

## **GSMA INNOVATION FUND – SCOPE OF WORK FOR PRE-GRANT PROJECT TECHNICAL DUE DILIGENCE (CAMEROON & NIGERIA)**

### **Introduction**

**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 Solutions and Events.

**The GSMA Mobile for Development Foundation, Inc.** (“GSMA M4D”) is a U.S. 501(c)(3) charitable organisation that seeks to relieve poverty and improve living conditions throughout the world through identifying opportunities for social, economic and environmental impact and to stimulate the development of scalable, life-enhancing mobile services. GSMA M4D is a wholly owned subsidiary of the GSM Association (“GSMA”).

### **Context**

**The GSMA Innovation Fund** is a dedicated team set up to manage all Innovation Fund activities as part of a strategic partnership with the Foreign, Commonwealth & Development Office (FCDO). The GSMA Innovation Fund for Humanitarian Replication and Scale (“the Fund”) was launched in March 2025 and will provide grants and venture-building support to support Innovation Fund alumni in accelerating their digital humanitarian impact by catalysing pathways to scale either in existing markets or through replication in new markets where they have existing operations. The Objectives of the Fund are as follows:

1. To support the scaling of existing humanitarian innovations
2. To support the replication of existing innovations in new markets where grantees have existing operations
3. To support the scaling of existing humanitarian innovations by targeting new unreached user groups (e.g. forcibly displaced persons or persons with disabilities) through adaptations of the existing services.

Successful projects will receive a grant of up to **£100,000** to scale their innovation over up to 12-month period.

Applications from previous GSMA grantees for this round have closed with several organisations’ projects shortlisted and currently undergoing project and company due diligence.

### **Project Overview and Objectives**

The GSMA M4D Foundation is seeking a ‘consultant’ to perform a pre-grant project technical due diligence review for an applicant shortlisted for GSMA Innovation Fund for Humanitarian Replication and Scale with a proposed project in Cameroon and Nigeria.

The technical due diligence will assess and evaluate the applicant on their relevance to the scope of the Innovation Fund, the product or service being provided, the organisation’s ability to deliver humanitarian challenges solutions, ability to execute the project and deliver impact in line with the terms and conditions of the Innovation Fund<sup>1</sup>.

---

<sup>1</sup> Please refer to the ‘Objectives’ section in the Terms and Conditions

A technical due diligence must include a thorough assessment of the prospective grantee's business and proposed project including:

1. Product/ service viability
2. Use of mobile technology in the product or service
3. Customer Perception
4. Management, Staff and Partners
5. Risks and mitigation

The Technical Due Diligence will involve a combination of qualitative methods such as in-depth interviews, meetings with key stakeholders, customers and project partners. It is usually conducted over 2-3 days and includes a field visit, product demos, meetings with project team, partners, customers, mobile operators and other stakeholders. Insights from the technical due diligence will inform GSMA's funding decision. This work follows a broader company due diligence exercise conducted by our Fund Manager. During Technical Due Diligence, the consultant will assist GSMA and Fund Manager with further discovery on key risks or issues identified in the company due diligence, through in-person interview and observation methods.

The consultant will be provided a draft Company Due Diligence Assessment conducted by the Fund Manager. Areas requiring in-person validation pre-selection will be shared at this time. This could include:

- Capacity to identify and counter compliance risks such as corruption, terrorism financing and fraud
- Financial management oversight
- Awareness of environmental risks, specifically those relating to value chain and capacity to address these.

## **Service requirements**

To conduct technical due diligence on applicants shortlisted for the GSMA Innovation Fund for Humanitarian Challenges, on behalf of GSMA. The purpose of the due diligence is to assess and evaluate applicants that are the most promising, and assist GSMA and the Fund Manager with identifying any major risks relating to engaging with the applicants.

