

***Toledo Institute for Development and
Environment [TIDE] MAR FUND/KfW***

Grant agreement No. BZ – KfW FIII - 006 - 2024

**INVITATION TO SUBMIT A PROPOSAL
FOR THE CONTRACTING OF CONSULTING SERVICES
TO DEVELOP AN ENFORCEMENT STRATEGY AND
ACTION PLAN FOR 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 the Elbow and Cayman Crown reef. 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 mollusks and more than 500 species of fish. (SCMR Management Plan 2021).

Marine Protected Areas provide numerous benefits, if well designed and managed. They maintain healthy habitats, natural ecosystems and reproductive populations of key marine species to support long term sustainable fishing, protection from coastal hazards, biodiversity conservation, tourism opportunities and quality of life for locals. By helping to maintain healthy ecosystems, MPAs are also key to buffering the unpredictable impacts of global climate change. With the significant expansion of the Sapodilla Cayes Marine reserve from 38,595 acres to 321,623.5 acres which includes a main portion of the Cayman Crown, a resilient coral reef ecosystem, it is critical for TIDE to continually seek funding for the effective management of this world heritage site.

An enforcement strategy will enhance protection of marine ecosystems and species from activities such as illegal fishing, poaching, habitat destruction and aid in overall management of biodiversity. Clear enforcement mechanisms can create a deterrent effect against these activities, promoting compliance among resource users; particularly those that are engaged and are stewards of the area. Enforcement of regulations can also support ongoing monitoring efforts, contributing to research and data collection that inform management decisions. Overall, consistent enforcement helps to maintain sustainable practices, a boost in tourism and fisheries in the long term, maximizing economic benefits. Generally, a well-designed enforcement strategy is vital for the success of a marine reserve, ensuring sustainable use of marine resources.

This project seeks to enhance management effectiveness of the SCMR, with the development of an Enforcement Strategy and Action Plan. It is important for TIDE and its

partners to be strategic in planning to achieve compliance of the marine reserve regulations and the safety of the enforcement team, noting that plans may need to be adjusted with changing conditions of the marine environment.

2. Objective of the consultancy

Within 3 months, develop and present a comprehensive enforcement strategy and action plan for the Sapodilla Cayes Marine Reserve (SCMR) that includes the use of technology, collaboration with local authorities and community stakeholders to enhance compliance of regulations and stewardship of marine resources.

3. Consulting activities

3.1 Define Objectives and Scope

3.1.1 Review the SCMR management plan conservation objectives with a focus on enforcement of regulations for biodiversity protection, habitat restoration, or sustainable fishing and tourism practices.

3.1.2 Understand the legal context, including fisheries regulations governing marine conservation and enforcement.

3.2 Conduct a Situational Analysis

3.2.1 Evaluate the current state of marine resources, existing threats (e.g., illegal fishing, pollution, development of islands), and current enforcement practices, threats to patrol teams.

3.2.2 Identify key stakeholders, including local communities, fishers, NGOs, government agencies (e.g. Belize Coast Guard, Ministry of Blue Economy, Ministry of Tourism, Ministry of Foreign Affairs, Foreign Trade and Immigration etc.). For Cayman Crown, evaluate ongoing collaboration with FUNDAECO and HRI.

3.3. Engage Stakeholders

3.3.1 Hold meetings and workshops with SCMR staff and stakeholders to gather input, build trust, and create a sense of ownership of the enforcement strategy. Facilitate discussions on current enforcement challenges, community concerns, knowledge of biodiversity and regulations along with outreach to resource users.

3.3.2 Foster collaboration among stakeholders for shared responsibility in MPA management.

3.4 Review Regulations and Guidelines

3.4.1 Review rules governing activities in the MPA, specifying what is permitted and prohibited.

3.4.2 Review penalties for violations and clear processes that can lead to convictions when arrest is made.

3.5 Establish Monitoring and Surveillance Protocols

3.5.1 Develop protocols for monitoring compliance with regulations, including methods for data collection and reporting. Consider transboundary threats.

3.5.2 Explore the Integration of technology and intelligence to enhance surveillance capabilities.

3.6 Define Enforcement Mechanisms

3.6.1 Clearly outline the roles of park rangers and different stakeholders in enforcement, including government agencies and local communities.

3.6.2 Conduct training needs assessment for enforcement personnel and local community members on regulations, monitoring techniques, and reporting procedures.

3.7 Develop an Action Plan

3.7.1 Develop a detailed timeline for implementation of the enforcement strategy, including key milestones, outreach and education activities to inform stakeholders of the MPAs importance and regulations along with monitoring and evaluation indicators to assess the effectiveness of the strategy and plan.

3.7.2 Integrate channel for communication for feedback from stakeholders.

3.7.3 Identify and allocate the necessary resources (financial, human, and technological) for effective enforcement.

3.8 Feedback on the Strategy and Action Plan

3.8.1 Present the strategy and action plan to TIDE and key partners for feedback.

3.8.2 Incorporate feedback into the plan and submit to TIDE.

3.9 Finalize the Enforcement Strategy

3.9.1 Prepare the final document, ensuring clarity and coherence in regulations, stakeholder roles, and monitoring processes.

3.9.2 Create and submit a concise presentation summarizing the key components of the strategy, its objectives, and the anticipated benefits.

