

CHAPTER 16: The Rod Hillman Era of Mismanagement 2009-2012

Contents

Background	4
Extracts from KTA Newsletters during Rod Hillman’s tenure as CEO of the KTA: 2009-2012	6
Online Booking System	6
Track Building and Maintenance	7
Ward Development Committee Funding	8
KTA Works Advisory Committee	9
Capacity Building Program	10
Kokoda Alliance - Philanthropy	10
Tour Operator Licensing	11
Introduction of the Kokoda Track Commercial Operators License	11
Notice Boards	12
Enforcing License Conditions	12
Livelihoods Pilot Project Update Reference: KTA Newsletter: July 2010 WARNING: Australian Taxpayers should be seated when reading this section and viewing the ‘Actual Outcomes’	13
Nauro 1 Village	13
Nauro 2 Village	13
Isurava Village	14
Alola Village	14
Abuari Village	15
Safety Package Update	16
Kokoda Track Guesthouse Certification and Trekker Toilet Guidelines	19
Campsite Toilets	21
Bridge Design: Efogi, Templeton’s Crossing and Eora Creek	22
Guesthouse & Campsite Booking Policy	23
Massage Rooms	25
Kokoda Trail Marketing Strategy	26
Drying Rooms	26
Timber Mill Training	27
KTA STRATEGIC PLAN: 2012 – 2015	29
Strategy 1: Increase the benefits and opportunities for landowners and track based communities.	31

Strategy 2: Preserve the unique values and legacy of the Track and enhanced the trekking experience.....	32
Strategy 3 Facilitate improved mutual respect, trust & understanding between stakeholders ..	33
Strategy 4: Set in place good Governance and Management arrangements to guide and evaluate its operations.....	33
Strategy 5: Work to become a sustainable and effective organisation.....	34
SUMMARY OF 2012 KTA FORUM RECOMMENDATIONS & 2013 OUTCOMES	37
Role of the KTA	37
Unlicensed Tour Operators.....	37
Register of Trek Leaders.....	38
Too Many Operators.....	38
Trekking Companies Not Paying Camp Fees:.....	38
Trekking Companies not paying for Porters	39
Modification of Trek Permits.	39
Participation of locally owned trekking operators.....	39
Work Permit Visas for Non-national Trek Leaders.	40
Publication of Annual Trek Operator Statistics.....	40
Improve Guest Houses and Campsites.	41
Registering Guest Houses and Campsites.....	41
Trekker Fee Discounts.....	41
Child Porters.....	42
Guesthouse/Campsite Land Dispute & Airstrip at Myola	42
Rubbish at Campsites.....	42
Annual Licence Fees for Trek Operators.....	42
A Review of Sections of Kokoda Initiative and KTA Newsletters Published since 2009	43
KTA Newsletter Issue No 8 – December 2009 (Rod Hillman, CEO).....	43
Kokoda Alliance – Philanthropy	43
Tour Operator Licensing.....	43
KTA Newsletter Issue: No 10 – March 2010 (Rod Hillman, CEO).....	43
Notice Boards.....	43
KTA Licensed Tour Operator Newsletter – November 2011 (Rod Hillman, CEO).....	44
Online Permits System	44
KTA Licensed Tour Operator Newsletter – May 2012 (Rod Hillman, CEO).....	44
Massage Training	44
KTA Licensed Tour Operator Newsletter – June 2012 (Rod Hillman, CEO)	45
Kokoda Track Marketing Strategy.....	45

Guesthouse Certification Training	45
KTA Licensed Tour Operator Newsletter – July 2012 (Rod Hillman, CEO).....	46
Timber Mill Project.....	46
Drying Rooms	46
KTA Licensed Tour Operator Newsletter – August 2012 (Rod Hillman, CEO).....	46
Trekker Fee Increase	46
2015 Kokoda Initiative Brochure	47
Rod Hillman Annual Report: 2009	1

Background

Rod Hillman failed to appreciate that Kokoda tour operators are commercial competitors and not government agencies - they are therefore unlikely to share information that would benefit their competitors at forums and workshops. The primary reason they did attend was to glean information – not to share it!

During his three year assignment as CEO of the PNG Kokoda Track Authority he never trekked across the Trail to experience the conditions or meet with the clan leaders and landowners in their villages.

He failed to introduce a single management system or protocol into Kokoda tourism – no campsite booking system, no database management system, no trail management system, etc. despite a 10-fold increase in staff and a significant budget.

The problem was exacerbated by the fact that he did not provide his counterpart CEO with any management training or development during his tenure as CEO. He handicapped him further by not having any management systems in place or any qualified staff to assist him.

Instead he was patronised with visits to Australia with his wife and children and given VIP status at various locations. As a result he was never going to rock his paymasters boat and challenge the status quo.

As a landowner across the Trail he was subject to *wan-tok* pressures which are a normal part of Melanesian society but which Hillman had no empathetic understanding of.

By the time Hillman handed over the reins to his ‘counterpart CEO’ he left him with the responsibility of dealing with National, Provincial and Local Level Government officials, almost 80 Kokoda tour operators, hundreds of landowners and patronising Australian environment officials – but no qualified staff or management tools to assist him.

During his tenure as CEO trekker numbers fell by 36 percent from a peak of 5621 in 2008 to 3597 in 2012.

Not one of the 7 key strategies or 33 objectives in his ‘KTA Strategic Plan: 2012-2015 was achieved.

A review of the newsletters published by Hillman during his term as CEO shows that his office operated in a parallel universe to the reality of conducting trekking operations across the Trail - see Appendix 1 below. Most of his announcements never came to fruition but it never mattered because there was no mechanism for holding him accountable.

A review of extracts from KTA newsletters published by Rod Hillman during his tenure from 2009-2012 are published at Appendix 1 below.

A 2013 review of outcomes of resolutions from KTA forums held in 2012 are listed in Appendix 2 below. They show that no meaningful outcomes were achieved.

According to Hillman’s self-description of his job on his LinkedIn Profile:

‘A decision was made by the Australian and PNG Governments to support the Kokoda Track Authority (KTA) as a part of a greater exercise to bring certainty to the future of the Kokoda Track and benefits to the local communities and PNG as a whole. A key element of this support was the funding, by the Australian Government, of the role of Chief Executive to provide direction, management, mentoring and to rebuild trust with all its stakeholders after a turbulent period where the entire previous Board and Management was replaced.

‘My role has been to re-establish the organisation, build a culture of accountability, good governance and trust and to develop its associated systems, staffing structure, relationships (including with the PNG and Australian Governments), local community and tour operators. The key has been to rebuild trust with the stakeholders and to then maintain this trust.

‘The organisation is now in a position where the main stakeholders have been engaged, financial and administrative processes and policies are in place, the Board of Management functions appropriately, a new staff structure has been implemented, tour operator licensing has been introduced, funding Agreements have been acquitted and local staff have taken over the management roles. I now fulfill the role of an Advisor providing mentoring support.

‘A clear demonstration of trust and confidence others now place in the KTA is that major contracts have been gained such as the delivery of the Safety Package (\$4.2M), Livelihoods project (\$1.2M) and Project Management of the Variata National Park redevelopment.’

Rather than ‘build trust’ as claimed he built a wall of secrecy around his operation. He negotiated confidential deals with rogue tour companies which gave them a financial advantage over those who complied with the requirement to pay the full amount owing for trek permit fees. He failed to publish any annual financial reports. He failed to prosecute corrupt officials. He failed to distribute Annual Reports to key stakeholders – see 2009 Annual Report obtained via a Freedom of Information request at Appendix 3.

- Appendix 1: Review of extracts from KTA newsletter published by Rod Hillman
- Appendix 2: Summary of 2012 KTA forums and 2013 outcomes
- Appendix 3: 2009 Annual Report by Rod Hillman

Extracts from KTA Newsletters during Rod Hillman's tenure as CEO of the KTA: 2009-2012

SERIAL	REF	ANNOUNCEMENT	COMMENT/OUTCOME
Online Booking System			
1A	Nil	<p>KTA Newsletter: September 2011</p> <p>'The online Track Permit purchasing system aims to be in place by the end of September. This will allow tour operators to purchase and print their trek permits online. A separate tour operator alert will be sent out with a tutorial in the near future'.</p>	<p>Comment:</p> <p>Trekking companies were keen for this essential management tool to be introduced and implemented – it never happened!</p>
1B	Nil	<p>KTA Newsletter: November 2011</p> <p>'The online permits system is soon to go live, which will make the process of purchasing permits convenient and easy for PNG and Australian based tour operators.</p> <p>'Trials are underway to ensure all aspects of the facility are working well. Once launched the trekkers and tour operators will be able to logon to the KTA website and purchase a permit by simply following the prompts on screen.</p> <p>'This will automatically be paid from their account into the KTA banking facility which makes secure payments. The service operates by credit card purchases through the ANZ eGate payment service.</p>	

		Permits will take a matter of minutes. The next newsletter will provide more information on this service.'	
1C	Nil	<p>KTA Newsletter: December 2011</p> <p>'Track Permits Online The system is now live, allowing all Tour Operators to purchase track permits online. This convenient system was showcased at the Tour Operator Forums in October and was well received by all. Once the new year and the trekking season gets underway we are expecting to see this system being made use of more regularly as it will be the most convenient way of securing permits, saving Tour Operators time and money'.</p>	<p>Outcome:</p> <p>Hillman's Online Booking System never eventuated and never went 'live' as he announced.</p> <p>Trek operators were misled as a result of the announcement.</p> <p>Five years on - as of 2016 - there are no known plans to introduce an Online Booking System.</p>
Track Building and Maintenance			
2A	Issue No 5	<p>KTA Newsletter: September 2009</p> <p>'The KTA has signed a contract with Conservation Volunteers Australia (CVA) to supply 13 professional and volunteer track builders to live in six villagers along the Track for a period of six weeks.</p> <p>'A 'volunteer tourism' project will be set up whereby CVA will promote volunteers to live in villages and work with a trained team to undertake a range of track work and conservation.'</p>	<p>Comment:</p> <p>This was a patronising approach to local village communities who have been maintaining tracks across the Owen Stanley Ranges for centuries.</p> <p>Trek operators who had been operating along the trail for 18 years prior to Hillman's arrival were not consulted. These trek operators employ local guides from villagers along the trail and it would have been a simple task to liaise with them to improve and maintain the trail.</p> <p>Outcome:</p> <p>The 'volunteer tourism' project announced by Hillman never happened; the CVA never returned; and in 2016 sections of the trail are unsafe and in the worst condition since the Australian</p>

