



## Conserving biodiversity and enhancing ecosystem functions through a 'Ridge to Reef' approach in Cook Islands (Cook Islands R2R)

### REQUEST FOR QUOTES (RFQ): MARINE STRATEGY ADVISER (position #25)

#### Contents

Contents .....	1
1. Introduction.....	2
1.1 Project description .....	2
1.2 Project design.....	2
2. Background .....	3
3. Key activities .....	4
4. Approach .....	5
5. Outputs.....	5
6. Inputs and working arrangements .....	5
7. Key selection criteria .....	5
8. Financial proposals .....	6
9. Evaluation process .....	6
10. Schedule of payments.....	7
11. How to apply.....	7
12. Further reading.....	7
Annex 1. Financial proposal.....	8
Annex 2. Conflict of Interest Declaration.....	9
Annex 3. Extracts from Marae Moana Act 2017 relevant to MSP .....	10

## 1. Introduction

### 1.1 Project description

The Cook Islands Ridge to Reef (R2R) project is funded by the UNDP Global Environment Facility (GEF) in partnership with the Cook Islands Government. The project aims to enhance the capacity of the Cook Islands to effectively manage its protected areas and sustainably manage its productive landscapes at local scales while considering food security and livelihoods. This includes the operationalisation of the Cook Island Marine Park (CIMP) (covering approximately 1.1 million km<sup>2</sup> of Cook Islands southern Exclusive Economic Zone - EEZ<sup>1</sup>) and the establishment and strengthening of various forms of protected and locally managed areas within the CIMP, including protected natural areas, community conservation areas, and ra'ui sites.

In so doing, the project will support the Cook Islands in maintaining traditional resource management and conservation systems and approaches, including a leading role for traditional and local leaders and the local communities that they represent in the declaration and management of protected areas, while also integrating these traditional systems into a formal legal and institutional system of protected areas.

The project will support the Government in tailoring policy, regulatory and institutional frameworks to suit the specific characteristics of the Cook Islands and of the new CIMP, recognising that protection and sustainable use will need to be zoned and planned carefully, and that tenure over most land areas is vested in local communities through a traditional tenure system.

The project has been designed to engineer a paradigm shift in the management of marine and terrestrial protected areas - from a site centric approach to a holistic 'ridge to reef' management approach, whereby tourism and agriculture activities in production landscapes adjacent to marine and terrestrial protected areas will be managed to reduce threats to biodiversity.

The project started in July 2015 (upon signature of the project document) and was originally intended to be completed and close in July 2019. However approval was provided in early 2019 for a no-cost project extension to 6 January 2021.

The Cook Islands National Environment Service (NES) is the lead executing agency for R2R, responsible for project management, coordination and collaboration with implementation partners.

The project has seven output areas as follows:

- Output 1.1: Strengthened legal / regulatory and policy frameworks for protected areas
- Output 1.2: Expanded and strengthened management systems for protected areas
- Output 1.3: Strengthened institutional coordination and capacities at the national and local levels for the participatory management of protected areas
- Output 1.4: Financial sustainability framework developed for system of protected areas
- Output 2.1: Ridge to Reef approaches integrated into land use and development planning
- Output 2.2: Biodiversity conservation mainstreamed into agriculture sector
- Output 2.3: Biodiversity conservation mainstreamed into tourism sector.

The Government of Cook Islands is recruiting a Marine Strategy Adviser under output 1.2 of the Cook Islands Ridge to Reef Project.

### 1.2 Project design

The R2R project design includes a Strategic Results Framework (SRF) which forms the basis to project planning, and monitoring, evaluation and reporting (MER). The SRF defines the R2R objective as:

*To build national and local capacities and actions to ensure effective conservation of biodiversity, food security and livelihoods and the enhancement of ecosystem functions within the Cook Islands Marine Park.*

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<sup>1</sup> Since the R2R project was initially designed and commenced (in July 2015), the CIMP (renamed as Marae Moana) has been extended to cover the entire EEZ.

There are two project ‘components’ (outcomes):

- Outcome 1: Strengthening protected areas management
- Outcome 2: Effective mainstreaming of biodiversity in key sectors to mitigate threats within production landscapes.

This consultancy falls within outcome 1.

The SRF has 34 key performance indicators (KPIs) with targets; these targets will be the basis upon which the performance of the project will be assessed during the R2R terminal evaluation (TE) (anticipated to be commissioned by UNDP in October 2020).

