

TERMS OF REFERENCE

Compete Caribbean+ (CC+) - Consultancy to Develop Climate Resilient Strategies and Action Plan for the Forest Sector under the National Forest Management & Conservation Plan (NFMCP) in Jamaica

Jamaica

JA-T1266

Development of Climate Resilient Strategies and Action Plan for the Forest Sector under the National Forest Management & Conservation Plan (NFMCP)

1. Compete Caribbean Plus (CC+)

- 1.1. CC+ is a multi-donor trust fund focused on contributing to a more dynamic, inclusive, sustainable and resilient private sector in the Caribbean. The program is jointly funded by the Inter-American Development Bank (IDB), the United Kingdom's Foreign and Commonwealth Development Office (FCDO), the Caribbean Development Bank (CDB), and the Government of Canada (GAC). There are 13 Caribbean countries that are eligible to participate in Compete Caribbean's programming: The Bahamas, Barbados, Belize, Guyana, Jamaica, Trinidad and Tobago, Suriname, Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, Saint Lucia, and Saint Vincent & the Grenadines.
- 1.2. This consultancy falls under Pillar 2 of CC+: Enhancing Government and Regulatory Capabilities to Support Climate-Smart and Gender-Responsive Businesses. Through this pillar, Compete Caribbean is strengthening public governance and institutional capacity to foster climate-smart, gender-responsive business practices. Support will be provided to develop legal and policy frameworks that promote competitiveness, enhance climate resilience, and facilitate Caribbean businesses' participation in carbon markets, public procurement for green innovation, and more inclusive food systems and biodiversity-driven economic sectors.

2. Background and Justification

- 2.1. Jamaica's forests play a critical role in supporting national climate resilience, safeguarding watersheds, and sustaining rural livelihoods. However, these vital ecosystems face increasing threats from climate change, invasive species, land-use change, and unsustainable exploitation. With over 70% of Jamaica's forests privately owned, private-sector incentives and partnerships are essential to advancing effective climate action and sustainable forest management. Institutional capacity gaps remain at the sectoral level, limiting the ability to mainstream climate considerations into forest management. This is of significant importance given the catastrophic impacts on forest assets, as was most recently seen with Hurricane Melissa in 2025.
- 2.2. In response, the Forestry Department from the Ministry of Water, Environment and Climate Change, formally requested the Bank's support following a call for proposals by Compete Caribbean+ under Pillar 2, "Enhancing government capabilities to support climate-smart and gender-responsive businesses", seeking to strengthen the institutional capacity of the Forestry Department and the wider forest sector in Jamaica to develop and implement climate-resilient strategies that safeguard forest resources and related

ecosystem services. The support will allow for the revision of the national plan for the forest sector for the period 2027–2037 to promote gender equity and social inclusion (GESI) and full alignment with national priorities and relevant international commitments. The GoJ, through the Forestry Department from the Ministry of Water, Environment and Climate Change, is aiming at the development of a results-based climate resilient action plan with detailed strategies designed to address major gaps and challenges faced by the forest sector. The project is of strategic importance to the Forestry Department as the statutory agency responsible for managing Jamaica's forest resources under the Forest Act (1996). The Agency is mandated under the Forest Act to prepare and periodically revise the NFMCP, making this initiative central to fulfilling its legal obligations and advancing climate resilience goals.

- 2.3. This consultancy seeks to develop comprehensive Climate Resilient Strategies and Action Plan for the Forest Sector under the National Forest Management & Conservation Plan (NFMCP) in Jamaica.

3. **Objectives**

- 3.1. **General Objective.** To strengthen Jamaica's forest governance and climate resilience by supporting the revision, validation, and dissemination of the National Forest Management and Conservation Plan (NFMCP) 2027–2037, ensuring it is climate-smart, inclusive, and aligned with national development priorities and international climate commitments.
- 3.2. **Specific Objectives**
 - 3.2.1. Specific objective 1: To revise and validate the NFMCP 2027–2037 to integrate climate resilience, sustainable financing, and evidence-based decision-making into forest sector planning.
 - 3.2.2. Specific objective 2: To enhance the capacity of the Forestry Department and key stakeholders to implement and monitor climate-smart forest sector strategies and actions.
 - 3.2.3. Specific objective 3: To foster an enabling environment for gender-responsive, socially inclusive, and private-sector-led investment in sustainable forest management and climate action.

