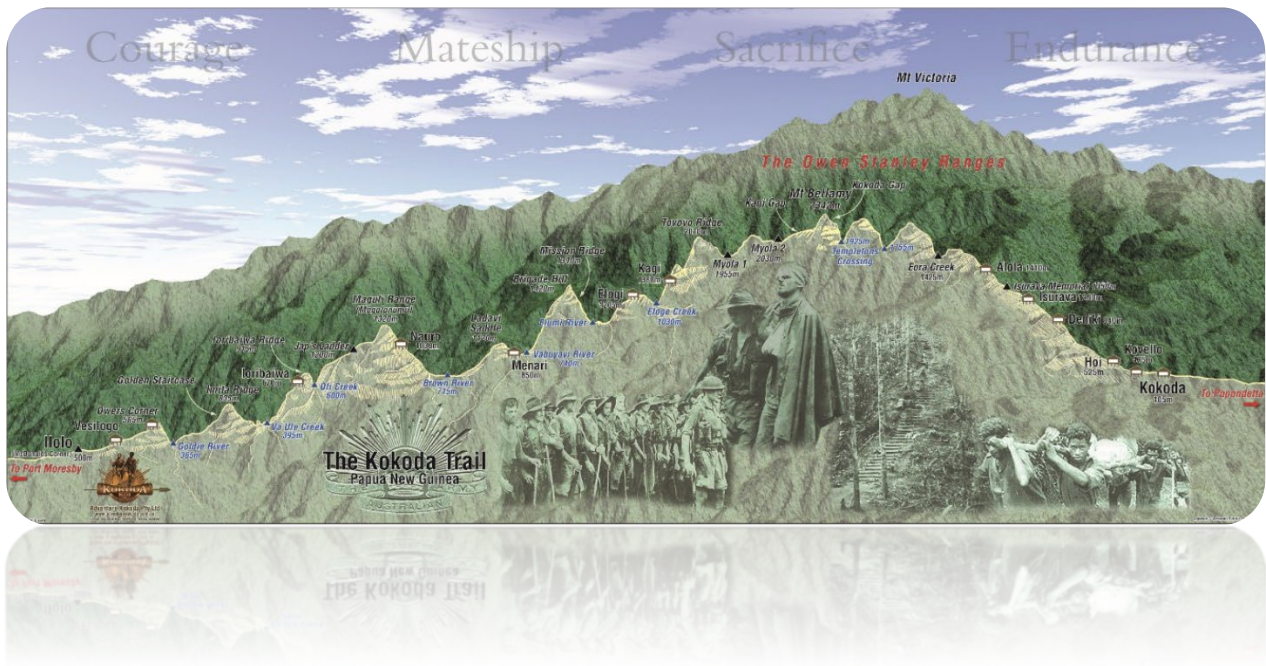




The Kokoda Track Foundation

# KTF Strategy for the development of Pilgrimage Tourism across the Kokoda Trail

A Case Study by the Kokoda Track Foundation: 2003-2006



The Hon Charlie Lynn OAM OL  
Chairman  
Kokoda Track Foundation: 2003-2006  
11 July 2024

## FORWARD

If Canberra had engaged with the Kokoda Track Foundation when Frontier Resources announced the opening of their \$8 million goldmine near the Kokoda Trail in the mid-1990s the outcome for village communities and our shared wartime heritage would have been remarkably different for the better.

Frontier Resource had agreed to invest \$100 million for development of the Kokoda Trail and for education during the 10-year life of the mine as part of the deal.

As it transpired villagers received nothing as a result of Canberra's intervention in a legal action to halt the mine.

If there had been informed discussion between Frontier Resources, landowners, tour operators, the Kokoda Track Authority (KTA) and Canberra regarding the management of Trail, which was emerging as PNGs most popular tourism destination, it would have been a positive outcome for all parties.

And if Canberra had used the template for the Strategic Plan developed by the Kokoda Track Foundation in 2006 they would have focused their attention on the wartime heritage of the Kokoda Trail and the engagement of village communities rather than their failed attempt to fund a World Heritage listing for it.

Since Canberra assumed responsibility for the management of the Kokoda Trail under a 'Joint Understanding' signed in 2008 trekker numbers have fallen by 46 percent which has resulted in a cumulative loss of some \$19 million in forgone wages, campsite fees and local purchases for villagers.

The management system Canberra imposed has collapsed. Nobody knows where the \$6 million the KTA has collected in trek permit fees has gone because it has never published an annual financial report since their officials took control.

Out on the Trail the '*law of the jungle*' prevails as there are no rules. It is not possible to book a campsite; there has been no investment in significant battlesites to enhance the value of the pilgrimage; there is no welfare protection for village guides and porters who are overloaded, underpaid, and poorly equipped; and villagers are now mere spectators to a passing parade of trekkers because they have never been taught or equipped to earn additional income by providing goods and services to meet their needs.

This management dysfunction could have been avoided if Canberra had continued the process of village-based workshops and primary stakeholder engagement used by the Kokoda Track Foundation to develop their Strategic Plan.

This document is essentially a case study to support the potential of the Kokoda Trail to be a world-class tourism destination for the social and economic benefit of village communities who own the land sacred to our shared wartime heritage.

To achieve this it will be necessary for the Kokoda Trail to be professionally managed as a commercial tourism enterprise rather than as an aid-funded environmental bureaucracy.

Hon Charlie Lynn OAM OL  
11 July 2024

**This picture, taken in the original village site at Nauro 30 years ago, provides a constant reminder of the simplicity of village needs across the Kokoda Trail.**



The proud mother would like to know her gardens will continue to provide the food she needs to provide for her family.

She would also like an assurance there is a health centre located nearby with a trained nurse and sufficient medical supplies to ward off sickness and treat injuries - and to have access to a local school with trained teachers so her son will receive an education.

Pilgrimage tourism is capable of meeting these needs – and more - if it is managed on a commercial basis as a tourism enterprise.

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## Kokoda: Overview of a Cultural Clash

According to the Australian Strategic Policy Institute in 2005:

*“To make a real difference in PNG, we therefore need to find a policy approach that can help get to grips with the underlying weakness of state and nation in PNG and remedy the problems that have bedeviled the bilateral relationship. But such an approach will entail a deeper engagement, greater commitment and even bigger costs than we have been prepared to accept so far, and it will require big changes to the way we think about and conduct our relationship with PNG.*

### Our ‘Kokoda Learning Curve’

Soon after our company, Adventure Kokoda, began leading groups across the Kokoda Trail in 1992 we became aware of the extent of government neglect towards such an iconic part of our Pacific War heritage.

Over the following years we submitted various proposals for the Kokoda Trail to be proclaimed as a National Memorial Park; to the Australian Heritage Commission to have it registered on the National Estate under the Australian Heritage Commission Act; to the Australian Government to develop a Military Heritage Master Plan for it; to the PNG Government to establish a management body to assist village communities to share in the economic benefits of the emerging Kokoda tourism industry.

We were less than successful in our endeavours so we decided to establish a ‘Kokoda Track Foundation’ (KTF) as a philanthropic body to take a lead role in developing a Military Heritage Master Plan and to earn the trust of subsistence villagers by providing philanthropic support for them.

The opening of the Isurava Memorial on the Kokoda Trail by former Prime Minister’s **John Howard** and **Sir Michael Somare** on the 60<sup>th</sup> anniversary of the Kokoda campaign in 2002 led to a surge in the number of Australians seeking to trek across it.

It also led to demands from traditional landowners for a share in the economic benefits for their subsistence village communities.

The following year we were successful in lobbying efforts the PNG Government establish a ‘Kokoda Track (Special Purpose) Authority (KTA) to manage the Trail and to introduce a trek permit fee system.

A shortage of PNG Government funds led to our company advancing \$10,000 to the KTA to allow it to operate until an income stream from the payment of trek fees began to flow.

We then proceeded with our plans for a ‘Kokoda Track Foundation’ to develop a strategy to identify and interpret significant military heritage sites across the Trail and provide social and economic support for village communities.

Adventure Kokoda invested \$5000 to formally establish the foundation as a philanthropic body. The company donated another \$10,000 to assist with the finalization of the Strategic Plan in 2006.

Our trekkers were generous in their financial support for our endeavours along with RSL clubs and sub-branches.

We then engaged a military heritage architect, **Michael Pender**, to begin the process of developing a Military Heritage Master Plan, and **Kelvin Templeton** of [Templeton-Galt](#) to engage with village communities across the Trail.

Kelvin volunteered his services and engaged **Dr. Stephen Wearing**, an expert in eco-tourism in Third

World countries, along with **Paul Chatterton** from WWF PNG who also volunteered their services. My job was to raise the funds they needed to do the job.



Prime Minister Sir Michael Somare accepting the KTF Strategic Plan from Charlie Lynn

Over the following 12 months we conducted workshops in Sydney, Port Moresby, Efogi village and Kokoda and presented our Strategic Plan for the Kokoda Trail' to Prime Minister **Sir Michael Somare** at a dinner in the Airways Hotel, Port Moresby, on 24 June 2006.

While we were successful in the conduct of our workshops, we unwittingly raised expectations among some of the communities across the Trail.

As a result, I was increasingly confronted by hostile groups demanding an immediate share of the economic benefits.

I was able to make some small commitments to allay their concerns and provide for safe passage for our trek groups.

My next challenge was convincing the KTF Board I had assembled of the need to support requests I received directly from the Trail, often to secure safe passage for our groups.

While those I had selected for the Board were well intentioned none had served in the military and none had any empathetic understanding of the reality of dealing with hostile groups in the '*land of the unexpected*'!

I had inadvertently created a paradox where it was impossible to explain the need for proper governance in Australia to frustrated villagers in remote communities - and to explain the angst of hostile confrontations within the secure surrounds of our boardroom.

It was akin to commuting between two worlds. One week I was working in the plush surrounds of the NSW Parliament – the next I was in a remote villages discussing our shared wartime heritage with local elders.