SRF indicators and targets directly related to this consultancy are:

SRF #	Description of Indicator	End of project target level
1	Overall framework in place for conservation in the Southern Group of the Cook Islands	1.1 million sq. km. of CIMP legally designated and actively managed, with dedicated staff implementing planning and coordination of the entire CIMP by end of year 2
2b	Area of inhabited Outer Islands in Southern Group managed for biodiversity conservation through traditional systems and island bylaws and supported through capacity development of traditional leaders and communities <ul style="list-style-type: none"> <li>• Marine</li> </ul>	By end of project: 6 islands totalling 16,174 ha.
4	Improved management effectiveness of Cook Islands Marine Park, as measured by GEF BD 1 Tracking Tool (METT)	METT score > 60 by end of project Score 46 at time of Capacity Needs Assessment Report 2019 (CNAR)
9b	% Area of Southern Group islands managed as Protected Areas (protected natural areas, community conservation areas, ra’ui sites): <ul style="list-style-type: none"> <li>• Marine (to the outer reef)</li> </ul>	12.3%

The adviser is expected to provide professional strategic and technical advice in support of the above outputs.

## 2. Background

The Marae Moana Policy 2016-2020<sup>2</sup> and *Marae Moana Act 2017*<sup>3</sup> provide the policy and legislative basis for Marine Spatial Planning (MSP) in the Marae Moana.

The Marae Moana Policy 2016-2020 includes policy objective #6 ‘To coordinate use of the Marae Moana through zoning and a management plan’ and specifies that:

- A marine zoning and management plan will be developed for the Marae Moana;
- Research and monitoring data should be used in the development, implementation and evaluation of management decisions, resource management plans and a marine zoning and management plan; and
- Consider relevant internationally recognised research and processes including Ecologically and Biologically Significant Areas and Particularly Sensitive Sea Areas.

<sup>2</sup> <https://www.maraemoana.gov.ck/wp-content/uploads/2019/04/FINAL-Marae-Moana-Policy-2016-2020.pdf>

<sup>3</sup> <https://www.maraemoana.gov.ck/wp-content/uploads/2019/04/Marae-Moana-Act-2017.pdf>

Part 3 of the *Marae Moana Act 2017* covers Marae Moana Policy and Spatial Planning. Extracts are at Annex 3. Key provisions for preparation of MSPs are Sections 22 (1), 22(5), 26(6), and 35 (c-d). It is necessary to emphasise that regulations must be developed and in place to guide development of a National Marine Spatial Plan (NMSP) [Section 22 (5)] and Island Marine Spatial Plans (IMSPs) [Section 26(6)].

The Marae Moana Council has directed the Technical Advisory Group (TAG) to complete MSP procedures and to prepare an IMSP for Suvarrow. These processes are behind schedule and are being prioritised for implementation with initial support proposed to be provided through the R2R Project in 2020. Follow-up support will be sought through a proposed Cook Islands R2R-Plus project and funding sought through the Global Environment Facility (GEF-7) for the period 2021 onwards.

### 3. Key activities

The aim of this consultancy is to provide the R2R Project and MMCO with strategic and technical advice to guide the management of Moana Moana and development of MSPs.

Specific activities are:

1. Read and be familiar with the Marae Moana Act, policy, and action plan, and other documents (to be provided by R2R).
2. Noting the legislative framework for MSPs to be undertaken at national (EEZ and continental shelf) and inshore levels, provide advice on:
  - a) the advantages, disadvantages and risks of splitting up the NMSP into two planning areas (Northern and Southern Group)
  - b) benefits and risks with use of 'communities of interest' to define planning areas for IMSPs<sup>4</sup>
  - c) mechanisms and processes to ensure adequate integration between NMSP and IMSPs particularly contiguity and complementarity of zones from neighbouring planning areas (between the NMSP and adjoining IMSPs, and between adjoining IMSPs).
  - d) opportunities for integration, coordination and collaboration, if any, between Cook Islands and neighbouring PICTs that might also be undertaking MSP processes.
3. Based on findings and observations from 1-2 above, provide strategic advice on the following topics<sup>5</sup>:
  - a) Risks to the successful development and completion of MSPs for Marae Moana
  - b) Project stages/phases and approximate timings
  - c) Profile of the technical advisory team required to implement the project plan
  - d) Indicative cost of the entire project (based on experiences with similar projects in the Pacific and/or elsewhere)
  - e) Specific research, studies or consultancies that might be needed to complete the project plan.
  - f) Further to (e) above, R2R is aware of the MacBio Project conducted in some other PICs and the development of Marine Ecosystem Service Valuation Reports as part of MSP initiatives; specific advice is required on the cost, benefits and need for such a study for Marae Moana MSP.
  - g) Other matters as identified by the adviser.
4. As requested provide strategic advice on marine conservation and management matters on an as needed basis throughout the remainder of the R2R Project.