			Government assumed control of the Kokoda trekking industry in 2008.
2B	Issue No 11	<p>KTA Newsletter: April 2010</p> <p>‘Tim Eden, NZ track expert, has been on the Track for six weeks undertaking follow-up work from last years’ CVA program. No new work, except the bypass at Owers Corner due to the mini-cyclone, was undertaken, and the work focused on clearing drains and reducing visual impacts.’</p>	<p>Comment:</p> <p>If Hillman had not announced Tim Eden’s presence nobody would have known he had been there. But the announcement did raise some important questions:</p> <ul style="list-style-type: none"> • What does ‘reducing visual impacts’ mean? • How much was Tim Eden paid? • What was the tender process for the work he supposedly did? • Why weren’t local villagers, who have been doing this work on their land for centuries, not engaged and paid to do it?
Ward Development Committee Funding			
3A	Issue No 1	<p>KTA Newsletter: May 2009</p> <p>‘The KTA budget allows for K15,000 to be allocated to each of the 14 Ward Development Committees along the Track in 2009’. He went on to announce that ‘this process creates a clear pathway for funds collected through permit fees to be distributed to the local communities minimizing issues of individuals directly receiving the funds.’</p>	<p>Comment:</p> <p>If Hillman had consulted with trek operators who had been operating along the trail for 18 years before he arrived he would have learned that distributing cash to Ward councillors/committees is <u>not</u> the most effective way to help develop communities.</p> <p>He would also have learned that the most effective method of assisting local communities is to hold workshops with them to find out what their needs are; what priorities they would prefer; what will be their contribution to any partnership; and then assist them with the resources (not cash) to assist them in meeting their community objectives.</p>
3B	Issue No 10	KTA Newsletter: March 2010	Comment:

		<p>‘Community meetings had a strong focus on the distribution of ward development funding as most communities are unhappy with distribution of the funds by their committees. All ward development committees have been informed that no further KTA funds will be placed into bank accounts until a full financial acquittal is received by the KTA and endorsed by the community. Any community that is not satisfied with the acquittals the KTA will support requests for legal support to gain proper acquittals.’</p>	<p>The last sentence demonstrated an appalling lack of understanding of the reality of dealing with local village communities.</p> <p>If Hillman had consulted with the PNG Department of Community Development he would have learned that they already have a successful Integrated Community Development model to work with.</p> <p>Outcome:</p> <p>Hillman failed to consult with the PNG Department of Community Development and as of 2016 there is no evidence of any local community development programs that have been developed in any village along the trail.</p>
KTA Works Advisory Committee			
4A	Issue No 7	<p>KTA Newsletter: November 2009</p> <p>‘The introduction of the Works Program Advisory Committee who will work with the KTA to ensure the works undertaken on the Track meet the needs and expectations, to the best of our ability of the key stakeholders (Tour Operators, Local Community and Government.’</p>	<p>Comment:</p> <p>No mention was made of the two most important stakeholders in the Kokoda trekking industry i.e. the paying customer or the local campsite owners along the Trail.</p>
4B	Issue No 8	<p>KTA Newsletter: December 2009</p> <p>‘The Committee discussed the track works undertaken this season and the proposed works program for 2010. It also spent considerable time discussing management outcomes for the KTA to follow.’</p>	

Capacity Building Program

5A	Issue No 7	KTA Newsletter: November 2009 ‘The capacity building program of Conservation Volunteers Australia volunteers and paid track builders living in six villages is now complete. The program has trained 54 track builders within local communities along the Kokoda Track.’	The ‘54 track builders’ trained under this program have since gone AWOL because nothing has been added to the work the CVA volunteers completed in the last seven years. As of 2016 environmental erosion along sections of the trail continues to deteriorate and nobody seems to care!
----	------------	--	--

Kokoda Alliance - Philanthropy

6A	Issue No 8	KTA Newsletter: December 2009 ‘The development of a ‘Kokoda Alliance’ whereby groups and/or individuals could be actively engaged in determining the actual needs of the communities, the most effective methods of delivery and ensuring there was a way that current projects could be known to prevent replication and wasted energy. ‘The first step is the KTA will establish a website where charitable projects can be advertised and potential sponsors can see what opportunities are available. The website will also have a forum where people can discuss their projects and authorities can provide useful information. The operation of the website will be contracted out through an expression of interest process in the New Year.’	Outcome: The website never happened and the ‘Kokoda Alliance’ was never established.
----	------------	---	---

Tour Operator Licensing

7A	Issue No 8	KTA Newsletter: December 2009 Issues in regard to Tour Operator Licensing would be sent out by January and issues that require further work including Compulsory Public Liability Insurance and PNG Company Registration' would be address and <i>'it is expected these will be resolved shortly'</i> .	Outcome: The issue of Compulsory Public Liability Insurance has never been resolved. The Australian Government has therefore turned a blind eye to the fact that it allows young Australians to trek Kokoda with companies that do not Public Liability Insurance cover. This is a gross abrogation of their duty of care.
----	------------	---	--

Introduction of the Kokoda Track Commercial Operators License

8A	Issue No 10	KTA Newsletter: March 2010 'The KTA is pleased to announce the introduction of the Kokoda Track Commercial Operators License . Trek Permits will only be issued to companies holding a valid license.'	Outcome: By the following month, June 2010, Hillman announced that licenses had been issued to 42 trek operators. There was no system for conducting due diligence checks of applicants for a 'Tour Operators Licence'. This included the validation of compulsory Public Liability Insurance policies; contact numbers for satphones; the provision of VHF radios; travel insurance policies; and compliance with the Code of Conduct. All a prospective Tour Operator had to do was turn up at the KTA office and pay a small fee and they were issued with a license. Many of the 42 trek operators issued with a license did not have an ABN/ACN in either Australia or Papua New Guinea so there was no legal protection available to trekkers who were inadvertently misled by the fact that the KTA had issued them with a license. The number of licensed trek operators peaked at more than 80.
----	-------------	--	--

			Trekker number continued to decline under Hillman's watch and the issue of so many licenses made of mockery of any attempts to develop a sustainable Kokoda trekking industry.
Notice Boards			
9A	Issue No 10	<p>KTA Newsletter: March 2010</p> <p>'Two community noticeboards have been erected in Efogi and Menari. Eventually there will be noticeboards in most villages along the Track where ward development payments, lists of licensed operators and other KTA related notices will be displayed.'</p>	<p>Outcome:</p> <p>Noticeboards were eventually built in most villages as announced by Hillman but as of 2016 there is not a single notice on any one of them. They stand as silent monuments to yet another Hillman thought-bubble.</p> <p>Photographs of all blank noticeboards are available on request.</p>
Enforcing License Conditions			
10A	Nil	<p>KTA Newsletter: July 2010</p> <p>KTA Rangers will be checking adherence to KTA Commercial Operations License Conditions with groups on the Track. This is to enhance trekker confidence that the Kokoda Track is a safe place to trek and to reinforce management's commitment to track safety and sustainability.</p> <p>Ranger checks will include ensuring packs have a maximum weight of 25 kgs</p>	<p>Comment:</p> <p>Hillman refused to listen to advice that 25 kg is too heavy for PNG guides and carriers. Prior to independence pack weights for carriers were limited to 18 kg. Whilst the PNG guides are willing enough and strong enough to carry 25 kgs they will inevitably sustain damage to their backs, hips and knees – and be buggared forever.</p> <p>Hillman eventually relented and the weight limit was reduced to 22.5 kg which is still too heavy but nobody in the KTA or the Kokoda Initiative seems to care about the welfare of their own guides and carriers who the backbone of the Kokoda trekking industry.</p> <p>Outcome:</p>

			<p>The Ranger system has since collapsed and they are rarely sighted along the trail. They no longer conduct any checks. Many PNG carriers are made to carry in excess of 30 kg because they are desperate for work.</p> <p>The KTA/Kokoda Initiative have no concern for their welfare and offers them no protection.</p>
--	--	--	--

Livelihoods Pilot Project Update¹

Reference: KTA Newsletter: July 2010

WARNING: Australian Taxpayers should be seated when reading this section and viewing the 'Actual Outcomes'

SERIAL	PROJECT	ANTICIPATED RESULT	APPROXIMATE TIMING	ACTUAL OUTCOME
Nauro 1 Village				
11.1A	Rice Farming	Rice for sale to local communities and trekkers	2011 trekking season	Not a single grain of rice was produced for anybody
Nauro 2 Village				
11.2A	Goat meat and milk	Small amounts of goat milk will be ready by Aug 2010 while meat will take at least 9-12 months	August 2010	Goats provided by Hillman's program broke out of their compound and began foraging in the local garden. The locals killed and ate the goats.
11.2B	Chicken meat and eggs	Small amounts of chicken meat and eggs ready for sale to trekkers and local communities	August 2010	Our company has led almost 200 trek groups through Nauro since Hillman's announcement. None have ever been offered a chicken or an egg!

