

## CHAPTER 36: Organizational Strategy for Kokoda Pilgrimage Tourism

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### Executive Summary

Since 2004 the rapid growth in trekker numbers and operators has overwhelmed the Kokoda Track (Special Purpose) Authority (KTA) which had neither the business expertise, nor the resources, to meet their obligations regarding the development of any management systems or financial controls.

Village communities have therefore been denied the opportunity to share in the economic benefits in the emerging trekking industry.

Trek operators, who generate the income for PNGs most popular tourism destination, have been denied their rights to transparency through their failure to produce financial reports, newsletters, or even records of Board Meetings and Tour Operator Forums<sup>i</sup>.

Covid provided a circuit breaker to review the industry but nothing happened.

The KTA Board of Directors, which was responsible to the Minister for Provincial and Local Level Government Affairs, has not met since April 2008 - it was informally replaced by a Kokoda Initiative Committee (KIC) responsible to the Minister for Conservation, Environment and Climate Change

The role of Minister for Tourism, Arts and Culture was relegated to membership of the KIC.

PNG now has a choice as to whether to continue with the current dysfunctional management system it inherited from the DFAT Kokoda Initiative, or whether to adopt a new strategy that will see the Kokoda Trail realise its potential as a world class pilgrimage tourism destination.

This will require an acknowledgment that the Kokoda Trail is now PNGs most popular tourism destination - it is therefore appropriate that it be managed as a tourism enterprise under the political direction of the Minister for Tourism, Arts and Culture.

It will also require an acknowledgement that trekker numbers have fallen by 46 percent under the management system imposed on the KTA by the DFAT Kokoda Initiative.

The DFAT Kokoda Initiative should therefore be invited to fund an interim management body to establish a new system to meet the needs of the primary interdependent stakeholders i.e., those who own the land and those who pay to trek across it.

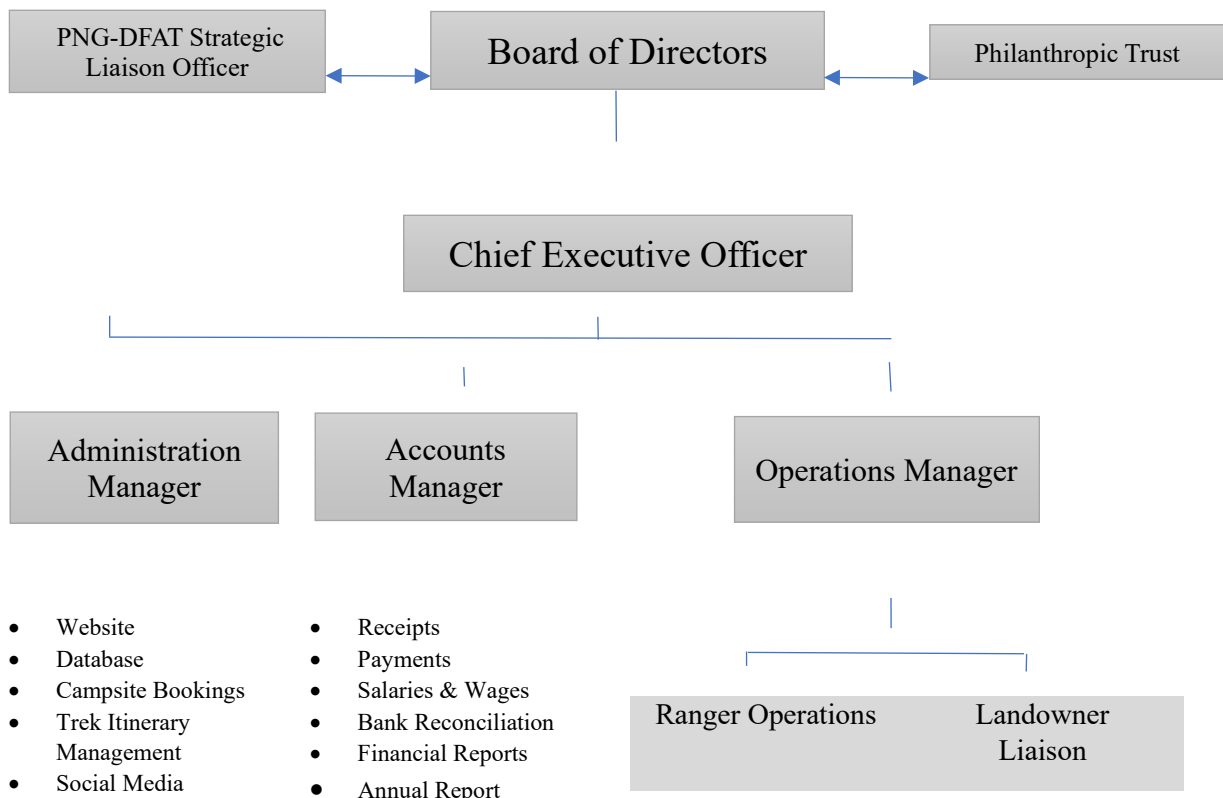
This document provides an outline of the key management concepts required for a reset of our Kokoda pilgrimage tourism industry .

### Essential Management Tools

Essential tools for an effective management system for the Kokoda Trekking Industry are:

1. an organisation;
2. a constitution;
3. a code of conduct;
4. a campsite accreditation system;
5. a ranger system
6. a VHF communications system;
7. a website;
8. a database management system;
9. an online booking system; and
10. a social media strategy.

### Organization



- Medical Evacuations
- Trail Repair & Maintenance
- Monitor Trek Groups
- Monitor Campsite Standards
- Liaison w/ Campsite Owners
- Field Activity Reports
- Medical Evacuations
- Kokoda Landowners Association
- Landowner Identification
- Monitor, Review & Support TRCs<sup>ii</sup>.
- Annual Village Workshop Coordination
- ILG Development
- Record & Reporting of all Meetings

### PNG DFAT Strategic Liaison Officer

A PNG executive with extensive experience in identifying Traditional Resource Custodians (TRCs) and incorporating them into legal landowner groups in the adventure tourism industry.

### Board of Directors

To include directors with expertise in law, accounting, government (TPA, Oro and Central), and commemoration (PNG Flag Officers Association and Port Moresby RSL).

### Chief Executive Officer

Qualified in Business Management with at least five (5) years' experience at an executive level in private enterprise.

### Administration Manager

Qualified in Information Technology with at least five (5) years' experience in business systems and database marketing.

