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காணாமல் போன ஆட்கள் பற்றிய அலுவலகம்
Office on Missing Persons

STRATEGIC ROADMAP 2023 – 2025

JANUARY 2023

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SOCIAL COHESION AND RECONCILIATION ACTIVITY (SCORE)



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MESSAGE FROM CHAIRPERSON, OFFICE ON MISSING PERSONS

The Office on Missing Persons looks forward to sharing the Strategic Plan with you. Once the plan is officially published and posted, we hope that all of our members will take the time to read it through and get familiarized with.

The strategic planning process was truly a people centric endeavor in the best of OMP traditions. A number of key conversations during the 2020-22 calendar year gave us a running start as we began information gathering efforts and conducting preliminary inquiries in early 2021. Further, the officials, academia, legal officials, stakeholders, civil society groups, public and victims contributed to the development of the planning themes and focus areas. The breadth of our commitment gives confidence that the strategic plan accurately reflects our priorities for the OMP in the coming three years; and this will lead to a new OMP with durable solutions in the future. And also, this document will answer to many questions raised by various groups and will certainly bridge societies with trust.

In these circumstances, the OMP will soon begin consultations with our Board, our member institutions, system partners, educators, donor agencies, well-wishers, affected families, and learners to plan, design and implement open and collaborative programs and services. Over the next decade, there will be both formal and informal ways for you to contribute your thoughts and ideas on aspects of our new programming, new OMP.

I can think of no better person to lead these efforts than J Thatparan, and so I am very pleased to announce that Thatparan has agreed to take on the new role of Executive Director of the OMP and to work for the better realization of the Strategic Roadmap, the development of which was facilitated through support from the USAID Social Cohesion and Reconciliation Activity (SCORE). Again, I want to thank Thatparan, SCORE, and all the many contributors to our strategic planning process. I very much look forward to building on the outstanding work that has been done and engaging with you as we pursue our goals together.

As the chairperson of the OMP, I encourage you to stay in touch – whether through our service, work, social media, or reaching out directly to the OMP team – we always welcome the opportunity to connect with the OMP.

Mahesh Katulanda
Attorney-at-Law / Chairperson
Office on Missing Persons

24 January 2023

EXECUTIVE SUMMARY

The Office on Missing Persons (Establishment, Administration and Discharge of Functions) Act No. 14 of 2016 (OMP Act) was enacted in August 2016. On 28 February, 2018, His Excellency the then President, Maithripala Sirisena, on the recommendations of the Constitutional Council board members as the Commissioners established the Office of Missing Persons (OMP).¹ The OMP has a mandate to clarify the circumstances in which persons went missing; make recommendations to relevant authorities to ensure non-recurrence; protect the rights and interests of missing and disappeared persons and their relatives; identify avenues of redress for missing and disappeared persons; and centralize all available information in a database.²

The OMP is charged with a range of functions and duties which include issuing interim reports to relatives of missing and disappeared persons to enable the Department of the Registrar General to issue Certificates of Absence (CoAs); providing or facilitating the provision of administrative assistance and welfare services that includes psycho-social support to the relatives of the missing and disappeared; making recommendations to a relevant authority to grant reparations to the missing or disappeared person or their relatives; developing and enforcing a system for victim and witness protection; creating, managing and maintaining a database which will include all particulars concerning missing and disappeared persons; creating public awareness of the causes, incidents and effects of missing and disappeared persons, and facilitating support among the general public to fulfil their needs and ensure access to economic, psycho-social, legal and administrative support.³

The OMP has general powers to make rules and guidelines that are gender sensitive, appoint and dismiss staff, and establish units as required for its effective operation.⁴ Further, the OMP has the power to make recommendations to other state authorities relating to a broad array of issues which includes preventing future disappearances; the means and methods of commemoration and acknowledgement of disappearances; the handling of unidentifiable and identifiable remains; the publishing of information on issues of missing persons for public knowledge; give recommendations for the development of national laws and regulations related to missing persons; granting of reparations, psycho-social support and other means to improve socio-economic conditions of missing and disappeared persons and their relatives.⁵

In order to conduct its investigations, the OMP has the authority to receive complaints, initiate inquiries and investigate into the whereabouts of a missing or disappeared person; take all necessary steps to investigate cases which include summoning any person to be present before the OMP or produce any document or other thing; establish a process to accept confidential information or information in camera and to accept information on the condition of confidentiality; apply to a Magistrate's Court for an order to carry out an excavation or an exhumation and to act as an observer; request any necessary assistance from any state actor;

¹ The Office on Missing Persons (Establishment, Administration and Discharge of Functions) Act No. 14 of 2016, Sections 4, 5, 6. (OMP Act)

² OMP Act, Section 10.

