

**Terms of Reference (ToR) for Selection of an Individual Consultant
Consultancy for Preparation of a Corporate Plan (2026 -2030)for the Office on Missing Persons (OMP),
Annual Report (2025) and the performance Report (2018-2025)**

1. Background

The Office on Missing Persons (OMP) is mandated to trace the missing and disappeared persons, while providing support to affected families. To effectively deliver on its mandate, there is a need for a comprehensive Corporate Plan outlining strategic priorities, institutional targets, operational frameworks, and performance indicators.

This Corporate Plan will serve as a roadmap guiding institutional development, resource allocation, stakeholder engagement, and service delivery over a defined period.

2. Purpose of the Assignment

The purpose of this consultancy is to develop a detailed and implementable Corporate Plan for the OMP for a period of [5] years. The Plan will guide the organization toward improved effectiveness, strategic prioritization, sustainability, and impact.

3. Objectives

The consultant is expected to achieve the following objectives:

- I. Assess current organizational structure, mandate, ongoing programs, and operational capacity.
- II. Identify strategic gaps, challenges, and opportunities.
- III. Develop organizational vision, mission, core values, strategic goals, and operational plans.
- IV. Recommend institutional performance indicators and monitoring frameworks.
- V. Align proposed planning framework with national obligations, legal mandates, stakeholder needs, and international standards.

4. Scope of Work

The consultant shall undertake, but not be limited to, the following tasks:

4.1 Institutional Assessment

Review mandate, policies, legal framework, reports, and available data.

Conduct consultations with management, staff, and relevant stakeholders.

Assess institutional strengths, weaknesses, opportunities, and risks.

4.2 Strategic Planning Inputs

Conduct stakeholder mapping and needs analysis.

Review comparative institutional models (national/international where relevant).

Identify priority thematic areas related to missing persons.

4.3 Corporate Plan Development

The Corporate Plan shall include at minimum:

- I. Vision, mission, and core values (review Mission and Vision prepare new one if necessary)
- II. Strategic goals and objectives
- III. Results framework and performance indicators
- IV. Human resource and capacity development requirements
- V. Budget considerations and financial sustainability plan
- VI. Communication and outreach strategy
- VII. Partnership and coordination mechanisms
- VIII. M&E (Monitoring and Evaluation) framework and reporting systems
- IX. Year-wise implementation plan with milestones

4.4 Validation & Finalization

Conduct validation workshop with stakeholders, integrate comments received and submit final Corporate Plan document

5. Deliverables and Indicative Timeframe

Deliverable Description and Timeline

- I. Inception Report Methodology, work plan, tools, timeline Within 2 weeks of signing
- II. Situational Assessment Report Summary of consultations, analysis, mapping Within 6weeks
- III. Draft Corporate Plan Full draft plan for review Within 12Weeks
- IV. Validation Workshop (Logistics and Other arrangement by OMP) Within 12 Weeks
- V. Final Corporate Plan Finalized plan incorporating feedback Within 12weeks
- VI. Annual Report 2025

Content of the Annual Report

Generally, the Annual report should describe the following key areas,

- ✚ Mission and vision statement of the entity
- ✚ Brief profile of directors and board of management
- ✚ Chairman's review
- ✚ Directors Report
- ✚ Analysis of Financial and Operation Performance
- ✚ Corporate Governance Report
- ✚ Corporate Social Responsibility (CSR) Report
- ✚ Risk Analysis and Risk committee report if any
- ✚ Audit Committee Report
- ✚ Audited Financial Statements
- ✚ Independent Audit report
- ✚ Financial Highlight in preceding 10 years
- ✚ Sustainability Report
- ✚ Key Business -This provides overall scope of the entity (i.e. how it makes economic value addition)
- ✚ Risk Assessment and mitigation strategies -This deal with operational and external risk assessment ,while if there is risk committee a report of that committee should be included .
- ✚ Analysis on financial and operational performance -Achievement of KPIs and direction towards entity's mission needs to be described with physical performance under this section.
- ✚ Management's discussion and analysis -This part explains business results and achievement in the financial year. the owners of the entity will assess the management and board performance comparing the entity's performance with the sectorial behavior.
- ✚ Statement on economic value added -This may include analysis of entity's performance under different jurisdictions such as corporate social responsibility (CSR), Human capital, social impact etc.

- ✚ Financial statement and Audit report -This includes the company’s audited financial statements including the income statement, statement of financial position, and statement of cash flows, statement of change in Equity and the independent Audit Report.

6. Methodology

The consultant is expected to apply a participatory and evidence-based methodology, including:

- I. Desk review of relevant documents
- II. Key Informant Interviews (KIIs)
- III. Focus Group Discussions (FGDs), if required
- IV. Stakeholder workshops
- V. Benchmarking against international models

The methodology should be clearly outlined in the inception report.

7. Qualifications of Consultant

The consultant (individual) must have the following qualifications:

- I. Post-graduate qualification in Public Administration, Management, Sociology, Development Studies, Law, transitional justice or related field
- II. Minimum of 7–10 years relevant professional experience
- III. Proven experience in preparing minimum 2 corporate or strategic plans
- IV. Experience working with government, civil society, or accountability/human rights entities
- V. Excellent analytical, communication, and facilitation skills

8. Reporting Requirements

The consultant will report to:

- I. [Specify Agency Head, Steering Committee or nominated focal point]

II. The consultant will submit all deliverables in both soft and hard copies.

9. Duration of Assignment

The duration of the assignment will be approximately [16] weeks, from the date of signing.

10. Payment Structure

Payments will be made upon satisfactory submission and approval of deliverables

11. Confidentiality

All information, data, or documents obtained during this assignment shall remain confidential and shall not be disclosed without formal written approval.

12. Ownership of Outputs (IPR)

All outputs produced under this assignment, including research materials, drafts, reports, and final plans, shall remain the property of the OMP.

13. Evaluation Criteria

Proposals will be evaluated based on:

- I. Qualification and competence
- II. Specific experience in the relevant field
- III. Adequacy of the proposal mythology and work plan
- IV. Suitability of the transfer of knowledge
- V. Financial proposal

14. Documents to be Submitted in Response to this EOI

- I.** Full CV of consultant demonstrating academic qualifications, experiences and specific work completed related to this assignment
- II. Proposed Methodology and Work Plan

You are required to submit technical and financial proposals simultaneously in separate sealed envelopes, both envelopes containing in one envelope. A consultant will be selected in accordance with the procedures QCBS set out in the guideline for the selection and Employment of consultants published by NPA.