I came to the realization that the Board I created preferred an NGO role wider afield in PNG rather than the military heritage of the Kokoda Trail. I therefore tendered my resignation soon after presenting our Strategic Plan to the PNG Prime Minister in 2006.

**Dr. Genevieve Nelson** assumed the role of CEO and set about disassociating their association with military heritage. The original logo of the Kokoda Track Foundation, which featured a wounded digger being assisted by a ‘fuzzy-wuzzy angel’ was replaced with a butterfly and the title shortened to ‘KTF’.

My views were confirmed in her interview with **Dr. Robert Bono**<sup>1</sup> in 2011:

*‘The formation of the Kokoda Track Foundation (KTF) could be viewed as an effort to achieve these goals, and so could the subsequent decision to remove the Australian based trek operators from its board of management, since this would remove any perception of bias in the way that it managed the donations (Interview, Dr Genevieve Nelson 2011).’*

**Dr Nelson** neglected to mention that Adventure Kokoda had developed the concept for a foundation and funded it’s establishment at a cost of \$5000 and a later donation of \$10,000. Adventure Kokoda also sponsored her two trips to PNG to assist in her PhD thesis titled, *‘The socio-economic and psychological determinants of academic outcomes in Papua New Guinea’*.

In her acknowledgments of her thesis she wrote:

*‘Deep gratitude belongs to **Charlie Lynn**, whose passion for the Kokoda story, and the people of PNG, was my greatest inspiration to involve my life and research with this phenomenal country.’*

**Dr. Nelson** has since carved out a comfortable niche for herself as a Samaritan within the aid-funded NGO sector in PNG and no longer has any association with the military heritage of the Kokoda campaign.

### **Our Objectives Circa 2003**

Our objectives of the Kokoda Track Foundation were to:

- establish the Kokoda Track and environs as a National Memorial Park, commemorating those who defended Australia and New Guinea against the invading Japanese forces during World War II;
- educate young Australians in the significance of the Kokoda campaign and to promote the Kokoda Track as a ‘pilgrimage’ destination;
- develop and improve the Kokoda Track ‘experience’ for trekkers from the historical, environmental and cultural perspectives;
- build a world-class self-sustaining eco-tourism industry for the people of the Kokoda Track which is capable of being modelled and replicated elsewhere in PNG and the South West Pacific; and
- assist in the socio-economic development of villages along track, specifically in the fields of education, health and sport.

### **Scope of the Challenge Circa 2003**

Reports from the Centre for Independent Studies, the Menzies Research Centre and the Australian Strategic Policy Institute in the 1990s indicated that Papua New Guinea – our nearest neighbour, former United Nations mandated territory, wartime ally, and fellow Commonwealth member faced major challenges as the largest developing country in the South West Pacific.

Papua New Guinea has a landmass of 462,800 square kilometres and a population of approximately 5.7 million with around 50% under 19 years of age. Port Moresby is the capital city, with an estimated population of 312,000.

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<sup>1</sup> Dr. Robert Bono. PhD Thesis: ‘Conservation and Development Options for the Kokoda Track and Surrounding Regions. ANU. 2015

It was estimated that the population of PNG would double by 2020, even with the prevalence of HIV/AIDS at the time. On some estimates, within the lifetimes of babies being born, PNG's population will pass 20 million – not too far behind our own much slower-growing population projection.<sup>i</sup>

Currently 85% of the population lived in rural areas on a subsistence basis. Life expectancy, the most reliable indicator of development, was the lowest in Melanesia by more than 10 years. Malaria and tuberculosis were making a deadly comeback while the alarming rise in HIV/AIDS infection rates was the highest in the Pacific.<sup>ii</sup>

Over the decades PNG has been referred to as a '*Parliament of a Thousand Tribes*', a '*Land of a Thousand Cultures*' and '*the Land of the Unexpected*' because of the cultural diversity which comprises more than 800 languages spread through some of the most inhospitable country on the planet. Drainage systems in the Highlands have been dated to the dawn of mankind. Social groupings (tribes, clans, wantoks) have developed complex relationships for weddings, funerals and justice based on bride-price, sorcery and payback.

In the late 1990s PNG had a higher population growth, lower average life expectancy, higher infant mortality and lower rates of adult literacy than many countries in the Pacific region.

The country was not achieving Universal Primary Education. Access to, and quality of, education and participation and retention at the elementary and primary levels remained key challenges. Despite increases in enrolments and transition rates from primary to secondary school, around 60 per cent of children, including those who never start school at all, do not complete basic education. Papua New Guinea was ranked 133 out of 177 countries by the UN Human Development Report. Over the previous 25 years, Papua New Guinea had remained in the bottom 25 per cent in terms of Human Development Index ranking.

Close to 40 per cent of Papua New Guinea's population lived on less than one US Dollar a day, up from 25 per cent in 1996. Immunization rates had been falling and communicable diseases such as malaria and tuberculosis were rising with 1688 and 283 cases per 100,000 people recorded respectively in 2001.

HIV/AIDS had reached epidemic levels in Port Moresby, particularly among the poor. It had been estimated that 120,000 people would die from HIV/AIDS each year by 2020.

In 2002, according to World Bank figures, Papua New Guinea had the lowest governance scores for 'political stability', 'rule of law', 'government effectiveness' and 'control of corruption' – lower than the regional averages for East Asia and Sub-Saharan Africa, and the average for lower middle-income group of countries.

The difficult terrain and the highly fragmented population made the task of nation building difficult.

The people draw affinity from their customary and communally owned land with a common language and traditional affiliations. Strong local communities in an environment of a weak overarching state with topographically difficult terrain for communication and trade have made full integration between communities difficult.

In Papua New Guinea, the primary loyalty of most individuals is to a clan, language group and region.

Its positive aspect is that it provides 'mutual support and cooperation within mutually acceptable rules of social and economic behaviour'.

On the other hand, because ‘*wantokism*’ entails social obligations to render time and resources to other members of the group, it can act as a disincentive to work and therefore adversely affect productivity. It also has been viewed as operating within organisations with detrimental impacts on decision making, control and communication. The pressure to favour ‘*wantoks*’ in appointments and promotion, and the strength of informal work groups based on regionalism have been seen as factors limiting managerial control.

**Mike Manning** and **Susan Windybank** writing for the Centre of Independent Studies observed:

*‘Papua New Guinea shows every sign of following its Melanesian neighbour, the Solomon Islands, down the path to economic paralysis, Government collapse and social despair.’<sup>iii</sup>*

The Australian Strategic Policy Institute wrote:

*‘Papua New Guinea (PNG) is one of Australia’s three top-priority foreign policy challenges, along with China-US relations and the future of Indonesia. The deep nature of the problems in PNG make it perhaps the most difficult we face. It is the one which probably places the biggest demands directly on Australia, and the only one we face largely alone.’<sup>iv</sup>*

The immediate problems facing Papua New Guinea seem almost insurmountable and beyond the capacity of government to solve alone.

Australia and Papua New Guinea have a shared history as the result of our geographic proximity, our former colonial association, our shared wartime heritage and our membership of the Commonwealth. As a result the United Nations would expect the welfare of the country to fall within Australia’s international area of responsibility.

Unfortunately, we know little about the place or its people.

We therefore believed our Foundation could play a small part in creating awareness of our shared wartime heritage and provide a helping hand to the people who live along the Kokoda Trail.

### **The Challenge of Developing a Strategic Plan**

*‘It will come as no surprise to you then that the ‘Government Master Plan’ of which you inquire for the development of the Kokoda Track as a national memorial park’ does not exist . . . I regret that I am unable to satisfy your demand for such a large scale approach to this issue.*

**The Hon Bruce Scott MP,**  
Minister for Veterans Affairs

(Extract from a letter to The Hon Charlie Lynn MLC dated 18 February 2001)

The Kokoda Trail had been neglected by successive Australian and PNG governments since the end of the Pacific War. Initiatives commemorating the service and sacrifice of our diggers were restricted to small monuments put in place by regimental associations. Our contribution for the 50<sup>th</sup> anniversary of the campaign comprised well-intentioned but misguided community projects.

Of more serious concern was the extraordinary admission that the Federal government had no master plan for the coordinated development of the Trail. As a result we have inappropriate steel girder ‘gateway structures’ erected at Owers Corner and Kokoda whilst the heritage interpretation of significant battlesites has been ignored.

Our Kokoda Track Foundation was therefore established to provide research for the development of a strategic masterplan for presentation to the Australian and PNG Governments.

We were fortunate to enlist the support of **Mr. Kelvin Templeton** of Templeton-Galt on a to develop a proposal for a strategic plan. **Kelvin** then enlisted the services of **Dr Stephen Wearing** of the



University of Technology Sydney and **Mr. Paul Chatterton**, WWF PNG, to work in partnership with the foundation. Retired **Colonel David Knaggs** of Davendish Management Consulting was engaged to facilitate the process and write the strategic plan.

The following workshops were conducted under their guidance:

- UTS Sydney. A one-day workshop for trekkers to find out how they would like to see the Kokoda Track developed as a pilgrimage tourism destination.
- Efogi Village. A two-day workshop for clan leaders and landowners from along the track to see how they would like to see the track developed and what benefits Kokoda tourism would bring to their respective villages.
- Port Moresby. A one-day workshop with all stakeholders involved in the development of the track as a pilgrimage tourism destination – the RSL, PNG Tourism Promotion Authority, the PNG National Cultural Commission, National, Provincial and Local level government representatives and tour operators were among those who attended.
- Kokoda. A two-day workshop to review the 12 month action plan for each village which was agreed to at the Efogi Village workshop in 2004.
- Port Moresby. A two-day workshop to review the draft plan prior to its presentation to government for consideration and implementation.

### **The PNG Kokoda Track (Special Purpose) Authority (KTA)**

The Kokoda Track (Special Purpose) Authority (KTA) was established by the PNG National Government to provide for the management and coordination of the emerging Kokoda tourism industry between Sogeri and Kokoda.

The need for an organization to be superimposed over the Koiari (Central Province) and Kokoda (Oro Province) Local Level Government Authorities was evident from an early stage. It was also considered necessary for the villagers across the Trail to have a single local authority to address their concerns, claims and demands.

