



STAKEHOLDER ENGAGEMENT PLAN 2021-2026
for the Continued Implementation of the National
Forest Management and Conservation Plan (NFMCP)
and its Performance Monitoring, Evaluation and
Reporting (PMER) system



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Stakeholder Engagement Plan 2021-2026 for the Continued Implementation of the National Forest Management and Conservation Plan (NFMCP) and its NFMCP and its Performance Monitoring, Evaluation and Reporting (PMER) system.

This document was prepared by Jan J. Voordouw, independent consultant, in close collaboration with the staff of the Forestry Department (FD) and the implementation partners of NFMCP. It does not necessarily reflect the views of the Government of Jamaica or FD.

Cover photos (both by Jan Voordouw):

Left: Cascade, Portland. Right: Bull Head Mountain, Clarendon.

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Acronyms and Abbreviations

AAC	Annual Allowable Cut	IPCC	Intergovernmental Panel on Climate Change
BSJ	Bureau of Standards of Jamaica	JAMPRO	Jamaica Trade and Invest
CBO	Community-based Organisation	JCDT	Jamaica Conservation for Development Trust
CCD	MEGJC Climate Change Division	JFB	Jamaica Fire Brigade
CCMD	FD Corporate Communication and Marketing Division	JNHT	Jamaica National Heritage Trust
CIF	Climate Investment Fund	JSIF	Jamaica Social Investment Fund
COP	Conference of Parties	KPI	Key Performance Indicator
CPC	Chief Parliamentary Council	L&FESD	FD Legal and Forest Enforcement Services Division
CSD	FD Corporate Services Division	LFMC	Local Forest Management Committee
CSM	Carbon Stock Monitoring	LICJ	Land Information Council of Jamaica
CSO	Civil Society Organisation	LUCA	Land use cover assessment
DAC	OECD Development Assistance Committee	MDA	Ministries, Departments and Agencies
DBJ	Development Bank of Jamaica	MEGJC	Ministry of Economic Growth and Job Creation
DRM	Disaster Risk Management	MGD	Mines and Geology Division
EFJ	Environmental Foundation of Jamaica	MAF	Ministry of Agriculture and Fisheries
EIA	Environmental Impact Assessment	MLGCD	Ministry of Local Government and Community Development
ERMD	MEGJC Environment and Risk Management Division	MOEY	Ministry of Education and Youth
FAO	Food and Agricultural Organisation	MOFPS	Ministry of Finance and Public Service
FCF	Forest Conservation Fund	MOJ	Ministry of Justice
FD	Forestry Department	MOT	Ministry of Tourism
FMA	Forest Management Area	MRV	Measuring, Reporting and Verifying
FMP	Forest Management Plan	MSET	Ministry of Science, Energy and Technology
FOD	FD Forest Operations Division	MSJ	Meteorological Service of Jamaica
FS&TSD	FD Forest Science & Technology Services Division	MTF	Medium-term Socio-Economic Policy Framework
GCF	Green Climate Fund	MTM	Ministry of Transport and Mining
GDP	Gross Domestic Product	NBSAP	National Biodiversity Strategy and Action Plan
GEF	Global Environment Facility	NCU	Northern Caribbean University
GFF	Global Forest Fund	NDC	Nationally Determined Contribution
GFFFN	Global Forest Financing Facilitation Network	NEPA	National Environment and Planning Agency
GHG	Greenhouse Gases	NERGIS	National Emergency Response GIS Team
GOJ	Government of Jamaica		
ICF	International Climate Fund		
ICTD	FD Information and Communication Technology Division		
IDB	Inter-American Development Bank		
IDP	International Development Partner		
IOJ	Institute of Jamaica		

NFI	National Forests Inventory	TPDCO	Tourism Product Development Company
NFMCP	National Forest Management and Conservation Plan	UDC	Urban Development Corporation
NGO	Non-Governmental Organisation	UNCBD	United Nations Convention on Biological Diversity
NLA	National Land Agency	UNCCD	United Nations Convention to Combat Desertification
NRV	Natural Resource Valuation	UNDP	United Nations Development Programme
NSDMD	MEGJC National Spatial Data Management Division	UNEP	United Nations Environment
NSWMA	National Solid Waste Management Authority	UNESCO	United Nations Educational, Scientific and Cultural Organisation
ODPEM	Office of Disaster Preparedness and Emergency Management	UNFCCC	United Nations Framework Convention on Climate Change
OECD	Organisation for Economic Cooperation and Development	UNFF	United Nations Forum on Forests
PASMP	Protected Areas System Master Plan	USAID	United States Agency for International Development
PC	Parish Council	USFS	United States Forest Service
PDC	Parish Development Committee	UTECH	University of Technology
PES	Payment for Ecosystem Services	UWI	University of the West Indies
PIOJ	Planning Institute of Jamaica	UWI/CSG	University of the West Indies Mona– Climate Studies Group
PLO	Private Land Owners	UWI/DLS	University of the West Indies Mona– Department of Life Sciences
PMER	Performance Monitoring, Evaluation and Reporting	WRA	Water Resources Authority
PPCR	Pilot Programme for Climate Resilience		
PSOJ	Private Sector Organisation of Jamaica		
PSP	Permanent Sample Plots		
RADA	Rural Agricultural Development Authority		
REDD	Reducing Emissions from Deforestation and Forest Degradation		
REDD+	REDD and increasing the role of conservation, sustainable management of forests and enhancement of forest carbon stocks		
SCPB	FD Strategic and Corporate Planning Branch		
SDC	Social Development Commission		
SDG	Sustainable Development Goal		
SFM	Sustainable Forest Management		
SRC	Scientific Research Council		
TAC	NFMCP Technical Advisory Committee		
TCPA	Town and Country Planning Act		
TEF	Tourism Enhancement Fund		

1 BACKGROUND AND CONTEXT

Forests cover more than 40% of the Jamaican landmass. The Forestry Department (FD) plays a central role in the management of these forested lands by providing coordination and support for forest governance, utilisation, sustainable forest management, capacity building of pertinent institutions and groups, and monitoring and knowledge management. FD coordinates the implementation of the National Forest Management and Conservation Plan (NFMCP) where the effective engagement of many groups of stakeholders is a core principle in achieving its goal and objectives.

Broad and balanced participation of relevant institutions and citizen groups facilitates the sharing of knowledge and expertise, resources, various perspectives at issues at hand. Appropriate stakeholder participation also assists in building consensus and managing potential conflicts. As such, it builds support for effective decision-making. Stakeholders will use and enrich the outputs of the NFMCP and contribute to achieving the outcomes. Further, they may call attention to emerging issues as they reach out to their respective communities and the public at large.

FD aims to facilitate effective stakeholder engagement for maximising the impact of NFMCP. There are two large groups of stakeholders, as recognized in the Theory of Change of the NFMCP for 2021-2026¹:

- a) **Implementation partners** which are directly involved in activities towards achieving the outputs of the NFMCP. These are the Primary Implementing Entities (PIEs) and Secondary Implementing Entities (SIEs). The PIEs together coordinate the implementation of the NFMCP and fulfil tasks related to Performance Monitoring, Evaluation and Reporting (PMER). The SIEs include several additional Ministries, Departments and Agencies (MDAs), Civil Society Organisations (CSOs), Community-Based Organisations (CBOs), Private Sector and International Organisations. A listing of the names² of both the PIEs and SIEs is provided in **Table 1**;
- b) **Stakeholders in wider society** which are essential for achieving the higher-level results of NFMCP and providing contributions to the results of Vision 2030 Jamaica and their sustainability. These include many professional associations, schools, churches, additional private sector entities, additional community institutions and groups, entities at parish level, additional MDAs, CSOs, farmers, fisherfolk, other individuals pertinent to sustainable forest management, as well as international organisations.

This document details proposals for engaging these two large groupings and various categories of stakeholders at appropriate times in the implementation of targeted areas of NFMCP. Additionally, the cross-cutting issues highlighted in the NFMCP Theory of Change as well as the NFMCP Thematic Areas offer important approaches for engagement. Regarding the identified cross-cutting issues:

- Overall, FD seeks the **Coordination and Harmonisation among Stakeholders** by documenting and using their best inputs and resources, their engagement and participation in aspects of the NFMCP, and pertinent communication and information sharing;
- FD aims to maximise the benefits of **financial, human, equipment and other resources mobilised** under NFMCP;

¹ See the *Strategic Framework for the NFMCP/PMER 2021-2026*.

