

STAGE 1: ROUND SET UP			
#	Task	GSMA Responsibilities	Fund Manager Responsibilities
1	Term sheet	Draft term sheet	Review term sheet and submit comments to GSMA team
		Integrate Fund Manager review & comments	
2	Fund manual and guidelines	Review and approve fund manual and external facing guidelines or policy documents.	Review, update and/or develop (as needed) the fund manual and any related external facing guidance documents in collaboration with the GSMA team to include: <ul style="list-style-type: none"> • Any update required to the standard fund manual; • Any round specific, donor specific, eligibility specific requirements that need to be implemented in the round to be included as a supplement
3	Prepare Concept Note (CN) application	Draft concept note questions	Develop template for concept note document in consultation with the M4D team. Review concept note questions and submit comments to GSMA team
		Integrate Fund Manager review & comments	Populate Application portal with concept note questions
4	Test concept note application	N/A	Comprehensive testing of concept note on application portal prior to launch
5	Marketing & Outreach	Creating landing page for Programme Fund Round on website	N/A
		Develop all necessary outreach tools and social media content for consistent promotions schedule during CN period	
6	Prepare Proposal application	Draft proposal questions	Review proposal questions and submit comments to GSMA team
		Integrate Fund Manager review & comments	Prepare all proposal attachments
		Review proposal attachments and send comments to Fund Manager	Incorporate GSMA comments in final templates
STAGE 2: CONCEPT NOTE			
#	Task	GSMA Responsibilities	Fund Manager Responsibilities
1	Launch - submission window opens	Update Fund website	Activate application portal
2	Frequently Asked Questions (FAQs)	Review Fund Manager answers and send comments	Finalise answers, incorporating GSMA comments
3	Formal announcement of Fund launch	Announcement at relevant GSMA event(s)	N/A

4	Concept note review guidelines	Review guidelines and submit comments to Fund Manager	Update (or develop if needed) guidelines for assessing pitches (including review template, scoring criteria, longlist/shortlisting etc.) in consultation with GSMA. Finalise with GSMA's comments incorporated
5	Submission window closes	Update Fund website	Close application portal Manage application portal during review stage (assign CNs, labelling, troubleshooting, etc.)
6	Longlist	Review all assigned concept notes. Participate in longlisting meeting	Review all concept note for eligibility vs eligibility terms set in the term sheet Assign concept notes to all GSMA reviewers Oversee the long listing process Manage the long listing meeting, especially providing live trackers during the meetings
7	Shortlist	Review all assigned concept notes	Oversee the short listing process Manage the short listing meeting, especially providing live trackers during the meetings Assist GSMA in identifying projects in extreme risk markets that require enhanced due diligence
8	Inform applicants	Review email and send comments to Fund Manager	Draft and send emails to successful and unsuccessful applicants
STAGE 3: PROPOSAL			
#	Task	GSMA Responsibilities	Fund Manager Responsibilities
1	Test proposal application	Test proposal application form on Application portal and give final approval	Test proposal form on application portal
2	Proposal submission window opens	Update Fund website	Activate application portal
3	Applicant webinars	Organise and lead webinars for answering all content-related questions	Organise and lead webinars in coordination with GSMA (one on technical application process, one on the budget and reporting requirements) for short-listed applicants to learn about the process and ask questions
		Lead additional webinars on Theory of Change development and building effective logframes	Participate if needed
4	Proposal review guidelines & training	Review guidelines and submit comments to Fund Manager	Draft review guidelines
5	Submission window closes	Update Fund website	Close application portal
6	First draft of proposal review	Review the project element of the first draft of proposal for all short listed applicants	Review the financial element of the first draft of proposal for all short listed applicants