### Accounts Manager

Qualified in financial and accounts management with at least five (5) years' experience in private enterprise.

### Operations Manager

Extensive background in Protected Area Management and operational delivery. At least three (3) years field experience in stakeholder engagement with customary landowners along the Kokoda Trail together with an empathetic understanding of their decision making processes.

### Code of Conduct

#### Preamble

This draft Code of Conduct addresses the issues that have evolved with the rapid growth of Kokoda pilgrimage tourism and resets the conditions that will ensure licensed trek operators perform to a required standard; the experience on offer meets the expectations of paying clients; and appropriate protocols are observed to respectfully service commemoration and community aspirations after trekking resumes.

#### Vision

The Kokoda Trail is a world-class pilgrimage tourism destination for adventure trekkers seeking to experience its wartime heritage along with the physical challenge it presents and the unique cultural and natural environment of the place.

#### Kokoda Trail<sup>iii</sup>

The Kokoda Trail is a series of tracks extending for 138 kilometres across the Owen Stanley Ranges between Owers Corner in Central Province, and Kokoda in Oro Province.

‘Kokoda Trail’ was gazetted as the official name by the PNG Government in 1972<sup>iv</sup>.

### Kokoda Trail Management

This document advocates that the Trail be managed as a tourism enterprise on a commercial basis via a ‘Kokoda Trail Management Company’ (KTMC) owned by Traditional Resource Custodians (TRCs) and established in accordance with the IPA Act.

Tour companies who wish to lead groups across the Trail must be authorized as a licensed Kokoda Trek Operator (KTO) by the KTMC. They are required to comply with the IPA Act, the KTMC Code of Conduct, and customary requirements of the Traditional Resource Custodians (TRC).

### Stakeholders

Key stakeholders in the Kokoda trekking industry are:

1. **Landowners**  
The Traditional Resource Custodians who own the land across the Trail.
2. **Paying Customers**  
Without trekkers villagers would have to choose between exploiting their natural mineral<sup>v</sup> and forestry resources, or relying on aid-funded subsistence lifestyles; and
3. **Government**  
Responsible for providing economic and social infrastructure to ensure the Kokoda Trail is retained as an authentic and respected place which is accessible, safe, and informative.

### Traditional Resource Custodians

The Kokoda Trail is owned by Traditional Resource Custodians (TRCs) on behalf of the current generation. TRC’s must therefore be formally recognised through ownership of the program that utilises their land as a significant contributor to the broad tourism resource base of PNG.

A Kokoda trekking industry based on traversing their traditional lands and interacting with their people must provide sustainable economic and social benefits for their communities. These benefits must have an emphasis on promoting the concept of customary land ownership through enabling them to care for and protect the military and cultural history of the trail, and to meet their aspirations while conserving and protecting the unique values of the Trail.

### Peak and Off-Peak Trekking Periods

1. **Peak Trekking Periods**
  - a. Anzac Period: 14-30 April
  - b. Australian School Holiday Periods at the end of Terms 1, 2 and 3.
2. **Off-Peak Trekking Periods**  
Dates outside the Anzac and school holiday periods.

### Trek Operator Classification<sup>vi</sup>

1. **Peak Season Trek Operator<sup>vii</sup>**  
A trekking company which has led an average number of 150 trekkers\* or more across the Kokoda Trail per year over the previous three years.
2. **Off-Peak Season Trek Operator**  
A trekking company which has led an average of 149 trekkers or less per year over the previous three years.

\*Note: These figures assume that the average price of a trek ex-Port Moresby is \$3500-\$3900 per trekker. This would generate a maximum gross profit margin of \$800 per trekker resulting in a gross annual income of \$120,000

to meet the costs of compliance, taxation, insurance, office-storage, marketing, wages, camping gear, uniforms and welfare needs of guides-carriers. The only way to remain viable as a company on these figures is to reduce costs by not applying for the full complement of permits for all trekkers in a group; reducing payments to campsite owners; not complying with the IPA Act; failing to have adequate insurance cover; not providing adequate camping gear for trekkers or trek uniforms for guides-carriers; overloading PNG carriers; and failing to provide for their welfare.

These practices are currently widespread throughout the Kokoda trekking industry.

## Kokoda Trek Operators (KTO)

Approved Kokoda Trek Operators are required to abide by the following principles, guidelines, and conditions:

### Principles

- Promote wartime tourism along the Kokoda Trail by working in partnership with the KTMC to support the sustainable operation of the trekking industry.
- Promote the unique heritage of the area, especially its military historical, environmental, and cultural values.
- Observe and respect the physical fabric of the wartime heritage by not accessing gun pits or interfering with other in situ war relics.
- Promote excellence by complying with the IPA Act; abiding by the KTMC Code of Conduct; meeting trekkers expectations for a safe, authentic and informative experience; issue professional trek uniforms; provide for the work and welfare needs of all guides/carriers; and ensure all promotional material is original, factual and accurate.
- Promote responsible behaviour by respecting the values, traditional culture, and religious beliefs of local communities along the Trail. Ensure trekkers are made aware of local customs and traditions by encouraging them to use designated bathing areas; wear appropriate clothing; not take photographs of villagers without asking for permission; not use offensive language; and maintain respect for local religious observances.

### Guidelines

- a. Maintaining a proper duty of care to trekkers by ensuring trek leaders have a detailed knowledge of the military history of the Kokoda campaign; are qualified in Wilderness or Advanced First Aid; are equipped with a medical kit, satellite phone, and a minimum of two VHF radios; and that the management company is provided with the contact details of all next-of-kin and the travel insurance details of each trekker in their respective groups.
  - b. Encourage trekkers to be respectful of the military history of the Kokoda Trail and strengthen the unique bonds that have been forged between Australia and Papua New Guinea because of their shared wartime heritage.
  - c. Maintaining a proper duty of care for the welfare of local guides and carriers by adhering to agreed minimum standards for pay, allowances, equipment and other conditions.
  - d. Trekkers are expected to be physically capable of trekking across the Trail. Trek operators should seek an assurance from them in this regard prior to their arrival in Port Moresby. They should be required to advise their trek operator of any medical conditions that may prevent them from completing their trek and provide any medication they may require.
  - e. The Trail is a pristine jungle environment. Trekkers should be advised not to discard any litter along the way. Trek operators are required to burn and bury any combustible litter and carry any non-combustible group litter off the trail.
- a. Minimise impacts on the natural environment through best practice by:
    - 1) Taking out all rubbish and disposing of it responsibly;
    - 2) using designated latrine facilities where available, or otherwise using environmentally appropriate human waste disposal practices;
    - 3) use bio-degradable soap when washing in local waterways;
    - 4) discouraging the unsustainable use of natural resources, e.g., the unsustainable clearing