² The PIEs and SIEs have been given associated numbers for ease of reference.

Table 1. Implementation Partners of the NFMCP

Number	Name of Institution	Abbreviation
Primary Implementing Entities (PIEs)		
PIE1	Forestry Department	FD
PIE2	Forestry Department/CCMD	FD/CCMD
PIE3	Forestry Department/CSD	FD/CSD
PIE4	Forestry Department/FOD	FD/FOD
PIE5	Forestry Department/FS&TSD	FD/FS&TSD
PIE6	Forestry Department/ICTD	FD/ICTD
PIE7	Forestry Department/L&FESD	FD/L&FESD
PIE8	Institute of Jamaica	IOJ
PIE9	Jamaica National Heritage Trust	JNHT
PIE10	Meteorological Service of Jamaica	MSJ
PIE11	Ministry of Economic Growth and Job Creation/CCD	MEGJC/CCD
PIE12	Ministry of Economic Growth and Job Creation/ERMB	MEGJC/ERMB
PIE13	Ministry of Economic Growth and Job Creation/ Planning Dept.	MEGJC/Planning
PIE14	National Environment and Planning Agency	NEPA
PIE15	National Land Agency	NLA
PIE16	University of the West Indies/ Dept. of Life Sciences	UWI/DLS
Secondary Implementing Entities (SIEs)		
MDAs		
MDA1	Bureau of Standards Jamaica	BSJ
MDA2	Cabinet Office	CO
MDA3	HEART Trust NSTA	HEART
MDA4	Jamaica Business Development Corporation	JBDC
MDA5	Jamaica Constabulary Force	JCF
MDA6	Jamaica Customs Agency	JCA
MDA7	Jamaica Defense Force	JDF
MDA8	Jamaica Fire Brigade	JFB
MDA9	Jamaica Promotions Corporation	JAMPRO
MDA10	Mines and Geology Division	MTM/MGD
MDA11	Ministry of Agriculture and Fisheries	MAF
MDA12	Ministry of Education and Youth	MOEY
MDA13	Ministry of Finance and Public Service	MOFPS
MDA14	Ministry of Local Government and Community Development	MLGCD
MDA15	Ministry of Science, Energy and Technology	MSET
MDA16	Ministry of Tourism	MOT
MDA17	Ministry of Transport and Mining	MTM
MDA18	Municipal Corporations	MC
MDA19	National Emergency. Response GIS Team	NERGIS
MDA20	National Irrigation Commission	NIC

Number	Name of Institution	Abbreviation
MDA21	National Solid Waste Management Authority	NSWMA
MDA22	National Spatial Data Management Division (GIS-ELA)	NSDMD
MDA23	National Water Commission	NWC
MDA24	Office of the Chief Parliamentary Council	OCPC
MDA25	Office of Disaster Preparedness and Emergency Management	ODPEM
MDA26	Office of the Prime Minister	OPM
MDA27	Parish Development Committees	PDC
MDA28	Planning Institute of Jamaica	PIOJ
MDA29	Rural Agricultural Development Authority	RADA
MDA30	Scientific Research Council	SRC
MDA31	Social Development Commission	SDC
MDA32	Tourism Product Development Company	TPDCO
MDA33	Urban Development Corporation	UDC
MDA34	Water Resources Authority	WRA
CSOs and Academia		
CSO1	4-H clubs/ youth environmental clubs (JET)	
CSO2	Alligator Head Foundation	AHF
CSO3	Birdlife	BL
CSO4	Caribbean Coastal Area Management Foundation	CCAM
CSO5	Caribbean Tree Planting Project/ Car. Philanthropic Alliance	CTPP
CSO6	Community based organisations	CBOs
CSO7	Environmental Foundation of Jamaica	EFJ
CSO8	Food for the Poor	FFP
CSO9	Jamaica Agricultural Society	JAS
CSO10	Jamaica Conservation for Development Trust	JCDT
CSO11	Local Forest Management Committees	LFMC
CSO12	Natural History Society of Jamaica	NHSJ
CSO13	Non-gov. Organisations (various)	NGO
CSO14	Northern Caribbean University	NCU
CSO15	Oracabessa MPA	
CSO16	Portland Environmental Protection Agency	PEPA
CSO17	Trees that Feed	TTF
CSO18	University of Technology	Utech
CSO19	Windsor Research Centre	WRC
Private Sector		
PS1	Bauxite Companies	
PS2	Furniture makers, wood workers	
PS3	Home Owners	
PS4	Importers	
PS5	Local Farmers	
PS6	Private Forest Land Owners	PLO

Number	Name of Institution	Abbreviation
PS7	Private Sector Organisation of Jamaica	PSOJ
PS8	Private Tree Nurseries	
PS9	Security agencies	SA
International Agencies		
IA1	Food and Agricultural Organisation	FAO
IA2	International Institute of Environment and Development	IIED
IA3	International Institute of Tropical Forestry	IITF
IA4	The Nature Conservancy	TNC
IA5	Tropical Agricultural Research and Higher Education Centre	CATIE
IA6	United Nations Development Programme	UNDP
IA7	United Nations Environment	UNEP
IA8	US Forest Services	USFS
IA9	World Conservation Union	IUCN

- FD also seeks the **full inclusion of all groups in society**, including marginalised communities and people. Women and men, youth, people with disabilities and otherwise vulnerable people are to be treated in activities and services fairly, according to their respective needs. This may include equal treatment or treatment that is different, but which is considered equivalent in terms of rights, benefits, obligations, and opportunities;
- Regarding **gender equality**, FD also builds partnerships with stakeholders to tackle specific areas where one gender is unrepresented or disadvantaged as part of a comprehensive gender mainstreaming approach;
- The **adaptation and mitigation of climate change** brings together many aspects, including: physical risks to Jamaica's forests, land, infrastructure, to water resources, deterioration of air quality, change in wellbeing of communities, decline in economic security, aspects of socio-economic resilience, and possibilities for adaptation and co-benefits.

NFMCP is being implemented through five (5) Thematic Areas: (1) Forest Governance and Conservation; (2) Forest Utilisation; (3) Capacity for Sustainable Forest Management; (4) Education, Training and Awareness; (5) Monitoring and Information Management. With each of these Thematic Areas there are 30 or more specific implementation partners associated across the various categories indicated in Table 1. This is illustrated in **Table 2**.³

³ The engagement of implementation partners in specific outputs and outcomes are detailed in another document: **Table 3 in the NFMCP/PMER Plan 2021-2026**.

Table 2. Association of Implementation Partners to Thematic Areas of NFMCP

	TA1	TA2	TA3	TA4	TA5
PIEs	FD/FS&TSD, FD/L&FESD, IOJ, JNHT, MEGJC/ERMB, MEGJC/Planning, MSJ, NEPA, NLA	FD/CCMD, FD/CSD, FD/FOD, FD/FS&TSD, FD/L&FESD, JNHT, NEPA	FD/FOD, FD/FS&TSD, IOJ, MEGJC/CCD, MEGJC/ERMB, MSJ, NEPA, NLA	FD/CCMD, FD/CSD, FD/FOD, MEGJC/CCD, MEGJC/ERMB, MSJ, NEPA	FD/CSD, FD/FOD, FD/FS&TSD, FD/ICTD, IOJ, MEGJC/CCD, MEGJC/ERMB, MSJ, NEPA, NLA
MDAs	CO, JCA, JCF, JDF, MAF, MC, MOFPS, MOT, MTM/MGD, NWC, OCPC, PDC, PIOJ, RADA, TPDCO, UDC	BSJ, HEART, JAMPRO, JBDC, JCF, MAF, MC, MOFPS, NSWMA, PDC, RADA, SDC, SRC, TPDCO, WRA	JFB, MAF, MLGCD, NIC, NSWMA, NWC, ODPEM, OPM, PIOJ, RADA, SDC, TPDCO, UDC, WRA	JCF, JFB, MOEY, NSDMD, PIOJ, RADA	JBDC, JFB, MC, MTM, MTM/MGD, NWC, ODPEM, RADA, SDC, SRC, UDC
CSOs and Academia	C-CAM, JCDD, LFMC, UWI/DLS, WRC	CBOs, EFJ, JAS, JCDD, LFMC, NCU, Utech, UWI/DLS	AHF, CBOs, C-CAM, CTPP, FFP, JCDD, LFMC, NGOs, Oracabessa MPA, PEPA, Trees that Feed, TTF, UWI/DLS	JAS, JET/4-H, NCU, Utech, UWI/DLS	BL, CBOs, C-CAM, JCDD, LFMC, NCU, Utech, UWI/CSG, UWI/DLS, WRC
Private Sector	Local Farmers, PLO, Security Agencies	Furniture makers, Home owners, Importers, PLO, PSOJ, Wood workers	Bauxite Companies, PLO, Private Tree Nurseries, PSOJ	Local Farmers, Private Tree Nurseries	PLO
Int. Agencies	-	FAO, IUCN	UNDP, UNEP	CATIE, IITF	FAO, TNC, UNDP, UNEP, USFS

