



NATIONAL CONSERVATION TRUST FUND OF JAMAICA (NCTFJ) LIMITED

TERMS OF REFERENCE FOR STRATEGIC PLANNING CONSULTANT

The National Conservation Trust Fund of Jamaica (NCTFJ) was incorporated in 2014 as a not for profit Company and is a locally registered Charity. The NCTFJ's purpose is to promote, for the benefit of the public, the conservation, protection, management and expansion of the National Protected Areas System (NPAS) of Jamaica, by providing a sustainable flow of funds to support activities that contribute substantially to the conservation, protection and maintenance of biodiversity of Jamaica.

The NCTFJ is a small organisation that is governed by a 11-member Board of Directors who, inter alia, establishes policy and serves as a fiduciary body while the NCTFJ's day to day operations are managed by the Executive Director who is supported by an Administrator and a Programme Officer.

NCTFJ currently has a three-year Strategic Plan (2023-2026) that is used to guide the organisation's actions and priorities. Additionally, all other core documents for the NCTFJ are aligned to it. The current strategic plan will end December 2026, and the NCTFJ is seeking a qualified consultant to guide its strategic direction for 2027-2030. The consultant will provide evidence-based recommendations and facilitation support for a key strategic session in July 2026, helping to define the NCTFJ's future pathways for sustaining and expanding its impact.

1. OBJECTIVE

The consultant will develop the Strategic Plan for the NCTFJ, which should communicate the organisation's goals, determine the strategic objectives, the actions needed to achieve those objectives and indicators to measure success of the NCTFJ.

Period of Engagement/Consultancy: The consultancy will elapse over 5 months for a maximum of 20 working days.

2. SCOPE OF WORK

The Consultant will undertake all activities necessary to fulfil the objective and deliverables of the consultancy. The consultancy will include the following main activities:

- i. Review the NCTFJ's governance and its effectiveness;
- ii. Critically review, through desktop review and consultation with at least 2 Board members and the Executive Director, the goals, objectives and achievements of the existing strategic plan (2023-2026), and the evolving context of NCTFJ's operation,
- iii. Conduct a session (3 hrs maximum) with Board of Directors to seek inputs to inform the work under point ii.;
- iv. Prepare a draft of the recommended structure and components for the strategic plan 2027-30;
- v. Lead a one-day strategic planning workshop with the Board and secretariat that will inform the 2027-30 strategic plan. The agenda for the session should include but not limited to context analysis (SWOT), assessing NCTFJ's relevance, formulating NCTFJ's unique value proposition, identifying strategic institutional and grant-making objectives. The draft agenda should be submitted for review and approval prior to the session;
- vi. Define strategic priorities/objectives and outline the timeline for the associated activities based on information gathered;
- vii. Present the draft strategic plan to NCTFJ and solicit feedback to prepare the final strategic plan; and,
- viii. Prepare and submit a final strategic plan for NCTFJ.

3. APPROACH & TIMELINE

The consultant in his/her methodology will prepare a proposal that aligns with the proposed timelines.

Activity	Proposed timeline
Consult with the NCTFJ for specific background information related to its operations and relevant materials to support the development of the Strategic Plan.	June 2026
Interview with the Chairperson of the Board and the Executive Director.	June - July 2026

Activity	Proposed timeline
Consult with the Board of Directors (3 hr session following the AGM)	15 July 2026
Lead a strategic planning workshop with NCTFJ that will inform the Strategic Plan	29 July 2026
Submit draft Strategic Plan document	August 2026
Presentation of Strategic Plan to the Board of Directors	September 2026
Submit finalized Strategic Plan	October 2026

4. DELIVERABLES & PAYMENT SCHEDULE

	Deliverable	Remuneration (%)
1	Inception Report including comprehensive work plan, methodology and interview schedule	10%
2	Report of Interim findings, briefly highlighting key emerging themes from consultations, performance against plans and document reviews.	15%
3	Lead strategic planning session - participatory workshop with Board to define the strategic options.	25%
4	Draft 3-year strategic plan document & present it to the Board of Directors	25%
6	Final Strategic plan incorporating Board feedback	25%
	Total	100%

5. PROFILE OF THE STRATEGIC PLANNING CONSULTANT

The selected professional will be an individual or a firm with sound skills and superior track record in developing strategic plans, designing, leading strategic planning sessions and experience in facilitating workshops. Additionally, background or strong interest in biodiversity conservation and familiarity with the Jamaica Protected Areas System will be an added advantage.

COMPETENCIES REQUIRED

- A Master's Degree with 5 years' professional experience **OR** Bachelor's Degree with 10 years' professional experience in organizational, project or any other management role recurring strategy formulation and implementation.

- Experience with non-governmental organizations in the conservation, climate change and sustainable development fields or related ones is an asset.
- Basic knowledge of conservation issues, the Jamaica National Protected Areas System and the major stakeholders.
- Sound understanding and knowledge of standard management tools and techniques to schedule, plan and measure performance.
- Excellent facilitation skills for leading processes with a creative output.

6. INPUT OF NCTFJ

The NCTFJ will provide the following support to the consultant:

- provide the consult with access to relevant information as needed;
- logistics support for the strategic planning session; and
- facilitate consultations with the Board and NCTFJ staff.

7. REPORTING

The Strategic Planning Consultant will report to the Executive Director of The National Conservation Trust Fund of Jamaica.

8. SUBMISSION REQUIREMENTS

Interested individuals or firms are asked to submit a Technical Proposal (not exceeding 5 pages) by 11:59pm (local time) on May 4, 2026 via email to cdooley@conservejamaica.org. The Technical Proposal is to include:

- Demonstrated understanding of the assignment, proposed methodology, work plan and associated budget in JMD, and team composition (if applicable)
- Details of at least two similar assignments undertaken in the past five years.