

Term of Reference: Innovation Fund and scale strategic impact support

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.

Objectives

The Monitoring, Evaluation and Learning (MEL) team are seeking support from an experienced strategic analyst who can work with us to make sense of our data, surface meaningful insights, and help us ask the right questions about scale, impact, geography, sector, and reaching vulnerable users.

Objectives include:

- Conduct strategic analysis of data related to scale and impact across the Innovation Fund portfolio
- Identify portfolio-level trends that are applicable across markets, sectors, and business model types
- Translate insights into actionable recommendations and plans
- Support planning for endline evaluations across current grantees
- Help the team identify the most important questions to be asking about maintaining and deepening impact at scale

Key responsibilities

This engagement will focus on the following activities:

Portfolio-Level Trend Analysis

- Identify trends applicable across markets, sectors, and business model types
- Highlight patterns related to scale, impact, geography, and vulnerable user reach
- Synthesise findings in a format that supports strategic decision-making
- Facilitate a workshop session for MEL team to identify and analyse findings for

Scalability Interview Insights

- Extract meaningful data insights from interview transcripts and outputs
- Identify what the data tells us about current grantee trajectories and challenges
- Flag areas of particular strategic interest or concern

Endline Planning

- Support team’s development of a strategic plan to measure inclusion, effectiveness, and impact for 8 grantees operating across multiple countries, contexts, and sectors
- Support development of robust methodologies and approach to coordination across diverse grantee contexts
- Define core impact areas to be measured at endline

- Ensure endlines feed into broader scale and impact portfolio

Portfolio Mapping

- Mapping all grantees against the agreed scale and impact framework
- Identifying gaps, outliers, or clusters of particular analytical interest

Key data sources include:

- Scalability surveys with current and former Innovation Fund grantees (alumni)
- Scale and impact learning paper
- Longitudinal studies (Pakistan, IFII and upcoming climate focused study)
- Innovation Fund Scale review
- Humanitarian scale review

Timeline and deliverables

The table below outlines the expected timeline and deliverables (to be agreed at project kick-off):

1 st July	Kick off
w/c 20 th July	Workshop facilitation
1 st September	Scalability insights
30 th October	Scale and impact framework portfolio mapping report
15 th December	Wrap up report

Requirements

- Proven experience designing and implementing MEL frameworks, endline evaluations, and impact measurement methodologies
- Strong analytical skills, including for complex, multi-country portfolios with experience identifying trends across markets, sectors and business models
- Strong data synthesis and communication skills, translating data into accessible insights
- Experience applying or developing frameworks that assess organisational or programme scalability, particularly in low- and middle-income country (LMIC) contexts
- Excellent written and verbal communication, able to present complex and nuanced findings to both technical and non technical audiences

Fees

- Projects and hours will vary based on programme needs but are estimated to average 8 days per month from contract execution to 31st December 2026.
- 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 19th June, 2026**

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