2 TYPES OF IMPLEMENTATION PARTNERS, THEIR INTEREST AND INFLUENCE

2.1 Primary Implementing Entities (PIEs)

The Primary Implementing Entities (PIEs) of the NFMCP is a group of seven agencies who have a main role in the implementation of the NFMCP. Each PIE coordinates the delivery of at least one output during the period 2021-2026 and carries out pertinent monitoring and reporting activities. The PIEs are:

- Forestry Department (FD), responsible for coordinating the implementation of 33 outputs during 2021-2026;
- Institute of Jamaica (IOJ) with one (1) output;
- Jamaica National Heritage Trust (JNHT) with one (1) output;
- Ministry of Economic Growth and Job Creation (MEGJC) with four (4) outputs;
- Meteorological Service of Jamaica (MSJ) with one (1) output;
- National Environment and Planning Agency (NEPA) with six (6) outputs;
- National Land Agency (NLA) with one (1) output.

2.2 Ministries, Departments and Agencies (MDA)

The group of MDAs includes the ministries, departments and agencies which support (but do not coordinate) the implementation of outputs with specific inputs (resources, advice, facilities, etc.) and participate in maximising their successful conclusion. **Table 1** lists a total of 34 MDAs as such engaged in the implementation of aspects of the NFMCP.

2.3 Civil Society Organisations (CSOs) and Academia

The group of CSOs covers a number of non-governmental entities at local and national level which have missions related to the sustainable management of forests or the environment. They bring together a wide variety of expertise in species identification, protection of ecosystems, environmental education and awareness, and the mobilisation of communities or specific groups (such as youth). In addition to a terrestrial focus, several work in marine and coastal habitats, relevant to the management of mangroves. Several academic institutions and research institutes are also listed here since their studies, teaching and training provide essential contributions to the scientific basis of NFMCP. **Table 1** lists 19 CSOs, universities and research centres.

2.4 Private Sector

This grouping is very diverse and basically indicates to which outputs the involvement of private individuals is significant, as well as highlighting some companies or associations that make important impact on the output. Furniture makers and wood workers are important users of forest resources and beneficiaries of their sustainable management. A very wide group, home owners, and companies which import construction materials are similarly positively affected. Private Land Owners (PLO) are key collaborators in the implementation of many of the outputs of NFMCP, since much of the forested lands are privately owned. Other key members of the private sector engaged in NFMCP are the Private Sector

Organisation of Jamaica (PSOJ), the private tree nurseries, bauxite companies and security agencies. The nine (9) groups are listed in **Table 1**.

2.5 International Agencies

Some international agencies, either based in Jamaica or not, play important roles in various areas of the implementation of the NFMCP. Some assist in laying the scientific basis for forest monitoring and measuring emissions and carbon stocks, while others are key partners in training techniques and skills for sustainable forest management.

2.6 Engaging stakeholders in wider society

In addition to the forest sector stakeholders, many other institutions and groups are expected to use the products and achievements of NFMCP, in particular at the outcome level. These stakeholders in the wider society contribute to transformative and sustainable achievements, which feed into the National Outcomes of Vision 2030 Jamaica and the SDGs.

2.7 Interest and influence

It is useful to present the stakeholders in a grid, that indicates their levels of interest in the NFMCP and levels of influence on activities, results, collaborative mechanisms or funding. Analysing this grid guides the Forestry Department in deciding on good engagement approaches and information strategies.

Stakeholders with high influence and high interest need to be managed closely. Securing buy-in of stakeholders with high influence is critical, noting that they may have lower interest. Special attention will need to be paid to stakeholders with high interest but low influence who may need support to be able to engage effectively and communication products to make information accessible. **Figure 1** maps the stakeholders in this way.

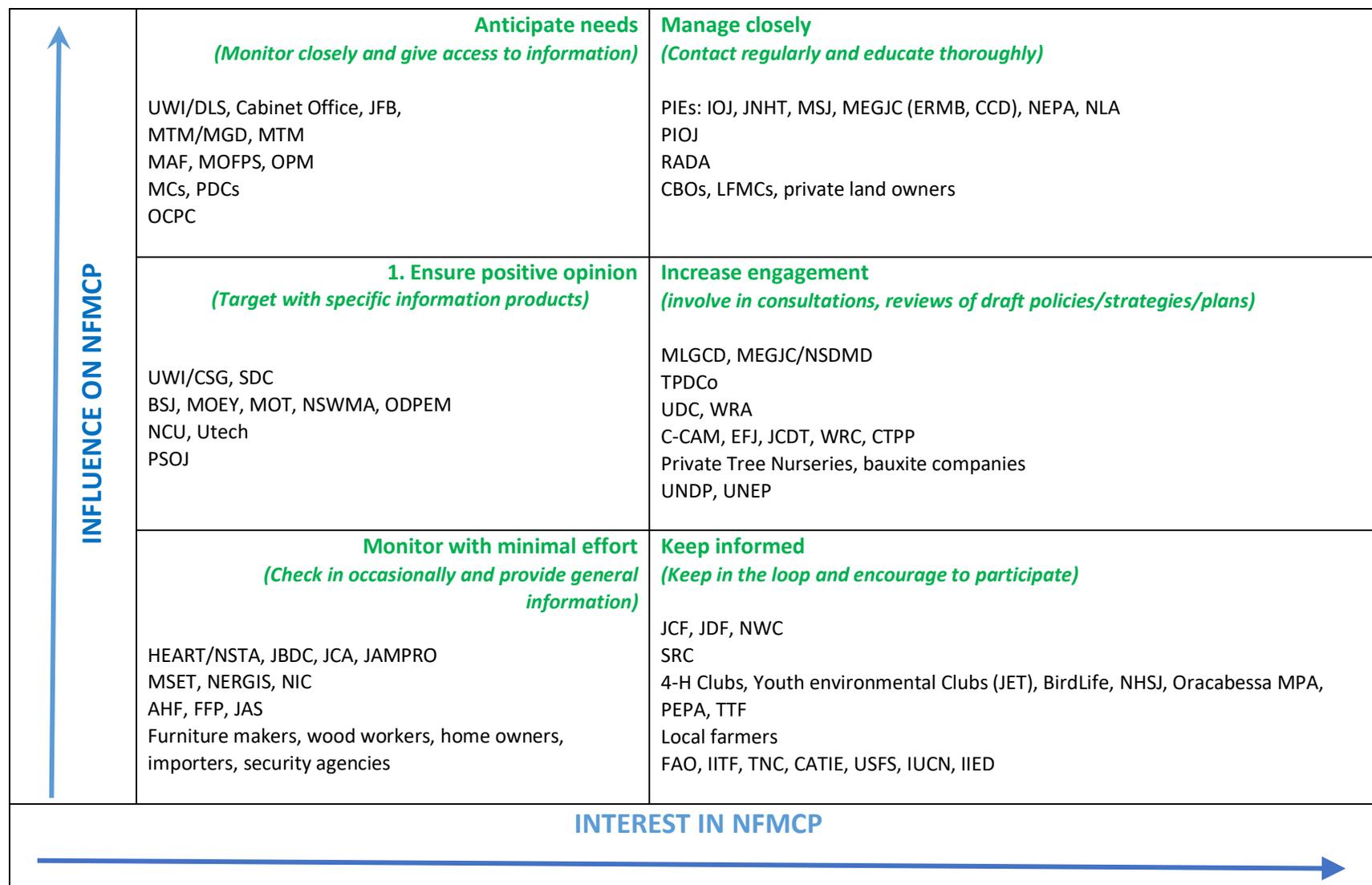


Figure 1. Stakeholder Mapping and Analysis

3 ENGAGING IMPLEMENTATION PARTNERS IN THEMATIC AREAS

This chapter describes how the implementation partners are engaged or are to be engaged in the various paths of change represented by the Theory of Change of the NFMCP for 2021-2026. These are split according to the respective Thematic Areas (TAs). See also **Table 2** above for information on which specific implementation partners are engaged in each of the Thematic Areas.