³ OMP Act, Section 13.

⁴ OMP Act, Section 11.

⁵ OMP Act, Section 13(1) (k).

search without warrant any place of detention; and report offences that have been committed to a relevant law enforcement or prosecuting authority after due consideration.⁶

Any person can be held guilty of an offence of contempt against the authority of the OMP for a range of causes including when a person fails to appear before the OMP or produce a document or other thing pursuant to summons issued by the OMP; refuses without cause to answer questions or comply with requirements of a notice or written order made to him or her by the OMP; resists or obstructs an officer of the OMP to exercise their powers; or knowingly hinders the work of the OMP.⁷

The OMP has operationalized its mandate in a manner that recognizes the centrality of the rights and interests of the missing and disappeared and their families and the rule of law, while facilitating the implementation and enforcement of existing laws and policies. The OMP has also been guided by the views of the families of the missing and disappeared that were shared directly with the OMP, including during public meetings held by the OMP in 2018 and 2019 to elicit views of families on operationalizing the OMP, as well as the recommendations of the Consultation Task Force on Reconciliation Mechanisms (CTF).⁸ The OMP develops its annual plan in consultation with the stakeholders, and reviews its progress on a quarterly basis. The Office submitted its Interim Report in 2018, Annual Report (2019-2021) to the Parliament. In these circumstances, the OMP in collaboration with Global Communities have drafted this Strategic Roadmap for a period of next three years in order to ensure the consistency in between the officials, and duty bearers; and to uplift the national standards in line with the universal jurisdiction of international law principles.

⁶ OMP Act, Section 12.

⁷ OMP Act, Section 24.

⁸ Interim Report of the Consultation Task Force on Reconciliation Mechanisms Consultation (August 2016); Final Report of the Consultation Task Force on Reconciliation Mechanisms Vol. 1 and II (17 November 2016)

SUMMARY OF CONTEXTUAL CHALLENGES

Predominantly, there are three types of challenges encountered by the OMP, though the inevitable consequences increase and further these challenges. The OMP, therefore, focuses on the following key programming, human resources, and other priorities:

Legal and Policy Level

The OMP Act was amended in 2017 (No. 09 of 2017), and Section 11 (a) of Act, No. 14 of 2016 repealed. According to this amendment, the OMP faces difficulties serving as an independent institution as the clause focuses on the fact that entering into agreements, as necessary to achieve the mandate of the OMP, with any person or organization [the S11(a)] is no longer permissible until otherwise the funds are channeled through various channels. Whatever funding comes in via independent functions/operations should be channeled through the Department of External Resources.

Huge Gap in the Approved Cadre and Actual Staff (Elongation of Procedure and the Lack of Expertise Necessitated by the OMP)

The OMP faces greater difficulty with fewer human resources to tackle it. But as an independent institution, the OMP is committed and open to having constructive dialogues with ministries, authorities, and the international community to resolve this subject matter as soon as possible.

Though all staff members must be capable of carrying out their responsibilities effectively, there are insufficient funds available to help them improve their capacity. Furthermore, there are concerns about the qualifications and skills of the existing workforce, alongside the issues of job security.

Lack of Collaboration for OMP's Initiatives

The OMP has drafted several project proposals and submitted them for further consideration which are yet to receive any response from line ministries or other agencies. These proposals may be presented to donor agencies, followed by a strategic planning meeting, and converted as separate projects.⁹

Furthermore, some contemporary challenges that have been plaguing the OMP would be :

1. Activities and opinions of the diaspora
2. Protests of several victim families
3. International pressure from UNHRC
4. Insufficient monetary provisions
5. Current economic crisis
6. Some government circulars and changing regulatory environment.
7. Activities of diaspora and international pressure
8. Political instability
9. Insufficient budget allocation
10. Unreported cases

⁹ Office on Missing Persons (OMP) - Sri Lanka, *Road Map of the OMP*, (First Draft - As of March 2022), 30 accessed on 25 September 2022,

DESCRIPTION OF PROGRAM, GEOGRAPHIC PRIORITIES AND ANTICIPATED OUTCOMES

1. The database team of the OMP continuously engages in organizing meetings and follow-up discussions, and efforts are continuously taken to;
 - Obtain details of the complaints who have been compensated or investigations held;
 - Engage in cluster meetings with other institutions; and
 - Obtain details of the people reported as missing due to natural disasters such as the 2004 tsunami.