		Coordinate with the Fund Manager Provide feedback to the applicant	Coordinate with the GSMA team Provide feedback to the applicant
7	Conduct Due Diligence (DD)	Conduct project DD, either virtually or on the ground	Conduct company / financial DD (as described in the main RFP document) virtually Complete due diligence assessment report
		Coordinate with Fund Manager on findings or additional areas to explore in company DD.	Coordinate with GSMA on findings or additional areas to explore in project DD
		Complete DD project summary for recommendation to fund panel, including score & reporting on findings; file pictures from field visit in applicants' folder	Complete the company/financial DD sections of recommendation to fund panel (based on due diligence assessment report findings and scores)
8	Final version of the proposal	Provide support to applicants to ensure all previous comments are addressed and that the proposal that comes back in good quality, ready to be integrated into the Fund Panel pack	Provide support to applicants to ensure all previous comments are addressed and that the proposal that comes back in good quality, ready to be integrated into the Fund Panel pack
		Coordinate with the Fund Manager	Coordinate with the GSMA Team
9	Recommendation setting meeting	Participate in recommendation meeting	Manage/run the recommendation meeting
			Take notes throughout discussion, capturing final decisions and all relevant information for Fund Panel packs

STAGE 4: FUND PANEL

#	Task	GSMA Responsibilities	Fund Manager Responsibilities
1	Preparation for Panel	Review all draft documents and send comments to Fund Manager; manage all panel member logistics	Organise required prep meetings with various Panel stakeholders
			Brief Panel Chair for roles and responsibilities
2	Panel Recommendation Forms	Draft GSMA sections, consolidate sections and send to Fund Panel members	Draft Fund Manager Recommendation Form sections (company due diligence)
3	Panel packs	Collect signed NDAs and Conflict of Interest from Panel members	Review conflict of interest forms
4	Dashboard	Review the dashboard and send comments to Fund Manager	Prepare agenda for selection panel and all necessary documentation for the Selection Panel meeting
5	Panel meeting	Ensure room is prepared for Panel meeting and relevant staff are available for Panel questions	Support the Panel Chair as needed with moderating. Provide live trackers of decisions
			Take meeting minutes of the Panel discussion, capturing final decisions, all grant conditions and relevant information for applicant feedback

6	Notify successful and unsuccessful applicants	Review emails and send comments to Fund Manager	Draft emails for successful and unsuccessful applicants
			Send emails to successful (including all Panel, GSMA and Fund Manager conditions) & unsuccessful applicants (with feedback)

STAGE 5: CONTRACTING

#	Task	GSMA Responsibilities	Fund Manager Responsibilities
1	Contracting prep with grantees	Set up initial video conference with all selected grantees to explain contracting process/Q&A	Participate in calls with grantees
		Arrange subsequent calls with grantees to address grant conditions & amend budget, logframe, milestones, etc.	Raise a list of outstanding queries/tasks for each grant
2	Prepare grantee agreements	Work with grantees to finalise realistic, verifiable, defined, measurable and comprehensive KPIs, milestones, budgets, logframe, strong charitable purpose, etc.	Provide clear guidance to grantees and GSMA team as grant attachments (Budget, Work plan, Milestones, Logframe, Risk Framework) are being finalised
3	Approve grantee agreements	Oversee all aspects of grant agreement and PO approvals	Review final work plans, evidence requirements, budgets and payment schedules with successful applicants to ensure contract ready, considering any conditions imposed by the Panel

STAGE 6: GRANT MANAGEMENT AND MONITORING

#	Task	GSMA Responsibilities	Fund Manager Responsibilities
1	Reporting guidance and orientation webinar (2)	Participate in video conference with all grantees to explain various processes /what GSMA offers during a grant and hold Q&A	Set agenda in advance; write down frequently asked questions, distribute answers in writing within 1 week of webinar; lead the reporting guidance
2	Grantee Reporting	Review monthly progress reports submitted by grantees, tracking progress towards milestones, KPIs, etc.	Monitor compliance with monthly reporting requirement
		Participate in calls as needed	Responsible for reviewing and approving all financial reports. The financial reporting are done quarterly, midway and end of grant spot checks
3	Portfolio due diligence/risk management	Regular review of activity progress and identify risks	Regular review of financial progress and identify risks
4	Milestone payment approvals	Support grantees with preparing milestone evidence and confirm it is ready for Fund Manager approval; Review invoice and submit for payment	Review and approve milestone evidence
5	Contract amendments	Lead drafting and finalising budget amendments	Reviews the contract amendments