In this chapter, stakeholder engagement has been categorised according to the outcomes to be achieved by the NFMCP, as well as the cross-cutting issues to be implemented:

<p>TA1</p> <ul style="list-style-type: none"> • GOVERNANCE AND POLICY FRAMEWORK • FOREST BIODIVERSITY <p>TA2</p> <ul style="list-style-type: none"> • FINANCING SFM • SUSTAINABLE USE OF FORESTS AND FOREST PRODUCTS <p>TA3</p> <ul style="list-style-type: none"> • PARTICIPATORY PLANNING • INSTITUTIONAL CAPACITY FOR REDD+ • CAPACITY OF LFMCS AND CBOs <p>TA4</p> <ul style="list-style-type: none"> • EDUCATION AND AWARENESS • TRAINING 	<p>TA5</p> <ul style="list-style-type: none"> • AVAILABILITY OF DATA FOR SUSTAINABLE FOREST MANAGEMENT • RESEARCH AND KNOWLEDGE FOR VULNERABILITY ASSESSMENTS • COLLABORATIVE MONITORING <p>CROSS CUTTING</p> <ul style="list-style-type: none"> • CLIMATE CHANGE • COORDINATION AND HARMONISATION • RESOURCE MOBILISATION • INCLUSION, YOUTH AND EQUITY • GENDER EQUALITY
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A table has been provided for each of the TAs. These tables list the main messages and purposes of engaging implementation partners, as based on the Theory of Change for NFMCP. For each of these purposes/messages, tools and methods for engagement are presented and articulated as results in order to highlight the specific goals within NFMCP of the engagement. See **Table 3** (Thematic Area 1), **Table 4** (TA2), **Table 5** (TA3), **Table 6** (TA4) and **Table 7** (TA5) below. The column “Tools/ Methods for engagement” details both the need to distribute information to stakeholders and engage them in specific forums or consultations, and the need to collect data, information and other feedback from them.

The engagement of stakeholders in the implementation of the Impacts, specific Outcomes and/or Outputs of NFMCP 2021-2026 is illustrated in **Annex 1** to this document (for TA1 and TA2) and **Annex 2** (for TA3, TA4 and TA5). In these annexes, “L” indicates that the agency is a lead for the pertinent result, and “S” indicates that the agency supports the result. The categories and numbers of the agencies correspond to those illustrated in Table 1.

The full NFMCP stakeholder engagement plan is presented in **Chapter 4**. In this chapter, **Table 8** provides information for each of the implementation partners on the results-based engagement methodologies (as described in Tables 3-7) and its role within the implementation of NFMCP.

Table 3. Summary matrix – Engaging implementation partners in TA1 - Forest Governance and Conservation

Purpose of engagement / Key message	Implementation Partners to be engaged	Tools / Methods for engagement
<p>GOVERNANCE AND POLICY FRAMEWORK / COORDINATION AND HARMONISATION: Create incremental but continuous strengthening of the legislative, regulatory and institutional frameworks.</p> <p>Strengthen the TAC mechanism and its role in the governance of the forest sector. Work towards mainstreaming Sustainable Forest Management (SFM) into relevant national decision-making processes in all pertinent sectors.</p>	<p>MEGJC/Planning, MEGJC/ERMB, JNHT, MSJ, PIOJ, NEPA, NLA, IOJ, OCPC, Cabinet Office</p>	<p>(a)⁴ Regular status reports distributed by SCPB to implementation partners, highlighting progress and critical issues.</p> <p>Secretariat (SCPB) in regular communication with TAC members.</p> <p>Quarterly TAC meetings held.</p>
<p>PARTICIPATORY PLANNING / COMMUNICATE AND RAISE AWARENESS OF NFMCP: Create awareness of the intended results of TA1 and how these are critical for promoting forest governance and forest biodiversity protection.</p> <p>Collect best management practices from various stakeholders, leading to strengthened forest protection.</p> <p>Increase awareness of the need to incorporate forest concerns into development orders.</p>	<p>MEGJC, IOJ, JNHT, MSJ, NEPA, NLA, UWI/DLS, LFMCS, JCDD, C-CAM, Cabinet Office, Private Land Owners (PLO), MCs, PDC, UDC</p>	<p>(b) Informational materials on TA1's progress and results provided to PIEs and SIEs.</p> <p>Educational and awareness products, produced by partners, distributed through email and social media to their networks.</p> <p>Relevant and participatory climate adaptation tools and information on climate resilient species and habitats distributed to implementation partners.</p>
<p>GOVERNANCE AND POLICY FRAMEWORK / EFFECTIVENESS OF NFMCP: Increase aspects of enforcement and heighten compliance with the Forest Act.</p>	<p>JCF, JDF, JCA, Local farmers, MAF, RADA, UDC, PLO, Security Agencies, C-CAM, JCDD, LFMC</p>	<p>(c) Consultations held on best engagement in compliance and relevant support provided.</p>
<p>SUSTAINABLE USE OF FORESTS AND PRODUCTS / EFFECTIVENESS OF NFMCP: Sensitize on permits and</p>	<p>UWI/DLS, MOT, TDPCo, C-CAM, JCDD, LFMC,</p>	<p>(d) Informational and educational products provided to implementation partners and</p>

⁴ These references are used in Chapter 4.

Purpose of engagement / Key message	Implementation Partners to be engaged	Tools / Methods for engagement
licenses (recreational use, research, license programmes).	private land owners, local farmers	support provided for adaptation in order to distribute these further through their networks.
COORDINATION AND HARMONISATION: Conduct dialogue on marking and verifying boundaries of management areas and protected areas.	NLA, PLO, Local farmers, JCDDT, C-CAM, WRC	(e) Consultations conducted to include all relevant local and national stakeholders.
FOREST BIODIVERSITY / COORDINATION AND HARMONISATION: Strengthen collaboration on invasive species management.	NEPA, IOJ, UWI/DLS, JCDDT (Rangers, Volunteers)	(f) Active participation of members in the Invasive species working group ensured.
FOREST BIODIVERSITY: Identify target species for conservation and prepare management and recovery plans.	IOJ, UWI/DLS, NEPA	(g) Consultations with partners conducted on the preparation of management and recovery plans.
GENDER EQUALITY: Ensure the equitable participation of women and men in forest governance and conservation.	NEPA, private land owners, MC, PDC	(h) Relevant monitoring data collected from PIEs, discussed and follow-up provided.

Table 4. Summary matrix – Engaging implementation partners in TA2 - Forest Utilisation

Purpose of Engagement / Key message	Implementation Partners	Tools / methods for engagement
SUSTAINABLE USE OF FORESTS AND PRODUCTS / COMMUNICATE AND RAISE AWARENESS OF NFMCP: Raise awareness on the value of forests for social and economic development, including revised and additional incentives being generated.	NEPA, PLO, MOFPS, MC, PDC	(a) Informational and educational products provided to implementation partners and adapted for distribution through social and traditional media.