11.2C	Duck meat	Small amounts of duck meat ready for sale to trekkers and local communities	November 2010	In my 25 years of trekking I am yet to see a duck in Nauro
11.2D	Fresh fruits and vegetables	Fresh fruits and vegetables ready for sale to trekkers and local communities	2011 trekking season	Trekkers have been purchasing pineapples, bananas and paw paws from Nauro for 20 years prior to Hillman's announcement.
Isurava Village				
11.3A	Screen printing and artefacts	Screen printed fabrics, artefacts will be ready for sale to trekkers and local communities such as pillow cases, cloth badges and draw-string bags.	August 2010	There has never been a single screed printed article sighted, produced or offered for sale to trekkers.
11.3B	Hot Water System	Pay p/use hot water system at Isurava Battlefield Guest House	2011 trekking season	The hot water system has never eventuated. The only way trekking companies can guarantee cold water is to carry taps/shower roses with them.
11.3C	Chicken meat and eggs	Chicken meat and eggs for sale to trekkers and local communities	2011 trekking season	No chicken meat or eggs have ever been offered to trekkers.
Alola Village				
11.4A	Cooking/Catering Service	Local dishes/recipes will be provided for sale to trekkers and local communities after the hygiene and fool preparation workshop	2011 trekking season	The only items for sale in Alola are passion-fruit; bananas, paw-paw; 'English' potatoes; coca-cola and twisties. It has been that way since the late 1990s and nothing has changed.

11.4B	Duck meat	Small amounts of duck meat ready for sale to trekkers and local communities	November 2010	<p>Ducks have never been sighted in Alola over the 25 years we have been trekking.</p> <p>There is a chance that some ducks might have been delivered to the village. If this is the case they would have been plucked, cooked and consumed – it might come as a surprise to well-meaning bureaucrats in Canberra but that’s what they do in subsistence villages!</p>
11.4C	Sewing	Printed fabrics include badges, pillow cases, table cloths, wall decorations will be ready for sale to trekkers and local communities.	November 2010	<p>Not one of these items has ever been sighted or offered for sale – ever!</p>
Abuari Village				
11.5A	Fresh fruit and vegetables	Fresh fruit and vegetables will be ready for sale to trekkers and local communities and Kokoda Women in Agriculture Business.	November 2010	<p>Very few trek groups visit Abuari which is on the western side of the valley.</p> <p>Those who do have enjoyed the best spread provided by any villagers along the trail for the past 20 years – this includes fried ‘English’ potato; fried Kai Kai; fried taro; fresh scones; cake; passion-fruit; bananas, paw-paw; pineapple. Cucumber; etc. This</p>

				<p>is the best spread provided by any village along the trail and they were doing it for more than a decade before the 'village livelihoods' thought-bubble happened.</p> <p>We have never heard of any organisation called 'Kokoda Women in Agriculture Business'.</p>
11.5B	Goat meat and milk	Goat meat will be ready by October 2010 while meat will take at least 9-12 months.	November 2010	No goats have ever been sighted in Abuari.
11.6B	<p>In their July-September 2011 newsletter the Kokoda Initiative reported:</p> <p>The Livelihoods project has huge potential to change the mind-set of the Kokoda Track people and transform the communities through a well structured and supported enterprise and entrepreneurial development program' said Peter Miria of Market Pacifica, a consultancy engaged by the KTA to present the business training workshops.</p> <p>'Workshop participants were taught how to start and maintain small businesses that can benefit from the trekking industry. Each participant prepared detailed business plans for enterprises such as guest house management, including laundry services, hot water supply and coffee making; catering services for trekkers, providing books and other information on the history of the Kokoda Track.'</p> <p>Comment:</p> <p>This is pure fantasy and could only have been written after a long session at the Port Moresby Yacht Club. If it did happen it was a complete and utter failure because there is not a single identifiable outcome from it.</p> <p>The Market Pacifica consultancy never consulted with paying customers i.e. trekkers or trek operators to seek advice on the services they would likely require.</p>			
Safety Package Update				
12A	Nil	KTA Newsletter: July 2010	Outcome:	

		<p>‘The Safety Package continues to produce quick results with the Kokoda Airstrip maintenance underway, and contract signed for the design of the new terminal building at Kokoda airstrip and development of a ‘Safety Map’ for use by trekkers and operators.’</p>	<p>This was the Australian Government’s second attempt to build a terminal at the Kokoda airstrip.</p> <ul style="list-style-type: none"> • The first was burnt down by unknown ‘locals’ just before it was due to open in 1992. • The second was designed and built during Hillman’s tenure as CEO of the KTA. It was obviously designed at the Port Moresby Yacht Club without consultation with the main users i.e. trek operators and local villagers. As a result it was totally inappropriate for the constituency it was supposed to served. The ‘locals’ have since stripped it and the only thing remaining is the roof supported by beams on the concrete slab. It is expected these will be removed early in 2017. • The local community obviously has no sense of ownership of the terminal building and therefore has no respect for it.
12B	Nil	<p>‘Development of a ‘Safety Map’ for use by trekkers and operators’ – announced in 12A above.</p>	<p>Comment:</p> <p>The production of the ‘Safety Map’ seems to have been a job for ‘mates’ on the consultants drip in Canberra. Hillman had been provided with an accurate, privately funded draft topographical map in good faith in 2009. The map was the result of expert input from former military personnel and a professional cartographer in Sydney. Updated information was provided after each mapping expedition in good faith.</p> <p>In 2011 the Australian Department of Sustainability, Environment, Water, Population and Communities engaged a company, CartGiS, a business unit of Adventure Encounter ‘to</p>

		<p><i>survey and produce a trekker and safety map for the Kokoda Track, Papua New Guinea</i>’.</p> <p>According to the CartGIS website they were established in 2006 and ‘<i>are a leading consultancy services business in the Radio Communications, Emergency Management, Fire Evacuation & Cartography Industries</i>’.</p> <p>There is no mention of any previous association with Papua New Guinea however they do mention that they support an NGO, the Kokoda Track Foundation.</p> <p>The Minister for Sustainability, Environment, Water, Population and Communities refused to provide any information on the tender process for the project. However he did remove the map produced by CartGIS when he was advised that the map we provided in good faith to Hillman and his staff at the KTA had been plagiarised by CartGIS. The \$40,000 cost to the Australian taxpayer was obviously written-off and no apology was forthcoming.</p> <p>Whilst the details for the tender process for the Safety Map are not known it has all the hallmarks of an ‘inside job’ within the bureaucracy of the Department of Sustainability, Environment, Water, Population and Communities.</p> <p>It is worthy of note that the Kokoda Trail Topographical Map 1:50,000 developed by Adventure Kokoda over a six year period was chosen as the official map for the investigation of the fatal plane crash near Abuari on 11 August 2009. It was chosen because it is the only accurate topographical map of the Kokoda Trail.</p>
--	--	---

			<p>http://www.atsb.gov.au/publications/investigation_reports/2009/aair/ae-2009-050.aspx?ConID=304132</p> <p>Outcome: The 'KTA Safety Map' obviously contained information that had been plagiarised from the Adventure Kokoda Topographical 1:50,000 Map. It was withdrawn after this had been brought to the Ministers notice and \$40,000 of taxpayers' money was quietly flushed away.</p>
<p>Kokoda Track Guesthouse Certification and Trekker Toilet Guidelines (For a detailed response to the outcomes of the Guesthouse Certification Program see Annex A)</p>			
13A	Nil	<p>KTA Newsletter: May 2011</p> <p>'EcoSustainability (Guy Chester) has been awarded the contract to develop a Guesthouse Certification System and Guidelines for Trekker Toilets along the Kokoda Track. The contract will be completed within four months.</p> <p>'Tour operators and communities will have opportunities to contribute and comment on the Certification and Guidelines as they are developed.</p> <p>'EcoSustainAbility has been engaged by the KTA to prepare a Guesthouse manual and accreditation system including a trekker toilets manual.</p> <p>'Guy Chester of EcoSustainAbility has recently walked the track and would like some feedback and any comments from tour operators before he completes the report, which will be presented to all licensed tour operators and guesthouse owners. The</p>	<p>Comment:</p> <p>Hillman did not provide any information on the tender process nor did he declare his relationship with Guy Chester who was Vice President of Eco-Tourism Australia in 1991 and 1992; Treasurer in 1995, 1996 and 1997; and Vice President again in 2000. Rod Hillman was Vice President of the same organisation in 2001, 2003, 2004 and 2005.</p> <p>Hillman was appointed Chief Executive Officer of Eco-Tourism Australia after his term as CEO of the Kokoda Track Authority expired in 2012.</p> <p>Hillman's failure to declare his relationship with Guy Chester raises questions of conflict of interest but this was never going to happen in PNG.</p> <p>EcoSustainability published their Kokoda Track Guesthouse Certification document in June 2012.</p> <p>Chester based his assumptions and plans on a 2010 survey of trekkers conducted by the KTA and TPA. He mentions</p>