The consultant will undertake project site visit proposed project is to be implemented in order to speak to the project team, see a demo, meet with partners, and speak with end users. The objectives are:

- To better understand the project proposed and how it will work in practice,
- To understand the capacity of the team to deliver on the proposed project,
- To better understand the partner organisations and how prepared they are to play the role outlined in the project proposal and identify any risk and dependencies,
- To gain a better understanding of the project context, including the needs and interests of end users.

## **Detailed scope of work**

The consultant is required to complete the due diligence as per GSMA Innovation Fund - Due Diligence Guidelines. Specifically, the consultant will:

- Attend briefing session with GSMA team on the due diligence process and guided questions to ask partners, project staff, and end users. This includes a due diligence questionnaire and questions for partner organisations.
- Prepare all logistics for the due diligence visit;
- Review all relevant material from applicant prior to the visit;

- Conduct the due diligence visit, employing both formal to build a picture of the proposed project, the lead applicant and their partners. Make use of formal meetings to ask direct questions as well as continuing to observe and make note of information shared during informal conversations;
- Complete the due diligence report
- With permission and legal consent, take relevant pictures, audio recordings, videos from your site visit which may bring the subject matter to life
- Submit the completed due diligence file and review template to the relevant GSMA IF Manager (TBC) within 5 business days of the due diligence visit

## Geographic Scope

- a) Cameroon  
Regional/coordination office - Yaoundé, Cameroon  
Project Locations- Maroua, Djarengol district and Makari Galme district
- b) Nigeria  
Regional/coordination office: Maiduguri  
Project locations- Monguno and Ngala, North West

## Key deliverables

- A report/ presentation of key findings and assessment to GSMA
- Completed project due diligence template to be provided by GSMA to also include:
  - A list of interviewees and consultations / dates
  - Photos, screenshots, interviews and product demos
  - Summary of transcripts (in English), audio and video files
  - Signed consent forms for all interviews, photos and videos.

All deliverables must be shared in English, as stated above. Language of daily communication with GSMA will be English.

## Timeline

Start: ASAP – 29<sup>th</sup> July 2025

Proposed timelines and key steps of exercise

- Review of pre-grant assurance questionnaire and on-site visit with applicant to collect findings: w/c 14<sup>th</sup> July 2025
- First draft report shared with GSMA: 25<sup>th</sup> July 2025
- Final report submitted to GSMA 29<sup>th</sup> July 2025

## Supplier requirements

- Strong understanding of the mobile innovation space
- Experience with due diligence
- Strong analytical ability to make recommendations
- English language proficiency
- Strong data security measures
- Presence and local experience in Cameroon and Nigeria including ability to communicate in French and local languages (as applicable)
- Demonstrable track record of completing similar assignments

## Proposal requirements

Applications can be submitted for both countries or for individual countries. Interested applicants should submit a technical and financial proposal detailing:

### Technical proposal

- A short statement of suitability, highlighting recent relevant experience (1 page)
- An outline of your assurance review approach covering all areas of scope listed above (upto 3 pages)
- Detail of how you will deal with the geographical locations, special considerations
- Gantt chart outlining major project stages and the timelines proposed in the section above.
- Proposed team and their relevant experience including CVs and location of team members

### Financial proposal

Please provide the total price including breakdown by unit cost using the table below as a template.

- Fee rates (per day in GBP)
- Level of effort (person-day) by individual and activity.
- Total Fees and expenses pricing in GBP

Name	Role	Delivery stage/ activity	Volume/ Item	Standard rate/ Cost (Daily rate)	Total Charge
<i>e.g. Peter James</i>	<i>e.g. Senior Adviser</i>	<i>e.g. Inception stage: Desk research</i>	<i>e.g. 5 days</i>	£	£xx
					£xx
					£xx
					£xx

Please also include confirmation of ability to accept GBP in bank account and country in which your bank account is registered.

Please send a proposal to [smoa@gsma.com](mailto:smoa@gsma.com) and [wkihara@gsma.com](mailto:wkihara@gsma.com) by **8<sup>th</sup> July 2025 (5pm GMT)**.