Our Foundation worked closely with the Koiari and Kokoda Local governments, the Central and Oro Provincial governments, PNG Tourism, and the Ministry of Intergovernmental relations in helping to establish the new authority.

The KTA was officially proclaimed as a statutory government body of the Kokoda and Koiari Rural Local-level Governments on 9 December 2004. The details of the authority are contained on the PNG Tourism Authority website ([www.pngtourism.org](http://www.pngtourism.org))

The purpose of the KTA was to assist both local-level Governments in carrying the following functions within the Kokoda Track area:

- focus on the significance of the Kokoda Track/Trail due to its part in the Pacific War and promote this legacy for present and future generations;
- promote trekking and tourism related activities in the Kokoda Track area.
- administer, facilitate, ensure and or oversee the implementation of the developments and other projects in the Kokoda Track Area;
- collect, manage and use development revenue from fee paying Trekkers and other sources for approved projects;
- consult with landowners on their needs and priorities; and
- provide a point of contact for agencies, organizations or persons wanting to initiate activities along the Kokoda Track; etc.

The KTA comprised representatives from the PNG Tourism Promotion Authority, the National Cultural Commission, Provincial and Local Level Governments, clan leaders, landowners and tour operators. The authority implemented a trekking fee and used the funds for projects which provided shared benefits for villages along the Trail. The authority also dispatched regular *'awareness patrols'* across the Trail to deliver information and obtain feedback.

Our Foundation played a significant part in the establishment of the authority which an observer from the WWF PNG commented is *'the best thing PNG has going for it as a model for the development of a sustainable eco-tourism industry'*.

The proper organization of the KTA in the management of the Kokoda Trail is a fundamental requirement for the successful implementation of any plans for Kokoda or for sustainable tourism in PNG. Unfortunately, the administrative resources were not adequate to meet the rapidly increasing numbers of trekkers, tour operators and landowners.

We therefore initiated a review of the situation in November 2005 and sought advice and assistance from the **Hon Jim Carlton**, a Board Member of the PNG Sustainable Development Fund (PNGSDF).

PNGSDF then engaged **Mr. Paul Mitchell** to review the operation of the KTA and prepare a submission for funding support to ensure they were able to establish an adequate management structure; to develop proper accounting and financial systems; and to prepare legislation to ensure they have proper management authority.

Notwithstanding these challenges the KTA achieved a great deal in the short time it had been operational and delivered well-needed outcomes. These included issuing contracts to villages to clear the Trail and make it safer; the upgrade of the Kokoda airstrip towards making it suitable for Dash 8 aircraft; upgrade and maintenance of VHF base radio stations; delivery of lawn mowers, coffee pulpers, and chickens to villages. The Chairman of the Board, **Mr. Alfred Amuli**, the Executive Officer, **Mr. Warren Bartlett** and the members of the Board were commended for their commitment to the Authority.

## Education in Papua New Guinea

It was widely acknowledged that education is the key to a successful future in a global economy however educational planning and reform in PNG had experienced a tumultuous and uneven history.

In 1995, the PNG Government established a National Education Plan to improve the quality of education. Their primary objectives were to establish universal primary education, to create a literate population, and to develop individuals' skills for life.

The benefits of this had already started to appear. Over the previous 10 years the number of children in school had doubled. Unfortunately for the majority of students their education stopped at primary school. They were often unable to move on to complete secondary or tertiary studies due to lack of funds. For students living along the Kokoda Trail this meant their only option was to work in village gardens.

This was unfortunate because many of the children and their parents have a strong desire to complete their education at a higher level and whilst at school they are passionate and diligent workers. It was apparent to us that they love to learn and were immensely grateful for any opportunities for further study. However, resources were limited; teachers were scarce and schools operated on a teacher/student ratio of approximately 1:60.

According to an AusAID report in 2000, educational standards were below par with low rates of students in schooling, high pupil-teacher ratios, and poor student retention and progression rates.



## **Our Education Objectives**

- To provide 20 annual scholarships for students from villages along the Kokoda Trail to allow them to complete their high school education.
- To provide financial support for those who complete their high school education to study at the University of PNG.
- To provide financial support for educational equipment, supplies and resources for village schools.

Administration of the scholarship program proved to be more difficult than anticipated.

Communicating with schools outside the Port Moresby National Capital District was difficult. Telephone/fax communications were unpredictable, and e-mail was impossible. Schools were poorly resourced and received very little financial support since Provincial Governments assumed responsibility for education. It was therefore almost impossible to monitor the progress of sponsored students.

Our Foundation saw a need to review its methodology to insist on some form of accountability and governance from the schools with sponsored students. This would essentially involve partnerships with the PNG Department of Education, KTA, Oro and Central Provincial Education Departments, individual schools and parents.

## **Our Scholarship Program**

Our scholarship program was implemented in 2004 with the generous support of the RSL Services Clubs Association and individual donors. The initial aim of the program was to select a male and a female student from each village between Sogeri and Kokoda to study at appropriate provincial or national high school as boarding students.

Selecting students for the initial program involved discussions with the PNG Department of Education, clan leaders, landowners, and teachers in villages along the track.

Some initial difficulties were encountered with selected students being substituted at the Provincial Education Department level however these were eventually 'rectified'.

The following year the Foundation established a partnership with the KTA which increased the number of sponsored students to 50.

## **Village Community Schools**

According to AusAID the only schools registered along the Trail at the time were Kovovo, Alola and Kokoda. All other schools were known as village community schools and therefore did not receive any funding from the PNG Government or aid agencies. These schools were built by the community, had volunteer teachers and relied on fees of about \$50 per year being paid by the parents of each student. Many were unable to meet this requirement. Following is a summary of each school across the Trail at the time:

- **Nauro Community School**

Nauro is a remote village, two days' walk from Owers Corner and one day from Menari. It is situated on the Maguli Range and does not have an airstrip. The community school was built by local villagers and two teachers had been trained with financial support from KTF. Children from two other villages to the east of the Trail also attended the school.

In 2005 we donated \$2000 to the school for the purchase of teaching aids, books and supplies. This is the only funding the school receives.

- **Menari Elementary School**

There were 68 students attending Menari Elementary School which had two new classrooms built by Rotary. It had a good teacher, and the students all had uniforms. The school received basic funding from their Provincial Government for the payment of teachers' salaries and basic supplies. We donated \$2,000 to assist with the purchase of school books and supplies.

- **Efogi Elementary School**

Approximately 40 students attend the Efogi Elementary School. This school used to be run by the Seventh Day Adventists but is now run by the Provincial Government. AusAID recently built two classrooms for the school.

We donated \$2,000 for school books and supplies along with football jumpers, volleyball sets, soccer balls and netball outfits.

- **Kovovo Primary School**

Kovovo Primary School had approximately 5 teachers and 120 students with both primary and elementary grades. The school provided for students from Efogi, Kagi and Naduri villages and received funding from the Central Provincial Government.

Kovovo is a registered school with the PNG Department of Education.

We provided considerable assistance to Kovovo school as it is the largest school along the Trail. This included a donation of \$2,000 for the purchase of school supplies plus additional donations of school books, teacher's supplies and sports uniforms and footballs, basketball and volley ball sets.

- **Alola Elementary School**

Alola has approximately 40 elementary students. According to AusAID the school is registered and receives an allocation of supplies which it draws through the Kokoda Primary School. We donated \$2,000 for the purchase of school books and supplies plus a considerable amount of sports gear for the students.

- **Kovello Community School**

Kovello has approximately 30 elementary students. The school has few resources but the teachers are dedicated. It is not known if the school was registered or if the teachers are formally qualified.

The school was closed towards the end of 2004 but was reopened as a result of a \$2,000 donation it received from us.

- **Kokoda Elementary/Primary School**

Kokoda Village has both an elementary school and a primary school. Both schools are registered with the PNG Department of Education and receive funding from their Provincial Government.

We donated \$2,000 to their Elementary School for the purchase of additional school books and supplies.

## **Medical Support**

We also donated \$4000 for the provision of medical kits to the following villages:

- Nauro
- Menari
- Kagi
- Alola

**Mr. Warren Bartlett**, KTA CEO made up the medical kits with \$500 worth of medical supplies for each village.

We then proceeded to seek nominations from villages for local people to be trained as health nurses.

## **Summary**

It was envisaged that our strategic plan would be a living document as a planning guide for those with an interest in sustainable eco-tourism and the protection of the cultural, historical and environmental integrity of the iconic Kokoda Trail.

Unfortunately the process was abandoned after Canberra officials from the Department of Environment, Water, Heritage and the Arts (DEWHA) assumed responsibility for the Kokoda Trail under a Joint Agreement signed with the PNG Government in 2008. The agreement was a reaction to a proposal to mine the \$8 billion gold and copper deposit at Mt Bini adjacent to the southern ranges of the Kokoda Trail.

DEWHAs priority was to assist PNG to establish a case for a World Heritage Listing for the Owen Stanley Ranges including the Kokoda Trail. The significance of our shared military heritage across the Trail was relegated.

The establishment of our Kokoda Track Foundation was timely in view of the rapidly increasing number of Australian trekkers at the time. Just as timely was the establishment of the KTA to manage the emerging pilgrimage tourism industry. There is no doubt that the historical, cultural and environmental integrity of the Kokoda Trail would have been compromised without these initiatives.

Our Strategic Plan for the Kokoda Trail to be proclaimed as a national memorial park, with a view to providing a sustainable tourism industry for the Koiari and Orokaiva people who live along it, was presented to Prime Minister, Sir Michael Somare and the Australian Government in 2006.

We hoped Canberra would use the plan as a template to safeguard the military heritage of the Kokoda Trail and the PNG government would use it as a model for the development of a pilgrimage tourism industry with potential markets in Australia, the United States, and Japan.

As it transpired DEWHA officials seemed to have a different objective based on hijacking the term 'Kokoda' to give relevance to a socio-environmental agenda at the expense of our shared military heritage which was relegated.