- of trees for campsites or fuel;
- 5) using designated campsites approved and authorized by the KTMC; and
- 6) monitoring and advising the KTMC of any adverse impacts on the environment, communities or any other emerging problems.
- f. Villagers along the Trail are strict adherents of the Seventh Day Adventist faith. They attend church twice daily in the morning and evening and observe the Sabbath from 4.00 pm on each Friday until 4.00 pm on Saturday. Trek groups should avoid passing through villagers on the Sabbath however if they must, they should do so quietly and respectfully and do not try and engage with the locals.
- g. Villagers will often display bowls of fresh tropical fruits along with soft drinks, potato chips and some local souvenirs. Trekkers should always ask what price they are and pay them accordingly. Trekkers are to be advised that bargaining or haggling for a cheaper price is culturally offensive to local subsistence villagers and should not be tolerated.
- h. Villagers will sometimes offer to provide a '*sing-sing*' for trek groups. When this occurs, it is appropriate to take up a K10 collection from trekkers and select one of them to present the money in appreciation for their effort.
- i. Some TRCs have gathered war relics, including live mortars and grenades from their surrounding areas and placed them in a central location. They will then charge a fee for viewing them. Relics should not be handled as many still have fuses in them and are therefore live and unstable – the killing range of a mortar bomb is 15 metres, and a hand-grenade is 5 metres.
- j. Trekker should be advised that it is an offence to remove any war relics from along the Trail.

## Conditions

### Licenses

Licences are the legal basis that allows commercial trekking to occur on the Kokoda Trail. Trek permits, issued by the KTMC, are required for each trekker - these can only be purchased by a licensed trek operator on behalf of trekkers.

### Bond

Licensed Kokoda Trek Operators (KTOs) are required to lodge a bond of K5000 with the management authority. The bond will be repayable if or when the operator surrenders their license. The Bond will be automatically forfeited if there is a serious breach of the Code of Conduct.

### Annual License Fee

An annual license fee of K2500 will apply to KTOs approved by the management authority.

### Foreign Enterprise Compliance with the IPA Act

All Australian trek operators are required to be registered as an approved Overseas Company or Foreign Enterprise in accordance with the Investment Promotion Authority (IPA) Act.

### PNG KTO Business Registration

All PNG trek operators are required to be registered as a business in accordance with the IPA Act.

### Public Liability Insurance

All Kokoda Trek Operators (KTOs) are to hold a valid Public Liability Insurance Policy with a minimum cover of K20 million per claim.

### Trek Permits

KTO trek leaders are required to carry a valid trek permit for each trek group they lead across the Trail. Permits are to be applied for not later than four (4) weeks prior to the start date of the trek.

See 'Online Booking System' below for information to be provided when applying for trek permits on behalf of trekkers.

### Trek Permit Fee Schedule

Total Trek Fees payable for each trekker comprise:

- 1) **Standard Trek Fees:**
  - a) Peak Season: K500
  - b) Off-Peak Season: K250
- 2) **Trail Maintenance Levy: K100**
- 3) **Community Development Levy: K100**
- 4) **Charity Levy<sup>viii</sup>:**
  - a) Professional Charity Operator: K2500 per trekker; and
  - b) One-off Charity: K1000 per trekker.

### PNG Guide/Carrier Conditions

PNG guides and carriers are to be provided with the following:

- 1) A minimum daily rate of pay of K70;
- 2) a bonus payment of K70 at the completion of each trek;
- 3) a return flight - or a K250 'Walk-Home Allowance';
- 4) a complete trek uniform printed with the name of the trekking company and their logo comprising a cap, shirt, shorts, and waterproof jacket/poncho;
- 5) a zippered sleeping bag;
- 6) a foam sleeping mat;
- 7) torch and sufficient batteries for the duration of the trek; and
- 8) adequate rations/meals with sufficient daily calories for the duration of each trek.

### Short Duration Treks

Eight (8) days is the recommended minimum trek duration for a crossing of the trail. For treks of shorter duration PNG guides and carriers are to receive a minimum of eight (8) days' pay to compensate for the longer hours they are required to work to meet any compressed schedules.

### Campsite Fees

A minimum campsite fee of K20 is payable on behalf of each trekker plus K5 for each member of the PNG support crew in each group.

### Solo Trekkers – Small Groups

Solo trekkers and small groups are required to book through a licensed KTO who are to engage the following minimum local support group size (excluding Personal Carriers):

- 1) Solo trekker: 5 X guides/carriers;
- 2) Two (2) trekkers: 6 X guides/carriers;
- 3) Three (3) trekkers: 7 X guides/carriers;
- 4) Four (4) trekkers: 8 X guides/carriers; and
- 5) Five (5) trekkers: 10 X guides/trekkers.

## Kokoda Trail Management Company (KTMC)

The KTMC will be governed by a Board of Directors consistent with the constitution and managed by skilled professionals.

The KTMC is responsible for:

1. Licensing of Kokoda Trek Operators and issuing of Trek Permits in accordance with principles, guidelines and conditions of the Code of Conduct;
2. Conduct of workshops in Efogi, Kokoda and Port Moresby by accredited facilitators in November/December each year. Outcomes of workshops to be recorded and distributed to all stakeholders.
3. Licensing of approved campsites along the Kokoda Trail;
4. Monitoring compliance with the principles, guidelines, and conditions of the Code of Conduct;
5. Performance monitoring of all staff bi-annually including career development training consistent with job descriptions and staff aspirations;
6. Maintenance of a professional website, blog, and social media;
7. Maintenance of a database that allows for:
  - a. Recording of personal data required by the Code of Conduct;
  - b. Management of licensed campsites via an online booking system;
  - c. Management of KTO trek itineraries;
  - d. Management of medical evacuation reports;
  - e. Management of trekker surveys; and
  - f. Management of a Field Ranger system.
8. Collation of KTO and KTMC Ranger reports re Trail condition, safety and environmental maintenance;
9. Publication of a monthly newsletter which includes a table of trekker numbers; a summary of medical evacuations and withdrawals; and updates on safety and environmental issues.
10. Publication of an Annual Report in accordance with the IPA Act which includes an audited financial report; the number of trekkers led by each licensed KTO; details of community development projects/programs across the Trail; and any DFAT funded projects.

