohort members.</p> <p>IV. Product iteration recommendations, product prototypes, and wireframes.</p>	
Phase 4: Remote research preparation.	
Objectives	Preparation for in-country research, delivering both the customized local research plan and logistics details.
Key activities	
<p>For an in-country research:</p> <p>I. Remote discussions with cohort member, their country-level partners & GSMA for each market to build the research plan.</p> <p>II. Introductory discussions with the cohort member's technology partner to build relationships, sensitise them to the idea of functional specifications, and flag technical constraints for designers to be aware of.</p> <p>III. Identifying and finalising agreements for local logistics, translators, fixers, etc.</p> <p>IV. Finalising interview schedules, questionnaires, prototypes for research and testing.</p> <p>NB: GSMA MEM to sign off on the proposed plan.</p>	
Expected outputs	
<p>The final design research plan, including:</p> <p>I. Clearly thought through and validated research objectives with key questions to answer and hypothesis to test.</p> <p>II. Tools, processes and methodology, including high & low fidelity prototypes (where appropriate) & discussion guides.</p> <p>III. Local partners, logistics, translators, workshop material, interview schedules, etc.</p> <p>IV. A detailed 1-week in-country research plan.</p>	
Phase 5: In-country design research and PIW	
Objectives	<ul style="list-style-type: none"> • The UXS will support the delivery of 20 in-country UX research fortnights. • Each UX research fortnight will comprise supporting the GSMA MEM and cohort member product manager to conduct the one-week in-country field research with users and other implementing partners, followed by a 1-week workshop to synthesize the research findings and generate clear product iteration documentation and deliverables.

Key activities	
<p>A research fortnight typically* comprises:</p> <ol style="list-style-type: none"> I. Day 1-2: Face-to-face finalisation of plans with key stakeholders and mock interviews with those participating in the research. II. Day 2-7: In-field research with relevant stakeholders. III. Day 8 -14: PIW with cohort member team, GSMA MEM and UXS to Synthesize research findings, culminating with grantee CxO debrief and approvals on product iterations. <p>*The allocation of days and the flow of activities mentioned here are indicative and can be customised depending on dynamics of each market.</p>	
Expected outputs	
<p>Research output deck to be prepared for cohort member CxO sponsor's approval, including:</p> <ol style="list-style-type: none"> I. Clear needs assessment of different stakeholders and defined personas. II. High-level product design to address identified needs. III. High-level user journey iterations. IV. Product roadmap including an initial assessment and suggested prioritization of iterations. V. Early UI/UX iterations. VI. Clear asks from the CxO for approval/intervention. <p>Please note that:</p> <ol style="list-style-type: none"> I. The UXS will support the delivery of 20 PIWs over the 2 years of programme implementation. II. The first PIW may be supported by the UX product evaluation/audit and the research exercises which will determine areas of service/product improvement. Subsequent PIWs will be guided by ongoing product monitoring and feedback from MEL reviews/surveys and insights obtained from the business intelligence data. 	
Phase 6: Field Focus Week(s) (FFW)	
Objectives	<p>A knowledge-sharing opportunity for all cohort members to join in one location and share insights and challenges with delivering their product or service objectives. The FFW is hosted by the GSMA AgriTech Accelerator team who also manage the overall agenda and activities. The UXS will lead delivering for 1-3, 2hr capacity building sessions with the cohort members as a group.</p>
Key activities	
<ol style="list-style-type: none"> I. One-week preparation and one week of FFW attendance. commitment from the UXS. <p>NB: Exact requirements will be finalised as each FFW approaches, based on project needs and cohort members' progress.</p> <ol style="list-style-type: none"> II. Capacity building for cohort members, which can take the form of a general UX training, field simulations, or other learning sessions co-designed by GSMA and the UXS. 	
Expected outputs	

- I. 4 GSMA AgriTech FFWs.
- II. Delivery of capacity-building training (content TBD). The UXS will be expected to use one further FFW to build design capacity in cohort members and address any cross-cutting issues.

NB: Following the first FFW, which will likely be the first opportunity for the 10 cohort members and other stakeholders to come together, GSMA will organise three more FFWs. The UXS will use one of these additional opportunities to capacity-build the cohort member organisations' and teams.