The collapse of the management system they imposed on PNG should now be the catalyst for the transfer of responsibility for the Kokoda Trail to be transferred from environment to tourism in PNG.

Following is a record of all meetings, forums and workshops conducted by the Kokoda Track Foundation from 2003-2006.

**Charlie Lynn MLC**

Chairman

The Kokoda Track Foundation: 2003-2006



## The Kokoda Track Foundation

# Proposal for a Strategic Plan

Prepared by Kelvin Templeton

### Purpose and vision

This paper outlines the background to the Kokoda Track Foundation request for seed funding to allow the completion of a strategic plan to grow both eco-tourism and historical based tourism along the Kokoda Track. The Kokoda Foundation has a vision of the Kokoda Track eventually becoming a destination for young Australians like visiting Gallipoli is today. A "rite of passage" that connects young Australians with their past and provides a gateway for tourism into PNG.

### The Kokoda Track Foundation

The Kokoda Track Foundation was formed in 2002 (see [www.kokodatrackfoundation.org](http://www.kokodatrackfoundation.org)). Its charter is to extend the hand of friendship to Papua New Guineans along the Kokoda track, whose forefathers played such a pivotal role in helping Australian troops stop the rapid Japanese advance across the Owen Stanley range to Port Moresby. Papuan natives carried vital supplies of food and ammunition and assisted our wounded soldiers back along the track. One of these soldiers, Sapper Bert Beros, wrote a poem, which immortalised them as "fuzzy wuzzy angels"

### The need for sustainable economic activity in PNG

#### The issues

The social and economic issues facing South Pacific countries has recently been highlighted by reports completed by the Centre for Independent Studies and the Menzies Research Centre.

The commitment of Australian peace keeping troops to the Solomon's has also served to demonstrate how the problems faced by South Pacific countries may increasingly become the concern of the Australian Government.

Papua New Guinea is our nearest South Pacific neighbour, with a population projected to reach 10 million in 2025. The local PNG economy is stagnating, with economic and social infrastructure rapidly deteriorating or collapsing. The public sector, funded by external aid, employs as many people as the private sector. Private, non-mining employment has in fact declined by 1% since 1996.

The IMF's newly published report on the PNG economy found PNG's real per capita GDP to be 10% lower than at the time of it's independence in 1975. Moreover, the pace of decline has rapidly accelerated since 2002.

The report also noted that the key social indicators, including life expectancy, infant mortality, maternal mortality, child malnutrition and adult literacy are among the worst in the region.

The future for PNG looks bleak, as population growth meets declining job opportunities.

The Government of PNG has acknowledged that it needs to develop local industry to provide employment opportunities for its people. The Government has targeted eco-tourism as one major area with potential for growth.

### **Aim of the Foundation**

The Foundation wants to help the local Koiari and Orokaiva people develop the capacity to be actively involved in sustainable tourism at the community level which captures the captures the great potential of the Kokoda track to bring tourists to PNG.

The Foundation believes The Kokoda Track can become a model for sustainable economic activity based around history and eco-tourism. The aim of the Foundation is to help create a tourism model for the Kokoda track that may be applied later to other areas of PNG.

### **Challenges**

There are many practical barriers to overcome before the Kokoda track could achieve its tourism potential.

PNG overall has a very negative external image due to coverage of violence in Port Moresby and in the Highlands.

The education level of local villagers along the track is often rudimentary and does not prepare them for playing a role in the tourism industry. This suggests one of the earliest needs priorities will be to select primary school students with ability and fund their education at a regional high school to improve their capacity to work in the tourism industry.

There is a lack of even basic primary health care in the villages so diseases go untreated. There is concern here, as in other areas of PNG, of the growing danger of AIDS and the lack of strategies to combat it. Local areas of historical significance to visitors are overgrown and unidentified.

All of the above highlights the need for a comprehensive plan to deal with the many issues involved in creating a vibrant and sustainable tourism industry along the Kokoda Track.

### **Initial progress**

Although the Foundation has only recently been constituted, it has already successfully lobbied the government of PNG to proclaim the Kokoda track as a National Memorial Park. This was seen to be an early imperative to provide protection for the natural environment along the track.

An initial draft plan has been put forward by the foundation to the PNG Government with suggestions on the physical infrastructure required to ensure trekkers can traverse the track safely and gain the most from the experience in educative and commemorative terms.

The Foundation has also successfully lobbied the premier of NSW to include a compulsory component on the history of Kokoda to all NSW High School students from 2004.

In meetings with key Ministers in PNG, the high priority of the PNG Government to grow tourism has been outlined and the desire of the Kokoda Foundation to assist the government with this objective has been conveyed.

Detailed discussions, facilitated through the High commission in PNG have been held with local landowners that have expressed their strong interest in growing tourism along the track. A significant number of people of influence have completed the Kokoda trek over recent times, who are prepared to provide advice and input to help formulate a plan for the track.

## Next steps

The Kokoda Track Foundation is seeking initial seed funding to allow for the development of an initial tourism development plan.

This plan will cover the following:

- Market research and product development based around the various tourism segments appropriate to the track.
- Identification of infrastructure needs such as transportation (roads, paths etc) lodgings (private, information (signposting, centres, commemorative sites).
- Identification of needs in terms of basic education and vocational training in tourism
- Advice on how local villages can set up organisations (Co-operatives etc.)
- Recommendations on vocational training for other related components of the tourism industry in PNG.
- Identification of possible sources of funds to implement initiatives.
- Recommendations on appropriate staged process to implement an eco-tourism strategy for the Kokoda Track.

This report will be completed in consultation with the Orokaiva and Koiari people who have expressed a strong desire to promote tourism along the Track.



## The Kokoda Track Foundation

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### Strategic Plan for Sustainable Tourism

#### Executive Summary

The Kokoda Track in Papua New Guinea is, along with Gallipoli, one of the most revered place names in Australian history. The battle fought along the track against the invading Japanese in 1942 is widely regarded as the most significant battle fought by Australians in World War II. The qualities of mateship, endurance, courage and sacrifice are forever linked with the deeds of those young Australian soldiers and their indomitable allies, the ‘fuzzy wuzzy angels’.

A paper proposing that the Track be declared a National Memorial Park was submitted to the Australian Government in 1994. The stated objective was ‘to develop a self-sustaining eco-adventure trekking industry for the Koiari and Orokaiva people who live along the Kokoda Trail’. Since that time, when there were few visitors to the area, the number of trekkers on the Kokoda Track has risen more than ten-fold. Over 2000 walked the track in 2005, and demand is increasing rapidly. Tourism is acknowledged by the PNG Government as having the potential to be a significant driver of the economy and a primary source of foreign exchange.

The Kokoda Track Foundation was established by former Army major, **Charlie Lynn** MLC, in 2003. A key objective of the Foundation was to have the Kokoda Track proclaimed a National Memorial Park. The system of land tenure in PNG and the realization that important battlesites were owned by traditional landowners influenced the decision to develop a strategic plan for the Track. Australians trekking across the track to visit various battlesites were seen to provide an incentive for landowners to earn an income from the provision of services and facilities such as campsites, meals, guides and carriers. Other benefits for local communities would include education, health and sporting initiatives, strengthening relationships at the village level.

These early deliberations led to the decision to build a world-class sustainable tourism industry for the people of the Kokoda Track which would be capable of being modelled and replicated elsewhere in PNG and the South West Pacific. This plan, which has been developed in consultation with the University of Technology, Sydney and the WWF PNG, is a first step in that direction. It is particularly concerned with providing for the social and economic development of communities living on and around the Track, the protection of the cultural and military heritage and the conservation of the natural environment through which the track passes.

The Kokoda Track will be a model of best practice for sustainable tourism and community development in Papua New Guinea and the South West Pacific.

This plan addresses the requirements which must be met in order to achieve sustainable tourism on the Kokoda Track. It is particularly concerned with providing for the social and economic

development of communities living on and around the Track, the protection of the cultural and military heritage and the conservation of the natural environment through which the track passes. It is proposed that the plan be submitted for approval by the Governments of Australia and Papua New Guinea, and that an inter-governmental body be set up to direct its implementation.

Engagement of local communities is a fundamental and on-going process in the development of the plan. Several workshops involving representatives from local communities have been conducted over the past three years to ensure that the people are able to optimise the benefits from tourism and to take control of their own development plans.

In December 2004 the Kokoda Track Special Purpose Authority (KTA) was proclaimed by the PNG National Government as a statutory government body of the Koiari and Kokoda Local-level Governments. Its primary purpose is to administer developments along the track through revenues raised in trekking fees. The KTA committee of management includes representation from clan leaders, landowners, provincial and local level government authorities, the PNG Tourism Promotion Authority, the National Cultural Commission and PNG community organisations. Through a strong partnership with local government representatives, the intention is to hand over control of planning decisions and funding allocations to the host communities.

Successful community development will primarily depend on good governance on the part of the KTA and community leaders who can exercise administrative responsibility, accountability and transparency in monetary transactions.

The following goals have been identified and strategies proposed for their achievement:

Identify, preserve and promote the military heritage values of the track, to include the development of interpretive memorials at significant locations:

1. Preserve the cultural heritage of the people living along the Kokoda Track:
2. Provide protection for the Kokoda Track and the Owen Stanley Range as an area of outstanding biodiversity and universal natural heritage value:
3. Build capacity in local communities to empower them to effectively participate in, and support, sustainable tourism:
4. Develop an integrated approach to land use management and trekking based on sustainable practices;
5. Protect and sustainably manage the areas surrounding the Kokoda Track for the benefit of local communities and visitors;
6. Introduce effective governance, accountability and transparency to the KTA Committee of Management;
7. Implement effective management systems for LLGs and communities;
8. Implement and enforce standards and codes of conduct for tour operators, employees, trekkers and host communities;
9. Develop and implement training programs for people engaged in tourism-related activities;
10. Adapt the Kokoda model for sustainable tourism to other areas of military historical significance in PNG;
11. Build the image of the Kokoda Track as a recognised world-class eco-trekking destination;
12. Ensure the financial viability of tourism along the track; and
13. Provide for the safety and security of visitors to the Kokoda Track.