	<p>aim is to have the system in place for the 2012 trekking season.</p> <p>‘The consultation process with the guesthouse owners and operators showed very strong support for a certification program.</p> <p>‘The program will include the guidelines being produced in English and Tok Pisin and using photographs and diagrams (possibly on a poster) to demonstrate to trekkers what the agreed standards of the accommodation are.</p> <p>‘A training program for guesthouse owners/operators is planned for later this year, with possibly the initial accreditation reviews being undertaken before next year’s trekking season.</p> <p>‘For Guesthouses, the framework proposed is to develop guidelines for three types of product:</p> <p>‘Campsite (an area for camping, porters hut, dining hut, rubbish pit and toilets at minimum),</p> <p>‘Campsite with trekkers hut (as per campsite, with a hut sometimes known as a guesthouse, porters hut, dining hut, rubbish pit and toilets at minimum); and</p> <p>‘Guesthouse (a building for trekkers which may still be bush materials but with divided rooms, the building or site</p>	<p>‘percentages’ rather than ‘numbers’ because participation in the survey was minimal.</p> <p>The report is a sham and contains trite statements of the obvious. It has no relevance to the reality of meeting the demands of the paying customer.</p> <p>The KTA Campsite Booking Policy advises that ‘It is the Tour Operators responsibility to book their nights of stay with Guesthouse and Campsite Owners on their pre-season trek’. How do they do this if the campsite owners do not have any contact details, radio or satphone?</p> <p>EcoSustainability tried to justify their contract by conducting three training sessions in Efogi, Manari and Kokoda in preparation for the launch of the KTA Guesthouse Certification program. According to their preamble:</p> <p><i>‘A total of 57 guesthouse owners participated in the training.</i></p> <p><i>‘The program consisted of independent assessors certifying campsite, trekkers’ huts, guesthouses and lodges with a set of criteria to reinforce program integrity. The Guest House Certification program would see an independent assessor make an initial assessment in September, 2012 to prepare guest house owners for the March, 2013 assessment that should involve all guest house owners along the Track.</i></p> <p><i>‘This program is a mechanism driven by KTA and the Kokoda Initiative to upgrade and improve guest house services along the Track for the industry.’</i></p> <p>Dr Rob Gilfillenⁱⁱ was also engaged to do two campsite surveys during his time with the KTA. Gilfillen is a Doctor of Philosophy</p>
--	---	--

		<p>includes covered dining area, rubbish pit, toilets and shower at minimum).</p> <p>‘Eco Sustainability completed three training sessions in Efogi, Manari and Kokoda in preparation for the launch of the KTA Guesthouse Certification program.</p> <p>‘A total of 57 guesthouse owners participated in the training.</p> <p>‘The program consisted of independent assessors certifying campsite, trekkers’ huts, guesthouses and lodges with a set of criteria to reinforce program integrity. The Guest House Certification program would see an independent assessor make an initial assessment in September, 2012 to prepare guest house owners for the March, 2013 assessment that should involve all guest house owners along the Track.</p> <p>‘This program is a mechanism driven by KTA and the Kokoda Initiative to upgrade and improve guest house services along the Track for the industry.’</p>	<p>(Education); a former 1500 metre champion and athletics coach. He has never led a commercial trek group across the Kokoda Trail. It is not known how he weasled his way on the DEWHA-KTA gravy train but he did well out of it.</p> <p>Gilfillen did not consult with the major trek operators and his reports will be consigned to the dustbin of history – neither one is worth the paper it was written on.</p> <p>Outcome</p> <p>As of 2016 the condition of campsites and guesthouses along the trail has deteriorated considerably.</p> <p>The only beneficiary of the Kokoda Guesthouse Certification Program was the consultant, Guy Chester.</p>
Campsite Toilets			
14A	Nil	<p>KTA Newsletter: May 2011</p> <p>‘EcoSustainability (Guy Chester) has been awarded the contract to develop a Guesthouse Certification System and Guidelines for Trekker Toilets along the Kokoda Track. The contract will be completed within four months.</p>	<p>COMMENT:</p> <p>EcoSustainability published their Kokoda Track Guesthouse Certification document in June 2012. It contains the following profound statements in regard to toilets:</p> <ul style="list-style-type: none"> • At least one Kokoda standard pit toilet preferably ventilated;

14B	Nil	<p>‘Tour operators and communities will have opportunities to contribute and comment on the Certification and Guidelines as they are developed.’</p> <p>‘EcoSustainAbility will develop a manual for hygienic, aesthetic and low impact toilets. We are considering guidelines which allow for pit toilets (but at least 50m away from creeks to minimise health issues), with a seat and a lid. The building should have standing room and ventilation around the roof to reduce odour.</p> <p>‘EcoSustainAbility is investigating low technology options to reduce impacts of toilets such as liming, use of worms and providing external ventilation of the pit. Guy has a series of questions for tour operators, or you are welcome to make any other comments.’</p>	<ul style="list-style-type: none"> • Shower not necessarily provided – guests provide own towel/soap; • Shower may be ‘bucket’ and/or unroofed, screened outdoor, but basic shower stall provided including dry area and shelf to put clothes and dress with privacy. Guests provide own towel or towel/soap. • Flush toilets (to septic or other treatment). Toilets quality ceramic with quality seats. Hot/cold shower in private ensuite or two room shared facilities. Quality towels, hand towels and soap provided in bathrooms. <p>Chester obviously had a night on the betel nut before he wrote this drivel.</p> <p>The reality is that all of the plastic toilet seats were provided by Hillman’s predecessor, former Kiap, Warren Bartlett.</p> <p>During Hillman’s regime (2009-2012) there were no additional toilets provided for trekkers.</p> <p>OUTCOME:</p> <p>The toilets along the trail in 2016 are a putrid disgrace. They are unhygienic and cause many female trekkers to dry retch when they have to use them. Many others now ‘go bush’.</p> <p>Photos of the toilets along the trail in 2016 are available on request.</p>
Bridge Design: Efogi, Templeton’s Crossing and Eora Creek			
15A	Nil	<p>KTA Newsletter: May 2011</p> <p>‘Final designs for the river crossings at Efogi, Templetons 1 and Eora Creek have been developed and are now ready for construction. Please note the</p>	<p>Outcome:</p> <p>Trek operators objected to the use of any type of bridges constructed within metal frames as proposed.</p>

		<p>perspective drawing below to give a clear picture of what the bridges will look like and we will wait until the end of May for any further comments from tour operators before commencing work late June/early July.</p> <p>‘Things to note;</p> <ul style="list-style-type: none"> • Bridges are made from logs sourced locally and placed within a metal frame • Bridges will be five (5) metres above the normal river height to avoid flood damage • Soil covered rock gabions will be used to create a ramp to access the bridges.’ 	<p>The project did not proceed and bridges build by locals from local bush materials were constructed after Hillman departed PNG 12 months later.</p>
<p>Guesthouse & Campsite Booking Policy</p>			
<p>16A</p>	<p>Nil</p>	<p>KTA Policy Statement: March 2012</p> <p><i>‘Aim: To ensure trekkers are not inconvenienced on the Track through overbookings at Guesthouses by encouraging co-operation between tour operators and with Guesthouse owners.</i></p> <ol style="list-style-type: none"> 1. ‘The Kokoda Track Authority does not currently have the capacity to effectively and reliably manage a Guesthouse booking service. 2. ‘It is the Tour Operators responsibility to book their nights of stay with Guesthouse and Campsite Owners on their pre-season trek. They will need to establish payments of deposits and methods of contacting Guesthouse and Campsite 	<p>Comment:</p> <p>In December 2011 Hillman announced the KTA Online Booking System was live. This was a misleading announcement – there never has been an ‘Online Booking System’.</p> <p>In his policy published in March 2012 he completely abrogated his responsibility for managing the Kokoda trekking industry by declaring that it is every operator for themselves!</p> <p>During Hillman’s watch as CEO of the KTA 13,746 Australian’s paid \$2 million to trek across the Kokoda Trail. Trek operators made significant investments in marketing, administration, PNG logistics, camping gear, communications equipment, etc.</p> <p>The 13,746 Australian trekkers invested approximately \$75 million to have a safe, informative and challenging adventure. In return they expect the Governments of Australia and PNG to</p>

		<p>owners in the event of cancellation or changed dates.</p> <p>3. 'Campsite bookings are a commercial relationship between the Tour Operator and the Guesthouse Campsite Owner. As such the terms and conditions of their arrangements are between them but the arrangements need to be 'fair and reasonable' and not detrimental to the Industry as a whole.</p> <p>4. 'Many campsites are capable of hosting more than one group and it is the Guesthouse owners decision, (dependent on conditions negotiated in clause 3) as to how many trekkers can stay at his/her guesthouse.</p> <p>5. 'Pre-booked groups have preference (dependent on conditions negotiated in clause 3) and 'casual' arrivals should work with the Guesthouse Owner to seek alternative campsites</p> <p>6. 'Peak times, such as ANZAC Day treks, cause congestion issues in particular Guesthouse sites (ie Isurava – 24th April) and pre-bookings are highly recommended. It is a time when Tour Operators and Guesthouse owners will need to be understanding and work together as a bad experience for one</p>	<p>provide the management infrastructure to ensure they are safe and organised.</p> <p>Hillman's failure, as a highly paid Government official, to provide the expected level on management indicated that he was either lazy, incompetent – or both.</p>
--	--	--	---

		<p>trekking group is reported as a bad experience for all.</p> <p>7. ‘The current ‘on-line permit’ system is currently under trial and this will compel Tour Operators to lodge an itinerary listing night stops.</p> <p>8. ‘This system may provide web-based opportunities in the future to advise Tour Operators there are others booked at the Guesthouse and provide a ‘live’ spreadsheet showing currently booked treks. Under the current conditions Tour Operators only need to purchase their permits the day before travel so timeliness of the information will need to be reviewed.</p> <p>9. ‘The KTA is not a booking agent and therefore is not able to ‘hold bookings’ for any operator.’</p>	<p>Three months prior to this Hillman advised that the Online Booking System was live. Now he is stating it is still ‘under trial’! As it turned out he lied on both occasions because it simply never happened.</p> <p>This is a breath-taking statement. The role of the KTA is to manage the Kokoda trekking industry.</p>
Massage Rooms			
17A	Nil	<p>KTA Newsletter: May 2012</p> <p>‘Livelihoods Officer, Hollen Mado, is currently preparing for the arrival of Dr Rob Gilfillen and his team later this month to deliver another key service development training to ward communities.</p>	<p>Comment:</p> <p>Hillman did not declare that Dr Rob Gilfillen is a Doctor of Philosophy (PhD), Education. Gilfillen’s qualifications as a massage instructor were never revealed.</p>