2. The OMP team is committed to accelerating the process related to file management; and manage the files by;
 - communicating with the families and requesting them to assist the OMP by providing additional documents;
 - Updating the database with the support of authorities, and families; and;
 - On upgrading the complaints, commence the verification of records/based on the details obtained from other authorities/institutions.

3. Enhancing knowledge, capacity building of the board and the officials, and exploring new concepts should be considered as a priority for the better realization of the action plan of the OMP. This includes learning visits, exposure visits, inter-sectoral sessions, consistent dialogue for new learning and exchange of ideas and good practices.

4. In relevance to the files shared by the UN Working Group containing complaints and the current status of it;
 - Compare double entries and report to the working group through the Foreign Ministry if there are any duplicate complaints made by the applicant. This comparison will be handled by legal officers once they are appointed.
 - Take efforts to merge or consolidate complaints by comparing complaints made to OMP.

5. Institutional development and organization strengthening:
 - Staff requirements.
 - Capacity development of the OMP: enhancing knowledge, capacity building of the board and the officials, and exploring new concepts should be considered as a priority for the better realization of the action plan of the OMP.
 - Institutional development of the OMP and its network.
 - Institutional development and organizational strengthening concepts and framework
 - Technical initiatives such as year planning and developing strategies to achieve goals.

STRATEGIC ROADMAP

CONTEXT

On 18 December 1992, the General Assembly, by Resolution 47/133, proclaimed the Declaration on the Protection of All Persons from Enforced Disappearance as a body of principles for all States¹⁰. Being a member state as well as a country which has undergone severe conflicts, Sri Lanka abides by UN resolutions. Sri Lanka is still in need of transitional justice, despite three decades of armed conflict and other major conflicts in its history.

Transitional justice with its ‘Four Pillars’ - the Right to Truth, Right to Justice, Right to Reparations and Non-recurrence - encompasses a range of objectives including peace building, human rights, and democratization, with a complex and lengthy transformative process that can span years, if not decades. Within the Asian region, transitional justice efforts were evident in countries such as Cambodia, East Timor, and Nepal. As a part of the transitional justice efforts of Sri Lanka, the Office on Missing Persons (OMP) was established.

The Bill to establish the OMP was presented in Parliament on 22 June 2016 and the Office on Missing Persons (Establishment, Administration and Discharge of Functions) Act, No. 14 of 2016 (OMP Act) was passed in Parliament on 11 August 2016. On 28 February 2018, the OMP was made operational with the appointment of seven commissioners based on the recommendations of the Constitutional Council.

The OMP is a permanent and independent state institution tasked with searching for the truth regarding the fate of the missing and disappeared in Sri Lanka and protecting the rights and interests of the victims and their families.

The establishment of the OMP marks a significant milestone in the efforts of the Government of Sri Lanka to address the issues of the missing and disappeared. Successive governments set out measures to investigate disappearances, including through appointing commissions of inquiry or ad-hoc mechanisms with limited mandates. While making critical contributions in the way of recommendations, these previous mechanisms were unable to provide answers to the many thousands of families searching for their loved ones.

As a permanent and independent state institution, the OMP is responsible for clarifying the fate and whereabouts of persons who went missing or disappeared in connection with the conflict, political unrest or civil disturbances, or as a result of enforced disappearances.

¹⁰ Office of the United Nations High Commissioner for Human Rights, “Enforced or Involuntary Disappearances,” [FactSheet6Rev3.pdf \(ohchr.org\)](#).

VISION AND INSTITUTIONAL PRIORITIES (WORKING PRINCIPLES)

Vision and Mission

Our Vision	<i>A country where everyone enjoys justice, and the reconciliation process is enriched.</i>		
Our Mission	<i>To protect the rights of the missing and disappeared, as well as their families as a part of the national reconciliation mechanism.</i>		
Core Outcomes Non-recurrence of People going missing and disappearing in the future and ensuring the rights of people who have gone missing and disappeared	Outcome 1: (Objective) Prevention measures Reducing the number of people who go missing – through preventive strategies, education work and early intervention in cases where children, young people and adults repeatedly go missing.	Outcome 2: Protection measures Reducing the risk of harm to those who go missing – by ensuring local agencies provide a tailored, risk-based response to cases of missing children, young people, and adults and that they work together to find the person and to close cases as quickly as possible at a local and national level.	Outcome 3: Provision of remedial options Providing missing people and their families with support and guidance – by referring promptly and ensuring that missing people and their families understand how and where to access help and support.