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<sup>4</sup> There are 15 islands within Cook Islands and some have close customary and social connections and formal relationships in place (eg. the Ngaputoru group, which consists of Atiu, Mauke and Mitiaro).

<sup>5</sup> This information should be strategic and concise in nature and will inform the development of a MSP Project Plan (separate activity and output to this consultancy).

## 4. Approach

The adviser is expected to:

- Review all the documents provided and others that may be identified through his/her own research.
- Maintain close and regular contact (email, skype, etc) with the Chief Technical Adviser (CTA) and Director Marae Moana Coordination Office (MMCO) throughout the consultancy.
- If needed and requested, meet face-to-face with the R2R Chief Technical Adviser to fully brief him on the findings insights and recommendations from the assignment. This meeting will be in Australia, New Zealand or Cook Islands (location depends on timing and home-base of the consultant). Timing to be determined.
- Provide strategic advice on marine conservation and management matters. This will be undertaken remotely, from the adviser's home base.

## 5. Outputs

- Output #1: the required output is a report of no more than 15 pages (cover pages and annexes are additional) addressing activities 1-3 in Section 3 and using the approaches in Section 4.
- Output #2: strategic advice as requested and on an as needs basis (activity 4, Section 3).

## 6. Inputs and working arrangements

This is a short term assignment with inputs as follows:

- **Output #1:** 20 working days over a six-week duration. Inputs will be conducted from home base with a meeting of one day duration at venue to be determined (likely Australia or New Zealand in March 2020). The project will reimburse costs of travel, accommodation and other out-of-pocket expenses, and pay per diems, for any travel required outside home base.
  - Expected duration: 1 March – 15 April 2020.
- **Output #2:** up to 10 working days.
  - Expected duration: April – November 2020.

Reports to:

- Chief Technical Adviser (CTA) and Director Marae Moana Coordination Office (MMCO) for all technical aspects.
- R2R Project Manager for all contractual, logistics and administrative aspects.

## 7. Key selection criteria

Key selection criteria for this consultancy are listed below. To be considered your proposal MUST include a response against each criteria (maximum four pages please). Relative importance of each criteria is shown by the weighting.

Criteria	Weighting
1. At least a Masters degree in natural resources management, marine sciences, or related field, with a strong emphasis on protected areas.	10
2. Demonstrated high-level experience and understanding of marine spatial planning (MSP) processes, oceanography and marine sciences in the Pacific, ideally in a developing country context.	40
3. At least 7-10 years of professional experience in the development and implementation of plans, policies and programs associated with protected areas management and nature conservation, with substantive work	20

Criteria	Weighting
undertaken in marine protected areas and large-scale, oceanscape policy and planning.	
4. Demonstrated senior management experience in the provision of strategic advice regarding project/program management, national level MSP or MPA management in the Pacific.	20
5. Strong interpersonal skills and excellent verbal and written communication skills in English, including very high calibre abilities and experience in report writing and presentation skills using plain English.	10
<b>Total</b>	<b>100</b>
<b>Minimum technical score to proceed to stage 2</b>	<b>70</b>

## 8. Financial proposals

A financial proposal to carry out the work must be submitted and use the template provided (Annex 1).

All prices in the proposal must be presented in New Zealand Dollars (NZD).

Financial proposals must include professional fees and any other costs associated with the completion of this work.

Note that any travel costs (flights - economy class only, transfers, accommodation, communications) associated with this consultancy must be approved in advance by the R2R Program Manager. Expenses will be reimbursed at actual cost and upon submission of an invoice with valid evidence of expenditure.

## 9. Evaluation process

In submitting a proposal, bidders should demonstrate a clear understanding of this RFQ and how your experience, skills and qualifications make you suitable for this consultancy.