KTMC is the approving authority for the placement of any type of memorial plaques or signs proposed by individuals or organisations. Approvals will be based on parameters established within the Kokoda Trail Military Heritage Plan.

## Database Management System

Database Fields:

- 1) First Name
- 2) Second Name
- 3) Age
- 4) Gender
- 5) Postal Address (PO Box No–Town/City–State–Postcode)
- 6) Phone Numbers) (Mobile–Home–Work)
- 7) Email Address
- 8) Website Address
- 9) Trek Company (IPA Foreign Enterprise No-ABN/ACN-KTMA License No-Public Liability Insurance Coy-Public Liability Insurance No-Travel Insurance Company-Travel Insurance Policy No)
- 10) KTMA Trek Permit No.
- 11) Date of Trek (Start-Finish)
- 12) Campsites (Goldie River-Goodwater-Imita Base-Va Ule Ck-Ioribaiwa-Ofi Ck-Nauro-Agulogo Ck-Menari-Brigade Hill-Efogi-Naduri-Kagi-Diggers-Bombers-1900 Crossing-Crossing 1;

Templeton's Crossing-Eora Creek-Alola-Abuari-Isurava Memorial-Isurava Village-Deniki-Kovello-Kokoda)

- 13) Landowners (Name-Campsite-Mobile)
- 14) Trek Itinerary (Day 1, Day 2, Day 3, Etc)
- 15) Emergency Contact (Name, Mobile Phone, Email Address)
- 16) Operator transgressions and any actions arising – noting 'three strike and you're out' policy

Trek Permits will not be issued until all fields have been entered and all fees have been received. The Excel spreadsheet will automatically update the KTMC database which will list each group, their respective trek itineraries and their campsite bookings.

Rangers will establish checkpoints to audit respective trek groups by counting the number of trekkers and carriers as they pass through their assigned areas. They can also identify if there have been any injuries and/or evacuations and report to the KTMC accordingly.

### Online Booking System

Each trek permit application is to contain the following information on an Excel spread sheet for each trek group:

1. Trek itinerary showing proposed overnight campsites and date to be visited – KTA will confirm the location of each campsite within (5) working days of receiving the trek permit application;
2. Trek Leader/s Details:
  - a. Full Name;
  - b. Age;
  - c. Sex (M/F);
  - d. Mobile Phone Number;
  - e. Email Address; and
  - f. Medical/First Aid Qualifications.
3. Trekker Details:
  - a. First Name;
  - b. Surname;
  - c. Age;
  - d. Sex (M/F);
  - e. Passport Number;
  - f. Travel Insurance Company;
  - g. Travel Insurance Policy Number;
  - h. Mobile Phone Number; and
  - h. Email Address'
4. Emergency Contact Details for Next-of-Kin.
  - a. First Name
  - b. Surname
  - c. Mobile Phone Number
  - d. Email Address

### VHF Communications

The organisation must allow for a dawn to dusk VHF monitoring system for emergencies that may arise, and to ensure trek groups maintain their trek schedules.

## Campsite Accreditation

A campsite accreditation system is an essential pre-requisite for an effective trek itinerary management system. KTMC is responsible for defining standards for the siting and construction of campsites.

Such a system must meet the needs of paying customers i.e., trekkers. These include:

- The discrete siting of campsites that protect the integrity of individual trek groups;
- Strict hygienic standards for cooking, dining, and ablution facilities;
- Drying huts; and
- Adequate cooking, dining, ablution and sleeping facilities for PNG support crews.

Campsites are to be categorised as follows:

- **Bush Campsites**  
These are located on creeks/rivers at Imita Base, Va Ule Creek, Ofi Creek, Agulogo Creek, Brigade Hill (piped water), Bomber's, Diggers, Crossing 1, Templeton's Crossing, Eora Creek and Deniki (piped water). Bush campsites are to be built from traditional 'bush materials' They are not to be adorned with plastic or metal sheeting.
- **Village Campsites**  
These are located at Ioribaiwa, Nauro, Menari, Efogi, Launumu, Kagi, Naduri, Alola, Abuari, Isurava Memorial, Isurava village, Hoi, Kovello and Kokoda.
- **Established Campsites**  
These sites are used by trek groups throughout the trekking season.
- **Overflow Sites**  
These sites are opened and operated during the Anzac and school holiday peak trekking periods. During the down time facilities and grounds are 'rested' which removes any maintenance burden of owners when not in use.

## Field Operations

Field operations management is based on a Kokoda Ranger system responsible for (among other things) community liaison, trail maintenance and remedial action, and recording and regularly reporting the following information on trek groups:

- 1) Date;
- 2) Location;
- 3) Trek Company;
- 4) Number of Trekkers;
- 5) Number of guides and carriers (excluding personal carriers);
- 6) The employment conditions of PNG guides and carriers with each trek group;
- 7) The 'Campsite Register' at each site within their area of responsibility;
- 8) The physical condition of bridges within their area of responsibility;
- 9) The physical condition of the trail within their area of responsibility; and
- 10) Supervising approved remedial work on bridges and the trail within their area of responsibility.

The system should provide for an equal number of male and female rangers from communities along the Trail. All Rangers will undertake basic and, where necessary, advanced training.

## KTMC Website

- **About Us**  
KTMA Board Members

## Organisational Chart

- [PNG Visitor Information](#)
  - Papua New Guinea
  - Central Province
  - Oro Province
  - Koiari Local Level Government Authority
  - Kokoda Local Level Government Authority
  
- [The Kokoda Trail](#)
  - History
  - Map
  - Campsites
  
- [Community Development](#)
  - Our Commitment
  - Our Partnership
  - Kokoda Philanthropy
  
- [Licensed Trek Operators](#)
  - License Number
  - Name of Company
  - Public Liability Insurance Policy Number
  - Code of Conduct
  - Contact Details
  
- [Niusletas](#)
  
- [Blog](#)
  
- [Trekker Survey](#)
  - a. Why did you trek? (Physical Challenge – Wartime History – Bucket List – Adventure – Culture – Environment)
  - b. Did your trek experience meet your expectations? (Yes – No – Comment)
  - c. Your Trek Operator (Name of Company – Very Good – Good – Fair – Poor – Comment)
  - d. Standard of meals provided by your trek operator (Very Good – Good – Fair – Poor – Comment)
  - e. Battlesite Briefings (Very Good – Good – Fair – Poor – Comment)
  - f. Campsites (Very Good – Good – Fair – Poor – Comment)
  - g. Toilets (Very Good – Good – Fair – Poor – Comment)
  - h. Showers (Very Good – Good – Fair – Poor – Comment)
  - i. The Trail (Safe – Unsafe – Comments)
  - j. Bridge Crossings (Safe – Unsafe – Comment)
  - k. Tents provided by your trek operator (Yes – No – Very Good – Good – Fair – Poor – Comment)

1. PNG Guides and Support Crew (Very Good – Good – Fair – Poor – Comment) Please comment on any suggestions you have to improve the Kokoda trekking experience.