4. **Scope of Services**

This consultancy will comprise three main components: (i) Preparatory & Diagnostic Phases; (ii) Identification of Climate-Resilient Options & Drafting of NFMCP 2027–2037; and (iii) Stakeholder Consultations, Finalization, Endorsement & Dissemination.

- 4.1. **Preparatory & Diagnostic Phases.** The Preparatory and Diagnostic Phases will establish the technical and analytical foundation for the revised NFMCP 2027–2037 through stakeholder sensitization and engagement, data collection and review, spatial and temporal scoping, climate risk and vulnerability assessments, and analysis of sectoral trends, policies, programmes, and climate impacts. Phased activities will incorporate climate-proofing methodologies to identify key vulnerabilities and resilience needs.
- 4.2. **Identification of Climate-Resilient Options & Drafting of NFMCP 2027–2037.** Building

on the findings from the preparatory & diagnostic phases, a range of adaptation and mitigation options will be developed, assessed for technical feasibility and costs and benefits, and prioritized to inform climate-smart / climate resilient strategies and actions for the forest sector under this component.

- 4.3. **Stakeholder Consultations, Finalization, Endorsement & Dissemination.** This component aims to engage key stakeholders to review and refine the draft plan, ensuring it reflects diverse perspectives and sector priorities. It seeks to incorporate feedback, finalize a robust and consensus-driven document, secure formal approval from relevant authorities, and effectively communicate the finalized plan to stakeholders to support awareness, ownership, and implementation.

5. **Key Activities**

The consulting firm will carry out the following key activities that will facilitate the achievement of the objective of the project:

5.1. **Preparatory Phase**

- Key activity 1: Mobilization and Inception
 - o Onboarding of the consulting team.
 - o Inception meetings with the Forestry Department and key partners.
 - o Preparation of work plan, methodology, and stakeholder engagement plan.
- Key activity 2: Stakeholder Mapping and Engagement Planning
 - o Identification and mapping of key stakeholders.
 - o Development of stakeholder engagement and communication strategy.
 - o Document stakeholder expectations, concerns, and information needs.
 - o Scheduling and coordination of consultation activities.
 - o Undertake broad-based sector awareness sessions on climate change impacts, climate resilience, and the NFMCP revision process.

5.2. **Diagnostic Phase**

- Key activity 1: Scoping and Baseline Assessment
 - o Define the spatial and temporal scope of the assessment.
 - o Identify information requirements and data sources.
 - o Compile and review baseline data and sector information.
- Key activity 2: Policy, Institutional and Programme Review
 - o Review existing policies, legislation, plans, programmes, projects, and strategies.
 - o Assess alignment with Vision 2030, NDCs, Climate Change Policy Framework, REDD+, and other relevant frameworks.
 - o Examine linkages with related sectors and institutions.
- Key activity 3: Climate and Vulnerability Assessments
 - o Conduct climate modelling and analysis of historical and projected climate trends.
 - o Assess climate risks, vulnerabilities, and exposure of forest ecosystems and forest-dependent communities.
 - o Identify key stressors including deforestation, land-use change, invasive

species, fires, pests, and extreme weather events.

- Key activity 4: Sector Diagnostics and Climate-Proofing Analysis
 - o Assess environmental, social, economic, and institutional trends affecting the forest sector.
 - o Evaluate effectiveness and gaps in current strategies and interventions.
 - o Apply climate-proofing methodologies to identify vulnerabilities and resilience requirements.
- Key activity 5: Institutional Capacity Development
 - o Deliver targeted training/ knowledge transfer to Forestry Department staff and key sector stakeholders in climate risk assessment, climate-proofing methodologies, vulnerability analysis, adaptation planning, and results-based monitoring to strengthen long-term institutional capacity.