Purpose of Engagement / Key message	Implementation Partners	Tools / methods for engagement
<p>FINANCING SFM / RESOURCE MOBILISATION: Explore additional options for investing in SFM for business objectives.</p> <p>Explore options for Payment of Ecosystem Services within forested areas.</p>	<p>MOFPS, MEGJC/CCD, UNDP, Development Banks (IDB, CDB), PLO</p> <p>NEPA, NWC, NSWMA, IUCN</p>	<p>(b) Consultations held between development banks and Implementing Partners regarding REDD+, carbon sequestration and development of more industrial techniques in forestry.</p> <p>Pilot studies re PES identified and carried out, documented and discussed.</p>
<p>SUSTAINABLE USE OF FORESTS AND PRODUCTS / INCLUSION, YOUTH AND EQUITY: Promote agroforestry and alternative livelihood generation in forest communities.</p>	<p>EFJ, RADA, JCDDT, JAS, MAF, LFMCS, CBOs, JBDC, HEART/NSTA, FAO</p>	<p>(c) Demonstration livelihood/ agroforestry sites established and promoted through visits and consultations. Support provided (advice, materials, small grants if possible) for alternative livelihood generation.</p>
<p>SUSTAINABLE USE OF FORESTS AND PRODUCTS: Promote sustainable earnings from timber.</p>	<p>UWI/DLS, Utech, NCU, SRC, wood workers, furniture makers, PLO, BSJ</p>	<p>(d) Workshops and consultations conducted on forestry as a business with implementation partners.</p>
<p>SUSTAINABLE USE OF FORESTS AND PRODUCTS: Promote sustainable earnings from non-timber products.</p>	<p>BSJ, JAMPRO, JBDC, IUCN</p>	<p>(e) Consultations held on promotional activities and support provided.</p>
<p>SUSTAINABLE USE OF FORESTS AND PRODUCTS / RESOURCE MOBILISATION: Increase use of recreational facilities in forest areas, as well as cultural and heritage sites.</p>	<p>TPDCo, JCDDT, CBOs, LFMCS, JNHT</p>	<p>(f) Working group established and regular meetings organised.</p>
<p>GENDER EQUALITY: Ensure the equitable participation of women and men in forest utilisation.</p>	<p>JNHT, RADA, NEPA, LFMCS, MAF, JCDDT, PLO</p>	<p>(g) Relevant monitoring data collected from PIEs, discussed and follow-up provided.</p>

Table 5. Summary matrix – Engaging implementation partners in TA3 - Capacity for Sustainable Forest Management

Purpose of Engagement / Key message	Implementation Partners	Tools / methods for engagement
PARTICIPATORY PLANNING / CLIMATE CHANGE: Ensure broad participation of institutions and groups in planning and implementing reforestation and replanting of trees (mangroves, urban areas, forest estates).	NEPA, C-CAM, UWI/DLS, LFMCS, PLO, CBOs, CDC, MLGCD, NSWMA, MAF, OPM, Tree Nurseries, CTPP, TTF, FFP, Bauxite companies	(a) Regular consultations and tree planting activities conducted with a wide group of partners. Results highlighted in social media and informational products.
PARTICIPATORY PLANNING: Develop and validate forest management plans, forest restoration activities, the mangroves management plan, as well as riparian forest management.	MEGJC/ERMB, NEPA, PIOJ, WRA, UWI/DLS, RADA, C-CAM, PEPA, Oracabessa MPA, AHF, NIC, NWC, LFMCS,	(b) Workshops and consultations conducted allowing inclusive participation on the management plans. Informational products regularly produced and updated.
INSTITUTIONAL CAPACITY FOR REDD+: Implement REDD+ and strengthen capacity for climate change mitigation.	MEGJC/CCD, NEPA, UNDP, UNEP, PLO	(c) Implementation partners consulted and trained in carrying out appropriate activities (to be expanded).
CAPACITY LFMCS AND CBOs / TRAINING: Strengthen capacity of CBOs and LFMCS and increase engagement in governance and decision-making. Build resilience and adaptive capacity of communities to hazards.	CBOs, LFMCS, SDC, EFJ, JCDT, C-CAM JFB, MSJ, CBOs, PCs	(d) Training in institutional governance and related skills organised in a participative way and carried out. Consultations held on social/ community forestry. Climate smart sustainable forest management practices explained and promoted. Fire suppression teams formed and disaster preparation and management installed.
INCLUSION, YOUTH AND EQUITY / GENDER EQUALITY: Emphasise social inclusion and gender equality in all interactions.	MSJ, JFB, SDC, TPDCo, LFMCS, CBOs	(e) Relevant monitoring data collected from PIEs, discussed and follow-up provided.

Table 6. Summary matrix – Engaging implementation partners in TA4 - Education, Training and Awareness

Purpose of Engagement / Key message	Implementation Partners	Tools / methods for engagement
EDUCATION AND AWARENESS: Raise knowledge and awareness on climate resilience and social and economic value of forests in schools, community meetings and on social and traditional media. Additionally, inform the public about forests.	JET, 4-H, MOEY, MEGJC/CCD, NEPA, LFMCS,	(a) Educational programmes and awareness campaigns with schools and CBOs (including LFMCS) conducted. General public informed through Forest Treks. Educational materials produced by key partners.
EDUCATION AND AWARENESS: Conduct forest-fire awareness and educational activities.	JFB, RADA, MSJ, MEGJC/ERMB, LFMCS, JAS	(b) Education and training activities of community teams conducted by specialised organisations.
EDUCATION AND AWARENESS / TRAINING / PARTICIPATORY PLANNING: Conduct outreach programme with PLO, including relevant stakeholders on sustainable forest management.	NEPA, RADA, LFMCS, PIOJ, MEGJC/ERMB, Private Tree Nurseries	(c) Consultations, informational meetings on good forest management practices benefiting private land owners and other community stakeholders.
TRAINING: Engage relevant stakeholders in professional training programmes on SFM.	UWI/DLS, Utech, NCU, CATIE, IITF, MEGJC/NSDMD	(d) Specialised training achieved of staff of PIEs.
INCLUSION, YOUTH AND EQUITY / GENDER EQUALITY: Emphasise social inclusion and gender equality in all interactions.	LFMCS, CBOs, UWI, Utech	(e) Relevant monitoring data collected from PIEs, discussed and follow-up provided.

Table 7. Summary matrix – Engaging implementation partners in TA5 - Monitoring and Information Management

Purpose of Engagement / Key message	Implementation Partners	Tools / methods for engagement
<p>AVAILABILITY OF DATA FOR MANAGEMENT: Implement spatial representations regarding levels of disturbance within Broad Leaf Forests.</p> <p>Implement mapping and assessment of mangrove and swamp forests.</p> <p>Implement mapping and assessment of land in PFP, and maintain database.</p> <p>Conduct forest fire assessments.</p>	<p>MEGJC/NSDMD, NEPA, NWC, PLO, MCs, WRC, JCDT, C-CAM, UWI/DLS, MEGJC/ERMB, PEPA, Oracabessa MPA, AHF, TNC, UDC, NLA, MSJ, JFB, ODPEM, RADA, SDC</p>	<p>(a) Regular meetings of M&E working group (including many implementation partners) held and reported.</p> <p>Informational products shared among PIEs and collaboration</p>
<p>RESEARCH AND KNOWLEDGE FOR VULNERABILITY ASSESSMENTS / CLIMATE CHANGE: Implement assessments of risks and vulnerabilities to climate change of forests and forest communities.</p> <p>Collect and make available research outputs related to SFM and climate change.</p>	<p>MEGJC/CCD, ODPEM, SDC, NEPA, UWI/CSG, IOJ</p>	<p>(b) Information and monitoring data related to SFM and climate change shared.</p>
<p>GOVERNANCE AND POLICY FRAMEWORK / PARTICIPATORY PLANNING: Strengthen participation in consultations on EIAs on forest lands.</p>	<p>MTM/MGD, NEPA, MCs</p>	<p>(c) Consultations on specific EIAs achieved and collaboration established.</p>
<p>COLLABORATIVE MONITORING: Monitor forests and manage and make available data</p>	<p>MEGJC/CCD, NEPA, UDC, UWI/DLS, C-CAM, JCDT, MSJ, PLO</p>	<p>(d) Joint production of data achieved.</p>
<p>FOREST BIODIVERSITY: Survey target species</p>	<p>IOJ, UWI/DLS, Birdlife, WRC, NEPA</p>	<p>(e) Collaborative working group established and active, pertinent information shared.</p>
<p>INCLUSION, YOUTH AND EQUITY/ GENDER EQUALITY: Research and document cross-cutting issues.</p>	<p>MEGJC, NEPA, LFMCS</p>	<p>(f) Data, disaggregated following several criteria, produced.</p>

4 STAKEHOLDER ENGAGEMENT PLAN, GROUPED BY ENGAGEMENT APPROACH

The NFMCP stakeholder engagement plan is presented in **Table 8** below. For each of the implementation partners, it lists the pertinent results-based engagement methodologies (as described in Tables 3-7) and details information on its role within the implementation of NFMCP.