## ATTACHMENT 1

### CONSTITUTION: A SAMPLE TEMPLATE

Reference: <https://www.lawdepot.com/au/company-constitution/>

#### Replaceable Rules

1. This Constitution supplements the Replaceable Rules in the Corporations Act 2001. In the event of a conflict between the provisions of this Constitution and the Replaceable Rules, the provisions of this Constitution will prevail.

#### Shareholders

##### Annual General Meeting

A meeting of the Shareholders of the Company (the "Shareholders") will be held annually for the purpose of electing directors (the "Directors") of the Company and for the purpose of doing other business as may come before the meeting. If the day fixed for the annual general meeting is a public holiday in the State of New South Wales, the annual general meeting will be held on the next succeeding business day or on a date determined by the board of directors for the Company (the "Board") that is no later than two weeks after the date specified in the meeting notice.

##### Meetings of Shareholders

3. Unless otherwise prescribed by statute, meetings of the Shareholders, for any purpose or purposes, may only be called in the following ways:

- a. By a majority of the Board;
- b. By the president of the Company (the "President"); or
- c. By the Directors upon the request of holders of shares entitled to cast in total not less than 5 percent of the votes that may be cast at the general meeting where written requests describing the purpose or purposes for the meeting are signed, dated and delivered to a member of the Board or other Officer of the Company.

4. The Board will determine the time, place and date of any meeting provided that, in the case of a meeting called by the requisite percentage of Shareholders in accordance with this Constitution, the Board will issue notice of the meeting within 30 days of receipt of the written demand(s) by the relevant Officer of the Company.

##### Notice of Meeting~

5. The written notice of any meeting will be given not less than 21 days before the date of the meeting to each Shareholder entitled to vote at that meeting and to the appointed auditor of the Company (if applicable). The written notice of the meeting will state the place or places, the date and the time of the meeting, and the means of remote communications, if any and, for meetings other than the annual general meeting, the purpose or purposes for which the meeting is called.

6. Subject to the Corporations Act 2001, if shareholders entitled to cast at least 95% of the votes at the meeting are in agreement, the Company may call the meeting on shorter notice. Notice must be given individually to each Shareholder entitled to vote, either in person, by Australia Post, or by any electronic means nominated by individual Shareholders. Notice is deemed effective one day after being sent by electronic means, or three days after being sent by post.

##### 7. Resolutions without Meeting~

Any action to be taken at any meeting of Shareholders, may be taken without a meeting, without prior notice and without a vote, if consent in writing, setting forth the action to be taken, is signed by all the Shareholders entitled to vote on the matter and delivered to the Company. The consent may consist of one document duly signed by all the Shareholders, or multiple identical documents each signed by one or more of the Shareholders. Every written consent will bear the date of signature of each Shareholder who signs the consent. Each Shareholder of a jointly held shareholding must sign. The resolution is passed when the last Shareholder signs.

##### Remote Communication Meeting~

8. Remote communication means any electronic communication including conference telephone, video conference, the internet, or any other method currently available or developed in the future by which Shareholders not present in the same physical location may simultaneously communicate with each other.

9. In the sole and reasonable discretion of the Board and provided the Shareholders as a whole have a reasonable opportunity to participate, a meeting of Shareholders of the Company may be facilitated by any means of remote communication. Where a meeting will employ remote communication, one or more Shareholders may participate by means of remote communication or the meeting may be held solely by means of remote communication at the sole discretion of the Board. Where any remote communication is used in a Shareholder meeting, all persons authorised to vote or take other action at the meeting must be able to hear each other during the meeting and each person will have a reasonable opportunity to participate. This remote participation in a meeting will constitute presence in person at the meeting. All votes or other actions taken at the meeting by means of electronic transmission must be maintained as a matter of record by the Company.

#### Register of Shareholders Entitled to Vote

10. The Officer who has charge of the Register of Shareholders of the Company will prepare and make, the day before notice of meeting of the Shareholders is sent, a complete register of the Shareholders entitled to vote at the meeting, arranged in alphabetical order, and showing the postal address, or nominated electronic address of each Shareholder and the number of shares registered in the name of each Shareholder. The register must be available for inspection by any Shareholder during the meeting. The register must be provided for any purpose related to the meeting:

- a. On a reasonably accessible electronic network, so long as the information required to access the register is provided with the notice of the meeting; or
- b. During ordinary business hours, at the Registered Office of the Company.

11. If the Company decides to make the register available on an electronic network, the Company will ensure that this information is available only to Shareholders of the Company. If the meeting is to be held at a physical location, then the register will be produced and kept at the time and place of the meeting during the whole time of the meeting and may be inspected by any Shareholder who is present.

12. If the meeting is to be held solely by means of remote communication, then the register will also be open to the examination of any Shareholder during the whole time of the meeting on a reasonably accessible electronic network, and the information required to access the register will be provided with the notice of the meeting.

13. If any Director wilfully neglects or refuses to produce the Register of Shareholders at any meeting for the election of Directors, or to open such a list to examination on a reasonably accessible electronic network during any meeting for the election of Directors held solely by means of remote communication, those Directors will be ineligible for election to any office at that meeting.

14. The Register of Shareholders will be the only evidence as to who are the Shareholders entitled by this section to examine the register required by this section or to vote in person or by proxy at any meeting of Shareholders.

#### Quorum and Required Vote

15. In all matters other than the election of Directors, any act of the Shareholders must be passed by an affirmative vote of the majority of the shares present in person or represented by proxy at the meeting and entitled to vote on the matter.

16. Directors will be elected by a majority of the votes of the shares present in person or represented by proxy at the meeting and entitled to vote on the election of Directors.