PROGRAM AND GEOGRAPHIC PRIORITIES OF OMP TO CONTRIBUTE TO VISION, MISSION, AND OUTCOMES

Program Priorities:	
Geographic Priorities:	Northern and Eastern provinces of Sri Lanka
What we will achieve:	First and foremost, step - working on these files is impactful and instrumental for objectives such as reparation, certificates, identifying beneficiaries, etc.

SCOPE OF OMP (MANDATE AND MAIN FUNCTIONS PRIOR TO OPERATIONS)

Categories of missing persons	<p>“Clarified” “Unclarified”</p>
Which contexts	<p>The OMP has categorized its data of 14, 988 cases into three major phases, prioritizing the incidents of the missing persons that have occurred more recently.</p> <p>The first phase: cases between 2000-2021 Second phase: cases between 1981-1999 Third phase: cases occurred before 1980</p> <p>Priority is given to verifying the cases belonging to the first phase. For this, Panel of Inquiries were nominated; and 2,389 complaints were inquired by the end of the year 2022.</p>

RISK ASSESSMENT: OVERALL RISKS TO ACHIEVING THIS STRATEGY

Challenges for implications (Short Description)	Implications (How this might affect the strategy and operations)	Mitigation Measures (Steps or actions which must be in place to reduce either the likelihood or impact of the threat)
Insufficient staff and funds	<ul style="list-style-type: none"> Retention of staff within OMP and conducting investigations or other initiatives such as livelihood support programs will not be a success without sufficient funds. 	<ul style="list-style-type: none"> Prepare a list of essential resources required including human and other resources. Get maximum support from the treasury fund. Cost cutting after analyzing existing OMP expenses carefully. Develop partnerships with the UN and related entities. Fundraising activities including partnership building with the development sector.
Negative opinions of the diaspora	<ul style="list-style-type: none"> Encouraging the family members of the victims to look for alternative ways in seeking justice for what has happened to them. Manifesting a deep sense of mistrust and lack of assurance within the processes of the OMP. 	<ul style="list-style-type: none"> Introduce mechanisms to increase the level of transparency within OMP processes and display accountability progress via different public communication channels.
Protests of several victim families	<ul style="list-style-type: none"> Manifesting a deep sense of mistrust and lack of assurance within the processes of the OMP Causing damage to the prestige and the image of OMP and its intervention procedures. 	<ul style="list-style-type: none"> Introduce mechanisms to increase the level of transparency within OMP processes. Develop transparency and display show accountability progress via different public communication channels. Publish a work plan which addressing the requirements of all Sri Lankans considering the geographical priorities, as well.
International pressure from HRC/SL/UN	<ul style="list-style-type: none"> Leads to increasing tension between the Sri Lankan government and the international community. 	<ul style="list-style-type: none"> Introduce mechanisms to increase the level of transparency within OMP processes.

Challenges for implications (Short Description)	Implications (How this might affect the strategy and operations)	Mitigation Measures (Steps or actions which must be in place to reduce either the likelihood or impact of the threat)
Restrictions to recruitment	<ul style="list-style-type: none"> Additional workforce is a legitimate expectation in the face of piling deadlines. The non-availability of this would create difficulties in handling the large number of cases around the country. 	<ul style="list-style-type: none"> Develop transparency and display show accountability progress via different public communication channels. Transfer additional workforce who are working in other government institutions to the OMP national and regional offices for a defined period. Get technical support and other expertise from UN and other international bodies; planning and presentation are very crucial at this level.
Current economic crisis	<ul style="list-style-type: none"> Reduces the available funds for OMP initiatives. Increasing cost of living and support required for livelihoods and other needs of the families of missing persons. 	<ul style="list-style-type: none"> Maximize available government funds. Focus on securing new avenues of receiving funds from the international community. Strengthening and strategizing relief work and community support together with development partners.
Unreported cases	<ul style="list-style-type: none"> Continuously extending investigations and disruption to the flow of work. 	<ul style="list-style-type: none"> Educate people on the process of OMP at the grassroots level. Get support from grassroots government workers such as National Integration Officers to collect information about unreported cases.
Rules and regulations	<ul style="list-style-type: none"> Delaying the investigation process. For example, the government has stopped new recruitment because of the economic crisis, the OMP cannot depend on donor funding in order to process livelihood support and other compensation mechanisms. The funds should come from government funding in order to keep the government accountable to the justice-seeking process. 	<ul style="list-style-type: none"> Propose legal revision and make amendments to the existing rules and regulations in terms of missing persons. Propose the government to collect funds from international communities and utilize it via the Treasury.

