

**Toledo Institute for Development and Environment**  
**[TIDE]**  
**Grant agreement No. BZ – KfW FIII - 006 - 2024**

**Invitation to submit a proposal for a consultant to  
develop a Stakeholder Analysis Report for the  
Sapodilla Cayes Marine Reserve.**

**September, 2025**

## TERMS OF REFERENCE

### 1. Background

The Mesoamerican Reef Fund, Inc. (MAR Fund) and Toledo Institute for Development and Environment (TIDE) have entered into a Grant Agreement under the project: *Enhancing Protection and Conservation of Commercial Species, Coral Reefs, and Fish Spawning Aggregation Sites in Sapodilla Cayes Marine Reserve, Belize* with the objective of increasing protection and biodiversity conservation of commercial species, coral reefs, and legally established FSAs within Sapodilla Caye Marine Reserve (SCMR) including Elbow and Cayman Crown. KfW has been involved in the conservation of the Mesoamerican Reef on behalf of the German Federal Government since 2010 as part of its cooperation with the Mesoamerican Reef Fund (MAR Fund) to protect the natural resources of the world's largest transboundary coral reef and promote sustainable use. (MAR Fund 2016).

The Sapodilla Cayes Marine Reserve (SCMR) is the most southern of the marine protected areas in Belize and encapsulates the southernmost tip of the Belize Barrier Reef. It lies in the general area of N16 6 32.9, W88 16 10.4 and is an integral part of the Belize Barrier Reef Reserve System (BBRRS), inscribed as a UNESCO World Heritage Site in 1996.10. (SCMR management plan 2023)

The expanded marine reserve covers an area of 321,623.5 acres (approximately 130,156 ha) and contains fourteen palm-fringed sand or mangrove cayes, fringe reefs, natural lagoons, and key spawning aggregation sites (SPAGs). It is one of the 17 barrier reef regions that compose the Mesoamerican Reef System that is home to more than 65 species of stony coral, 350 species of molluscs and more than 500 species of fish. (SCMR management plan 2023).

With the significant expansion of the (SCMR) from 38,595 acres to 321,623.5 acres which includes a large portion of the Cayman Crown, a resilient coral reef ecosystem, there is an urgent need for (TIDE), a new co-manager of the marine reserve to seek significant funding for investment in infrastructure, urgent resource protection, research and monitoring, stakeholder engagement, and overall sustainable management of this world heritage site.

Stakeholder analysis is essential in marine protected areas management as it helps to identify the diverse groups impacted — such as fishers, tourism operators, local communities, NGOs, and government agencies and clarifies stakeholders influence, interest and concerns. This process ensures that no key group is marginalized, particularly those highly dependent on marine resources. Understanding stakeholders early on, allows for managers to involve them in decision-making, fostering transparency, trust, and greater community support for the MPA. It also helps anticipate and address potential conflicts by highlighting competing interests and finding ways to balance them before they escalate.

Stakeholder analysis enhances MPA management by incorporating diverse knowledge—such as local ecological insights and scientific data—into more practical and enforceable plans. It also supports effective communication by tailoring messages to different groups, ensuring outreach is clear and relevant. Crucially, ongoing stakeholder engagement fosters long-term sustainability, as it allows management strategies to adapt over time based on feedback, changing conditions, and monitoring outcomes.

This project aims to develop a stakeholder analysis report for the Sapodilla Cayes Marine Reserve to enhance fair, effective, and long lasting MPA management and ensure that multiple perspectives are respected, conflict is minimized and conservation efforts are supported by those who rely on and use SCMR resources. Ultimately, the analysis will help to create a more adaptive, responsive, and socially supported MPA management framework.

## **2. Objective:**

Develop a comprehensive stakeholder analysis report for the Sapodilla Cayes Marine Reserve, identifying all key stakeholder groups (inclusive of women groups), mapping their interests, influence, and level of engagement, and providing actionable recommendations for their inclusion in management planning and decision-making processes.