4) Project Management

To ensure streamlined project management, the GSMA will require the following elements of support from the UXS:

1. A project manager with an overall view of all the projects to drive progress against the work plan and act as the single point of contact for the GSMA. They commit to remotely attending weekly updates during key phases and at least monthly check-ins during less intense periods, in addition to responding to requests from the GSMA within two working days.
2. In addition, the UXS will be expected to nominate additional UX experts as points of contact for each of the cohort members for ease of coordinating UX activities across the portfolio.
3. The selected UXS must be available to respond to GSMA and GIZ questions up to 180 days after project closure.
4. There is a possibility of a three-month extension in service delivery, depending on project progress by individual cohort members. In case such an extension is given to cohort members, the UXS will also be willing to accommodate an extension in the overall timeline at no extra cost, as long as the design deliverables remain unaltered.

5) GSMA responsibilities

In order for the UXS to support the services and deliverables laid out in Sections C3 and C4 above, the GSMA AgriTech team acknowledges there are many dependencies on GSMA and commits to ensuring delivery of:

1. Introduce the UXS to cohort members and their associated stakeholders in selected areas for initial design research and the pre-PIW research.
2. Before design preparation begins for each PIW
 - a. Facilitate coordination between the cohort member and the UXS to update the latter on product changes and product roadmap.
 - b. Share high level business intelligence/analytics.
 - c. Share outputs of relevant MEL work, to inform the design research.
3. Availability of GSMA Market Engagement Manager to co-lead design work from inception to end of the project, including field research.
4. Organisation of FFWs.

6) Out of scope

1. Scaling products/solutions: The design work here will focus on refining developed products to achieve the desired scale.

2. Business intelligence – the GSMA AgriTech team offers in-house business intelligence support to its cohort members, using data generated by the services to assess their success. Where possible aggregated analytics related to the service will be available to the UX(S) for the purposes of segmentation and understanding user behaviour, raw data or private user data will not be made available.
3. Reporting findings of the work for an external audience will be out of the scope for the UX(S), as that will be managed internally by the GSMA. The UX(S) will be named as a contributor on external reports which rely on data they have collected. Any external sharing of learnings from this work by the UX(S) will require GSMA and cohort member approval.
4. In line with the Mobile for Development Foundation policies, travel required to attend meetings at GSMA London offices can be included in the budget. However, we do not expect travel to our London office to be necessary throughout the course of the contract. All other approved travel should be included in the budget, e.g., travel required for PIWs and FFWs.

7) GSMA Project Delivery Set-up

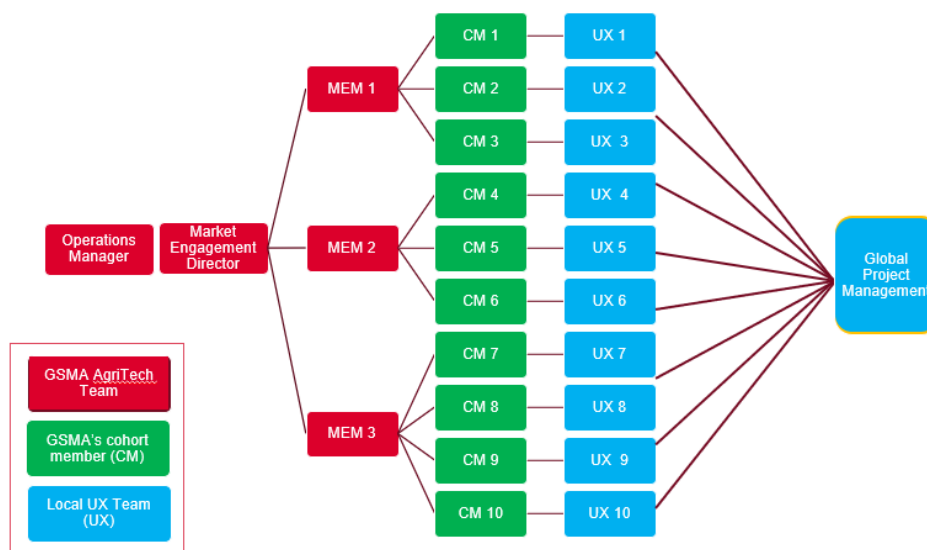
GSMA AgriTech will provide tailored and localised user experience and product design consultancy support to each of the cohort members. Each cohort member will also receive support from a MEM and other contracted GSMA partners (MEL, Investment Expert, etc.)