This plan relies upon the active participation and commitment of stakeholders.

Stakeholders are both numerous and diverse, and have been involved from the inception of the planning process. They include landowners and clan leaders, numerous Australian and PNG



Government agencies, tour operators, tourists, service clubs and potential benefactors such as the PEDF (World Bank) and the PNG Sustainable Development Fund.

In order to successfully implement a plan involving as many stakeholders as this, a strategic management team will be required to oversee its implementation and ensure that the development and execution of the subordinate action plans is carried out in a timely and effective manner.

The plan is intended to be a dynamic document, reflecting the changing environment in which it is being implemented. It is hoped that it will provide a useful model for other areas of military historical significance in PNG and the South West Pacific which have the potential for the establishment of a sustainable tourism industry.

## **Introduction**

The Kokoda Track (or Kokoda Trail, as it is otherwise known) came into existence in 1904, when it was established by the administration of what was then British New Guinea as the official overland mail route linking Port Moresby and the northern goldfields beyond Kokoda. Prior to that time, all that existed was a series of disconnected forest pads between the scattered communities along the otherwise-impenetrable Owen Stanley Range.

It was during the Second World War, when in 1942 the Japanese selected it as the axis for their advance on Port Moresby from Buna and Gona, that the Kokoda Track became a household name in Australia and PNG, if not throughout the world. In July 1942 the 39th Battalion, a poorly equipped and inexperienced Australian militia unit, was sent over the Track to Kokoda, where they faced an invading force of some 10,000 well-equipped Japanese troops highly trained in jungle warfare.

Overwhelmed, the 39th Battalion was forced back to Isurava, where they conducted desperate defence until reinforced by veterans of the 21st Division AIF back from the Middle East. From there Maroubra Force, (as it was known), vastly out-numbered and poorly supplied, conducted a strategic withdrawal from Kokoda back to Imita Ridge.

Aided by the legendary Papua New Guinean carriers, or 'Fuzzy Wuzzy Angels' as they were fondly known, the Australians succeeded in preventing the fall of Port Moresby. Thus the Kokoda Track was the scene of some of the most heroic deeds of the war in the Pacific, and the name became synonymous with the noblest of human qualities: courage, sacrifice, mateship and endurance.

From the end of the war until the early 1990s, only a handful of intrepid adventurers walked the Track each year. That number has been growing dramatically to the point that in 2005 almost 2000 trekkers made the journey, eager to honour 'those ragged bloody heroes' of the Kokoda campaign by following in their footsteps. The number is likely to double in the next few years.

In 1994, a submission was put to the Australian and PNG Governments that a project team be formed to develop a Master Plan to create a 'self-sustaining eco-adventure trekking industry for the Koiari and Orokaiva people who live along the Kokoda Track'. Despite active lobbying, nothing happened.

The Kokoda Track Foundation (KTF) was therefore established in 2003 in order to commemorate those who defended Australia and New Guinea against the invading Japanese forces during WWII. Its objectives are to:

- establish the Kokoda Track and environs as a National Memorial Park, commemorating those who defended Australia and New Guinea against the invading Japanese forces during World War II;
- educate young Australians in the significance of the Kokoda campaign and to promote the Kokoda Track as a 'pilgrimage' destination;
- develop and improve the Kokoda Track 'experience' for trekkers from the historical, environmental and cultural perspectives;

- build a world-class sustainable tourism industry for the people of the Kokoda Track which is capable of being modelled and replicated elsewhere in PNG and the South West Pacific; and
- assist in the socio-economic development of villages along track, specifically in the fields of education, health and sport.

Immediately following the formation of the Kokoda Track Foundation, a proposal for the development of a Strategic Plan for Tourism was prepared.<sup>3</sup> The development of a sustainable tourism industry based on eco-trekking along the Kokoda Track has been identified as the highest priority for the KTF, as it will provide the primary source of income to support the planned socio-economic initiatives for villagers along the track.

The intention is to engage and empower the host communities, enabling them to pursue the goals they have set themselves in the five year development plans drafted during the workshops held at Port Moresby, Efogi and Kokoda. Self-sufficiency will be gained through revenues generated from trekking fees, accommodation, food production and associated activities. The plan focuses on the environmental, economic, social and cultural aspects of tourism development.

As a result of a rapid increase in the number of trekkers on the Kokoda Track (from less than 100 in 2001 to over 1000 in 2003) and disputes among landowners regarding the distribution of benefits from tourism, the PNG Government decided to establish a local level government body to manage the burgeoning tourism industry.

The Kokoda Track Special Purpose Authority (KTA) was proclaimed by the PNG National Government on 11 June 2003 as a statutory body of the Koiari and Kokoda Local-level Governments under the Local-level Governments Administration Act 1997. The KTA committee of management includes representation from clan leaders, landowners, provincial and local level government authorities, the Tourism Promotion Authority, the National Cultural Commission, community organisations and tour operators.

This plan has been prepared for the governments of Australia and PNG by KTF and its partners in the project, the KTA, the University of Technology, Sydney (UTS) and the WWF PNG (WWF). UTS is a joint partner with the University of New South Wales in the Co-operative Research Centre in Sustainable Tourism (CRC Tourism). Other key stakeholders have been consulted throughout the process.

### **Sustainable Tourism**

Development of this plan has been guided by the principles on the implementation of sustainable tourism laid down by the United Nations Environment Program (UNEP). It is intended that the plan and its implementation will become a model for sustainable tourism initiatives elsewhere in PNG and the SW Pacific.

Sustainable tourism is defined as:

‘... meeting the needs of today’s tourists and host regions while protecting and enhancing the opportunity for the future. It involves management of resources in such a way that economic, social and aesthetic needs are fulfilled, while maintaining cultural integrity and protecting the environment’<sup>4</sup>.

### **Ecotourism**

Ecotourism (and eco-trekking) can be regarded as a subset of sustainable tourism. It is ecologically

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<sup>3</sup> KTF Proposal for a Strategic Plan: 6 August 2003 (Kelvin Templeton)

<sup>4</sup> World Tourism Organisation

sustainable tourism with a primary focus on experiencing natural areas that fosters environmental and cultural understanding, appreciation and conservation.<sup>7F5</sup>

The UN Environment Program UNEP states that the key tenets of ecotourism are to conserve the environment, maintain the quality of the visitor experience, and provide benefits for local communities. This is achieved by ensuring that tourism planning is undertaken as part of overall development plans for any area, and that plans for the short-, medium-, and long-term encompass the following objectives:

- Incorporate tourism planning with planning for all sectors and development objectives to ensure that the needs of all areas are addressed. (Tourism planning should not be undertaken in isolation.);
- Ensure that plans create and share employment opportunities with local communities;
- Ensure that plans contain a set of development guidelines for the sustainable use of natural resources and land;
- Prevent ad hoc or speculative developments;
- Promote development of a diverse tourism base that is well-integrated with other local economic activities; and
- Protect important habitats and conserve biodiversity in accordance with the Convention on Biological Diversity.

### Planning Approach

KTF adopted a three-phased approach to the development of a plan for sustainable tourism:

- Phase 1: The formation of a multi-disciplined team and the conduct of a series of workshops to determine the needs and expectations of the key stakeholders.
- Phase 2: The formation of a Steering Committee to oversee the development of the tourism strategy and the preparation of the terms of reference for the plan for sustainable tourism.
- Phase 3: The preparation of a plan for sustainable tourism based on the outcomes of the workshops in Phase 1.

Venue	Date	Theme	Participants
Sydney NSW	8 December 2003	Setting Strategic Directions in Sustainable Tourism	KTF Directors
Efogi Village PNG	28-29 April 2004	Learning from Each Other for Good Tourism on the Kokoda Track	Clan leaders, land owners
Port Moresby PNG	15 June 2004	Towards a Strategy for Sustainable Tourism on the Kokoda Track	PNG stakeholders, including KTA, tour operators, service organisations, government agencies
Kokoda PNG	15-16 July 2005	Development of a Sustainable Tourism Plan and Review of Action Plans	Clan leaders, land owners

### Phase 1 (Completed).

Four workshops were conducted during the period December 2003 to July 2005.

In each case the workshops were facilitated by **Dr Stephen Wearing**, UTS and **Mr. Paul Chatterton**, WWF PNG (WWF). The workshops resulted in a common vision for sustainable tourism on the Kokoda Track as well as Five Year Development Plans and One Year Action Plans for local communities. The outcomes of the workshops in Efogi and Kokoda are dealt with in more detail in Section 7, Community Engagement.

## Phase 2 (Completed)

The Steering Group comprises:

<b>Mr. Kelvin Templeton</b>	Board Member Kokoda Track Foundation
<b>Dr Stephen Wearing</b>	Associate Professor, School of Sport, Leisure and Tourism University of Technology, Sydney
<b>Mr. Paul Chatterton</b>	Area Manager, PNG World Wildlife Fund for Nature

The Steering Group has met regularly over the past two years, guiding the planning process and facilitating community workshops.

## Phase 3

Phase 3, the preparation of the plan, has been guided by world's best practice in sustainable tourism, borrowing from the work of the World Tourism Organisation (WTO), the Australian Government Department of the Environment and Heritage (DEH) and the UN Environment Program (UNEP). A schematic of the methodology used in developing the plan is shown at Appendix 1.

It is intended that this planning methodology, once approved, will be adapted for other sustainable tourism projects in PNG.

A fifth workshop was held in February 2006 to consider the final draft plan, with particular focus on the goals and objectives:

Venue	Date	Theme	Participants
Port Moresby PNG	21-23 February 2006	Review the final draft plan for sustainable tourism	KTF, KTA, major stakeholders

Key stakeholders were invited to attend. Participants, who included clan leaders, land owners and tour operators, were asked to consider the vision, goals and strategies. The results of those deliberations have been incorporated into the plan. On Day 3, an open forum was conducted during which a variety of issues were raised, including the role of the KTA and the collection and distribution of trekking fees.