## **3. Consulting activities**

The following activities will be carried out as part of the consultancy:

### **3.1 Planning and Preparation**

- During the inception meeting with the project coordinator, define the purpose, scope, and criteria for stakeholder identification. Review work plan submitted by consultant.
- Review existing documents (e.g., management plans, previous reports) to gather background information.
- Submit an inception meeting report

### **3.2 Stakeholder Identification**

- Create a preliminary list of stakeholder groups (e.g., fishers, tour operators, community leaders, women groups, NGOs, government agencies, researchers).

- Use techniques like brainstorming with local partners, document reviews, and snowball sampling to expand the list.

### **3.3 Stakeholder Mapping and Categorization**

Assess each stakeholder group's:

- Knowledge of SCMR
- Level of influence/power.
- Level of interest or dependence on the MPA.
- Current role in MPA management.

Use tools like a power-interest matrix or influence-interest grid.

### **3.4 Stakeholder Engagement**

- Conduct interviews, focus group discussions, or surveys to gather input directly from stakeholders.
- Identify level of use, key concerns, expectations, and opportunities for involvement.

### **3.5 Data Analysis and Interpretation**

- Analyse qualitative and quantitative data from engagement activities.
- Identify common themes, gaps, conflicts, and areas of alignment.

### **3.6 Develop the Stakeholder Analysis Report**

Summarize findings in a clear, structured report.

Include:

- Stakeholder profiles
- Knowledge of SCMR
- Level of Use of SCMR
- Influence-interest matrix
- Key concerns and motivations
- Engagement strategies and recommendations

### **3.7 Review and Validation**

- Present draft findings to TIDE, and key stakeholders.
- Incorporate feedback to ensure accuracy and ownership.

### **3.8. Finalization of Stakeholder Analysis Report**

- Finalize and submit the stakeholder analysis report.





## 5. Expected products

The consultant will deliver the following product(s):

No.	Deliverables	Time Frame
1st deliverable	Inception meeting report including copy of work plan.	2 weeks after signing contract
2nd deliverable	Draft Stakeholder Analysis Report presented to TIDE and stakeholders with evidence and feedback from interviews e.g. presentation materials, participants list, pictures, waivers.	10 weeks after signing contract
3rd deliverable	Final Stakeholder Analysis Report including all supporting documents.	12 weeks after signing contract

## 6. Consultant's Profile

**The consultant or consulting team must possess a combination of relevant qualifications and experiences below:**

- A master's degree in natural resource management, environmental studies, social sciences, or related fields.
- Demonstrated ability to work in multi-stakeholder settings, particularly in coastal communities.
- Proven experience in stakeholder analysis, participatory planning, and marine conservation.
- Proven experience in facilitation, interviewing and participatory engagement.
- Proven analytical, writing and report-writing skills.
- Strong understanding of socio-economic dimensions of marine conservation.
- Knowledge of marine conservation, MPA governance, and socio-ecological systems.
- Familiarity with local context, including marine resource use, policy environment, and key stakeholder groups.
- Experience working with marine protected areas co-management organizations, or government agencies.

**7. Travel and Transportation:** All travel and transportation costs must be included in the proposal and budget submitted.

**8. Payment for the consultancy shall be made upon approval of the deliverables by the Contracting Party and submission of corresponding legal invoices in 3 payments in accordance with the payment schedule below.**

<b>Pay ment No.</b>		<b>Payment %</b>
1	Inception report including copy of workplan	30%
2	Draft Stakeholder Analysis Report presented to TIDE and stakeholders with evidence and feedback from interviews. Include presentation materials, participants list, pictures, waivers.	40%
3	Final Stakeholder Analysis Report including all supporting documents.	30%
<b>Total</b>		<b>100%</b>

### **9. Consultancy supervision**

The consultant will be supervised by the TIDE Project Coordinator and Program Director.

The consultant shall attend virtual and/or face-to-face meetings to which he/she is summoned for the execution of this consultancy.

The consultancy deliverables will be submitted to the TIDE Project Coordinator and Program Director for review and approval. If improvements are required, the consultant will proceed to make the requested adjustments.

Payment for each product will be made once it has been approved by the TIDE Project Coordinator and Program Director.

In all discussions and comments made *on site*, the consultant shall expressly state that these reflect his/her opinion and not necessarily the position or opinion of the Contracting or Executing Party, or MAR FUND.