		<p>‘Dr Rob Gilfillen will be conducting basic massage therapy workshops for 20 selected villagers along the track:</p> <p>‘Each ward has selected one male and one female representative to attend the workshop in Efogi being conducted from the 9th-14th May.</p> <p>‘The training will be specifically for the basic massage techniques focusing on neck and shoulder and lower leg therapy.</p> <p>‘Hopes are that this added service will create more eco-friendly jobs along the track and bring a new service to trekkers along the track.’</p>	<p>Outcome:</p> <p>Two massage parlours were eventually built as a result of this program. One at the Isurava Memorial and the other in Efogi village.</p> <p>The parlour at the Isurava Memorial was later dismantled because of our protest about the incompatibility of such a facility at such a sacred wartime historical site.</p> <p>The parlour at Efogi no longer exists. To the best of our knowledge neither parlour ever had a paying client.</p> <p>No consultation was held with trek operators about the likely demands for such a facility and no surveys were conducted with trekkers i.e. the paying clients. If they had been it would have been rejected as a well-meaning but unrealistic though-bubble.</p>
Kokoda Trail Marketing Strategy			
18A	Nil	<p>KTA Newsletter: June 2012</p> <p>‘A draft copy of the Kokoda Track Marketing Strategy for the next three (3) years will be developed and made available by the end of September, 2012 to all Tour Operators and all the relevant stakeholders for consultation and feedback purposes before being finalised.’</p>	<p>Outcome:</p> <p>Nothing happened. The draft copy was never received.</p>
Drying Rooms			
19A	Nil	<p>KTA Newsletter: July 2012</p> <p>‘Trekking will soon be able to have their clothing dried at Efogi as a pilot project is</p>	<p>Comment:</p> <p>This project was initiated without any consultation with trek operators or without any surveys being conducted with trekkers</p>

		<p>underway to build drying rooms.</p> <p>‘Contracts have been secured by local teams to construct and operate the facilities and further development on design currently underway.</p> <p>‘This concept was developed as communities saw a need with trekkers often reaching Efogi with wet clothes which are difficult to walk in and heavier to carry.</p> <p>‘If the pilot project is successful, more drying rooms maybe set up along the Track at other locations’.</p>	<p>i.e. paying customers.</p> <p>Our company has conducted approximately 90 treks through Efogi village since 2012 and we camp at the community campsite on Efoge Creek. We have never sighted the drying room that Hillman announced and nobody has ever brought it to our attention.</p> <p>In addition to this there is no demand for drying rooms across the trail. Every campsite has a Haus Draai which allows trekkers to hang the clothing they have washed over the fire as they have done for the past 25 years we have been trekking.</p> <p>There has been no further information on Hillman’s ‘drying room’ concept and no evidence of it progressing beyond his newsletter announcement.</p> <p>Outcome:</p> <p>If there is a drying room in Efogi it is the biggest secret in the village!</p>
Timber Mill Training			
20A	Nil	<p>KTA Newsletter: August 2012</p> <p>‘The Livelihoods Timber Mill Project is up and running with the successful completion of training of six recruits three of whom are from Efogi and another three from Kokoda.</p> <p>‘STIHL, Cannings Outdoor Power Equipment and Hardware Haus Limited recently supported the project by donating the two timber mills and the six chainsaws, as well as free training by experts from their respective organisations.</p>	<p>Outcome:</p> <p>Hillman was obviously unaware that local villagers had been operating walkabout sawmills for at least a decade before his arrival in PNG.</p> <p>Walkabout sawmills were used to harvest timber for the guesthouse at Deniki new buildings in Naduri.</p> <p>The harvested land was then left to regenerate and a decade later there was no sign of it ever having been harvested. This has been common practice for local villagers for centuries.</p>

	<p>‘City Pharmacy Limited also added to this by supplying a First Aid kit to each timber mill site.</p> <p>‘Training took place in Efogi from 10-12th July and was completed by the six attendees with great success.</p> <p>‘The Environmental Policy is in draft stages and is hoped to be finalised shortly, these guidelines are important in ensuring the project is sustainable and doesn’t have a negative impact on the surrounding Track areas.</p> <p>‘Our priority is to ensure the environmental effects are managed by the best possible practises and also a reasonable pricing is set for the Timber Mill usage, once the research is finalised and approved we will then allow operations to begin,” says Hollen Mado, Livelihoods Officer.</p> <p>‘The Timber Mills are expected to be in operation in the coming month.</p> <p>‘The Timber Mill project is an important development element that directly addresses the need of the local communities along the Track. While this is an important aspect of development, the management aspect of the project itself is another challenge that will be closely monitored and managed.</p> <p>‘KTA appeals to local communities to take responsibility and operate within the set</p>	<p>They didn’t need a taxpayer funded ‘village livelihoods’ program to work it out!</p> <p>There is no known ‘milled timber project’ in operation as a result of this program.</p>
--	--	--

		<p>operational/environmental guidelines for the Milled Timber Project, if the program is to be sustainable.</p> <p>‘With this project underway, we hope that local communities will improve their standard of living by building better houses and community buildings for themselves.’</p>	
KTA STRATEGIC PLAN: 2012 – 2015			



KOKODA TRACK AUTHORITY



STRATEGIC PLAN 2012 – 15

Our Mission and Values

To manage the Track with trust, respect and pride.

Our Vision:

The values and legacy of a well-managed Kokoda Track bring increased financial, social, cultural and environmental benefits to the people.

Our Planned Outcomes: At the completion of 2015, KTA:

1. Has increased the benefits and opportunities for landowners and Track based communities.
2. Has preserved the unique values and legacy of the Track and enhanced the trekking experience.
3. Has facilitated improved mutual respect, trust and understanding between stakeholders.
4. Has put in place good Governance arrangements to guide and evaluate its operations, and
5. Is a sustainable and effective organization. █

What we do: The KTA Draft Constitution provides for the following roles of the KTA:

1. To preserve the legacy of the Kokoda track
2. Promote trekking and tourism related activities along the track
3. Administer, facilitate and oversee the implementation of community development projects along the track. Alone or in collaboration with the PNG government, its agents or any other philanthropic organization and other donor agencies;
4. Collect and manage trekking fees;
5. Administer financial transactions and maintain accounting records;
6. Consult with landowners on their needs and priorities.

Strategy 1: Increase the benefits and opportunities for landowners and track based communities.	Strategy 2: Preserve the unique values and legacy of the Track and enhanced the trekking experience.	Strategy 3: Facilitate improved mutual respect, trust and understanding between stakeholders.	Strategy 4: Set in place good Governance and Management arrangements to guide and evaluate its operations.	Strategy 5: Work to become a sustainable and effective organisation.
<ol style="list-style-type: none"> 1.1. Increase tourism services <u>payments</u> 1.2. Increase maintenance agreements <u>payments</u> 1.3. Implement guest house certification & booking <u>systems</u> 1.4. Develop capacity of tour operators 1.5. Developed and implemented (in partnership with TPA and Tour Operators) a strategic marketing plan to increase trekker <u>numbers</u> 1.6. Implement Standards for porters and <u>guides</u> 1.7. Develop livelihoods <u>opportunities</u> 1.8. Develop cultural tourism opportunities (links to Strategy 2) 	<ol style="list-style-type: none"> 2.1. Clearly identify the values that need to be preserved and have them <u>recognised</u> formally in planning and other processes (eg Sustainable Master Plan). 2.2. Implemented Track Management Guidelines. 2.3. Reinforcing and regulating tour operator licensing system supported by capacity building. 2.4. Put in place sustainable maintenance programs for track infrastructure and services, in partnership with relevant stakeholders. 2.5. Maintain a focus on improving standards of tour operator behavior, customer service and providing an authentic experience. 2.6. Developed a capacity strategy that provides trekker number targets that maintain the desired trekker experience. 	<ol style="list-style-type: none"> 3.1. Establish MoU's and <u>MoA's</u> with all key stakeholders clarifying roles and responsibilities. 3.2. Maintain and extend opportunities to engage all stakeholders (eg Consultative meetings with landowners and communities, tour operator forums, newsletters, website, events and workshops) 3.3. Provide training and support for landowner representatives on the Management Committee to effectively represent their constituents. 3.4. Ensure local <u>communities</u>, <u>cultural</u> values and belief systems and practices are respected and observed. 	<ol style="list-style-type: none"> 4.1. <u>Finalise</u> and implement Governance review outcomes. 4.2. Ensure effective participation by all Management Committee members. 4.3. Ensure the Management Committee members clearly understand and fulfill their roles and responsibilities. 4.4. Develop capacity of Management Committee members to communicate and work as a <u>team</u> 4.5. Develop and use agreed plans and processes such as a Strategic Plan, Business Plan, Communication Strategy, Monitoring & Evaluation Strategy to assist good management practice. 4.6. Devise and implement a marketing strategy to increase tourism yield. 	<ol style="list-style-type: none"> 5.1. The Management Committee supplies clear guidance and evaluation to Management. 5.2. Attract, support and retain good staff through competitive conditions and implemented Personal Development Plans. 5.3. Develop, use and evaluate performance against clear operational plans linked to the Strategic Plan. 5.4. Develop, maintain and update internal financial and administrative processes and procedures. 5.5. Develop sustainable revenue streams and ensure adequate financial reserves are maintained. 5.6. Provide clear reports on finances and performance to KTA's stakeholders (link to Strategy 3) 5.7. Honour our legal and legislative responsibilities. 5.8. Maintain contacts and knowledge through attendance and participation at relevant conferences and workshops. 5.9. Explore opportunities to benefit tour operators by exploiting total buying power (eg bulk purchase of hotel accommodation, insurance, flights)
<p>Who we are:</p> <ol style="list-style-type: none"> a. The Kokoda Track Authority (KTA) is a Special Purpose Authority (SPA) of the Kokoda and Koiari Local-Level Governments. It has the responsibility to manage the trekking industry, and the trekking experience, on the Kokoda Track and provide benefit to the landowners/community from the trekking. b. The KTA is controlled by a <u>Management Committee</u> which is a collection of National, Provincial and Local-Level Government appointments and landowner representatives. 			<ol style="list-style-type: none"> c. <u>The KTA</u> is established and governed through the Organic Law on Provincial Governments and Local-level Governments 1995. d. The KTA has responsibility for implementing the Kokoda LLG & Koiari LLG Kokoda Track Permit Law 2009. e. The KTA is managing National issues in an international environment and is a key partner within a bilateral agreement between the PNG and Australian Governments (The Kokoda Initiative). 	