COLLABORATIONS

Which partners and collaborations does the OMP intend to develop to achieve successful outcomes during implementation of the Strategic Roadmap? [government institutions, donor agencies, technical partners, networks and alliances, partners for specific grants or advocacy opportunities.]

UNIT	COLLABORATING PARTNER/ ORGANIZATION/ INSTITUTION
Psychosocial support to families	Social service workforce attached to the DS Office, Office for Reparations, Office for National Unity, and Reconciliation other agencies
Issuing certificate	Department of Registrar General
Obtaining information	a) State institutions /authorities such as the Department of Probation and Child Care Services, and National Child Protection Authority b) Department of National Archives, for example, the Paranagama Commission, Presidential Secretariat and Lessons Learnt and Reconciliation Commission, c) The Working Group of the United Nations; and; d) ICRC
Analytical Reports	Research and monitoring team along with all units
Legal representations	Legal Unit
Tracing	Tracing Unit
Support to victims	Victim and Family Support Unit, Office for Reparations
Reparations	Office for Reparations
Partnership	UNDP/ IOM/USAID/EU

OPERATING MODEL AND HUMAN RESOURCE IMPLICATIONS

<p>Operating Model (Organization Structure) Implications (What new staff recruitment/positions will be needed to enable the OMP objectives)</p>	<p>Establishment of the units, representation of the organization and publicity: Appointment of key officials such as Executive Director, Director-Finance and Procurement, and interns or graduates to cover the jobs of different units, negotiate with District Secretariats, Vocational Training Authority, universities and the National Institute for Social Development to assist the functions of the OMP; the OMP has successfully negotiated with the Ministry of Public Administration to place four law graduates at the Ministry of Justice, for OMP and assigned duties of the Legal Unit.</p>
<p>Human Resource Implications (What are the requirements for capacity building and internal collaboration between the main units of OMP?)</p>	<p>Enhancing knowledge, capacity building of the board and the officials, and exploring new concepts should be considered as a priority for the better realization of the action plan of the OMP.</p>
<p>Internal Manuals (Relating to, for example, inquiries, members of panels)</p>	<ul style="list-style-type: none"> i. OMP ACT ii. ANNUAL PLAN (2019, 2020, 2021, 2022) iii. PROGRESS REPORT (2018, 2019, 2020, 2021) iv. GUIDELINES ON SEARCHING PLACES v. GAZETTE NOTIFICATIONS vi. STRATEGY PAPER ON PROTECTION vii. CONFIDENTIALITY viii. CODE OF CONDUCT

TARGET BUDGET SUMMARY (ALLOCATION AS OF DECEMBER 2022)

FUNDING TARGETS	2023	2024	2025
<p>Total LKR</p>	<p><i>53.3 million</i></p> <p>(For eight identified activities – Key Priorities of OMP)</p>	<p><i>(Yet to be finalized)</i></p>	<p><i>(Yet to be finalized)</i></p>

KEY FOCUS AREAS OF OMP

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
FOCUS AREA 1: VICTIM AND RIGHT – HOLDERS PROTECTION	Identification of victim and right-holders who needs protection	<u>Identification process</u> Direct complaints (families who visit head office) Complaints received by regional offices. Department of National Archives, for example, the Paranagama Commission, Presidential Secretariat and Lessons Learnt and Reconciliation Commission, State institutions /Authorities For example, , : Ministry of Justice, Department. of	No. (1,500) of families who need protection	Quarterly	Protection Unit	500 families	500	500

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
		Probation, National Child Protection Authority ICRC and UN Working group						
	Awareness building about possible threats and how reactionary measures	Organize awareness programs for families through the National Authority for The Protection of Victims of Crimes and Witnesses	No. of awareness programs	Annually	Protection Unit	5 events	5	5
	Make arrangements to give protection for these families through village administrative officer (Grama Niladhari), police and National	Provide safe houses in cases where families are under threat	No. of safe houses	Annual	Protection Unit	1	1	1

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
	Authority for the Protection of Victims of Crime and Witnesses							
FOCUS AREA 2: FAMILIES, RELATIVES AND VICTIMS SUPPORT	Identification of families, relatives of missing persons	<p><i>Identification process</i> Direct complaints (families who visit head office)</p> <p>Complaints received to regional offices. Victim and family supporting officials in head office and Regional Officers need to actively listen, display congruence, provide empathy and unconditional positive regard, and protect families' confidentiality.</p>	No: of families (approx. 15,000)	Monthly	Victim and Family Support Unit	5000	5000	5000