Proposals will be assessed and evaluated as follows:

- Technical criteria: 70% weighting
- Financial proposal: 30% weighting

A two-stage procedure will be used in evaluating the proposals:

### Stage 1: Technical (70%)

The technical proposal is evaluated on the basis of responsiveness to the competency requirements as weighted in Section 7 and information provided in the applicant's CV. Proposals must receive a minimum technical score of 70 of the total obtainable score (100) to proceed to Stage 2.

### Stage 2: Financial (30%)

The financial proposal of those bidders who have attained a minimum score of 70 in the technical evaluation will be assessed and compared.

The contract will be awarded to the bidder offering the best value for money taking into account the summed scores of the technical and financial evaluations.

The successful bidder will be required to sign a standard Cook Islands Government contract for the delivery of services. The standard contract conditions are not negotiable.

## 10. Schedule of payments

This consultancy will use output-based payments as follows:

#	Outputs	Due date	% of payment total
1	Signing of contract & lodgement of invoice	Target date is 1 March 2020	10
2	Upon submission of Output #1 <sup>6</sup>	15 April 2020	90
	<b>Total</b>		<b>100</b>

Notes: these dates may be adjusted to suit timing of contract signing

For periodic advice (Output #2), the adviser is to submit a completed timesheet and invoice for days worked.

## 11. How to apply

ESSENTIAL: Applications **must** include:

1. Response against each of the key selection criteria (refer Section 7) (maximum four pages)
2. Curriculum vitae/resume including name and contact details (phone and email) of three referees
3. Financial proposal using template provided (Annex 1)
4. Conflict of Interest Declaration using template provided (Annex 2).

Applications that do not address all the requirements stated above will not be considered.

Proposals should be emailed with the subject line heading '#25: Marine Strategy Adviser' to:  
Ms Hayley Weeks, R2R Project Manager [Hayley.weeks@cookislands.gov.ck](mailto:Hayley.weeks@cookislands.gov.ck)

For further information about this position, please contact:

Mr Keith Twyford  
R2R Chief Technical Adviser  
[keith.twyford@gmail.com](mailto:keith.twyford@gmail.com)

Closing date: **4.00pm 14 February 2020** Cook Islands local time (GMT-10 hours)

**Late applications will not be considered.**

## 12. Further reading

Available upon request:

Govt of Cook Islands (2016) Marae Moana Policy 2016-2020. <https://www.maraemoana.gov.ck/wp-content/uploads/2019/04/FINAL-Marae-Moana-Policy-2016-2020.pdf>

Govt of Cook Islands (2017) *Marae Moana Act 2017*. <https://www.maraemoana.gov.ck/wp-content/uploads/2019/04/Marae-Moana-Act-2017.pdf>

Kashkari, H., Evans, J. 2018. Situation analysis for a Cook Islands spatial data management policy. Marae Moana Coordination Office, Office of the Prime Minister. Rarotonga, Cook Islands.

MMCO (2018) Marae Moana action plan 20018-21. Marae Moana Coordination Office, Office of Prime Minister, Cook Islands.

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<sup>6</sup> to be paid after certification of satisfactory completion of output

## Annex 1. Financial proposal

Cook Islands Ridge to Reef (R2R): <b>consultant title</b> - Fee proposal			
Item	Cost/unit (NZD)	No. units	Total NZD
<b>A. Personnel Services</b>			
Daily fee rate			-
<b>B. Out of pocket expenses: itemise so cost estimates are clear</b>			
			-
			-
			-
			-
			-
			-
<b>Sub-total</b>			-
<b>TOTAL (A+B)</b>			-
<b>Bidder notes (if any):</b>			
Name			Date

This EXCEL file will be provided to all interested bidders.

## Annex 2. Conflict of Interest Declaration

A conflict of interest arises if you or a close family member has an interest e.g. is a board or committee member or is employed in a senior position in the Government agency that wants to purchase the goods or services relating to this tender process.

In submitting this tender bid I declare:

- I understand that an actual, potential or perceived conflict of interest may arise in participating in this tender process and that I am obliged to declare any such conflict of interest.
- I confirm that in submitting this information that I have either declared any potential conflicts of interest or that I am not aware of any situation or issue that would conflict with the interest of the Principal.
- If a conflict of interest arises at any time before the selected supplier has been awarded, I will advise the Contact Officer or the Principal immediately.
- I have personally completed this declaration on behalf of the Supplier(s) and declare that the submitted tender bid provided are true and correct.