<p>21A</p> <p>21B</p> <p>21C</p>	<p>Our Mission and Values: To manage the Track with trust, respect and pride</p> <p>Our Vision: The values and legacy of a well-managed Kokoda Track bring increased financial, social, cultural and environmental benefits to people.</p> <p>Our Planned Outcomes: At the completion of 2015, KTA</p> <ol style="list-style-type: none"> 1. Has increased the benefits and opportunities for landowners and Track based communities; 2. Has preserved the unique values and legacy of the Track and enhanced the trekking experience; 3. Has facilitated improved mutual respect, trust and understanding between stakeholders; 4. Has put in place good Governance arrangements to guide and evaluate its operation; and 5. Is a sustainable and effective organisation. <p>What we do: The KTA Draft Constitution provides for the following benefits to the people:</p> <ol style="list-style-type: none"> 1. To preserve the legacy of the Kokoda Track; 2. Promote trekking and tourism related activities along the track; 3. Administer, facilitate and oversee the implementation of community development projects along the track. Alone or in collaboration with the PNG government, its agents or any other philanthropic organization and other donor agencies; 4. Collect and manage trek fees; 5. Administer financial transactions and maintain accounting records; 6. Consult with landowners o their needs and priorities 	
<p>21D</p>	<p>Strategy 1: Increase the benefits and opportunities for landowners and track based communities.</p> <ol style="list-style-type: none"> 1. Increase tourism services payments 2. Increase maintenance agreements payments 3. Implement guest house certification & booking systems 	<p>OUTCOMES AS AT 2016:</p> <p>FAIL: They have decreased</p> <p>Not sure what this means</p> <p>FAIL: Did not happen</p>

	<ol style="list-style-type: none"> 4. Develop capacity of tour operators 5. Developed and implemented (in partnership with TPA and Tour Operators) a strategic marketing plan to increase trekker numbers 6. Implement Standards for porters and guides 7. Develop livelihoods opportunities 8. Develop cultural tourism opportunities (links to Strategy 2) 	<p>FAIL: Number and capacity of tour operators has declined significantly</p> <p>FAIL: Trekker numbers have decreased every year since the Australian Government assumed control of the Kokoda trekking industry in 2009.</p> <p>FAIL: None have been developed or implemented.</p> <p>FAIL: Not a single opportunity has been developed.</p> <p>FAIL: The Kokoda Trail is not a cultural tourism destination.</p>
21E	<p>Strategy 2: Preserve the unique values and legacy of the Track and enhanced the trekking experience.</p> <ol style="list-style-type: none"> 1. Clearly identify the values that need to be preserved and have them recognised formally in planning and other processes (eg Sustainable Master Plan). 2. Implemented Track Management Guidelines. 3. Reinforcing and regulating tour operator licencing system supported by capacity building. 4. Put in place sustainable maintenance programs for track infrastructure and services, in partnership with relevant stakeholders. 5. Maintain a focus on improving standards of tour operator behaviour, customer service and providing an authentic 	<p>OUTCOMES:</p> <p>FAIL: The protection and interpretation of the military heritage of the Kokoda campaign is our prime objective. After eight (8) years in-situ and more than \$50 million there is still no Master Interpretive Plan for the trail</p> <p>FAIL: There is not a single management protocol in place</p> <p>FAIL: There is not a skerrick of integrity in the tour operator licencing system and no evidence of capacity building at any level in any location.</p> <p>FAIL: No maintenance plan has been developed or implemented. Most bridges are unsafe and parts of the trail are dangerously unsafe.</p>

	<p>experience.</p> <p>6. Developed a capacity strategy that provides trekker number targets that maintain the desired trekker experience.</p>	<p>FAIL: There are no standards – no governance – and no respect for the KTA.</p> <p>FAIL: Trekker numbers continue to decline because the KTA-Kokoda Initiative set very low benchmarks then fail to achieve them.</p>
21F	<p>Strategy 3 Facilitate improved mutual respect, trust & understanding between stakeholders</p> <ol style="list-style-type: none"> 1. Establish MoU's and MoA's with all key stakeholders clarifying roles and responsibilities. 2. Maintain and extend opportunities to engage all stakeholders (eg; Consultative meetings with landowners and communities, tour operator forums, newsletters, website, events and workshops) 3. Provide training and support for landowner representatives on the Management Committee to effectively represent their constituents. 4. Ensure local communities cultural values and belief systems and practices are respected and observed. 	<p>OUTCOMES:</p> <p>FAIL: Has never been done.</p> <p>FAIL: There has not been a single village workshop conducted along the trail since the Australian Government assumed control of the Kokoda trekking industry. There has not been a single outcome from tour operator forums.</p> <p>FAIL: Will never happen under the current structure.</p> <p>Legitimate trek operators were doing this for more than a decade before 'Canberra' arrived on the trail. It's what we do!</p>
21G	<p>Strategy 4: Set in place good Governance and Management arrangements to guide and evaluate its operations.</p> <ol style="list-style-type: none"> 1. Finalise and implement Governance review outcomes. 	<p>OUTCOMES:</p>

	<ol style="list-style-type: none"> 2. Ensure effective participation by all Management Committee members. 3. Ensure the Management Committee members clearly understand and fulfill their roles and responsibilities. 4. Develop capacity of Management Committee members to communicate and work as a team 5. Develop and use agreed plans and processes such as a Strategic Plan, Business Plan, Communication Strategy, Monitoring & Evaluation Strategy to assist good management practice. 6. Devise and implement a marketing strategy to increase tourism yield. 	<p>FAIL: There is no governance in the management of the KTA – None!</p> <p>FAIL: Members, whoever they are, are unknown and never sighted.</p> <p>FAIL: Self-evident – but no recollection of them having ever been published.</p> <p>FAIL: Self-evident – but no evidence of it happening.</p> <p>FAIL: Not a single plan or strategy is in place. Not a single piece of legislation to support the management authority. Not a single management protocol is in place.</p> <p>FAIL: A ‘marketing levy’ was introduced about three years ago. The money was misappropriated because of a shortfall in funding in other areas. Trekker numbers have continued to decline since it was introduced. There is no consultation between the KTA and tour operators. There are no reports. There is no accountability. There is no governance.</p>
21H	<p>Strategy 5: Work to become a sustainable and effective organisation.</p> <ol style="list-style-type: none"> 1. The Management Committee supplies clear guidance and evaluation to Management. 	<p>OUTCOMES:</p> <p>FAIL: Has never happened.</p>

	<ol style="list-style-type: none"> 2. Attract, support and retain good staff through competitive conditions and implemented Personal Development Plans. 3. Develop, use and evaluate performance against clear operational plans linked to the Strategic Plan. 4. Develop, maintain and update internal financial and administrative processes and procedures. 5. Develop sustainable revenue streams and ensure adequate financial reserves are maintained. 6. Provide clear reports on finances and performance to KTA's stakeholders (link to Strategy 3) 7. Honour our legal and legislative responsibilities. 8. Maintain contacts and knowledge through attendance and participation at relevant conferences and workshops. 9. Explore opportunities to benefit tour operators by exploiting total buying power (ie bulk purchase of hotel accommodation, insurance, flights) 	<p>FAIL: Current staff in the KTA were set up to fail by the Australian Government</p> <p>FAIL: Has never happened.</p> <p>FAIL: Lack of accountability and lack of governance exists because there are no staff with business qualifications/experience.</p> <p>FAIL: If the KTA was a private company it would now be in receivership. The organisation is reliant on Government funding – it is welfare dependent.</p> <p>FAIL: Has never happened.</p> <p>FAIL: Australian CEO, Rod Hillman, conducted secret deals with rogue trek operators which provided them with a financial advantage. Hillman then stopped publishing tour operator statistics which has kept everybody in the dark ever since. It is a zero trust organisation/operation as a result.</p> <p>FAIL: Forums conducted by KTA-Kokoda Initiative are little more than taxpayer funded junkets. No outcomes are ever implemented.</p> <p>FAIL: Has never been attempted or discussed</p>
--	---	--

21I	<p>Who we are:</p> <ul style="list-style-type: none"> a. The Kokoda Track Authority (KTA) is a Special Purpose Authority (SPA) of the Kokoda and Koiari Local-Level Governments. It has the responsibility to manage the trekking industry, and the trekking experience, on the Kokoda Track and provide benefits to the landowners/community from the trekking. b. The KTA is controlled by a Management Committee which is a collection of National, Provincial and Local-Level Government appointments and landowner representatives. c. The KTA is established and governed through the Organic Law on Provincial Governments and Local-level Governments 19995. d. The KTA has responsibility for implementing the Kokoda LLG & Koiari LLG Kokoda Trek Permit Law 2009. e. The KTA is managing National issues in an International environment and is a key partner within a bilateral agreement between the PNG and Australian Governments (The Kokoda Initiative). 	

