

## Terms of Reference (ToR) Development of Strategic Plan (including Advocacy Plan) for OKUP

### 1. Background

Ovibashi Karmi Unnayan Program (OKUP) is a grassroots migrant-led organization in Bangladesh. It was formed in 2004 by a group of returnee migrants and their families. Later, in 2008, OKUP was officially registered with the NGO Affairs Bureau, the Government of Bangladesh.

The formation of OKUP was driven by a simple yet profound motivation: to create a safe and trusted space for vulnerable returnee migrants. The goal was to provide 'peer-to-peer' support for individual migrants who face unique and often isolating challenges. These challenges include social and economic reintegration of returnee migrants, particularly dealing with social stigma, managing the psychological impact of their experiences abroad, and accessing support and services.

Over time, while working closely with migrant communities at the grassroots level, OKUP also recognized how deeply climate change affects migration, both internally and internationally. This understanding led OKUP to expand its work to support and stand with the communities promoting rights-based and community-driven solutions to enhance their adaptation and resilience.

Despite the considerable growth, like many NGOs, OKUP is dependent on short term project funding to continue to operate each year. Recently funding crisis become a major issue of non-continuation of the program or project in the community. Staff are also demotivated to the development field.

Given the pace of OKUP's growth and the challenges to the sustainability of the organization, SCCF and CAFOD (Caritas member organizations from the UK and France and long-term mutual partners of OKUP) agreed to provide funding and support to develop the organizational strategic planning with an operational plan for the next five years to ensure the long-term sustainability of OKUP in the years to come.

In view to respond effectively to these evolving challenges, OKUP seeks to develop a **5-year Strategic Plan (2027 - 2031) which includes a separate advocacy plan and an operational plan.**

### 2. Goal of the Assignment

The main goal is to develop a visionary and evidence-based strategic plan that will include advocacy strategy and an operational plan. It will focus:

- Strengthen the organization's role in labor migration and climate-induced migration
- Enhance program impact for migrant communities and climate vulnerable people
- Align with national laws, acts, policies and guidelines (e.g. OEMA 2013, Overseas Employment Policy 2016, Environment Policy 2019, BCCSAP 2009, NAP 2023 - 2050, BCCP 2022 - 2041 etc.) and global frameworks (e.g., SDGs, Global Compact for Migration, UNFCCC etc.)
- Boost institutional sustainability and resource mobilization.

### 3. Objectives

The specific objectives are to:

- Develop a comprehensive strategic plan (2027 - 2031) with a clear vision and roadmap for the future sustainability of the organization.
- Develop a results-based strategic framework with measurable indicators.
- Develop an advocacy strategy that provides strategic direction, effective resource management, leadership continuity and operational efficiency.
- Develop a costed operational plan.



#### 4. Scope of Work and Deliverables

A consultant(s) will be hired to undertake this work which will involve working closely with OKUP senior management to carry out a comprehensive strategic plan of OKUP and then work jointly to develop an operational plan. Consultant(s) need to focus on the following issues:

**4.1 Foundational Framework Review:** Enable participatory sessions to review, refine, or validate the organization's core identity, establishing a clear Vision, Mission, Values and Principles that align with current global and national development contexts including human mobility, climate change, development fund etc.

**Deliverables:** Inception Report (methodology, detailed work plan)

**4.2 Programmatic Directions and Goal Setting:** Frame overarching programmatic goals and specific objectives that define the organization's thematic focus areas, outlining clear pathways for sustainable community impact aligned with present development fund scenario.

**Deliverables:** Context & Organizational Assessment Report - Strategic plan.

**4.3 Organizational Priorities:** Identify critical internal operations and management issues through environmental analysis (e.g., Stakeholder Analysis/ SWOT/PESTEL), and establish strategic objectives to enhance institutional efficiency, governance, and capacity.

**Deliverables:** Context & Organizational Assessment Report - Strategic plan.

**4.4 Advocacy Strategy:** Design strategic directions to elevate the organization's public profile and advocacy influence, corresponding with a robust resource mobilization framework to ensure sustainable funding for the plan's execution.

**Deliverables:** Five years strategic plan including advocacy plan (maximum 40 pages). A four to six pager (brief and key version) with presentable graphic design of this strategy.

**4.5 Costed Operational Plan:** Develop a timebound and budgeted operational plan on this strategy which includes a pragmatic and visionary directions for the next five years.

**Deliverables:** A costed Operational plan of the strategy.

**Validation:** Need to organize and facilitate several workshops/ meetings with OKUP and its strategic partners to validate the plan. Consultant(s) need to finalize the strategic plan with including the feedback, recommendations, thinking from OKUP and its strategic partners. Finally, they will present the final strategic plan to the OKUP management.

#### 5. Methodology

Methodology will be jointly developed by OKUP and the consultant(s).

#### 6. Timeline

Duration: **12–14 weeks (by 30th of September 2026)**

- Weeks 1–2: Inception & desk review
- Weeks 3–6: Fieldwork & consultations, KIIs, FGDs
- Weeks 7–10: Drafting strategic plan
- Week 11: Validation with OKUP and its strategic partners
- Weeks 12–14: Finalization

#### 7. Required Qualifications

- At least 10 - 12 years of solid and proven experience in relevant issues.
- Proven experience in strategic planning, organizational capacity building, and advocacy planning for NGOs, CSOs.
- Demonstrable experience in developing advocacy planning for NGO, CSOs etc.



- Strong understanding of the development context of Bangladesh, the NGO regulatory environment, and the current funding challenges.
- Excellent facilitation, consultation, and workshop management skills with experience in multi-stakeholder engagement.
- Strong expertise in:
  - Labor migration
  - Anti human trafficking
  - Modern slavery
  - Climate change adaptation/resilience
- Proven expertise in well-articulated report writing in Bangla and English

## 8. Budget and Payment Schedule

After deduction of VAT/Income tax as per government rules, the payments will be made to the consultant (s) through AC/Payee cheque or bank transfer in three instalments, as mentioned below:

Instalment	Required Deliverables	Timeline
1st Instalment (30%)	Inception report covering detailed workplan and agreed methodology	30th April 2026
2nd Instalment (40%)	After submission of Draft Strategic Plan including advocacy planning	30th July 2026
3rd and Final Instalment (30%)	Final Strategic Plan with a costed operational plan	30th August 2026

## 9. Application Procedure

Interested individuals or consulting organizations/firms are invited to submit their Expression of Interest (EoI) via email to: [procurement.okup@gmail.com](mailto:procurement.okup@gmail.com).

**Submission Deadline: by 10 pm on 27th of April 2026.**

## 10. Proposal Submission Requirements

- Technical proposal (context, approach, methodology, timeline, work plan, team composition and CV of the lead consultant etc.)
- Financial proposal (with detailed budget breakdown and including vat and tax)
- Sample strategic plans (preferably migration/climate related) if any
- **TIN Certificate**, BIN/VAT Certificate, Last Year's Tax Return Certificate.
- **Copy of Trade License/Registration Document** (only for firms/organizations).
- **Organizational / Personal Profile** aligned with mentioned expertise

## 11. Ethical Considerations

- Ensure and maintain OKUP safeguarding policy and code of conduct.

## 12. Disclaimer

- OKUP hereby reserves the right to accept or reject any or all proposals without assigning any reason whatsoever. It also keeps the rights of extending the timeline for any specific reasons if necessary.