5.3. Identification of Climate-Resilient Options

- Key activity 1: Identification and Assessment of Adaptation and Mitigation Option
 - o Identify, assess, and prioritize adaptation and mitigation measures through technical analyses, expert consultations, and cost-benefit assessments to inform development of the revised NFMCP.
- Key activity 2: Evaluation and Prioritization of Strategic Options
 - o Undertake technical, economic, social, and environmental assessments, including cost-benefit analyses, to prioritize feasible and high-impact adaptation and mitigation measures.
- Key activity 3: Stakeholder Validation of Proposed Strategies and Actions
 - o Facilitate consultations and validation workshops to refine and build consensus on proposed interventions, priorities, and implementation approaches.

5.4. Drafting of NFMCP 2027–2037

- Key activity 1: Preparation of the Draft NFMCP 2027–2037
 - o Develop the draft NFMCP, including strategic priorities, sector-specific action plans, implementation arrangements, financing plan/mechanisms, and a monitoring and evaluation framework

5.5. Stakeholder Consultations

- Key activity 1: National Stakeholder Consultations
 - o Conduct island-wide consultations (in accordance with GOJ Public Consultation code) with government ministries, departments and agencies, private sector entities, academia, NGOs, CBOs, private landowners, and forest-dependent communities to review and provide input on the draft NFMCP.

5.6. Finalization, Endorsement & Dissemination

- Key activity 1: Integration of Feedback and Plan Finalization
 - o Analyze consultation outcomes, incorporate stakeholder recommendations, and prepare the final NFMCP and supporting technical documentation.

- Key activity 2: Approval and Endorsement Support
 - o Facilitate the review and approval process, including preparation of briefing materials, presentations, and supporting documentation required for policy and legislative endorsement.
- Key activity 3: Communication, Dissemination and Awareness
 - o Develop and implement dissemination and communication strategies to promote stakeholder ownership and readiness for implementation of the NFMCP.

6. Expected Outcome and Deliverables

- 6.1. **Deliverable 1:** Workplan and Stakeholder Engagement Plan
- 6.2. **Deliverable 2:** Diagnostic, Climate Risk and Vulnerability Assessment Report.
- 6.3. **Deliverable 3:** Climate-Resilient Options Assessment and Prioritization Report. Capacity building/ Knowledge transfer products.
- 6.4. **Deliverable 4:** Draft National Forest Management and Conservation Plan (NFMCP) 2027–2037.
- 6.5. **Deliverable 5:** Final Stakeholder consultation report, Final NFMCP 2027–2037 (inclusive of supporting frameworks) and Dissemination Package, and a Final Project Report.

7. Project Schedule and Milestones

Deliverable	Planned Date to Submit
Deliverable 1	6 weeks after contract signing
Deliverable 2	5 months after contract signing
Deliverable 3	9 months after contract signing
Deliverable 4	12 months after contract signing
Deliverable 5	18 months after contract signing

8. Reporting Requirements

- 8.1. The consulting firm will submit their deliverables according to the schedule established in section 7 of these Terms of Reference. Every report will be submitted to the Bank in an electronic file. The reports should include a cover, the main document, and all annexes. Deliverables should be submitted to the project team leader and copied to relevant colleagues to be identified during consultancy implementation.

9. Acceptance Criteria

- 9.1. The acceptance of deliverables must be given by the IDB when all comments received during the revision process are included in the submitted reports. Upon approval, the IDB will disburse payments.

10. Supervision and Reporting

- 10.1. This TC will be monitored and supervised by the Team Leader assigned by the

Bank's Competitive, Technology, and Innovation Division (PTI/CTI). The Team Leader will coordinate with the CC+ FCU, the Forestry Department, and other relevant stakeholders in the execution of consultancy services outlined in the procurement plan and conduct monthly meetings to identify problems or potential risks, provide feedback, and ensure alignment with the broader goals of the TC.

11. Selection Criteria

The team should be comprised of one Team Leader / Climate Resilience and Strategic Planning Specialist, a Climate Science and GIS/Spatial Analysis Specialist, Forest Sector and Natural Resource Management Specialist, Environmental Economist / Financing and Prioritization Specialist and Stakeholder Engagement, Capacity Building and Monitoring, Evaluation, and Learning (MEL) Specialist.