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
		<p>Department of National Archives for example, the Paranagama Commission, Presidential Secretariat and Lessons Learnt and Reconciliation Commission,</p> <p>For example, Department of Probation, National Child Protection Authority</p> <p>ICRC and UN Working Group</p>						
	Conduct Inquiries	<p><i>Identification process</i></p> <p>Through direct complaints to</p>	No. of families (approx. :15,000)	Quarterly	Protection/ Legal Unit	5000	5000	5000

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
		<p>head office or regional offices</p> <p>Through the inquiry process</p> <p>Mental health care by mental health specialists (e.g., psychiatric nurses, psychiatrists, psychologists)</p> <p>Basic mental health care by Primary Health Care doctors.</p> <p>Basic emotional and practical support by community workers</p> <p>Communal traditional support</p>						

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
		(Supportive child-friendly places) Active social networking Advocacy for basic services that are safe, socially appropriate protect dignity. <i>IASC MHPSS Intervention pyramid (Source: IMC, 2014)</i>						
	Prepare and implement a plan for supporting individual family needs	Identification of needs of families	No. of remedies Compensation- 9000 COD - 1500 COA - 7000 Family support - 6000 Further investigation - 3000	Quarterly	Victim and family Support Unit Legal Unit	2500	3000	3500

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
		Prepare and implement of a plan for supporting the individual's family needs	No. of plan	Annual	Victim and Family Support Unit	1	1	1
		Follow-up mechanisms	No. of review meetings No. of progress reports	Quarterly	Victim and Family Support Unit	4	4	4
		Awareness and public outreach	No: of programs, media releases, meetings with missing families	Quarterly	Victim and Family Support Unit	5	5	5
FOCUS AREA 3: TRACING, PREVENTION AND OPERATIONALIZE LAW AND ORDER	Tracing and Identification of missing persons	Find out multiple entries to avoid double entries. Conduct district wise inquiries (Colombo, Mannar, Jaffna, Kilinochchi, Batticaloa, Matara, Vavuniya) Find out actual count of inquiries. Grant approval for the	No. of families inquired and no. of operationalized recommendations (for CoD/CoA, compensation, educational support, psychosocial support, jobs, housing scheme and legal support etc.)		OMP Board and ED Tracing and Investigation Unit Victim and Family Support Unit Office for Reparations	75% 5000*70% 3500	75% 5000*70% 3500	75% 5000*70% 3500

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
		recommendations of inquiry files Obtain complaints from public						
	Develop and maintain relevant publications on learning or policies.	Take actions to develop and maintain relevant publications (5 publications)	No of publications		Chairman/ OMP Tracing and Investigation Unit	3 publications	2	2
	Measure the impact or changes using proper mechanism	Identify the ways and means of disappearance and the incidents themselves. Identify the authorities that prevent disappearances (For example, HRC, Registrar General, Police, and the Office for Reparations) Instruct relevant authorities to implement activities regarding	Percentage of the achievements		OMP Board and ED Tracing and Investigation Unit Victim and Family Support Unit	60%	70%	85%

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
		disappearances (For example, HRC, Registrar General, Police, and the Office for Reparations) Follow up process.						
FOCUS AREA 4: EFFECTIVE REMEDY AND RIGHT TO JUSTICE	Research of human remains	Train legal officers (7 legal officers) Send human remains to test DNA. Conduct outreach programs (Colombo, Mannar, Jaffna, Kilinochchi, Batticaloa, Matara, and Vavuniya)	No of scientific reports produced and submitted to the court	Time to time	OMP Board Judicial Board Medical Board	17	5	5
	Handling court cases	Legal representation (10) consultation with the Attorney General's Department	No. of court cases representation through legal officers	Monthly	Legal Officers Attorney General's Department	49	70	85

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
FOCUS AREA 5: RIGHT TO INVESTIGATION (IMPLEMENTATION OF RECOMMENDATION)	Lobby and advocacy with Central Bank Sri Lanka (CBSL)	Consultation with CBSL (4 meetings)	Partnerships / MOU	quarterly	OMP Board CBSL	4	4	4
	Conducting Preliminary Inquiries	Appoint Panel	Number of Panels	Annually (Case wise)	OMP Board	15%	46%	100%
		Training Panel Member	Number of Trainings	Monthly	Training Team	12	12	12
		1) Preparing of Files	Preparing of Files	Annually (Case wise)	Head of Data Management	15%	46%	100%
		Collecting relevant Documents	Insufficient Documents	Annually (Case wise)	Head of Data Management	1000	6500	7500
		Checking Context within the Mandate	Number of Inquiries on Mandate	Annually (Case wise)	Depend on Panel Members	1000	6500	7500
		Compilation of Reports District wise	Preparation of Compilation Reports	Number Comply	Compilation Panel	1000	6500	7500
		Appoint the Panel with approval of the Board	Number of Categorization	Annually (Case wise)	OMP Board	67	434	500
		Categorization	Number of Cases	Annually (Case wise)	Compilation Panel	1000	6500	7500
		Preparing the Reports	Number of Reports	Reports wise	Compilation Panel	1000	6500	7500
		Send to the Board Approval	Number of Cases	Annually (Case wise)	OMP Board	1000	6500	7500