SUMMARY OF 2012 KTA FORUM RECOMMENDATIONS & 2013 OUTCOMES

2012 RECOMMENDATIONS	2013 OUTCOMES
<p>Role of the KTA Brisbane Forum It was agreed that KTA is to send a copy of the KTA Strategic Plan to its tour operators & all stakeholders.</p>	<p>We have not yet received a copy of the KTA Strategic Plan.</p> <p>The KTA was established to <u>manage</u> trekking operations across the Kokoda Trail. This includes:</p> <ul style="list-style-type: none"> • Issuing of Trek Operator Licences • Issuing of Trek Permits • Monitoring Guest House/Campsite registers to ensure local villagers are paid the full amount due • Monitoring trek itineraries to ensure campsite capacity is adequate for trek groups they issue licenses to • Ensuring PNG guides and carriers are properly paid for their services • Ensuring the welfare of PNG guides and carriers is protected • Conduct of village workshops • Liaison with trek operators and landowners • Negotiating land disputes with local landowners • Etc, etc
<p>Unlicensed Tour Operators</p> <p>Port Moresby Forum: The attendees of the Port Moresby Tour Operators forum endorsed the recommendation to black list the names of Unlicensed Tour Operators and publish this on the KTA website and the KTA newsletter, and KTA is to</p>	<p>KTA has been advised of unlicensed tour operators advertising treks in Australia since the 2012 Forum.</p>

<p>direct agents to work with Licensed Tour Operators.</p> <p>Brisbane Forum: The Brisbane Forum agreed that there is an urgent need for building Ranger capacity on both ends of the Track – Ower’s Corner and Kokoda Station – so as to better monitor Tour Operators and Trekkers.</p>	<p>No action seems to have been taken to blacklist these operators on the KTA website.</p> <p>As a result a number of unlicensed trek operators will be leading groups across the trail during the Anzac period unless the KTA refuses to issue Trek Permits and then enforces check points at Owers Corner and Isurava.</p>
<p>Register of Trek Leaders</p> <p>Port Moresby Forum: The attendees of the Port Moresby Tour Operators forum agreed that the Register of Trek Leaders issue is to be discussed further at the Brisbane forum.</p> <p>Brisbane Forum The Forum agreed that the issue cannot be articulated and therefore should be deliberated further until a later date when presented and properly explained by Aidan Grimes.</p>	<p>No further action required at this stage.</p> <p>Nothing happened!</p>
<p>Too Many Operators</p> <p>The Brisbane Forum agreed that there is an urgent need for building Ranger capacity on both ends of the Track – Ower’s Corner and Kokoda Station – so as to better monitor Tour Operators and Trekkers.</p>	<p>The licensing of so many trek operators by the KTA undermines the integrity of the licensing system and the opportunity for a sustainable trekking industry. The KTA should conduct due-diligence checks on applications for Trek Operator Licences to ensure they have the ability to meet duty of care requirements such as Public Liability Insurance cover, satellite phones, etc.</p> <p>The operation of the KTA should be legislated to empower the rangers in their management of trekking operations.</p>
<p>Trekking Companies Not Paying Camp Fees:</p>	

<p>Port Moresby Forum The forum agreed that KTA begins penalising trekking companies for not paying appropriate trekker and porter fees for using a guest house or camp site – as stipulated within the KTA license rules and regulations.</p>	<p>No action taken by the KTA to ensure guest house owners are paid the full amount due.</p>
<p>Trekking Companies not paying for Porters</p> <p>Brisbane Forum</p> <p>The forum agreed that:</p> <ul style="list-style-type: none"> • KTA empower landowners’ to demand that camp fees be paid for fees received; • KTA through its Rangers assist campsite landowners in collecting fees from present non-paying Trekking Companies. • KTA is to penalise trekking companies for not paying appropriate trekker and porter fees for using a guest house or camp site as stipulated within the KTA license. 	<p>The only way this can be monitored and enforced to ensure Guest House owners receive the full amount of money due is to issue each one with a Guest House Register.</p> <p>No follow up action by the KTA in this regard.</p>
<p>Modification of Trek Permits.</p> <p>Port Moresby Forum KTA will consider the suggestions put forward by Warren Bartlett and seek further consultation with stakeholders and relevant parties on how to improve the Trekker Permit to better manage trekking operations on the Track.</p> <p>Brisbane Forum The forum made the following recommendations:</p> <ul style="list-style-type: none"> • KTA to review the Trek Permit and consider ideas put forward by the forum; • KTA to investigate the possibility of an information management system for guest house booking experience; • KTA staff be trained to effectively manage this system. 	<p>No follow up action by the KTA in this regard</p>
<p>Participation of locally owned trekking operators</p>	

<p>Port Moresby Forum The majority of the forum was in agreement that there should be a national to non-national ratio of 51%-49% ownership. This goal should be worked towards through a process. Furthermore, that local Tour Operators be begin working together to raise funds to participate more in overseas marketing.</p> <p>Brisbane Forum The forum agreed that the issue be removed from the agenda, as it is not consistent with the law and it discourages the spirit of marketing and tourism in PNG.</p>	<p>The KTA should not be involved in trying to manipulate the market to favour any particular sector.</p>
<p>Work Permit Visas for Non-national Trek Leaders.</p> <p>Port Moresby Forum The forum agreed that the issue be left for KTA to discuss further with TPA and other stakeholders.</p> <p>Brisbane Forum The forum agreed that TPA will continue to manage this issue within the TPA policy development committee.</p>	<p>This is a key issue for Australian tourism operators in the trekking, diving and cultural areas of tourism and should be addressed by PNG Tourism.</p>
<p>Publication of Annual Trek Operator Statistics.</p> <p>Port Moresby Forum The forum unanimously agreed for all Licensed Tour Operators to publish annual trek operator statistics.</p> <p>Brisbane Forum The forum recommended that all annual trek operator statistics be published and if possible they should reflect the demography, location and the age group. Furthermore, that part of the K50 set aside for the Marketing Strategy be set aside to hire someone who is capacity built to gather the statistics and produce a trekker report based on this data.</p>	<p>No action has been taken by the KTA on this issue.</p>

<p>Improve Guest Houses and Campsites.</p> <p>Port Moresby Forum The forum agreed that all guest houses and campsites along the Track needed improvement. KTA will be working closely with guest house and campsite owners to raise the standards of guest houses along the Track. In the meantime the forum agreed that it was important that accommodation fees were paid up-front rather than negotiated to be paid at a later date.</p> <p>Brisbane Forum The forum agreed that campsites and guesthouses needed to be improved, particularly in ensuring that porters' accommodation is taken care of – especially to have firewood.</p>	<p>The most effective way of motivating campsite owners to improve their sites is to ensure they receive full payment from trek operators.</p>
<p>Registering Guest Houses and Campsites.</p> <p>Port Moresby Forum In regards to this issue, James Enage stated that KTA will be conducting an audit of guest houses and camp sites along the Track. The audit is an essential part of the Guest House Certification Program that KTA is implementing with the support of guest house and camp site owners along the Track. The program will set a minimum standard for accommodation on the Track that will in the long-run improve current standards. KTA will be keeping a registry of the guest houses and camp sites participating in the program.</p>	<p>No further information regarding progress on this issue.</p> <p>Trek Operators are the best source of information regarding the condition of campsites.</p>
<p>Trekker Fee Discounts</p> <p>Brisbane Forum The forum agreed on the trek fees as approved by the KTA Board, there should not be a flat fee for all trekkers, the industry needs to attract the younger generation.</p>	<p>There have been a number of articles published in the Australia media regarding the increasing numbers of Australian school students visiting the Gold Coast, Bali, France, Britain, Asia and the United States. They do not pay half-price for these trips.</p> <p>It is totally immoral to expect subsistence villagers to subsidise</p>

	<p>Australian students with a 50 per discount for trek fees. None of the hotels in Port Moresby provide student discounts during holiday periods – in fact they increase their prices during these peak periods.</p>
<p>Child Porters</p> <p>Brisbane Forum The forum agreed that KTA must communicate to Tour Operators to be wary of the UN Rights of the Child and not employ children from the Track as porters – this must also be published in the <i>Tour Operators Code of Conduct</i>.</p>	<p>Not sure where this came from and was not aware that it was an issue.</p>
<p>Guesthouse/Campsite Land Dispute & Airstrip at Myola</p> <p>Brisbane Forum James Enage said that KTA does not involve itself in land disputes amongst locals. For the airstrip, KTA has however raised the issue with the Central Provincial Government and is still looking at ways to fix the problem. The forum agreed with KTA’s current course of action regarding this issue. </p>	<p>In the early 1990s the Myola Campsite was a feature of the trek – it was certainly the best run guesthouse along the trail.</p> <p>The dispute over ownership of the site was vexatious and has led to the demise of the campsite and a decrease in the quality of the Kokoda trekking experience.</p> <p>One of the primary roles envisaged for the KTA when it was established was to assist in facilitating outcomes to land disputes along the trail.</p>
<p>Rubbish at Campsites</p> <p>Brisbane Forum The forum agreed that KTA is to enforce the current license conditions and remove the licenses of Tour Operators who are not complying with the rules.</p>	
<p>Annual Licence Fees for Trek Operators.</p> <p>Port Moresby Forum</p>	<p>The conduct of due diligence checks on applicants for Trek Operator</p>

<p>James Enage stressed that the new licensing fees approved by the KTA Board are in place for the benefit of the Track communities. He further added that the new Tour Operators licensing fees and Trekker fees will be published in the KTA newsletter. Nevertheless, the comments put forward by the forum will be duly considered.</p>	<p>Licences is the most effective system of protecting the integrity of the system.</p> <p>Publication of trek operator statistics and the introduction of an annual licence fee is also important.</p>
---	---

A Review of Sections of Kokoda Initiative and KTA Newsletters Published since 2009

A review of newsletters distributed by the Kokoda Track Authority and the Kokoda Initiative since the Australian Government assumed control of the trekking industry in 2009 indicates that there have been many words but few deeds.