The consulting team should collectively demonstrate high-level expertise in climate change adaptation and mitigation, sustainable forest management, environmental and natural resource economics, spatial analysis, and results-based strategic planning. The team must have a minimum of 10 years of progressively responsible professional experience, with a proven track record in delivering technically robust, evidence-based sector strategies and climate-resilient development plans. Demonstrated experience in conducting complex climate risk and vulnerability assessments, applying climate-proofing methodologies, and integrating economic analysis into policy and planning frameworks is essential.

The team should exhibit strong analytical capacity, methodological rigor, and the ability to apply international best practices while tailoring solutions to national contexts. Prior experience working in the Caribbean, Latin America, or Small Island Developing States (SIDS) is highly desirable, including engagement with government institutions, multilateral development partners, and cross-sector stakeholders. The team must also demonstrate excellence in stakeholder facilitation, consensus-building, and institutional capacity development, ensuring both technical credibility and practical implementation relevance.

The consulting team will work in close collaboration with the Forestry Department and relevant stakeholders, including Ministries, Departments and Agencies (MDAs) to ensure technical rigor, stakeholder ownership, and effective implementation of the NFMCP.

- 11.1. **Team Leader / Climate Resilience and Strategic Planning Specialist:** The Team Leader should possess an advanced degree in environmental management, climate change, forestry, or a related field, and at least 10 years of experience leading the development of climate-resilient sector strategies. They should demonstrate strong leadership, analytical, and facilitation skills, with a proven track record of managing multidisciplinary teams and engaging high-level stakeholders. Experience working in the Caribbean, Latin America, or Small Island Developing States (SIDS), particularly in tropical forest contexts, is highly desirable. The Team Leader will be responsible for overall coordination and quality assurance of the assignment, leading the preparation of the NFMCP, ensuring integration of climate resilience across all components, and facilitating stakeholder consultations and key decision-making processes.
- 11.2. **Climate Science and GIS/Spatial Analysis Specialist:** The Climate Science and GIS Specialist should hold an advanced degree in climate science, meteorology, geography, or a related discipline, with at least 5 years demonstrated experience in

tropical forest ecosystems, preferably within the Caribbean or SIDS, climate modelling, risk and vulnerability assessments, and spatial analysis. Proficiency in GIS tools and climate data analysis is essential. The specialist will lead the analysis of historical and projected climate trends, conduct climate risk and vulnerability assessments, and produce spatial outputs to inform planning and decision-making, ensuring that climate-proofing considerations are fully integrated into the NFMCP.

11.3. Forest Sector and Natural Resource Management Specialist: The Forest Sector Specialist should have formal training in forestry, natural resource management, or a related field, with substantial experience (at least 5 years) in sustainable forest management and sector analysis. The expert should be familiar with tropical forest ecosystems, preferably within the Caribbean or SIDS forest ecosystem dynamics and the impacts of climate change on forest resources and dependent communities. This specialist will lead the sector diagnostic work, assess current conditions and trends, and contribute to the development of practical, evidence-based strategies and actions for inclusion in the NFMCP.

11.4. Environmental Economist / Financing and Prioritization Specialist: The Environmental Economist should hold a degree in economics or environmental economics and have minimum 5 years' experience in natural resource valuation, cost-benefit analysis, and climate finance. Demonstrated experience in costing sector strategies and developing financing frameworks is required. The specialist will be responsible for assessing the economic feasibility of proposed interventions, conducting cost-benefit and cost-effectiveness analyses, and developing a financing and investment framework to support implementation of the NFMCP.

11.5. Stakeholder Engagement, Capacity Building and MEL Specialist: This specialist should have a background in social sciences, development studies, or a related field, with experience in stakeholder engagement, participatory processes, training delivery, and results-based monitoring and evaluation. Strong communication and facilitation skills are essential. The specialist will lead stakeholder mapping and consultations, support inclusive engagement processes, design and implement capacity-building activities, and develop the monitoring, evaluation, and learning framework, ensuring that the plan is practical, inclusive, and supported by clear mechanisms for tracking implementation.

12. Schedule of Payments

12.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

12.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
Deliverable	%
1. Deliverable 1	10

2. Deliverable 2	20
3. Deliverable 3	20
4. Deliverable 4	20
5. Deliverable 5	30
TOTAL	100%