Table 8. Stakeholder Engagement Methods (Results-based) and Roles of the Stakeholders within NFMCP

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
Engagement approach - HIGH INFLUENCE/ HIGH INTEREST: Manage closely (<i>Contact regularly and educate thoroughly</i>)		
IOJ	TA1 (a) TA1 (b) TA1 (f) TA1 (g) TA5 (b) TA5 (e)	Runs a Clearing House mechanism (1.2.1). Participates in the teams to develop management and recovery plans. Participates in consultations on species management (1.2.3). Updates status reports on IUCN Red Lists plants, in particular the critically endangered ones (about 40 plants). Conducts ground truthing and mapping (2.1.4). Sits on RAMSAR Committee (Mason River is a RAMSAR site, but no mangroves – inland) and IOJ is being consulted and assists in reporting to international bodies (3.1.5). IOJ produced research outputs regarding species and climate change. One critically endangered species is <i>Malpidia</i> (paper published), which occurs in seasonally inundated Southern Clarendon which may be severely affected by climate change. Research done on high humidity forests (e.g. John Crow Mountains) where climate change may have big impact. IOJ aims to establish mechanism (more dialogue) to gather information and pertinent publications (5.2.1). Re-assessments of species under the IUCN Red Lists will contribute additional data and information. Information being provided from working groups (eg Iguana), CITES scientific authority and others (5.3.5).
JNHT	TA1 (a) TA1 (b) TA2 (f) TA2 (g)	Participates in TAC quarterly meetings since 2018 (1.1.1). JNHT leads the drafting of the use of cultural and heritage sites guidelines. (2.3.5). It has finalised the preservation scheme for the Blue and John Crow Mountains (BJCM) and submitted these to OCPC. It is now working on draft guidelines for Cockpit Country and make use of the available JCDT draft ecotourism guidelines for Cockpit country. Quarterly meetings JNHT and JCDT are being conducted.
MSJ	TA1 (a) TA1 (b) TA3 (d) TA3 (e) TA4 (b) TA5 (a) TA5 (d)	MSJ participates in the TAC and is part of the M&E working group. MSJ with JFB are developing a Bush fire warning index, which is a contribution to the TAC mechanism (1.1.1). MSJ is the Lead agency for this index, which is a predictive tool for probability of bush fires (based on temperature and other factors). MSJ assist with presentations during fire management training (3.3.3) and has provided equipment to JFB, including GPS units to geolocate the fires. The information is used to improve on the models of MSJ (GIS model is being used) (5.2.2). MSJ leads 5.3.3 which aims at installing six additional stations close to forest areas. One is placed at Bull Head Mountain (Clarendon). Other good locations being explored, to place stations when project funding comes in (5.3.3).

⁵ See Chapter 3 for references. The most relevant engagement methods are highlighted.

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
MEGJC (ERMB, CCD)	TA1 (a) TA1 (b) TA2 (b) TA3 (b) TA3 (c) TA4 (a) TA4 (b) TA4 (c) TA5 (a) TA5 (b) TA5 (d) TA5 (f)	<p>MEGJC provides governance oversight and engages partners to actively participate in the TAC (1.1.1). Coordinates the strengthening of policy and legislation frameworks, including new Forest Policy (1.1.2). Policy and legislation framework for watershed management being strengthened. MEGJC and NEPA work on a Watershed Policy, which in future should be amended to the Watershed Protection Act (3.1.3). MEGJC implements the AP/FM PPCR project, which includes capacity strengthening of FD by providing nurseries for mangrove seedlings and seagrass beds. Support is also provided to UWI (3.1.5). Policy guidance, a priority of MEGJC, includes new urban policies (3.1.7). The CCD is the NDA of the GCF and ensures project management and progress overview, guidance on REDD+. MEGJC signs off on documents (e.g. financial overviews) (3.2.2). CCD supports educational efforts with information and possibly materials (pamphlets etc) (4.1.1). A national MRV system being developed by CCD (measuring, reporting and verification) to meet requirement under Paris Agreement (ETF – Enhanced Transparency Framework). But CCD has no specific spatial data monitoring or assessment capability (which is elsewhere in MEGJC: National Spatial Data Branch) (5.3.2). CCD provides technical guidance; the data generated will play a role in education/awareness. (5.3.3).</p>
NEPA	TA1 (a) TA1 (b) TA1 (f) TA1 (g) TA1 (h) TA2 (a) TA2 (b) TA2 (g) TA3 (a) TA3 (b) TA3 (c) TA4 (a) TA4 (c) TA5 (a) TA5 (b) TA5 (c) TA5 (d) TA5 (e) TA5 (f)	<p>NFMCP aims to integrate a stronger forest management dimension in the production of development orders, lead by NEPA (1.1.3). Regarding invasive species management, NEPA convenes the alien invasive species working group. (1.2.2), identifies invasives in the forest context and develop controls. Regarding flora, this should result in techniques to reduce undermining the impact of replanting, since invasives will overrun plantations. Regarding faunal species, it leads on the preparation of species management and recovery plans (1.2.3). NEPA supports the development of PES, through its experience in the Hope and Yallas watershed (2.1.3). It further leads on forest restoration activities in watersheds (3.1.3) and provides pertinent watersheds information into Forest Management Plans (3.1.2). A stakeholder engagement plan has been produced as input into the mangroves management plan (3.1.5). NEPA further leads the requirement to prepare EIAs for projects impacting on the environment; it helps to achieve the engagement of the Forestry Department in consultations on impact assessments regarding mining and quarrying proposed activities in forest lands (5.2.3). NEPA will also coordinate the surveying and mapping of targeted fauna (5.3.5).</p>

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
NLA	TA1 (a) TA1 (b) TA1 (e) TA5 (a)	NLA participates in the TAC and M&E working group (1.1.1). NLA assists in identifying lands that may be transferred for management (1.1.4) and collaborate with FD in mapping. The transfers may include lands for REDD+ purposes as well. NLA supports enforcement, by joint patrols in specific areas and serving notices. Support may include signage, collaboration on transport and other aspects. (1.1.5). Property surveys are done of private land and information on boundaries are shared when private land is joint to public lands. NLA ensures that such boundaries are correct and absent of any encroaching (1.1.7). Surveys are done to provide information on clusters. Participation of farmers is sought to collaborate in researching objections to allocating/divesting lands to agriculture. NLA serves to collect objections when other MDAs ask for land. Plans should be in alignment with NFMCP and consider the impact of the forest sector and others on land use (3.1.2). NLA maintains parcel info (E-land), provides shape files regarding private mangrove land. Since ownership changes, updating is needed. NLA assists in NFMCP in mapping, sharing shapefiles, researching properties (5.1.4).
PIOJ	TA1 (a) TA3 (b) TA4 (c)	PIOJ co-leads the TAC (1.1.1). It plays also a role in conducting participative workshops (3.1.3). PIOJ coordinates the provision of external financing, which will be needed for professional training (4.2.1).
RADA	TA1 (c) TA2 (c) TA2 (g) TA3 (b) TA4 (b) TA4 (c) TA5 (a)	RADA provides support to the implementation of several outputs through agricultural extension and relevant support towards agroforestry. It supports education on forest protection and as such enforcement (1.1.5). It provides practical support for generating alternative livelihoods (2.1.4), training in fire management (3.3.3), and related programmes for public awareness (4.1.2) and outreach (4.1.3). RADA also can provide practical support to forest fire assessments (5.2.2).
LFMCs, CBOs	TA1 (b) TA1 (c) TA1 (d) TA2 (c) TA2 (f) TA2 (g) TA3 (a) TA3 (b) TA3 (d) TA3 (e) TA4 (a)	The Local Forest Management Committees (LFMCs) and other Community-based Organisations (CBOs) play an important role as representatives of the local communities in forest areas. Local expertise, perspectives and interests are channelled into debate through these groups. LFMCs and CBOs are also recipients of training and at times enabled to commence social enterprises (2.1.4). These groups also play a role in supporting recreational activities (2.3.4), tree planting (3.1.1, 3.1.4, 3.1.9), provide input into forest management plans (3.1.2), control of bush fires (3.3.3), and research on forest areas (5.1.1).