3.10 Action Plan for Implementation and Follow-Up

3.10.1 Outline next steps for implementing the strategy, including responsibilities, timelines, and resource needs.

3.10.2 Propose dates for an internal meeting to assess progress and adapt the strategy as necessary before submitting.

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

4. Estimated Work Schedule (12 weeks)

Activities	Weeks											
4.1 Define Objectives and Scope 4.1.1 Review the SCMR management plan conservation objectives with a focus on enforcement of fisheries regulations for biodiversity protection, habitat restoration, or sustainable fishing and tourism practices. 4.1.2 Understand the legal context, including fisheries regulations governing marine conservation and enforcement.	1	2	3	4	1	2	3	4	1	2	3	4

<p>4.2 Conduct a Situational Analysis</p> <p>4.2.1 Evaluate the current state of marine resources, existing threats (e.g., illegal fishing, pollution), and current enforcement practices, threats to patrol teams.</p> <p>4.2.2 Identify key stakeholders, including local communities, fishers, NGOs, government agencies (e.g. Belize Coast Guard, Ministry of Blue Economy, Ministry of Tourism, Ministry of Foreign Affairs, Foreign Trade and Immigration etc.). For Cayman Crown, evaluate ongoing collaboration with FUNDAECO and HRI.</p>												
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<p>4.8 Feedback on the Strategy and Action Plan</p> <p>4.8.1 Present the strategy and action plan to TIDE and key partners for feedback.</p> <p>4.8.2 Incorporate feedback into the plan and submit to TIDE.</p>												
<p>4.9 Finalize the Enforcement Strategy and action plan</p> <p>4.9.1 Prepare the final document, ensuring clarity and coherence in regulations, stakeholder roles, and monitoring processes.</p> <p>4.9.2 Create a concise presentation summarizing the key components of the strategy, its objectives, and the anticipated benefits.</p>												
<p>4.10 Action Plan for Implementation and Follow-Up</p> <p>4.10.1 Outline next steps for implementing the strategy, including responsibilities, timelines, and resource needs.</p> <p>4.10.2 Propose date for an internal follow-up meeting to assess progress and adapt the strategy as necessary.</p>												

5. Expected products

The consultant will deliver the following product(s):

No.	Deliverables	Time Frame
1 st deliverable	Report including objectives, Scope of Enforcement Strategy & Action Plan and Situational Analysis of SCMR.	3 weeks after signing contract
2 nd deliverable	Draft copy of Enforcement Strategy	7 weeks after signing contract
3 rd deliverable	Final copy of Enforcement Strategy and Action Plan	12 weeks after signing contract

6. Consultant's Profile

The consultant or consulting team must possess the following qualities:

- 6.1 Degree in Marine Conservation, Environmental Science, or a related field (at least a Bachelor's degree; Master's preferred).
- 6.2 Evidence of specialized training or certification in marine law enforcement, marine protected area management, or natural resource management.
- 6.3 Minimum of 5 years of experience in developing or implementing enforcement strategies for marine protected areas (MPAs), preferably in a transboundary context.
- 6.4 Demonstrated experience in stakeholder engagement—working with a range of stakeholders including local communities, government agencies, NGOs, ideally in coastal or marine settings.
- 6.5 Experience in transboundary marine conservation and understanding the complexities of managing marine resources adjacent to neighbouring countries.
- 6.6 Strong understanding of marine biodiversity conservation and the challenges of protecting marine ecosystems, especially in areas like SCMR.
- 6.7 Expertise in marine law enforcement principles and best practices, including legal frameworks, penalties, and compliance monitoring.
- 6.8 Familiarity with monitoring technologies such as satellite imagery, drones, and other tools used for marine monitoring, as well as traditional surveillance methods (e.g., patrols, community-based monitoring).

- 6.9 Understanding of fisheries management and the role of MPAs in protecting fisheries and livelihoods, particularly in Belize's context.
- 6.10 Capacity to develop and integrate monitoring protocols for enforcement effectiveness, including the use of indicators for MPA health and violation rates.
- 6.11 Strong project management capabilities, with the ability to manage timelines, coordinate multiple stakeholders, and keep the strategy development process on track within the 3-month timeframe.
- 6.12 Proven ability to prepare and manage budgets and resources for the project, ensuring efficiency and cost-effectiveness.
- 6.13 Capacity for report writing and developing clear, actionable recommendations that are tailored to local conditions and resources.
- 6.14 Strong problem-solving skills and the ability to think critically about complex issues related to marine conservation, enforcement, and community involvement.

7. Travel and Transportation: All travel and transportation costs must be included in the BID.

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.

Payment No.	Product	Payment %
1	Report including objectives, Scope of Enforcement Strategy & Action Plan and Situational Analysis of SCMR	30%
2	Draft copy of Enforcement Strategy	40%
3	Final copy of Enforcement Strategy and Action Plan	30%
Total		100%

9. Consultancy supervision

The consultant will be supervised by the MAR Fund/TIDE project coordinator, Florencio Coc and TIDE executive 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 consultancy supervisor for review and approval. If improvements are required, the consultant will proceed to make the requested adjustments.

Payment for each product will be made based on payment plan in contract.

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, MAR FUND or KfW.