## Vision and Purpose

### Vision

The Kokoda Track will be a model of best practice for sustainable tourism and community development in Papua New Guinea and the South West Pacific.

### Statement of Purpose

This plan addresses the requirements which must be met in order to achieve sustainable tourism on the Kokoda Track. It is particularly concerned with providing for the social and economic development of communities living on and around the Track, the protection of the cultural and military heritage and the conservation of the natural environment through which the track passes.

It is intended that the plan be submitted for approval by the Governments of Australia and Papua New Guinea, and that an inter-governmental body be set up to direct its implementation.

The plan is designed to be a dynamic document, reflecting the changing environment in which it is being implemented. It is hoped that it will provide a useful model for other areas in PNG and the South West Pacific which have the potential for the establishment of a sustainable tourism industry.

## **Context**

### **Characteristics of the Kokoda Track**

#### **Environmental**

The Owen Stanley Range, across which the Track winds, is a dramatic landform rising to over 3,800m ASL. It is one of the most important biological areas in the Asia Pacific region. On this Range alone are more species of plants than the entire World Heritage listed wet tropic rainforests of North Queensland. The Owen Stanley forests provide habitat for endemic birds of paradise, bowerbirds, finches, wallabies and numerous species of butterflies and plants. Features of aesthetic importance include waterfalls, gorges, rivers and large tracts of largely untouched forest. A report by the WWF on the South-East Papuan Rainforests is at Appendix 2.

These biological values have been neglected in the establishment of the Track Reserve and the trekking industry that it currently supports. The 10-metre wide reserve does very little to protect species or habitats. The proposal for a more extensive Kokoda Track reserve that includes forest areas over a wider section of the Owen Stanley Range deserves urgent support. This extension should consider possible links to the 300,000 ha conservation area proposed for the nearby Managalas Plateau.

#### **Cultural**

PNG comprises many small and fragmented societies, each with its own culture and language. Customs, belief systems, kinship and village structure can vary widely, even within relatively small geographic areas. The Kokoda Track runs through the Oro and Central provinces of PNG, home to the Orokaiva and Koiari people. The lifestyle of these communities has changed little over many hundreds of years, notwithstanding the social controls (religious and secular) exercised during the Australian administration.

Modern Orokaiva and Koiari people are friendly, generous and eager to embrace change. They view the development of a sustainable tourism industry as key to improving their socio-economic circumstances while preserving their culture and protecting their environment.

Throughout PNG, rural communities have a unique attachment to the land, and those along the Kokoda Track are no exception. Almost all the land through which the Track passes belongs to traditional owners and this tends to delineate cultural and heritage boundaries. While this system of customary tenure poses some challenges in the development of sustainable tourism, with the cooperation of all communities on the Track it can serve to facilitate, rather than hinder, development.

#### **Heritage**

To Australians in particular, it is difficult to overstate the heritage value of the Kokoda Track. The bitter military campaign fought out along the Track (then Australian territory) in 1942 against the invading Japanese was the first time that Australians had been required to respond to a direct military threat to their homeland. The heroic actions of the young men sent across the Track to halt the advance of the hitherto 'invincible' Japanese Army have come to be associated with the highest qualities of the human spirit: mateship, endurance, courage and sacrifice.

The Kokoda campaign might well have had a different outcome without the support of the magnificent ‘Fuzzy Wuzzy Angels’ – the Papuan stretcher-bearers and porters who evacuated the wounded ‘with the devotion of a mother and the care of a nurse’ and carried forward vital supplies.

Many believe that due recognition has never been made for the invaluable contribution made by the people of PNG to the war effort. It has been proposed that a medal should be struck to honour their role.

As the ranks of the survivors of the campaign dwindle, so an increasing number of young Australians seeks to honour their memory by trekking in their footsteps in search of the ‘Spirit of Kokoda’.

Greater numbers of Japanese are also visiting the area where their ancestors fought and died.

It is important that ‘experience’ of modern day trekkers offers some insight into the conditions endured on the Track by the Australian soldiers and their Papuan allies in those dark days of 1942.

Most trekkers decide to walk the track for the personal challenge as much as to learn more of the military history. Improvements to the track should only be carried out in the interests of environmental protection or safety. Any new development projects (e.g. bridges, camping grounds, guest houses) should be subject to construction guidelines and only proceed in accordance with an overall development plan for the track.

### **Social and Economic**

Primarily subsistence farmers, the Orokaiva and Koiari people who live along the Track tend to rely on a diet of taro supplemented by coconut, sugar cane and occasionally, meat (pig, chicken and small game). As a result of their isolation, there is little economic activity.

Tourism is by far the greatest source of income, partly through the impost of trekking and campground fees and partly through direct employment of guides and porters. Some local produce and artifacts are sold to trekkers.

Increasing population is placing ever greater demand on resources, and food security is becoming a significant issue. Tourism has the potential to stimulate new economic activity such as food production, accommodation, manufacture of artifacts and adventure activities. Ultimately surplus food production can be shipped to other markets for sale. At present, communities lack the know-how to capitalise on these opportunities. There is a clear need for an economic development plan and basic training in business skills.

Health and education services are rudimentary at best and often don’t function at all. Schools and hospitals are in urgent need of staff and equipment. Tourism should provide the impetus to improve social services, but this will not occur without a comprehensive plan and the support of the PNG Government.

### **Access**

The Kokoda Track is relatively easy to access from Port Moresby. At its southern end, Sogeri is only 40 km (1 hour) from the national capital by an all-weather road negotiable by buses. The final stretch to Owers Corner (the start of the Track), a further 20 km, is only recommended for four wheel drive vehicles, especially in wet weather. Kokoda, at its northern end, is only accessible from Port Moresby by air (25 min).

The Kokoda airstrip was constructed in 1932 and was used during World War II. The central runway has a grass-covered gravel base which, with relatively minor upgrade, could be suitable for 36-seater Dash 8 aircraft.

Airstrips exist near a number of villages on the Track, principally Kagi, Efogi, Menari, Naduri and Nauro. Charter flights are possible into these villages when the strips are properly maintained to CAA standards, although this is rarely the case.

### The PNG Tourism Market

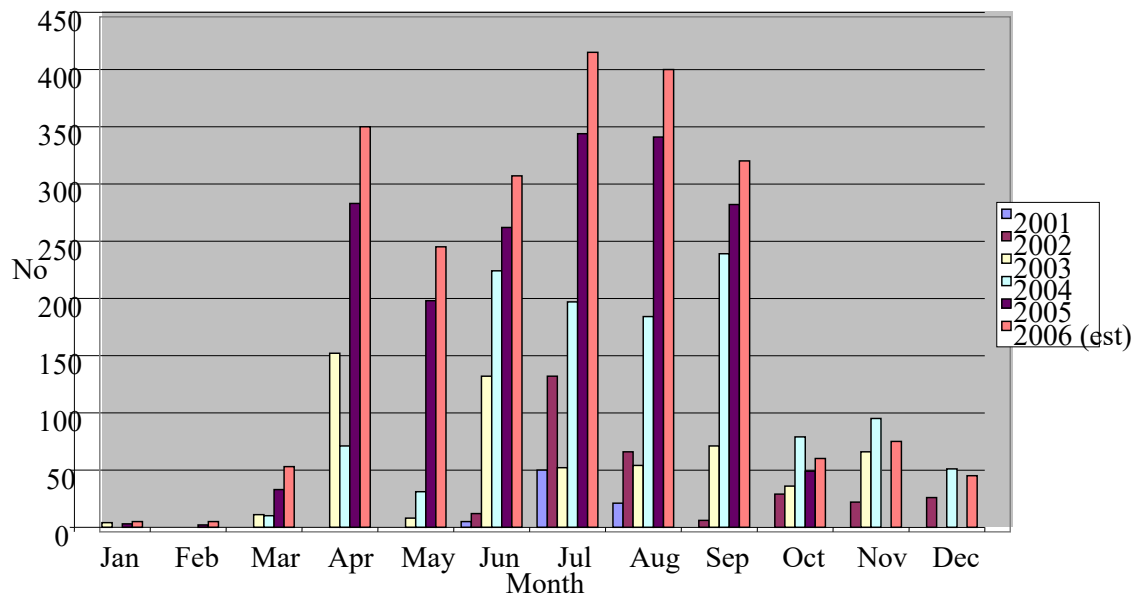
The PNG Government is well aware of the fact that tourism is one of the fastest growing sectors in the world economy. In November 2004, the government’s Medium Term Development Strategy (MTDS) 2005 - 2010 was released. For the first time, tourism was included as a central plank in export-driven economic growth, to be given equal footing with major industry sectors such as agriculture, forestry and fisheries.

Yet PNG’s potential for tourism is largely undeveloped. According to the PNG Tourism and Promotion Authority (TPA), there were approximately 70,000 visitors to PNG in 2005. Of these, only about 20,000 were tourists, over 2,000 of whom trekked the Kokoda Track. Table 2 shows the increase in visitors to the Kokoda Track over the past four years.

Over the period of the MTDS, the service industry should develop to be a significant driver of the economy, particularly in relation to tourism. Given PNG’s abundant natural beauty, unique environment and cultural diversity, the potential for the tourism industry is considerable. In a number of niche markets, such as diving, trekking and village-based tourism, Papua New Guinea has the potential to be a world leader.<sup>6</sup>

The Kokoda ‘brand’, that is the feelings, perceptions and values held about the Kokoda Track by potential customers (trekkers), is well established and is what sets the Track apart from other tourism destinations in PNG. Clearly, the Kokoda Track can act as a drawcard for tourists to PNG and is an increasingly important source of tourism revenue in its own right.

Table 1: Trekking Permits Issued:



### Market Segmentation

A recent study conducted by a student and based on a post-trek survey has produced the first statistics on trekkers’ responses to the Kokoda Track experience<sup>10F7</sup>. Table 2 summarises the reasons given for visiting the Kokoda Track.

