



ANNEX 1 – TERMS OF REFERENCE

Developing a new consultancy service within Options

1. Background

With 30 years' experience in global health, we collaborate with our partners to explore existing evidence, combine expertise, scale up ideas and co-create solutions that accelerate change. This includes collaborating on policy design, managing initiatives, building powerful coalitions and galvanising social movements. Our impact is felt across whole communities, with a focus on women, girls and those who have been marginalised.

Gender equality and social change are at the forefront of our work. As part of MSI Reproductive Choices, all our profits go back into supporting MSI's own mission of children by choice, not chance.

The Design & Innovation team (part of the Business Growth Department) works across our global teams, supporting Options to identify and grow promising ideas and services from within and beyond our programme portfolio, and to respond to emerging client needs, including those of new and potential clients.

2. Specific background

The Design & Innovation team is looking for a management consultant to help Options develop a new range of consultancy services (the 'new service'). This new service will build on Options' current expertise, track record, tools and systems, deploying them in new ways, to a new range of potential clients. This will require adaptations to our current business model.

Some initial work has gone into a New Service Development Plan, including identifying client needs within the current sector/context; articulating Options' value add and alignment to Options' mission; initial market research (potential clients and competitors); and articulating the specific new services that would be offered. However, this requires further refinement, (e.g. the commercial and operational model and pricing, modes of delivering the service, ways of maximising returns for Options and value for clients) as the new service differs in significant ways from the typical contracts that Options currently delivers.

3. Scope of work and Key Activities

In the first stage of the assignment, the consultant is expected to familiarise themselves with Options' current business model as well as the thinking and research behind the new service. They will critically interrogate plans for the new service so far, pose additional questions and make recommendations for strengthening and/or clarifying the service. Options will review this critical feedback and make adjustments as necessary.

In the second stage, the consultant will develop a New Service Development Plan for the new service, in collaboration with the relevant parts of the business (including Business Growth and Technical Departments, and the Programme Resource Unit). The consultant is expected to consult across Options' global departments/team leads, and with leads in key country offices (particularly Nigeria and Kenya).

Key activities for the consultant include but are not limited to:

Stage 1: Understanding Options and the new service, through 1:1s with key staff, documents review, and/or workshops/group discussions as necessary.

- Review of Options' current operational and business model, including geographic footprint, human resources, commercial approach, current clients, etc. Understand the likely operational/organisational changes needed to deliver the new consultancy service alongside Options' core business.
- Critical review of Options' draft New Service Development Plan (a series of documents outlining the vision and measures of success for the new consultancy service, analysis of the market (competitors, client needs), etc). Identify any critical risks, outstanding questions or assumptions that need to be tested.
- Rapid review of key competitors and clients (building on existing in-house knowledge)
- Hold an online workshop with the project's key stakeholders to share this feedback and answer questions

Stage 2: Developing the business model.

- Identify where and how Options' current business model needs to adapt to deliver the new service effectively alongside our core business, focusing on concrete solutions and recommendations based on an understanding of Options and the wider market. This will involve considering:
 - o Pricing: budgeting and fee rates for the new service, ensuring a commercial model that works both for Options and our clients,
 - o Cash flow
 - o Management of human resources/consultants (e.g. identifying, contracting and managing consultants in a new range of locations)
 - o Marketing and client management
 - o Risk management
 - o Any additional considerations (e.g. IT infrastructure, intellectual property)
- Produce a short business case to detail any upfront investment required to launch the new service
- Working collaboratively with key project stakeholders, produce a New Service Development Plan (including a clearly articulated value proposition) to take the new service to market
- Produce three to five year projections for the commercial performance of the new consultancy model (according to a series of assumptions/scenarios) including ROI
- Convene at least one online workshop (or hybrid online/in-person workshop in London if feasible) with key project stakeholders to share and discuss these outputs

4. Deliverables

The Consultant is expected to complete and submit the following four (4) deliverables, as specified in below:

Stage 1: Understanding the business and the new consultancy model (approximately 5 days level of effort)

1. Slide deck summarising critical feedback, pending questions, risks identified etc. in relation to the proposed new consultancy model

Stage 2: Developing the New Service Development Plan (approximately 10-20 days level of effort)

2. Slide deck summarising key organisational/commercial adaptations required to deliver the new service effectively, including suggestions/solutions and next steps
3. Completed New Service Development Plan (Word document, <10 pages, with accompanying appendices if necessary, including commercial projections)
4. Business case outlining investment required to launch and establish new service (can be submitted as part of the plan, deliverable 3)

All the deliverables are to be submitted to and approved in writing by Assistant Directory Jo Hemmings (j.hemmings@options.co.uk) and copy Senior Business Development and Innovations Manager Hannah Witt (h.witt@options.co.uk).

5. Timeframe and Deliverables Schedule

The assignment will begin as soon as possible, with the final deliverables anticipated before the end of October 2022.

The consultant will propose their approach to the assignment including estimated length of time required to produce deliverables (the estimates in section 4 above may be amended). Any changes or modifications to the level of effort and / or deliverables are to be agreed and signed off by Jo Hemmings (j.hemmings@options.co.uk).

6. Contract Management and Reporting arrangements

The Consultant will liaise with and report to Jo Hemmings, and work closely with Hannah Witt, and Maya Jaffe (Head of Business Growth). Key stakeholders in the assignment include the Senior Leadership Team, in particular Directors of Finance and Business Growth. The consultant will be required to email a weekly progress update, and be available for a weekly management and coordination meeting as required.

All contractual and administrative matters will be managed by Hannah Witt (h.witt@options.co.uk)