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
	Referral	Follow up and update.	Number of Cases	Annually (Case wise)	Compilation Panel and Regional Coordinators	Depending on referrals		
FOCUS AREA 6: - TO RIGHT REPARATION (IMPLEMENTATION OF RECOMMENDATION)	Outreach Programs / Awareness	Compensation Psychosocial Support Further Investigation Reparation	Number of awareness programs	Annually (District wise)	OMP Head Office	10	15	15
	Case by Case Support	MOU / Agreement	Number of Cases	Case wise	Panel Members	Depends on inquiries		
	Follow up	Referrals	Number of Cases	Case wise	OR/RG/AGA/DS	Depends on referrals		
	Establish working partnerships and create a model for translating the concepts of reparation and damages with referrals for assisting families based on different types Reparations	Restitution Compensation Rehabilitation Satisfaction	Number of Cases	Case wise	OMP Head Office/ Regional Offices	Depend on Inquiries		
		Complaints	After following up (M&E)	Number of cases	Case wise	OMP Head Office/ Regional Offices	Depending on the implementation of the recommendation	

FOCUS AREA	KEY RESULTS / ACTIVITIES	SUB-ACTIVITIES	MEASURES OF SUCCESS	FREQUENCY	RESPONSIBILITY	MILESTONE		
						YEAR 1 TARGET	YEAR 2 TARGET	YEAR 3 TARGET
FOCUS AREA 7: HE RIGHT TO THE TRUTH	Expedite the process to what actually happened and share information through new platforms accessible to ensure the right to truth	Coordinate with line agencies/ Officials/ stakeholders and investigate the information.	300 government officials	Quarterly	Executive Director, Regional Coordinator	100 relevant government officials	100 officials	100 officials
		Publishing newsletters/ press release	5 newsletters and 1 press release	Yearly	OMP Board, Head of Units	1 newsletter	2 newsletter and press release	2 newsletters
		Nominate key focal points and regular updates (Database) on social media.	1 newsletter, 1 Annual report and 1 final report	Weekly	1 from OMP head office, 5 from Regional Office	1 News letter	1 Annual report	1 Final report
		Publications such as disclosure materials	6 (5 - Regional office and Head office) As per the RTI request/ regular Publications	On process (Ave. 70 per year)	RTI Officials	As per the request	As per the request	As per the request
FOCUS AREA 8: PROTECTING THE RELATIVES' RIGHTS	Ensuring protection of rights of relatives of missing persons	Activating the Protection Unit in the OMP	3000 families	Weekly	Protection Unit and Regional Coordinators	1000 families	1000 families	1000 families
		Conducting inquiries	3000 families	Monthly	Legal Unit, Data Unit, Admin Unit and Finance Unit	1000 families	1000 families	1000 families
		Conducting programs with line agencies	15 programs	Once every 6 months	Executive Director and OMP Board	5 programs	5 programs	5 programs

MONITORING AND LEARNING PLAN

Assigned OMP official/s will closely monitor and evaluate the progress of this Strategic Roadmap quarterly and report to the respective authorities of OMP.

In terms of learning, OMP proposes two Impact Evaluation of Inquiry Process of Occurrence/Samples during October 2022 - September 2023 in the North and East in collaboration with the Ministry of Justice.

COMMUNICATION PLAN FOR OMP

Developing of a centralized database for handling Missing Persons' Information: 22,000 Number of Records (with more than 100 properties) during October 2022 - July 2022.

- Develop a plan for case investigation and the process including specific dates, time, and venues, in order to educate National Integration Officers in the divisional level for them to act as ambassadors at the grassroots level to deal with victims or the members of the families of the missing persons.
- Digitizing applications and supporting documents relating to OMP with a page count of around 132,000 pages in the timeline between March 2023 - September 2023
- Remapping/redeveloping the website of OMP, which has been suspended for the time being during October 2022 - January 2023 incurring a cost LKR 2.5 million
- Develop 50 case studies during October 2022 - September 2023 incurring a cost of LKR 2.5 million at national level.