17. Where a separate vote by a class or series or classes or series of shares ("Eligible Shares") is required, \_\_\_\_\_ percent of the outstanding Eligible Shares present in person or represented by proxy, will constitute a quorum entitled to take action with respect to that vote on that matter. Any act to be taken must be passed by an affirmative vote of the majority of the outstanding Eligible Shares present in person or represented by proxy.

18. A minimum of \_\_\_\_\_ percent of the shares entitled to vote, present in person or represented by proxy, will constitute a quorum entitled to take action at a meeting of Shareholders.

#### Shareholders Voting Rights and Proxies

19. Subject to the rights and restrictions placed on individual classes of shares, each Shareholder has one vote on a show of hands, and one vote per share held on a poll.

20. Each Shareholder entitled to vote at a meeting of Shareholders or to express consent or dissent to corporate action in writing without a meeting may authorise another person or persons to act for that Shareholder by proxy, but no proxy will be valid after 11 months from the date of its execution unless the proxy provides for a longer period.

21. Execution of a proxy may be accomplished by the Shareholder making the appointment signing, or otherwise authenticating in accordance with law, the appointment including the names and addresses of the Shareholder, the Company and the proxy, the office held by the proxy, and the meetings at which the appointment may be used.

22. A duly executed proxy will be irrevocable if it states that it is irrevocable and if, and only as long as, it is coupled with an interest sufficient in law to support an irrevocable power. A proxy may be made irrevocable regardless of whether the interest with which it is coupled is an interest in the shares or an interest in the Company generally.

#### Voting Rights of Fiduciaries, Pledgers and Joint Owners of Shares

23. Persons holding shares in a fiduciary capacity will be entitled to vote the shares so held. Persons whose shares are pledged will be entitled to vote, unless, in the transfer by the pledger on the books of the Company, that person has expressly empowered the pledgee to vote the shares, in which case only the pledgee, or that pledgee's proxy, may represent and vote the shares.

24. If a share is held jointly and more than one Shareholder votes in respect of that share, only the vote of the Shareholder whose name appears first in the Register of Shareholders counts.

#### Voting Trusts and Other Voting Agreements

25. Two or more Shareholders may, by agreement in writing, create a voting trust by depositing their shares with a voting trustee, who will have the authority to vote the shares in accordance with the terms and conditions of the voting trust agreement. To be valid, the voting trustee must deliver copies of the Register of Shareholders and the voting trust agreement to the Principal Office of the Corporation. Upon receiving the voting trust agreement, the Company will issue new share certificates in the name of the trustee and cancel the old share certificates. The new share certificates issued will state that they are issued pursuant to a voting trust agreement.

26. Any amendment to a voting trust agreement will be made by a written agreement, a copy of which will be filed with the Principal.

#### Office of the Corporation.

27. The right of inspection of any voting trust agreement or related amendment by a Shareholder of record or a holder of a voting trust certificate, in person or by agent, will be the same right of inspection that applies to the securities Register of the Company.

28. An agreement between two or more Shareholders, if in writing and signed by the parties to the agreement, may provide that in exercising any voting rights, the shares held by them will be voted as provided by the agreement, or as the parties may agree, or as determined in accordance with a procedure agreed upon by them.

29. The above provisions concerning voting trusts and voting agreements will not be deemed to invalidate any voting or other agreement among Shareholders or any irrevocable proxy which is not otherwise illegal.

#### Cumulative Voting

30. Shareholders may use cumulative voting elections when electing Directors.

### Board of Directors

#### General Powers

31. The business and affairs of the Company will be managed by or under the direction of the Board.

#### Number, Tenure and Quorum

The Board will consist of \_\_\_\_ members, each of whom will be a natural person. Directors need not be Shareholders. Each Director will hold office until that Director's successor is elected and qualified or until that Director's earlier resignation or removal. Any Director may resign at any time upon notice given in writing or by electronic transmission to the Company. In order to transact business at a meeting of the Directors, a quorum of \_\_\_\_ percent of the total number of Directors eligible to vote will be required. The vote of the majority of the Directors present at a meeting at which a quorum is present will be the act of the Board.

#### Meetings of Directors

33. By resolution, the Board may provide the time and place, either within or without the State of New South Wales, for the holding of regular meetings without any notice other than that resolution.

34. Meetings of the Board may be called by or at the request of the President or by a majority of the Directors. The person or persons calling the meeting of the Board may fix any date, time or place, either within or without the State of New South Wales, to be the date, time and place for holding that meeting.

#### Notice

35. Reasonable notice of the date, time, and place, or places, of a meeting of the Board will be given individually to every Director.

36. If written notice is sent, correctly addressed to a Director's address as provided in the Company's current records, the notice will be deemed to have been given to that Director at the time of sending. If written notice is sent by private carrier or by Australia Post, postage prepaid and by registered or certified mail, return receipt requested, the notice will be deemed to have been given to a Director on the date shown on the return receipt. Otherwise notice is effective when received by a Director.

37. Notice of any Directors' meeting may be waived by a Director before or after the date and time of the meeting. The waiver must be in writing, must be signed by a Director, and must be delivered to the Company for inclusion in the minutes or filing with the corporate records. The attendance of a Director at a meeting of the Board will constitute a waiver of notice of that meeting except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully convened.

#### Action by Directors Without a Meeting

38. Any action to be taken at any meeting of the Board or of any committee of the Board may be taken without a meeting if all members of the Board or committee, as the case may be, consent to it in writing, or by electronic transmission and the writing or writings or electronic transmission or transmissions are filed with the minutes of proceedings of the Board, or committee. This filing will be in paper form if the minutes are maintained in paper form and will be in electronic form if the minutes are maintained in electronic form. The resolution is passed when the last Director signs.

#### Remote Communication Meeting~

39. Remote communication means any electronic communication including conference telephone, video conference, the internet, or any other method currently available or developed in the future by which Directors not present in the same physical location may simultaneously communicate with each other.

40. A meeting of the Board may be held by any means of remote communication by which all persons authorised to vote or take other action at the meeting can hear each other during the meeting and each person has a reasonable opportunity to participate. This remote participation in a meeting will constitute presence in person at the meeting.

#### Vacancies and Newly Created Directorships

41. When vacancies or newly created directorships resulting from any increase in the authorised number of Directors occur, a majority of the Directors then in office, although less than a quorum, or a sole remaining Director will have the power to appoint new Directors to fill this vacancy or vacancies. Each new Director so chosen will hold office until the next annual general meeting of the Shareholders.