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
	TA4 (b) TA4 (c) TA4 (e) TA5 (f)	
Private land owners (PLO)	TA1 (b) TA1 (c) TA1 (d) TA1 (e) TA1 (h) TA2 (a) TA2 (b) TA2 (d) TA2 (g) TA3 (a) TA3 (c) TA5 (a) TA5 (d)	Most Jamaican forests are privately owned. Private Land Owners (PLO) participate in NFMCP in various capacities. One group participate in the private forestry programme (PFP) (5.1.4). PLO provide inputs into the preparation of Development Orders (1.1.3). They are key participants in the boundary verification programme (1.1.7), and are the targets for incentive activities (2.1.2). Forest use takes place on their land (2.2.2), tree planting (3.1.1 and 3.1.9) as well as research and monitoring (5.1.1 and 5.3.4).
Engagement approach - MEDIUM INFLUENCE/ HIGH INTEREST: Increase engagement (involve in consultations, reviews of draft policies/strategies/plans)		
MLGCD	TA3 (a)	Plays a role in urban forestry (3.1.7) as well as in fire management through the Parish Councils (3.3.3).
MEGJC/ NSDMD	TA5 (a)	Vital role in spatial data management (5.1.1).
TPDCo	TA1 (d) TA2 (f) TA3 (e)	Provides inputs into regulations for recreational use (1.1.6 and 3.1.2)) and signage for recreational areas (1.1.7). TPDCo also provides training in the production of art and craft (2.1.4) and related promotional activities. Further, it supports the establishment of recreational facilities (2.3.4).
UDC	TA1 (b) TA1 (c) TA5 (a) TA5 (d)	UDC manages certain forest parcels and therefore impacts on enforcement (1.1.5), species management and recovery plans (1.2.3 and 5.3.5), the development of the mangroves management plan (3.1.5), REDD+ implementation (3.2.2) and forest monitoring and data management (5.1.1). UDC researches invasiveness in dry limestone areas (1.2.2).
WRA	TA3 (b)	Provides tributary information and flow data (3.1.6) and supports watershed management (3.1.3). WRA can also support pilot activities on PES (2.1.3).

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
C-CAM	TA1 (b) TA1 (c) TA1 (d) TA1 (e) TA3 (a) TA3 (b) TA3 (d) TA5 (a) TA5 (d)	C-CAM works in the Portland Bight area, which covers large areas of mangroves, as well as limestone forests. It therefore supports the preparation of the mangroves management plan (3.1.5) and further plays a role in boundary verification (1.1.7), tree planting and reforestation (3.1.1) and in the implementation of REDD+ (3.2.2). It also supports research and data management (5.1.1).
EFJ	TA2 (c) TA3 (d)	EFJ is a funder of community livelihood projects (2.1.4) as well as the capacity building of community groups (3.3.1)
JCDT	TA1 (b) TA1 (c) TA1 (d) TA1 (e) TA1 (f) TA2 (c) TA2 (f) TA2 (g) TA3 (d) TA5 (a) TA5 (d)	The JCDT Enforcement and Compliance Programme includes off-line and on-line data collection, data management and sharing. Prime contact for data is NEPA, but occasionally breaches/incidences are shared with FD. Transportation assistance may be provided. Networking with NLA is done on land tenure issues (lease monitoring) (1.1.5). It supports visibility of National Park boundaries (marking, signage and occasionally tree planting top emphasise boundaries). Special effort was made on the South Side of the BJCM NP (9.5 km between Cinchona and Abbey Green). There is a need to discuss the exchange in use of parcels or re-purpose land inside and outside park (1.1.7). JCDT catalogues invasive species and shares its data with NEPA. Some invasive species management (which is very expensive) is combined with forest restoration activities. An issue to be harmonised for managing the same space is that JCDT's work is guided by NRCA act and national park designation guidelines. FD is guided by Forestry Act (1.2.1). JCDT restores degraded landscapes on a small scale (which includes the elimination of invasives) and engages in the management of fire risks (1.2.2). Training and capacity development are organised for communities on sustainable tourism, fire management and agroforestry. JCDT makes attempts to bridge the implementation gap and develop business opportunities. It has created a tourism network to support and assist pertinent community activities. Further, some propagation of species on Red List is done (2.1.4). JCDT manages two tourism sites (Portland Gap, Holiwell). It employs a business development officer (with EU funding) to identify new revenue streams based on ecotourism (2.3.4). Draft guidelines were done for Ministry of Tourism regarding ecotourism in Cockpit Country. JCDT and JNHT meet quarterly (2.3.5). In terms of data collection, JCDT provides numbers of planted seedlings and maintenance records (3.1.9). Land cover maps (2015) are being updated, in collaboration with PLANET (a company that provides high quality imagery from satellite data, some for free for NGOs) (5.1.1). JCDT has installed a wide area network of forest sensors (these communicate over 2 km). The master node is at

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
		Penlyne Castle All Age School. It categorises types of forest areas, resulting in possible generation of crude figures for carbon sequestration (5.3.2).
WRC	TA1 (e) TA5 (a) TA5 (e)	The Windsor Research Centre (WRC) supports boundary verification work in Cockpit country (1.1.7). It also supports research and data collection on forests (5.1.1.) and species (5.3.5), in particular the black-billed and yellow-billed parrot.
CTPP, Private Tree Nurseries, bauxite companies	TA3 (a) TA4 (c)	CTPP supports tree planting activities (3.1.4 and 3.1.9). Private tree nurseries do so as well. Also Bauxite companies are linked to the reforestation effort.
UNDP, UNEP	TA2 (b) TA3 (c)	Support provided to the REDD+ implementation (3.2.2). UNDP may also support the consultations on EIAs in forested areas (5.2.3).
Engagement approach - LOW INFLUENCE/ HIGH INTEREST: Keep informed (Keep in the loop and encourage to participate)		
JCF, JDF	TA1 (c)	The JCF supports enforcement (1.1.5) and the safe implementation of harvesting (2.2.2) and outreach to PLOs (4.1.3). Of note is that there are many individuals cutting trees, including contracted chain saw people. Private land owners also have a role in preventing illegal activities. The JDF may support the training of rangers in self-defence.
NWC	TA2 (b) TA3 (b) TA5 (a)	The NWC manages certain forest parcels and therefore supports NFMCP in boundary verification (1.1.7), research in riparian forests (3.1.6) and broadleaf forests (5.1.1).
SRC	TA2 (d)	SRC may support research on wood products (2.2.1) and research on forest growth and yields (5.3.1).
4-H Clubs, Youth environmental Clubs (JET)	TA4 (a)	Engaged in education and awareness activities (4.1.1 and 4.1.3).
BirdLife, NHSJ, Oracabessa MPA, PEPA	TA3 (b) TA5 (a) TA5 (e)	A number of CSOs are pertinent to the preparation of the mangroves management plan (3.1.5). Some may also support the survey and mapping of populations of target species for forest management (5.3.5).
TTF	TA3 (a)	Provides support to tree planting activities (3.1.4 and 3.1.9).
Local farmers	TA1 (c) TA1 (d) TA1 (e)	Local farmers are a critical group in developing appropriate management and protection of forests. This includes their support to activities relates to invasive species management (1.2.2) and bush fire prevention (4.1.2).