<sup>6</sup> Quote from PNG Govt MTDS

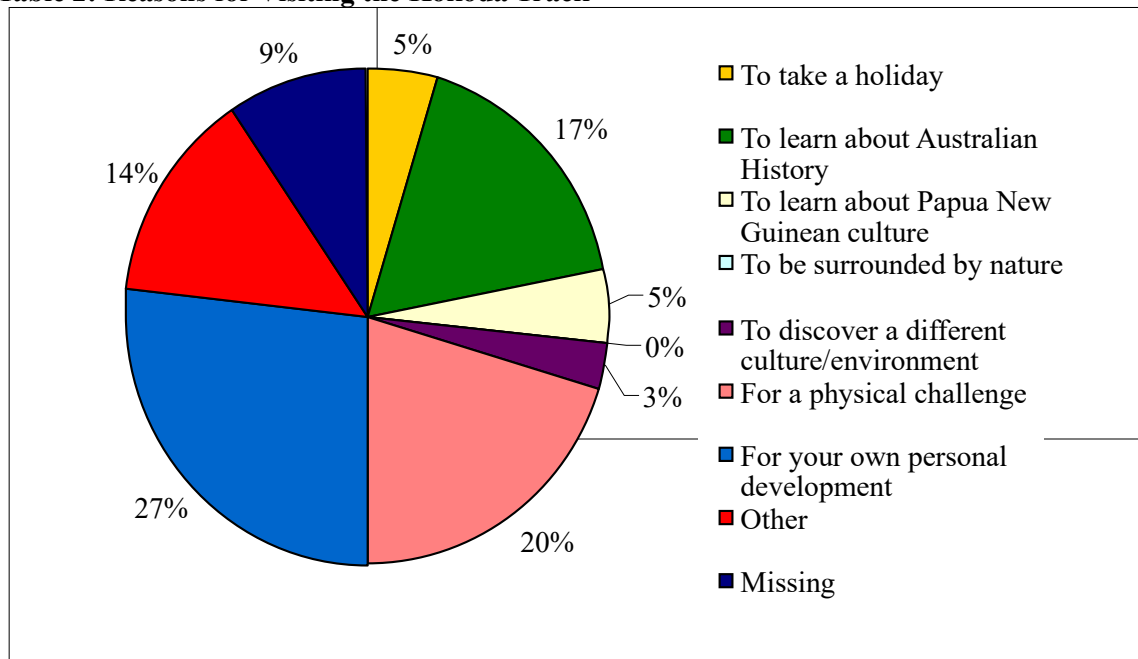
<sup>7</sup> Simone Grabowski UTS



Although the initial sample was very small (64), it revealed that most visitors to the Kokoda Track regard themselves as adventurers, keen to take on one of the world’s greatest treks with the physical and mental challenges that implies. The fact that Australian soldiers fought along the Track under such horrifying conditions serves to amplify the sense of achievement. Most trekkers, regardless of the initial reason for the visit, emerge deeply moved by the experience of having walked ‘in the footsteps of the brave’. While the survey of trekkers is a useful tool, further studies are required to more effectively segment the market.

Other opportunities for tourism exist and should be considered in any comprehensive plan. These might include indigenous cultural offerings, the beauty of the scenery, the undisturbed rainforest and local plant life, wildlife (particularly butterfly- and birdwatching) and adventure activities such as mountain climbing and white water rafting.

**Table 2: Reasons for Visiting the Kokoda Track**



## Strategic Issues

### Host Communities

### Participation and Governance

Community participation and self-sufficiency are fundamental to achieving sustainable tourism.

The Orokaiva and Koiari people who live along the Track still lead an essentially subsistence livelihood, clearing land to grow crops and raising animals (chicken and pigs) for consumption.

The only source of income, apart from tourism, is from limited sale of produce to the markets in Port Moresby. This livelihood, already under threat from a shortage of labour, is not necessarily one that the younger generation (or their parents for that matter) would wish to pursue in future. Tourism-related employment can help stem the outflow of able-bodied young people and increase their future earning capacity through vocational training and improvement in business management skills.

Both the Orokaiva and Koiari have strong (and differing) beliefs and traditions (‘kastom’) which are a fascinating part of the trekking experience. Unfortunately, through greater population mobility, communications and exposure to the outside influences, these are under threat. One of the greatest challenges for sustainable tourism is to achieve a balance between economic and social development on the one hand, and cultural integrity on the other.



The establishment of the KTA and the preparation of community development/action plans are the first steps in empowering the local people to optimise the benefits from tourism and enabling them to take control of their own development. Through a strong partnership with local government representatives, the intention is to hand over control of planning decisions and funding allocations to the host communities. Successful community development will primarily depend on good governance on the part of the KTA and community leaders who can exercise administrative responsibility, accountability and transparency in monetary transactions.

### **Land Ownership and Conflict Resolution**

Relationships with the land are at the very core of the identity and cultural values of the people of PNG. Over 97% of the land area is under customary tenure, which is subject to the relationship between groups. Boundaries can therefore reflect changes in power and authority. Being able to deal with the current landowners is important, and often difficult. Land issues are a common form of tensions among the people along the Track and negotiations can be extremely complicated. It is vital, therefore, that effective mechanisms be established to facilitate negotiation and dispute resolution.

Given the representation from communities, landowners, LLG and provincial governments, the KTA should be capable of resolving most issues. It has been suggested that a 'Council of Landowners' be formed to address issues before they become a major problem, and to act as an advisory body to the KTA. Plans by the PNG Police to introduce community policing should also assist in conflict resolution.

### **Potential Negative Impacts From Tourism**

Increasing pressure from tourists can have a negative influence on local communities giving rise to loss of identity and values. Ethnic '*kastom*' and rituals can become trivialised and traditional art forms converted into cheap imitations to be traded.

It is important that the strategic plan take into account the social and cultural carrying capacity of villages along the Track. Tourists can give rise to discontent through economic inequality and resentment amongst locals brought about by inappropriate behaviour (e.g. unruly behaviour on the Sabbath).

### **Military Heritage**

Over the past sixty years, the Kokoda Track has become widely regarded as both a shrine and a legend.

There is no doubt that what attracts visitors to walk the track is primarily the exploits of 'those ragged bloody heroes' who in 1942 helped protect Australia and the South West Pacific from Japanese subjugation. Most would agree that the trekking experience should at least give some idea of the hardships and privations suffered by the soldiers and porters who struggled over the Track in dark days of World War II, when our very survival as a nation was under threat.

Apart from the magnificent memorial at Isurava, some unit monuments at Kokoda and scattered small village museums, little has been done to preserve and commemorate the significant battles which took place along the track. Sites such as Ioribaiwa Ridge, Brigade Hill, Lake Myola, Templeton's Crossing and Alola/Abuari should at least display interpretive information and ideally commemorative structures should be erected. Some parts of the original track have been by-passed (as is the case with the 'Golden Stairs on Imita Ridge) and these should be restored. A thorough survey is required of all battle sites before a comprehensive plan is prepared for the creation of a memorial park along the length of the track.

### **Environmental Protection**

Increasing numbers of trekkers are already having an adverse effect on the previously unspoiled eco-

systems along the track. The most obvious signs are excessive clearing of forests, erosion and siltation, waste disposal and poorly designed facilities. Less obvious is the degradation occurring as a result of un-treated sewage and effluent and the use of (potentially) environmentally damaging products and materials. There is an urgent need for an environmental impact assessment and the drawing up of an environmental management policy.

The 'Kokoda Trail' was gazetted in 1972. The only protection currently afforded the Track is a 10m wide reserve along its length, as well as the 50ha Kokoda Trail Memorial Park near Owers Corner.

One of the most urgent tasks is to have the Track and the surrounding areas adequately protected from mining and logging operations. In the longer term, the Kokoda Track is deserving of the status of a World Heritage site, affording it a higher level of protection and international recognition. In the meantime, some landowners are proposing that areas adjoining the track be set aside as a Wildlife Management Areas under the PNG Fauna (Protection and Control) Act. It is one of the simplest forms of protected area and one that gives full power to landowners in the management of their land.

### **Tour Operators**

Tour operators have a major role to play in setting the scene for sustainable tourism. With a significant investment in the outcome, they must support the development of the strategy if it is to succeed. Early consultation, the adoption of 'best practice' and a willing participation in the process are key factors. Eventually it may be necessary to implement a certification program for tour operators along the Kokoda Track, to ensure that only those properly qualified and adopting the principles of ecotourism are engaged.

A survey of tour operators was conducted early in 2006 in order to ascertain the views of the industry on such issues as sustainable tourism, the role of the KTA, the need for protection of the track, training and conditions of employment for guides and porters, a proposed accreditation scheme for operators and code of conduct for operators, guides and porters. Results of the survey are still being compiled. A copy of form is at Appendix 3.

### **Tourism Promotion**

While the Kokoda Track is becoming well known as one of the world's most challenging treks, it is not widely promoted for its environmental, cultural and heritage values. As a matter of conscience, increasing numbers of tourists are seeking out destinations which offer ecotourism.

The Track should be more actively promoted by the PNG Tourism Promotion Authority, Tourism Australia and tour operators as an ecotourism destination.

### **Management of Sustainable Tourism**

The strategy for sustainable tourism will require a great deal of cooperation and goodwill among the communities, landowners and LLGs. It will also require a strategic management organisation which can provide leadership for the implementation of the plan coordination among the stakeholders. Responsibility for the administration of sustainable tourism has been vested in the Kokoda Track Special Purpose Authority (KTA). Its charter is to:

- focus on the significance of the Kokoda Track due to its historic importance since World War II and to promote this legacy for present and future generations;
- promote trekking and tourism related activities;
- administer, facilitate, ensure and/or oversee the implementation of the developments and other projects in the Kokoda Track area;
- collect, manage and use development revenue from fee paying trekkers and other sources for approved projects;
- consult with landowners on their needs and priorities; and
- provide a point of contact for agencies, organizations or persons wanting to initiate activities along the Kokoda Track.

To assist the KTA in carrying out its responsibilities, provision has been made for three rangers, stationed at Sogeri, Kokoda and Efogi respectively. These are staff positions on the KTA which have yet to be filled.

