

Monitoring, Evaluation and Learning Thought Partnership Scope of Work

Background:

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 Solutions and Events.

GSMA Mobile for Development Foundation (M4D)

The GSMA Mobile for Development Foundation, Inc. (“GSMA”) is a U.S. 501(c)(3) charitable organisation. The Mobile for Development team (M4D) operates at the intersection of the mobile ecosystem and the development sector. Our aim is to stimulate digital innovation and deliver both sustainable business and large-scale socio-economic impact. Our research and insights platform, in-market expertise and community of partners push forward digital innovations and implementations that empower underserved populations. To date, we have impacted the lives of over 260 million people.

Objective:

M4D’s Monitoring, Evaluation and Learning (MEL) team seeks to engage a MEL thought partner to provide strategic and technical support across key priority areas, including financial inclusion, strategic messaging, impact assessment and analysis, and study design. The partnership will strengthen the MEL team’s ability to generate robust, actionable insights and refine its overall impact approach across thematic areas.

Key responsibilities:

This engagement will focus on providing both strategic advisory and hands-on technical support across a portfolio of MEL activities. The contract will support the design, implementation, and synthesis of learning across multiple projects, while also contributing to the evolution of GSMA’s broader MEL approach.

The thought partnership will include:

- **Project-level MEL support**
Provide technical and strategic input into at least three projects across priority areas (e.g. financial inclusion, AI, digital inclusion), including support on study design, evaluation frameworks, data collection approaches, and analysis.
- **Impact assessment and analysis**
Support the development and refinement of methodologies to assess impact, including guidance on mixed methods approaches, outcome measurement, and synthesising findings into clear, actionable insights.
- **Strategic messaging and insight development**
Translate evidence and findings into compelling narratives and strategic messaging tailored to different audiences (e.g. donors, partners, industry stakeholders).
- **Thought leadership outputs**
Produce 2–3 high-quality outputs (e.g. reports, insight papers, or briefs) that synthesise learning across projects and contribute to GSMA’s external positioning on MEL and impact in digital development.

- **Workshops and internal capacity strengthening**
Design and facilitate two strategic workshops with the MEL team to:
 - Reflect on learning emerging from current projects
 - Refine GSMA's MEL approach across thematic areas
 - Identify priorities and gaps for future MEL strategy and implementation
- **Ad hoc advisory support**
Provide ongoing light-touch advisory support to the MEL team, including input on emerging opportunities, methodologies, and strategic decisions.

Requirements:

- Advanced experience in mixed-methods evaluation design, including study design, outcome measurement frameworks, and impact assessment methodologies for digital development or financial inclusion contexts.
- Proven ability to develop and refine data collection approaches (qualitative and quantitative) and synthesise complex findings into actionable insights.
- Strong track record providing thought leadership in MEL, with experience shaping organisational impact strategies across thematic areas like AI, financial inclusion, or digital ecosystems.
- Strong ability to translate technical evidence into compelling, audience tailored narratives, messaging, and strategic outputs (reports, briefs, insight papers) for donors, industry stakeholders, and partners.
- Ability to manage multiple projects simultaneously
- Experience with learning agendas and evolving MEL approaches in complex environments, engaging multiple stakeholders

Timeframe and Fees

- Projects and hours will vary based on programme needs but are estimated to average 3 days per week from start of May 2026 (subject to contract execution) to 31st March 2027.
- Payments will be based on time spent, through approved timesheets submitted at the end of every month.

Submission details

Interested bidders should submit the following documentation to rorbach@gsma.com and dmacaskie@gsma.com by **4pm BST 7th April, 2026**

- Covering letter providing detail of suitability and relevant experience
- CV
- Day rate