D. Supplier Contracting

1) Proposed contracting Models for UX Suppliers

The GSMA AgriTech programme recognises the complexity and potential challenges of working with multiple partners across multiple countries. We also believe that significant gains and efficiencies can be achieved by leveraging either global or regional firms, where possible. We expect proposals to be creative in minimising variances in delivery across markets and yielding the greatest value for money without compromising on quality. We feel that centrally managed experienced teams, with the right capacity and relevant knowledge of the local eligible markets, allow for more time spent on the project which enables better results. Therefore, we are open to working with firms proposing one of the three contracting models which maximise available on-ground time to deliver on the design component of the programme.

1. GSMA contracts a single “global” firm/supplier to be responsible for delivering support in all 10 markets.

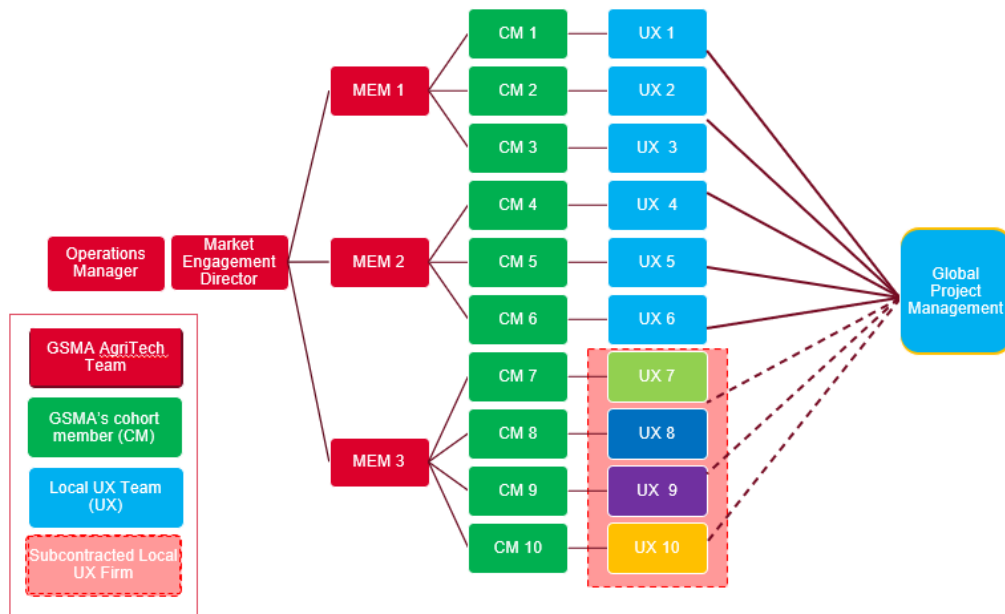


In this model, the global firm/supplier will, in addition to resourcing local teams and delivering support in each of the markets, be responsible for centralised project management. This will require working very closely with GSMA to onboard local teams, schedule work, support knowledge sharing between them, review and quality assure the work, -so that it meets high standards and is consistent with the other teams' work.

2. GSMA contracts a single “global” firm/supplier to lead a consortium of local design firms. The lead supplier would be responsible for:

- Directly delivering support in select markets where they have capacity in place
- Sub-contracting consortium partners for markets where existing capacity is absent