42. If at any time, by reason of death or resignation or other cause, the Company should have no Directors in office, then any Officer or any Shareholder or an executor, administrator, trustee or guardian of a Shareholder, or other fiduciary entrusted with like responsibility for the person or estate of a Shareholder, may call a special meeting of Shareholders for an election to fill the vacancy.

43. When one or more Directors resign from the Board and the resignation is to become effective at a future date, a majority of the Directors then in office, including those who have so resigned, will have the power to appoint new Directors to fill this vacancy or vacancies. The appointments of these new Directors will take effect when the resignation or resignations are to become effective, and each new Director so chosen will hold office until the next annual general meeting of the Shareholders.

#### 44. Removal

Any Director or the entire Board may be removed, with or without cause, by the holders of a majority of the shares then entitled to vote at an election of Directors at a meeting of the Shareholders called for that purpose. No Director may be removed when the votes cast against removal would be sufficient to elect the Director if voted cumulatively at an election where the same total number of votes were cast.

#### Organisation of Meeting~

45. Meetings of the Board will be presided over by the Chair of the Board, or in the Chair's absence, the President, or in the absence of both the Chair and the President, by a Director chosen at the meeting. The Secretary will act as secretary of the meeting, but in the absence of the Secretary, the person presiding at the meeting may appoint any person to act as secretary of the meeting.

#### Chair of the Board

46. The Chair of the Board, if present, will preside at all meetings of the Board, and exercise and perform any other authorities and duties as may be from time to time delegated by the Board.

#### Remuneration

47. The Board will, by resolution, fix the fees and other remuneration for the Directors for their services as Directors, including their services as members of committees of the Board. All changes to Director remuneration are subject to ratification by the Shareholders.

#### Presumption of Assent

48. A Director of the Company who is present at a meeting of the Board will be presumed to have assented to an action taken on any corporate matter at the meeting unless:

- a. The Director objects at the beginning of the meeting, or promptly upon the Director's arrival, to holding the meeting or transacting business at the meeting;
- b. The Director's dissent or abstention from the action taken is entered in the minutes of the meeting; or
- c. The Director delivers written notice of the Director's dissent or abstention to the presiding officer of the meeting before the adjournment of the meeting or to the Company within a reasonable time after adjournment of the meeting.

49. Any right to dissent or abstain from the action will not apply to a Director who voted in favour of that action.

#### Committees

##### Anointment

50. The Board may designate one or more committees, each committee to consist of one or more of the Directors of the Company. The Board may designate one or more Directors as alternate members of any committee, who may replace any absent or disqualified member at any meeting of the committee.

51. In the absence or disqualification of a member of a committee, the member or members present at any meeting and not disqualified from voting, whether or not that member or members constitute a quorum, may unanimously appoint another member of the Board to act at the meeting in the place of any absent or disqualified member.

52. The committee or committees, to the extent provided in the resolution of the Board will have and may exercise all the powers and authority of the Board in the management of the business and affairs of the Company, and may authorise the seal of the Company to be affixed to all papers which may require it. No such committee will have the power or authority in reference to the following matters:

- a. Approving or adopting, or recommending to the Shareholders, any action or matter (other than the election or removal of Directors) expressly required by the Corporations Act 2001 to be submitted to the Shareholders for approval; or
- b. Adopting, amending or repealing this Company Constitution.

##### Tenure

53. Each member of a committee will serve at the pleasure of the Board.

##### Meetings and Notice

54. The method by which Directors' meetings may be called and the notice requirements for these meetings as set out in this Constitution will apply to any committee designated by the Board as appropriate.

##### Quorum

55. The requirements for a quorum for the Board as set out in this Constitution will apply to any committee designated by the Board as appropriate.

#### Action Without a Meeting

56. The requirements and procedures for actions without a meeting for the Board as set out in this Constitution will apply to any committee designated by the Board as appropriate.

#### Resignation and Removal

57. Any member of a committee may be removed at any time, with or without cause, by a resolution adopted by a majority of the full Board. Any member of a committee may resign from the committee at any time by giving written notice to the Chair of the Board of the Company, and unless otherwise specified in the notice, the acceptance of this resignation will not be necessary to make it effective.

#### Vacancies

58. Any vacancy in a committee may be filled by a resolution adopted by a majority of the full Board.

#### Committee Rules of Procedure

59. A committee will elect a presiding officer from its members and may fix its own rules of procedure provided they are not inconsistent with this Constitution. A committee will keep regular minutes of its proceedings, and report those minutes to the Board at the first subsequent meeting of the Board.

#### OFFICERS

##### Appointment of Officers

60. The Officers of the Company (individually the "Officer" and collectively the "Officers") will consist of the President, the treasurer (the "Treasurer") and the Secretary.

61. The Officers will be appointed by the Board at the first meeting of the Directors or as soon after the first meeting of the Directors as possible, if Officers have not already been appointed. Any appointee may hold one or more offices.

##### Term of Office

62. Each Officer will hold office until a successor is duly appointed and qualified or until the Officer's death or until the Officer resigns or is removed as provided in this Constitution.

##### Removal

63. Any Officer or agent appointed by the Board may be removed by the Board at any time with or without cause, provided, however, any contractual rights of that person, if any, will not be prejudiced by the removal.

##### Vacancies

64. The Board may fill a vacancy in any office because of death, resignation, removal, disqualification, or otherwise.

##### President

65. Subject to the control and supervisory powers of the Board and its delegate, the powers and duties of the President will be:

- a. To have the general management and supervision, direction and control of the business and affairs of the Company;
- b. To preside at all meetings of the Shareholders when the Chair of the Board is absent;
- c. To call meetings of the Shareholders to be held at such times and at such places as the President will deem proper within the limitations prescribed by law or by this Constitution;
- d. To ensure that all orders and resolutions of the Board are effectively carried out;
- e. To maintain records of and certify, whenever necessary, all proceedings of the Board and the Shareholders;
- f. To put the signature of the Company to all deeds, conveyances, mortgages, guarantees, leases, obligations, bonds, certificates and other papers and instruments in writing which have been authorised by the Board or which, in the opinion of the President, should be executed on behalf of the shares; and, subject to the instructions of the Board, to have general charge of the property of the Company and to supervise and manage all Officers, agents and employees of the Company; and

- g. To perform all other duties and carry out other responsibilities as determined by the Board.