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**I declare that I have a potential conflict of interest as follows:**

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**I will manage this conflict of interest by:**

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**Declared by:**

*Signature*

*Date*

*Full Name*

*Position (if Company)*

**Part 3**  
**Marae Moana Policy and Spatial Planning**

**19 Marae moana policy**

- (1) The Marae Moana Policy approved by Cabinet and in existence immediately before the commencement of this Act has effect for the purposes of this Act.
- (2) Within 4 years after this Act comes into force, the Technical Advisory Group must evaluate, review, and update the Marae Moana Policy.
- (3) The Technical Advisory Group must continue to evaluate, review, and update the marae moana policy at 4-yearly intervals.

**20 Objective of marae moana spatial planning**

- (1) The objective of marae moana spatial planning is to promote the purposes of this Act by delineating zones within the marae moana and specifying the reasons or uses for which each zone may or may not be used or entered.
- (2) To achieve the objective, this Part provides for the preparation of spatial plans for the marae moana.

**21 Types of marae moana spatial plan**

The types of marae moana spatial plans are—

- (a) the national marae moana spatial plan; and
- (b) the island marine spatial plans.

**22 National marae moana spatial plan**

- (1) The Technical Advisory Group must, as soon as practicable after this Act comes into force, begin preparing for approval by the Council the national marae moana spatial plan for the entire exclusive economic zone and continental shelf.
- (2) The national marae moana spatial plan must not include any area within the internal waters or the territorial sea, except where those internal waters or territorial sea fall outside the jurisdiction of any Island Government and are not internal waters or territorial sea of the island of Rarotonga.
- (3) The national marae moana spatial plan must include the zones specified in section 23 and provide appropriate measures to make the zones effective.
- (4) The Technical Advisory Group must evaluate, review, and update the national marae moana spatial plan in accordance with any regulations made under this Act.
- (5) The national marae moana spatial plan must be prepared in accordance with any procedure prescribed by regulations made under this Act.

**23 National marae moana zones**

- (1) The zones for the national marae moana spatial plan are—
  - (a) a general use zone to provide for the protection of pelagic and benthic habitats of the marae moana, while allowing a range of ecologically sustainable uses;
  - (b) a restricted commercial fishing zone to provide for the protection of pelagic and benthic habitats of the marae moana by restricting most

- large-scale commercial fishing activities, while allowing other ecologically sustainable uses:
- (c) a seabed minerals activity buffer zone to provide for the protection of pelagic, benthic, coral reef, coastal, and lagoon habitats of the marae moana by prohibiting all seabed minerals activities, while allowing other ecologically sustainable uses:
  - (d) an island protection zone to provide for the protection of the pelagic, benthic, coral reef, coastal, and lagoon habitats of the marae moana by prohibiting all seabed minerals activities and large-scale commercial fishing, while allowing other ecologically sustainable uses:
  - (e) an ocean habitat preservation zone to provide for the protection and management of sensitive and ecologically valuable pelagic and benthic habitats by prohibiting potentially damaging activities, while allowing other ecologically sustainable uses:
  - (f) a national marine park zone to provide for the strict preservation of the natural integrity and ecological values of specific coral reef, coastal, and lagoon habitats of the marae moana that are remote from any permanent human settlement and are not within the jurisdiction of any Island Government.
- (2) Regulations made under section 35 may create additional national marae moana spatial plan zones.
  - (3) The objectives of a national marae moana spatial plan may include—
    - (a) protecting areas in the marae moana that are of high conservation value:
    - (b) protecting and conserving the biodiversity of the marae moana, including ecosystems, habitats, populations, and genes:
    - (c) reserving some areas of the marae moana for public enjoyment and appreciation:
    - (d) preserving some areas of the marae moana in a natural state, undisturbed except for the purposes of scientific research that cannot be undertaken elsewhere in the marae moana.