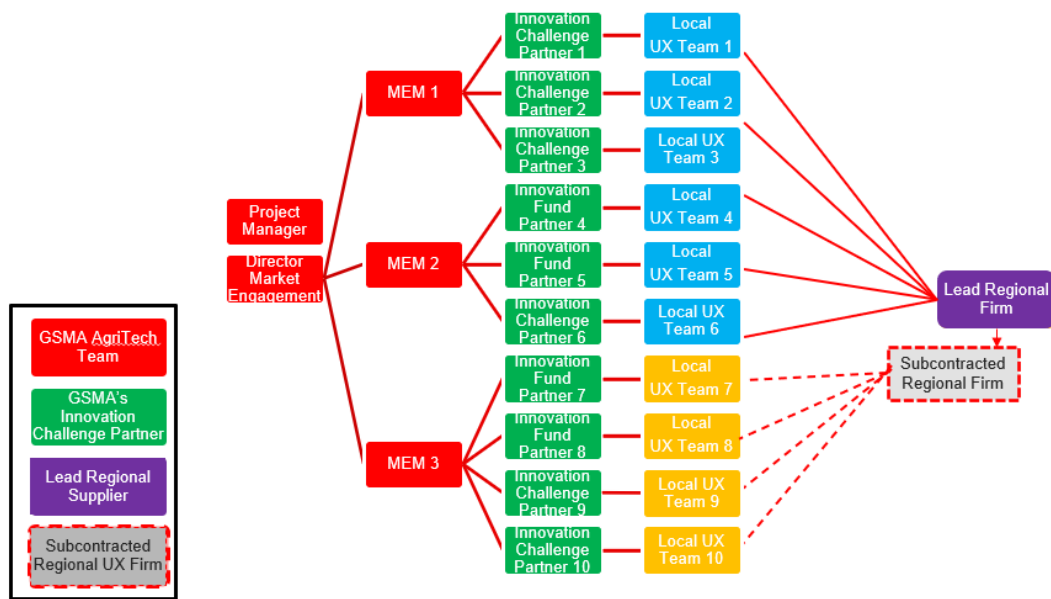
- All contracted work being completed at a high standard and in a consistent manner across all 10 markets on schedule



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In this model, the global supplier will be responsible for resourcing their own local teams as well as subcontracting additional local firms so all 10 markets are covered. The global project manager will also work very closely with GSMA to onboard local teams, review, and quality assure their work, so it meets high standards and is consistent with the other teams' work.

3. **GSMA contracts a consortium of more than one “regional” firms/suppliers to be responsible for delivering all contracted work in the 10 markets.** In this arrangement, the GSMA engages only with the lead regional firm which is then responsible for managing it's consortium partner(s) and the lead regional firm is responsible for delivery in all the 10 markets.



In this model, the regional supplier will be responsible for resourcing their own local teams. The regional project managers will also work very closely with the GSMA to onboard the subcontracted regional firm and the local teams, review, and quality assure their work, so it meets high standards and is consistent with the other teams' work. In this model, the assumption is that the GSMA shall appoint one regional supplier who will then appoint other regional firms to support 1 or 2 other distinct regions i.e., Africa, Asia, and Latin America.

Regardless of the selected model, the GSMA AgriTech programme expects every UXS (lead or sub-contracted) to have in-depth local knowledge and the following resources in place (before contracting):

- Sufficient team of user experience researchers or indicate how they would mobilise a team of researchers in the relevant markets of implementation
- Product designer
- Local language skills or trained interpreter (as needed)
- Local/rural fixers (as needed)

2) Contracting Timelines

The anticipated project kick-off date is 1st of June 2023. The GSMA AgriTech team therefore proposes the below timelines for the selection of the ideal UXS.

Task	Timeline
Sharing of the RFP	1 st Feb 2023
Responding to questions from potential suppliers	10 th Feb 2023

RFP Stage 1 Responses submitted	24 th Feb 2023
Review of initial RFP Responses (UXS Applications Review 1)	20 th Mar 2023
Shortlisting suppliers and sharing formal RFPs - Feedback and requests for detailed proposals	28 th Apr 2023
RFP Stage 2 -Submission of detailed Technical and Financial proposals by shortlisted applicants	15 th May 2023
Review of stage 2 Responses and supplier selection	22 nd May 2023
Contract finalisation	15 th Jun 2023

3) RFP Submission Guidelines

Proposals will be requested in two stages.

All methodologies and approaches provided in the proposal will be subject to refinement during the executed contract.

Queries about the UX RFP are accepted in written form only, by email at agritechaccelerator@gsma.com with the subject line <UX RFP questions>, **between February 2 and February 9 2023**. GSMA's responses will be copied to all RFP Respondents who have confirmed interest in submitting a proposal, including an anonymous version of each query. No queries outside of the period described in the RFP timeline will be answered, except in extraordinary circumstances within GSMA's sole discretion.