## Treasurer

66. Subject to the control and supervisory powers of the Board and its delegate, the powers and duties of the Treasurer will be:

- a. To keep accurate financial records for the Company;
- b. To deposit all money, drafts and cheques in the name of and to the credit of the Company in the banks and depositories designated by the Board;
- c. To endorse for deposit all notes, cheques, drafts received by the Company as instructed by the Board, making proper vouchers for them;
- d. To disburse corporate funds and issue Cheques and drafts in the name of the Company, as instructed by the Board;
- e. To submit to the President and the Board, as requested, an account of all transactions by the Treasurer and the financial condition of the Company;
- f. To prepare and submit to the Board annual reports detailing the financial status of the Company; and
- g. To perform all other duties and carry out other responsibilities as prescribed by the Board or the President.

## Secretary

The Secretary will perform the following duties:

- a. Prepare the minutes of the meetings of the Shareholders and meetings of the Board and keep those minutes in one or more books provided for that purpose;
- b. Authenticate the records of the Company as will from time to time be required;
- c. Ensure that all notices are duly given in accordance with the provisions of this Constitution or as required by law;
- d. Act as custodian of the corporate records and of the corporate seal, if any, and ensure that the seal of the Company, if any, is affixed to all documents the execution of which on behalf of the Company under its seal is duly authorised;
- e. Keep a register of the postal address and electronic address of each Shareholder;
- f. Sign, along with the President, certificates for shares of the Company, the issuance of which will have been authorised by resolution of the Board;
- g. Have general charge of the Register of Shareholders of the Company; and
- h. Perform all duties incidental to the office of Secretary and any other duties as from time to time may be delegated to the Secretary by the President or the Board.

## Delegation of Authority.

68. The Board reserves the authority to delegate the powers of any Officer to any other Officer or agent, notwithstanding any provision in this Constitution.

## Loans, Cheques, Deposits, Contracts

### Loans

69. Without authorisation by a resolution of the Board, the Company is prohibited from making or accepting loans in its name, or issuing evidences of indebtedness in its name. The authorisation of the Board for the Company to perform these acts can be general or specific.

### Cheques, Drafts, Notes

70. All cheques, drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Company must be signed by a designated Officer or Officers, agent or agents of the Company and in a manner as will from time to time be determined by resolution of the Board.

## Deposits

71. All funds of the Company not otherwise used will be deposited to the credit of the Company in banks, trust companies, or other depositories designated by the Board.

## Voting Securities Held by the Company

72. The President, or another Officer or agent designated by the Board will, with full power and authority attend, act, and vote, on behalf of the Company, at any meeting of security holders or interest holders of other corporations or entities in which the Company may hold securities or interests. At that meeting, the President or other delegated agent will have and execute any and all rights and powers incidental to the ownership of the securities or interests that the Company holds.

## Contracts

73. The Board may give authority to any Officer or agent, to make any contract or execute and deliver any instrument in the name of the Company and on its behalf, and that authority may be general or specific.

## Conflict of Interest by Directors

74. A Director or Officer of the Company will be disqualified from voting as a Director or Officer on a specific matter where that Director or Officer deals or contracts with the Company either as a vendor or purchaser.

75. A Director or Officer of the Company will not be disqualified as a Director or Officer for the sole reason that the Director or Officer deals or contracts with the Company either as a vendor, purchaser, or otherwise.

## Loans to Employees and Officers

76. The Company may lend money to, or guarantee any obligation of, or otherwise assist, any Officer or employee of the Company or of its subsidiary, including any Officer or employee who is a Director of the Company or any subsidiary of the Company, whenever, in the opinion of the Board, the loan, guarantee or assistance may reasonably be expected to benefit the Company. The loan, guarantee or other assistance may be with or without interest, and may be unsecured, or secured in such manner as the Board will approve, including, without limitation, a pledge of shares of the Company. Nothing contained in this section is to be construed so as to deny, limit or restrict the powers of guarantee or warranty of the Company at common law or under any applicable statute.

## APPENDIX

### Glossary

- Constitution - The purpose of this constitution (the "Constitution") is to provide rules governing the internal management of the Company by supplementing, and, where the context requires, replacing, the basic set of rules set out in the Replaceable Rules in the Corporations Act 2001.
- Chair of the Board - Once a Board of Directors has been appointed or elected by the Shareholders, the Board will then elect a chair (the "Chair of the Board"). The Chair of the Board will act to moderate all meetings of the Board of Directors and any other duties and obligations as described in this Constitution.
- Officer - A corporate officer (individually the "Officer" and collectively the "Officers") of the Company will usually be appointed to a specific task such as secretary, president, treasurer or other similar position. One person may hold several offices. The Officers will manage the day-to-day operations of the Company and report to the Board of Directors.
- Principal Executive Office - The Principal Executive Office for the Company is where the President of the Company has an office.
- Principal Office - The Principal Office of the Company is the address designated in the annual report where the executive offices of the Company are located.
- Principal Place of Business - The Principal Place of Business is the address at which the Company conducts its primary business.
- Registered Office - The Registered Office is the physical street address within the state where the registered agent can be contacted during normal business hours for service of process.
- Register of Shareholders - A Register of Shareholders is the complete record of the owners of shares of stock in the Company.

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<sup>i</sup> The KTA has elected to only formally acknowledge and deal with a small percentage of operators through the Kokoda Track Operators Associated (KTOA) which does not represent the broader industry, nor does it include PNG operators as members.

<sup>ii</sup> Traditional Resource Custodians

<sup>iii</sup> The name 'Kokoda Trail' was gazetted by the PNG Government on 12 October 1972 (*PNG Government Gazette No. 88 of 12 October 1972, page 1362, column 2. Notice 1972/28 of the PNG Place Names Committee refers*). It is also the name of the Battle Honour awarded to the Papuan Infantry Battalion in 1953 by the Commonwealth Battles Nomenclature Committee.

<sup>iv</sup> Ibid

<sup>v</sup> There is a K3 billion gold and copper deposit underneath the Maguli Range in the vicinity of Nauro village.

<sup>vi</sup>

<sup>vii</sup> Licensed trekking companies who use the Kokoda Trail as their primary destination require at least 100 trekkers each year to remain viable and meet their statutory obligations in accordance with the PNG IPA Act.

<sup>viii</sup> The 'Charity Levy' for fundraising treks will be deposited into a Kokoda Trail Trust Account to be used exclusively to support urgent and non-urgent medical support for local villagers between Owers Corner and Kokoda.