<p>KTA Newsletter Issue No 8 – December 2009 (Rod Hillman, CEO)</p>	
<p>Kokoda Alliance – Philanthropy ‘A first step is the KTA will establish a website where charitable projects can be advertised and potential sponsors can see what opportunities are available. The website will also have a forum where people can discuss their projects and authorities can provide useful information. The operation of the website will be contracted out through an expression of interest process in the New Year’.</p>	<p>Outcome This never happened.</p>
<p>Tour Operator Licensing ‘Issues that require further work include Compulsory Public Liability Insurance. It is expected these will be resolved shortly.’</p>	<p>Outcome Shortly! This was published in 2009 and as 2015 there has been no action in regard to the need for licensed trek operators to have a Public Liability Insurance policy – a serious ‘Duty of Care’ failure.</p>
<p>KTA Newsletter Issue: No 10 – March 2010 (Rod Hillman, CEO)</p>	
<p>Notice Boards ‘Two community noticeboards have been erected in Efogi and Menari. Eventually there will be noticeboards in most villages along the Track</p>	<p>Outcome Noticeboards were erected in 2010 as advised but they stand as tokens of</p>

<p>(sic) where ward development payments, lists of licensed operators and other KTA related notices will be displayed.’</p>	<p>waste. As of April 2015 all noticeboards are blank with not a single notice posted on any one of them.</p>
<p>KTA Licensed Tour Operator Newsletter – November 2011 (Rod Hillman, CEO)</p>	
<p>Online Permits System ‘The online permits system is soon to go live, which will make the process of purchasing permits convenient and easy for PNG and Australian based tour operators.</p> <p>‘Trials are underway to ensure all aspects of the facility are working well. Once launched the trekkers and tour operators will be able to logon to the KTA website and purchase a permit by simply following the prompts on screen.</p> <p>‘This will automatically be paid from their account into the KTA banking facility which makes secure payments. The service operates by credit card purchases through the AMZ eGate payment service.</p> <p>‘Permits will take a matter of minutes. The next newsletter will provide more information on this service.’</p>	<p>Outcome It never happened. No information was provided in the next KTA newsletter as advised. Nothing has been heard of the online trek permit system since despite numerous requests from trek operators.</p>
<p>KTA Licensed Tour Operator Newsletter – May 2012 (Rod Hillman, CEO)</p>	
<p>Massage Training ‘Livelihoods Officer, Hollen Mado, is currently preparing for the arrival of Dr Rob Gilfillen and his team later this month to deliver another key service development training to ward communities.</p> <p>‘Dr Rob Gilfillen will be conducting basic massage therapy workshops for 20 selected villagers along the Track (sic).</p>	<p>Outcome Massage parlours were erected at Efogi and Isurava. There was never any demand for the service. The parlour at Isurava has since been dismantled and only the sign remains on the hut at Efogi. This was yet another outrageous thought bubble – the only financial beneficiary was the consultant – Dr Gilfillen.</p>

<p>‘Hopes are that this added service will create more eco-friendly jobs along the track and bring a new service to trekkers along the Track.’</p>	
<p>KTA Licensed Tour Operator Newsletter – June 2012 (Rod Hillman, CEO)</p>	
<p>Kokoda Track Marketing Strategy ‘A draft copy of the Kokoda Track Marketing Strategy for the next three (3) years will be developed and made available by the end of September, 2012 to all Tour Operators and all the relevant stakeholders for consultation and feedback purposes before being finalised.’</p>	<p>Outcome Nothing happened - the draft copy has never been distributed.</p>
<p>Guesthouse Certification Training</p> <p>‘Guy Chester from Eco Sustainability has completed three training sessions in Efogi, Manari and Kokoda in preparation for the launch of the KTA Guesthouse Certification program.</p> <p>‘A total of 57 guesthouse owners participated in the training.</p> <p>‘The program consists of independent assessors certifying campsite, trekkers’ huts, guesthouses and lodges with a set of criteria to reinforce program integrity. The Guest House Certification program would see and independent assessor make initial assessment in September, 2012 to prepare guest house owners for the March, 2013 assessment that should involve all guest house owners along the Track.</p> <p>‘This program is a mechanism driven by KTA and the Kokoda Initiative to upgrade and improve guest house services along the Track for the industry.’</p>	<p>Outcome There have been no improvement to ‘campsites, trekkers’ huts, guesthouses and lodges’ as a result of this program. The only improvements to campsites are the ones trek operators pay for as a result of their individual negotiations with local owners. The only financial beneficiary of this program has been the consultant, Guy Chester.</p>

KTA Licensed Tour Operator Newsletter – July 2012 (Rod Hillman, CEO)

Timber Mill Project

‘Six individuals from the Kokoda Track will undergo training free of charge to manage and operate two timber mills soon to be built in Efogi and Kokoda.

‘The timber mill project aims to provide local communities with a sustainable business to generate income as well as filling a need within the communities for better quality infrastructure.’

Outcome

Kokoda Trail communities have been using portable sawmill facilities for at least a decade before this project was ‘thought of’ by the Australian CEO of the KTA.

The trekkers hut at Deniki is an outstanding example of the ability of local villagers to build quality huts to meet their own needs and the needs of trekkers.

Drying Rooms

‘Trekks will soon be able to have their clothing dried at Efogi as a pilot project is underway to build drying rooms.

‘Contracts have been secured by local teams to construct and operate the facilities and further development on design currently underway.

‘The concept was developed as communities saw a need with trekkers often reaching Efogi with wet clothes which are difficult to walk in and heavier to carry.

‘If a pilot project is successful, more drying rooms maybe set up along the Track at other locations.’

Comment

Another outrageous thought bubble from the KTA management. Each campsite along the trail has a ‘haus drai’ that allows trekkers to dry their clothes at the end of each day – it is part of their trek routine. These were funded and established by trek operators long before the Australian Government arrived in 2009. They did not need a ‘pilot project’ to spend taxpayers funds on – all they had to do was ask trek operators!

KTA Licensed Tour Operator Newsletter – August 2012 (Rod Hillman, CEO)

Trekker Fee Increase

‘The additional K50 will be set aside for the purpose of implementing

Outcome

At the trek operator forum in Sydney in March 2015 the CEO of the KTA

<p>the Kokoda Track Marketing Strategy, which is currently being developed by the PNG Tourism Promotion Authority and KTA.’</p>	<p>admitted that the ‘Marketing Levy’ had never been used for ‘marketing’. It had been diverted (misappropriated!) to KTA ‘administration’ and there were no financial records for the expenditure. Such misappropriation would have attracted the attention of a corruption watchdog if it had happened in Australia.</p>
<p>2015 Kokoda Initiative Brochure ‘There are up to 5,000 trekkers from around the world who visit PNG to experience the beautiful yet rugged terrain of the Kokoda Track each year. Along the way, they sleep in haus wins (traditional thatched roof huts), grassy campsites and locally build guest houses. The standard of this accommodation will be improving as part of a new initiative by the PNG Tourism Promotion Authority supported by the Kokoda Initiative.</p> <p>‘A new category – ‘trekker accommodation’- will be piloted on the Kokoda Track which is planned in time for the start of the 2016 trekking season. The main requirements will include basic standards for accommodation, toilets, washing facilities and porters facilities, with recommendations based on number of trekkers visiting each site.’</p>	<p>Comment As of July 2015 the KTA has no system for checking which trekkers stay at which site as there is no booking system in place and trek operators are not required to submit their trek itineraries.</p>



Massage parlour built at the Isurava Memorial never attracted a single client - it was removed after sitting empty for a couple of years



All notice boards built along the Trail have remained blank

Rod Hillman Annual Report: 2009

Neither Rod Hillman nor the Kokoda Track Authority would provide annual reports to Kokoda Tour Operators – the following report was obtained via a ‘Freedom of Information’ request – the complete report was redacted which increased suspicion about what was being reported by Rod Hillman and completely undermined any claim he made regarding the ‘building of trust within the Kokoda management system under his watch.

KOKODA TRACK AUTHORITY

[A Special Authority of the Kokoda and Koiari local-level Governments]



PO Box 545
Boroko NCD1 11
Papua New Guinea
P: (+675) 3236165
F: (+675) 3236020
E: ceo@kokodatrackauthority.org

Manasupe Zurenuoc
A/Chief Secretary

Kokoda Track Authority Cost Saving Measures

[Deleted]

Actions already Implemented;

[Deleted]

Recouped the majority of 2008 outstanding debts from unpaid trek fees.

[Deleted]

[Deleted]

[Deleted]

[Deleted]

[Deleted]

Rod Hillman

Chief Executive

Wednesday, June 30, 2010

- Chief Executive, Tourism Promotion Authority
- Secretary, Department of Environment & Conservation
- Secretary, Department for National Planning & Monitoring
- First Assistant Secretary Department of Environment, Water, Heritage and the Arts (Australia).

[Deleted]

ⁱ The Kokoda Village Livelihoods project was developed in Canberra by the Department of Environment without any consultation with the PNG Department of Community Development who had developed an Integrated Community Development model which was being successfully implemented. One of the objectives was to assist local villagers in earning additional income from the Kokoda trekking industry. For reasons unknown there was no consultation with the trek operators who lead the paying clients across the trail. As a result the project was destined to fail before it started.

ⁱⁱ Dr Rob Gilfillen is a Doctor of Philosophy (PhD), Education. According to a Stateline Queensland report Gilfillen was a champion 1500m runner who qualified for the Montreal Olympics in the steeplechase. According to his wife Lyn he sacrificed a successful university lecturing career to coach his daughters in athletics.