ANNEX 1: BUDGET FOR THE ROAD MAP - 2023 TO 2025

OFFICE ON MISSING PERSONS - BUDGET FOR THE ROAD MAP - 2023 TO 2025 (IN LKR - MILLIONS)													
No	SUBJECT	2023			2024			2025			TOTAL - 2023 TO 2025		
		ESTIMATE	SECURED	GAPS	ESTIMATE	SECURED	GAPS	ESTIMATE	SECURED	GAPS	ESTIMATE	SECURED	GAPS
1	STAFFING	48	33	15	55.2	35	20.2	19.6	38	57.6	160.8	106	54.8
2	CAPACITY BUILDING - BOARD AND STAFF	7.5	1	6.5	8.625	0	8.625	9	0	9	25.125	1	24.125
3	ADMIN COSTS	2	0.9	1.1	2.3	0	2.3	2.4	0	2.4	6.7	0.9	5.8
4	STATIONARY	2.5	0.9	1.6	2.875	0	2.875	3	0	3	8.375	0.9	7.475
5	TRANSPORT	3	1.09	1.91	3.45	0	3.45	3.6	0	3.6	10.05	1.09	8.96
6	COMMUNICATION	6.5	0.8	5.7	7.475	0	7.475	7.8	0	7.8	21.775	0.8	20.975
7	FUEL/TRAVEL RELATED COSTS	8	3.6	4.4	9.2	0	9.2	9.6	0	9.6	26.8	3.6	23.2
8	CONSULTANTS/TECHNICAL ADVISORS	20	0	20	23	0	23	24	0	24	67	0	67
9	TRANSLATIONS AND TRAINEES COSTS	7.5	3.2	4.3	8.625	0	8.625	9	0	9	25.125	3.2	21.925
10	OFFICE MAINTANANCE	48	30	18	55.2	0	55.2	57.6	0	57.6	160.8	30	130.8
TOTAL COSTS RELATED TO ADMIN, AND SUPPORTING SERVICES		153	74.49	78.51	173.95	35	140.95	145.6	38	183.6	512.55	147.49	365.06

No	FOCUS AREAS	2023			2024			2025			TOTAL - 2023 TO 2025		
		ESTIMATE	SECURED	GAPS	ESTIMATE	SECURED	GAPS	ESTIMATE	SECURED	GAPS	ESTIMATE	SECURED	GAPS
1	VICTIM & RIGHT - HOLDERS PROTECTION	15	5	10	17.25	0	17.25	18	0	18	50.25	5	45.25
2	FAMILIES, RELATIVES AND VICTIMS SUPPORT	25	12.5	12.5	28.75	0	28.75	30	0	30	83.75	12.5	71.25
3	TRACING, PREVENTION AND OPERATIONALIZE THE LAW AND ORDER	35	20	15	40.25	0	40.25	42	0	42	117.25	20	97.25
4	EFFECTIVE REMEDY AND RIGHT TO JUSTICE	25	15	10	28.75	0	28.75	30	0	30	83.75	15	68.75
5	PRELIMINARY INQUIRIES AND INVESTIGATION	46	38	8	52.9	0	52.9	55.2	0	55.2	154.1	38	116.1
6	PREPARATIONS - OMP ACTIVITIES LISTED HERE	0.5	0.5	0	0.575	0	0.575	0.6	0	0.6	1.675	0.5	1.175
7	THE RIGHT TO THE TRUTH - OMP ACTIVITIES LISTED HERE	0.75	0.75	0	0.8625	0	0.8625	0.9	0	0.9	2.5125	0.75	1.7625
8	PROTECTING THE RELATIVES' RIGHTS	1.2	1.2	0	1.38	0	1.38	1.44	0	1.44	4.02	1.2	2.82
9	COMMUNICATION AND OUTREACH ACTIVITIES	7	2	5	8.05	0	8.05	8.4	0	8.4	23.45	2	21.45
10	INTERNATIONAL DAY OF ED AND PRESS BRIEF	2.5	2.5	0	2.875	0	2.875	3	0	3	8.375	2.5	5.875
11	MONITORING AND EVALUATION	7.2	1.5	5.7	8.28	0	8.28	8.64	0	8.64	24.12	1.5	22.62
SUB TOTAL - FOCUS AREAS		165.15	98.95	66.2	189.9225	0	189.9225	198.18	0	198.18	553.2525	98.95	454.3025
TOTAL BUDGET FOR THE OMP - 2023 TO 2025		318.15	173.44	144.71	365.8725	35	330.8725	381.78	38	343.78	1065.8025	246.44	819.3625