In addition, responses must adhere to the following:

- All RFP responses must be in English.
- The GSMA default currency requirement for all proposals is 'UK Pounds Sterling'.
- State any dependencies on GSMA staff and/or operator members.
- Any additional value-added elements or recommendations to the proposed GSMA approach that will enhance the potential outcome of the project for the GSMA are appreciated, but must be accounted for clearly on a separate budget line within the template.
- Respondents should submit the **RFP Response** documentation package via email no later than **17:00 GMT 24th February 2023**. Electronic submission can be sent in multiple emails (appropriately titled 1,2,3, etc.) in case the files exceed the limit size per email and should be sent to agritechaccelerator@gsma.com with the subject line <UX RFP Application>.
- Acknowledgement of receipt of electronic submissions will be sent by Close of Business the next working day (after the close of the submission window).
- In case the Respondent encounters a problem in its electronic submission, please contact the GSMA by email (agritechaccelerator@gsma.com) with the subject line <UX RFP failed submission>.
- Failure to comply with above requirements may result in a disqualification.

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

Where proposals are incomplete or not supplied, they may not be considered for evaluation.

By submitting a response, the respondent agrees to respond to any other questions issued by GSMA in connection with this RFP within the stated deadlines.

RFP Stage 1

Interested suppliers must submit Schedule 3 (see [Section VIII Schedule 3: Respondent Information](#)) alongside

1. A brief PowerPoint deck summarising their offer (10-20 slides) including:
 - A suitability statement - describing and demonstrating current and historical experience with multi-region and multi-year agri or agritech projects that best positions the UX supplier for this contract, as well as any additional work the supplier believes, is required to deliver against the brief.
 - UX suppliers' proposed design methodology for supporting the GSMA to achieve the objectives of the Accelerator programme, outlining key requirements and the tools that will be used.
 - A brief description of their preferred contracting model and associated readiness (e.g., existing local teams in the markets of interest or names of design firms likely to be subcontracted).
 - A high-level budget estimating costs for the work.
2. An annex including:
 - CVs or summary profiles of the proposed team.
 - 3 client references for whom you have recently completed a UX work.

The GSMA AgriTech team will review the RFP stage 1 applications and invite a shortlist of 3-5 suppliers to the RFP stage 2 application.

RFP Stage 2

The shortlisted suppliers will develop their original proposal and re-submit including:

- Any amendments to RFP stage 1 proposal, based on an updated RFP document, including an updated list of selected cohort members projects and countries of operation.
- Risk mitigation strategy for the project.
- Data protection and privacy statement.
- Full budget and other associated expenses.
- A clarification of their preferred contracting model based on the 10 selected markets.

4) The Ideal UXS Profile

The ideal supplier would have demonstrable experience in:

- Designing agri-centric, ICT products and services for rural users in Africa, Asia, and/or Latin America (preference for work undertaken in the eligible countries or markets).
- Delivering complex, multi-country design projects with a comparable degree of complexity.
- Implementing product designs in agritech **start-up** environments.
- Developing design methodologies, tools, and processes in varied environments
- Capacity building for product design in organisations with limited prior experience of the same.

Additional criteria for assessment of applications will include:

- Familiarity with agritechs and the agricultural sector and working with varied agricultural value chains.
- Prior experience in the digital for development space.
- A multi-lingual team, and/or an established quality assurance process for translating tools into multiple languages.
- A network of field offices or partners in the chosen countries.
- Excellent project management skills, with a dedicated project manager assigned
- Ability to dedicate multiple team members at key delivery times.
- The flexibility to provide support to various consortia and product/services with different requirements and changing roadmaps.

5) GSMA Contact details

All correspondence and queries in relation to this RFP must be emailed to agritechaccelerator@gsma.com with the following subject lines:

- <UX RFP questions> for questions on the RFP stage 1 proposals
- <UX RFP stage 1 application> to submit RFP stage 1 proposals
- <UX RFP stage two application> to submit RFP stage 2 proposals
- <UX RFP failed submission> to report technical issues with submitting proposals

6) Fees and charges

This contract is a deliverable-based contract, not a person-day based contract.

Please provide the total price and the breakdown by unit cost in GBP (£) as per the table below.

Deliverable/Title	Unit/Activity Description	Standard Base Rate	Discount Applied	Discounted Rate	Volume	Additional expenses (if any)	Total Charge
Inception meeting and document review							
Capacity building							
UX Audit/ Product evaluation							
Remote research preparation							
In-country design research and PIW							
Field Focus Weeks							

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 organisation about whether or not it should submit a Proposal or about the other organisation'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 itemised 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 itemisation 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 minimise 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 organisation 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 authorised 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 organisation 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 organisations 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 organisation.

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.