**24 Marine protected area established**

- (1) A marine protected area of 50 nautical miles (measured from each coastline and as shown in Schedule 1) is established around all islands of the Cook Islands as follows—
  - (a) the outer limit of the area is a line measured seaward from the baseline of the territorial sea described in section 5 of the Territorial Sea and Exclusive Economic Zone Act 1977, every point of which is 50 nautical miles from the nearest point of the baseline:
  - (b) the area includes the territorial sea described in section 3 of that Act:
  - (c) that part of the area lying outside the territorial sea is part of the exclusive economic zone described in section 8 of that Act.
- (2) The purpose of the marine protected area established by subsection (1) is to protect the pelagic, benthic, coral reef, coastal, and lagoon habitats of the marae moana and, accordingly, all seabed minerals activities and large-scale

commercial fishing in the area are prohibited, but other ecologically sustainable uses are permitted.

**25 Further marine protected areas may be established**

- (1) The Queen's Representative may, by Order in Executive Council made on the recommendation of the Prime Minister,—
  - (a) establish 1 or more further marine protected areas within the marae moana, either by extending any part of the marine protected area established by section 24 or by establishing any marine protected area outside the area established by that section:
  - (b) specify the purpose of a marine protected area established by the Order:
  - (c) prohibit or restrict the carrying out of specified activities in the marine protected area.
- (2) The boundaries of a marine protected area established by Order in Executive Council must be described in the Order that establishes the area, and the Order must include a map that sufficiently describes the area or the relevant coordinates for the area.
- (3) Before the Prime Minister recommends to the Queen's Representative that an Order be made under subsection (1),—
  - (a) the Prime Minister must ensure that public notice of the proposal is given, and the notice must—
    - (i) state that a plan of the proposal is available for inspection at a place and at times specified in the notice; and
    - (ii) invite interested persons and organisations to lodge with the Prime Minister's office any written objections to or comments about the proposal before a specified date; and
  - (b) the Prime Minister must give full consideration to all objections and submissions received in relation to the proposal.
- (4) Except by an Act of Parliament,—
  - (a) no marine protected area established by an Order made under subsection (1) can be disestablished:
  - (b) no part of a marine protected area established by section 24 or under this section can be excluded from that marine protected area:
  - (c) no Order made under subsection (1) can be repealed, except where it is replaced in the manner provided in subsection (5).
- (5) An Order (the principal Order) made under subsection (1) may be amended or replaced in the same manner (except that subsection (3)(a)(i) does not apply) for the purpose of—
  - (a) making any change of a technical or administrative nature which would enable the principal Order to better achieve any purpose for which it was made:
  - (b) correcting any errors or changing any numbering in the principal Order:
  - (c) updating or deleting, as the case may require, any reference to the name or title of a body, an office, a person, a place, or a thing that has been changed or no longer exists.

- (6) Without limiting any prohibitions or restrictions specified in an Order establishing a marine protected area, an activity is deemed to be prohibited in the marine protected area if it is inconsistent with the specified purpose of the area or is not ecologically sustainable

**26 Island marine spatial plans**

- (1) The Technical Advisory Group may, on its own initiative, prepare for approval by the Council an island spatial plan for Suvarrow.
- (2) On the request of a community group on Rarotonga, the House of Ariki, or the Koutu Nui, the Technical Advisory Group must assist them to prepare for approval by the Council an island marine spatial plan for affected internal waters and territorial sea areas.
- (3) On the request of an Island Government, the Technical Advisory Group must assist that Island Government to prepare for approval by the Council an island marine spatial plan for affected internal waters and territorial sea areas.
- (4) All Island Marine Spatial Plans must be made available to the public for comment before they are approved.
- (5) The Council may approve an island marine spatial plan (other than for Rarotonga or Suvarrow) only on the request and with the approval of the affected Island Government.
- (6) Island marine spatial plans must be prepared in accordance with the procedure prescribed by any regulations made under this Act.

**Part 7**  
**General and miscellaneous provisions**

*Regulations*

**35 Regulations**

The Queen's Representative may, by Order in Executive Council, make regulations for all or any of the following purposes—

- (a) prescribing any other agency for the purposes of paragraph (e) of the definition of agency in section 4, whether generally for the purposes of this Act or for any particular purposes specified in the regulations:
- (b) prescribing procedures to be followed by the Technical Advisory Group in developing plans:
- (c) defining additional zones for marae moana spatial plans for the purposes of section 23(2):
- (d) prescribing measures that are necessary or expedient to give full effect to the purpose of the marine protected area established by section 24:
- (e) providing for any other matters contemplated by this Act, necessary for its full administration, or necessary for giving it full effect.