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
FAO, IITF, TNC, CATIE, USFS, IUCN, IIED	TA2 (b) TA2 (c) TA2 (e) TA4 (d) TA5 (a)	Various international agencies are key in support of forest product research (2.3.1), the implementation of REDD+ (3.2.2), professional training on sustainable forest management (4.2.1) and developing appropriate forest monitoring techniques (5.3.4).
Engagement approach - HIGH INFLUENCE/ LOW INTEREST: Anticipate needs (Monitor closely and give access to information)		
UWI/DLS	TA1 (b) TA1 (d) TA1 (f) TA1 (g) TA2 (d) TA3 (a) TA4 (d) TA4 (e) TA5 (a) TA5 (d) TA5 (e)	UWI contributes on aspects of mangrove management. Under AP-FM, UWI can support FD providing seedlings of mangroves and sea grass beds; a nursery for Red Mangroves has been established at Port Royal (3.1.5). It provides scientific support to invasive and other species research (1.2.1 and 1.2.3). It may support research on timber products (2.2.1) and the distribution of relevant populations (5.3.5). Important is support to professional training in sustainable forest management techniques (4.2.1), the collection and dissemination of pertinent research products (5.2.1), research of forest growth and yields (5.3.1) and forest monitoring (5.3.4).
Cabinet Office	TA1 (a) TA1 (b)	The Cabinet Office provides support to Governance oversight of the NFMCP (1.1.1) and the finalisation of the revisions of the Forest Regulations and the Forest Act (1.1.2 and 1.1.6).
JFB	TA3 (d) TA3 (e) TA4 (b) TA5 (a)	The JFB provides training in communities on fire management and prevention. It provides advice during the production of Forest Management Plans (3.1.2), assists in the training of community groups (3.3.2) and the establishment of fire suppression teams (3.3.3), as well as the implementation of the outreach programme for private land owners (4.1.3). Finally, JFB supports forest fire assessments (5.2.2).
MTM/MGD, MTM	TA5 (c)	MGD provides comments to the revision of the Forest Act (1.1.2) and supports the development of consultations on EIA in forest areas (5.2.3)
MAF	TA1 (c) TA2 (c) TA2 (g) TA3 (a)	MAF supports efforts to get farmers compliant to the forest act and regulations (1.1.5). It further supports the development of market opportunities for economic viable non-timber products (2.3.3), is involved in tree planting on (former) agricultural lands (3.1.4 and 3.1.9) and plays a role in urban forestry through its management of public gardens in urban settings (3.1.7).
MOFPS	TA2 (a) TA2 (b)	MOFPS supports the work of the TAC through budgeting and the inclusion, at times, of project funds into the Consolidated Fund (1.1.1). It further supports the development of appropriate incentives for sustainable forest management (2.1.2).

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
OPM	TA3 (a)	OPM leads the implementation of the National Tree planting Initiative, together with FD (3.1.9).
MCS, PDCs	TA1 (b) TA1 (h) TA2 (a) TA3 (d) TA5 (a) TA5 (c)	Municipal Corporations (MCS) and Parish Development Councils (PDCs) support the local implementation of NFMCP. These support the preparation of development orders (1.1.3), the introduction of incentives for SFM (2.1.2) and further in the ground truthing of forestry research (5.1.1).
OCPC	TA1 (a)	OCPC plays an indispensable role in the amendment and promulgation of the Forest Act (1.1.2) and Forest regulations (1.1.6).
Engagement approach - MEDIUM INFLUENCE/ LOW INTEREST: Ensure positive opinion (Target with specific information products)		
UWI/CSG	TA5 (b)	The UWI Climate Studies Group (CSG) supports the collection of research outputs related to the impact of climate change on all forest types (5.2.1).
SDC	TA3 (d) TA3 (e) TA5 (a) TA5 (b)	SDC mobilises community support for the implementation of several outputs and other community engagements. It provides governance guidance to local groups and has a marketing and promotion programme (LEI) for local activities (2.1.4, 3.3.1 and 3.3.2). It further provides inputs to the forest management plans through communication with relevant communities (3.1.2), assists in the assessment of risks and vulnerabilities to hazards at community level (5.1.3), including forest fires (5.2.2).
BSJ	TA2 (d) TA2 (e)	BSJ provides regulatory oversight of wood products (such as bitterwood) for export (2.2.2) as well as non-timber products (2.3.3).
MOEY	TA4 (a)	MOEY provides support to the education and awareness activities at schools (4.1.1).
MOT	TA1 (d)	MOT provides inputs to the preparation of forest regulations from a tourism/recreation perspective (1.1.6).
NSWMA	TA2 (b) TA3 (a)	The NSWMA is to be engaged in pilot efforts around PES (2.1.3) and mitigation of garbage dumping through tree planting efforts (3.1.4 and 3.1.9), including in urban areas (3.1.7).
ODPEM	TA5 (a) TA5 (b)	ODPEM supports the preparation of forest restoration activities in watersheds (3.1.3), the assessment of risks and vulnerabilities to hazards in local communities (5.1.3) as well as the collection of relevant research outputs (5.2.2).
NCU, Utech	TA2 (d) TA4 (d) TA4 (e)	The universities provide support to wood product identification (2.2.1), relevant professional training efforts related to sustainable forest management topics (4.2.1), and research on growth of forest industry and potential for investment in the same (5.3.1).
PSOJ		PSOJ may support marketing efforts for non-timer products (2.3.3) and can play a role in urban forestry through its various initiatives (3.1.7).

Stakeholder groupings	Engagement methods ⁵	Role related to NFMCP
Engagement approach - LOW INFLUENCE/ LOW INTEREST: Monitor with minimal effort (<i>Check in occasionally and provide general information</i>)		
HEART/NSTA	TA2 (c)	HEART/NSTA provides training for capacity building relevant to livelihood generation, provides certification (2.1.4).
JBDC, JAMPRO	TA2 (c) TA2 (e)	Business and product development. (2.1.4, 2.2.1 and 2.3.3) and can support the provision of pertinent data (5.3.1).
JCA, Security agencies	TA1 (c)	The JCA plays a role in enforcement of forest protection (1.1.5) and provides inputs into the revision of the Forest Act (1.1.2). Security agencies are to be informed and educated to prevent illegal forest activities (1.1.5).
NIC	TA3 (b)	Supports the collection of information on flows and streams (3.1.6).
AHF	TA3 (b) TA5 (a)	Provides support to the preparation of the mangroves management plan (3.1.5).
JAS	TA2 (c) TA4 (b)	Provides support in livelihood generation in communities, such as agroforestry (2.1.4) and the outreach programme with private forest owners (4.1.3).
Furniture makers, wood workers, home owners, importers	TA2 (d)	These groups should be consulted as part of the implementation of the assessment of economic viability of wood products (2.2.1). They may play a role in PES (2.1.3). FD may earn income from certain advisory services.
FFP	TA3 (a)	Support the tree planting efforts (3.1.4 and 3.1.9).

ANNEX 1. INSTITUTIONAL ENGAGEMENT IN RESULTS FOR TA1 AND TA2

INSTITUTIONAL INVOLVEMENT IN NFMCP RESULTS

	PIEs																MDAs												
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	5	6	7	8	9	10	11	12	13
0.a	L													S															
0.b	L																												
0.c	L									S					S														
1.1.a	S											L	S				S												
1.1.b						L																							
1.1.1	L						S	S	S			L	S	S	S													S	
1.1.2						S					L	S					S				S				S				
1.1.3						S						L																	
1.1.4						S							L																
1.1.5						L					S	S	S							S	S					S			
1.1.6						S					L	S					S												
1.1.7				L										S															
1.2	S												L																
1.2.1				L			S						S	S															
1.2.2				S			S						L	S															
1.2.3				S			S						L	S															
2.1	L												S															S	
2.1.2						L																						S	
2.1.3				L									S																
2.1.4			L															S	S										
2.2	L																												
2.2.1				L											S					S									
2.2.2				L													S			S									
2.3	L																												
2.3.1	L			L																									
2.3.2	L																												
2.3.3	L																S		S					S	S				
2.3.4		L																											
2.3.5		S						L					S																

ANNEX 2: INSTITUTIONAL ENGAGEMENT IN RESULTS FOR TA3, TA4 AND TA5

	PIEs																MDAs												
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	5	6	7	8	9	10	11	12	13
3.1.a	L																												
3.1.b	L												S																
3.1.1				L									S		S														
3.1.2				L									S	S									S						
3.1.3				S							S		L																
3.1.4			L																								S		
3.1.5			L	L			S				S		S		S														
3.1.6				L										S															
3.1.7			L									S															S		
3.1.9			L										S														S		
3.2.a	L																												
3.2.b	L																												
3.2.2				L						S			S																
3.3.a	L									L													S						
3.3.b	L																												
3.3.1			L																										
3.3.2			L																				S						
3.3.3			L							S													S						
4.1.a	L												S																
4.1.b	L																												
4.1.1		L								S		S		S													S		
4.1.2			L							S		S																	
4.1.3			L										S							S		S							
4.2	L																												
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5.2.2			L	L				S		S													S						
5.2.3				S									L												S				
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5.3.4				L																						S			
5.3.5				L			S						L		S														
5.3.6		L																											

ANNEX 2 (Cont'd)

	CSOs																			Private Sector									International Agencies								
	10	11	12	13	14	15	16	17	18	19	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9									
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5.3.5									S																												
5.3.6																																					