## **Threats to Development of Tourism on the Kokoda Track**

### **Mining**

Mining has the potential to erode the landscape and seriously degrade waterways, not to mention the accompanying noise and visual pollution. Testing for viable mine sites is already occurring close to the Kokoda Track (Mt ). It will be necessary to exclude mining from the catchments surrounding the Track to prevent pollution of waterways.

### **Logging**

Large-scale logging occurs throughout PNG, often illegally and with little control over extraction and conservation measures. Consequently, widespread destruction of forest is occurring, with dire consequences for the environment and the communities which rely on a subsistence lifestyle, let alone tourism. Some logging concessions have been granted over the southern end of the Track, although most landowners recognise that developing sustainable tourism is a far better way to ensure their future livelihoods. The Edevu Timber Permit (26,819 ha) has been underway for some years and comes to within 4 km of the Kokoda Track. It is responsible for some of the roading that can be seen on flights across the Owen Stanleys. There is a need to examine where future logging might take place and what impact this will have on the visual amenity of the Track.

### **Gardening and Hunting**

The communities along the Track practise subsistence gardening in the areas around the villages and hunt in the broader forests. Population growth is likely to increase the intensity of gardening, and consequently the adverse environmental effects. Indiscriminate hunting will continue to take a heavy toll on animal populations and significantly reduce the opportunities for activities such as bird watching.

### **Health**

Disease and infection remain a significant threat in PNG, in particular in rural areas. Village hygiene is very poor, and the growing number of trekkers increases the exposure to potentially debilitating and life-threatening diseases. The risk of infection will remain high until a comprehensive program of food and personal hygiene, waste management and water quality improvement is introduced.

Malaria is endemic to all rural areas in PNG, but with correct precautions it should not be an issue.

### **Trekker Numbers**

Ironically, the rapid increase in the number of trekkers will itself threaten the viability of sustainable tourism. Environmental degradation is already occurring through poor waste management and standards of hygiene. Inappropriate and poorly sited facilities have been constructed, although there is a project underway by the KTA to take an inventory of all facilities and upgrade them where necessary.

Failure to control the number of trekkers on the Track at any given time can also lead to a disappointing experience and the potential for conflict between groups led by different tour operators.

Protecting the environment and cultural integrity of the Kokoda Track, while encouraging more visitors and social development, are the greatest challenges to sustainable tourism.

The importance of a 'Code of Conduct' for trekkers and the need for research into the recreational, social and environmental carrying capacity of the Track has been recognised. The UN WTO's Global Code of Ethics for Tourism provides some guidance.

### **Safety and Security**

As with other parts of PNG, the Australian Department of Foreign Affairs and Trade (DFAT) advises that visitors should exercise a high degree of caution when walking the Kokoda Track and travelling through the areas adjacent to each end, because of the high levels of serious crime.

DFAT further recommends that trekkers travel with guides from a reputable tour company. The appointment of rangers by the KTA to monitor and control activity on the Track may help alleviate this problem, but ultimately it is the responsibility of the PNG Government to ensure the safety and security of visitors.

It is essential that adequate provision is made for the treatment of injuries and evacuation should this prove necessary. First aid posts at key points along the Track, properly maintained airstrips and better communications will be required.

### **IES Principles of Ecotourism**

The strategy for sustainable tourism will be implemented in accordance with the key principles the International Ecotourism Standard (IES)13F8. The IES was originally developed by Ecotourism Australia. Adopting the key principles of the IES will ensure that the development of eco-trekking on the Kokoda Track will meet world's best practice and that at some time in the future it can be Green Globe 21 certified. The IES key principles are described in detail at Appendix 4 and summarised below:

- Ecotourism Policy Performance and Framework
- Natural Area Focus
- Interpretation and Education
- Interpretive Services
- Interpretation Planning
- Staff Training
- Ecologically Compatible Infrastructure
- Visual and Cultural Amenity
- Sustainable Construction Plan
- Ecologically Sustainable Practice
- Environmental Management Plan
- Waste Minimisation
- Energy Efficiency
- Water Conservation
- Treatment of Wastewater and Effluent
- Biodiversity Conservation
- Air Quality
- Lighting
- Noise
- Contributing to Conservation
- Ecotourism Benefitting Local Communities
- Cultural respect and Sensitivity
- Customer Satisfaction
- Responsible Marketing
- Minimal Impact Codes of Conduct

## **Stakeholders**

Stakeholders are here defined as those who are interested in, concerned about, affected by, have a vested interest in, or are involved in some way with, the development of sustainable tourism on the Kokoda Track. Stakeholders have been, and continue to be, widely consulted in the development of the plan.

In order to analyse their relative power and influence, the status of stakeholders has been classified according to the following:

- Primary Stakeholders are those ultimately affected, either positively (beneficiaries) or negatively.
- Secondary stakeholders are the project delivery agents, including organisations involved in funding, implementing, monitoring or advocacy.

Key stakeholders are those who can significantly influence, and are important to the success of, the project.

Sustainable tourism development depends on a partnership among the stakeholders, particularly at the local level. These partnerships must be encouraged and supported by the PNG and Australian Governments as well as the tourism industry. A brief description of each of the stakeholders follows, with an assessment of their relative position with respect to the success of the project.

### **Host Communities**

Host communities comprise all the people living along the Track, as well as those in its immediate vicinity who are likely to directly benefit from tourism development. Participation by, and empowerment of, host communities is fundamental to the success of the project.

Revenues received from trekking fees and tourism-supported industries are applied to infrastructure and social services programs, including health, education and sport. Employment opportunities created by tourism (e.g. sales of produce, accommodation and guiding/portering services), further enhance the livelihoods of members of the host communities.

Host communities and landowners and are represented on the committee of the KTA, which, together with the conduct of regular community workshops, is an important vehicle for consensus building.

### **Visitors**

Visitors are drawn to the Kokoda Track for a variety of reasons, including the physical challenge, for personal development, military heritage and the local culture. Recent research<sup>14F9</sup> suggests that the average visitor is a well-educated, middle-aged Australian male motivated by a desire for personal development and keen to experience the natural environment.

Industry (Tour Operators)

At present there are 27 tour operators registered with the KTA. A list of these is at Appendix 5. According to a survey conducted in December 2005, most operators agree with the need to develop sustainable tourism and, through the KTA, channel revenue raised from trekking fees into administration and community-based projects.

### **PNG Government**

Tourism is recognised as a major contributor to economic recovery in PNG, and a number of PNG national government agencies have an interest in the development of sustainable tourism on the Kokoda Track. The Ministry of Inter-governmental Relations has a particular interest, since the

Track crosses both the Oro and Central provinces. Other organisations with a vested interest include are listed below.

### National Cultural Commission (NCC)

Stakeholder Analysis: NCC				
Status	Role	Interest	Importance	Influence
Secondary	Sponsor/Active	Outcome	High	Positive

The National Cultural Commission (NCC) administers the Kokoda Track Development Program. PGK3.4M15F10 was allocated in 2005 for projects over the period 2006 – 2009. In conjunction with the KTA, the NCC has identified the priorities for expenditure to be upgrade of camping grounds, repair and upgrade of dangerous suspension bridges and water supplies.

### Tourism Promotion Authority (TPA)

Stakeholder Analysis: TPA				
Status	Role	Interest	Importance	Influence
Key	Advocacy/Active	Outcome	High	Positive

The PNG Tourism Promotion Authority (TPA) will receive PGK14M in 2006 for promotion and development of tourism. The Kokoda Track contributes significantly to revenues from tourism. The TPA can play a significant role in promoting eco-trekking Kokoda and in facilitating working groups on sustainable tourism development. The potential for the plan to be used as a model for other areas is also recognised.

### Provincial and Local-level Government

Stakeholder Analysis: Provincial and Local-level Govt				
Status	Role	Interest	Importance	Influence
Key	Participant/Active	Outcome	High	Positive

PNG has a complex system of Provincial and Local-level governments. A Joint Border Agreement has been struck between the Oro and Central Provincial Governments whereby each is required to contribute PGK50,000 annually to the operation of the KTA. This is unlikely to materialise in the near future, as there is insufficient funding available for higher priority projects. The Kokoda and Koiari Rural Local-level Governments (LLG) are represented on the KTA.

### Kokoda Track Special Purpose Authority (KTA)

Stakeholder Analysis: KTA				
Status	Role	Interest	Importance	Influence
Key	Participant/Active	Outcome	High	Positive

The KTA is empowered to ‘collect, manage and use development revenues collected from fee-paying trekkers and other sources’. These fees are the primary source of income to cover the costs of managing the Authority as well as paying for small development programs that deliver shared benefits to communities along the Track.

The Board of the KTA is constituted to represent key stakeholders:

- Koiari Rural LLG                      Kokoda Rural LLG
- Koiari Landowners                  Kokoda Landowners
- Kairuku Hiri District                Kokoda District
- Tour Operators                        PNG Tourism Promotion Authority

- PNG National Cultural Commission      Returned and Services League (Port Moresby)

### **PNG Forest Authority (PNGFA)**

<b>Stakeholder Analysis: PNGFA</b>				
Status	Role	Interest	Importance	Influence
Key	Participant/Active	Outcome	High	Positive

Forest products are one of Papua New Guinea’s major exports revenue sources. The Authority monitors and ensures compliances of the rules and regulations including contracts between the State, landowners and investors. It also promotes and develops policies relating to the industry. Of the 15 million hectares of productive forest a total of 4.86 million hectares had been identified with 37 forest concessions for development, some of which encroach on the Kokoda Track catchments.

### **Department of Environment and Conservation (DEC)**

<b>Stakeholder Analysis: DEC</b>				
Status	Role	Interest	Importance	Influence
Secondary	Donor/Active	Outcome	Medium	Neutral

PNG currently has one of the lowest coverage of protected area of any country, representing less than 3% of the total land area.

### **PNG Defence Force**

<b>Stakeholder Analysis: PNGDF</b>				
Status	Role	Interest	Importance	Influence
Secondary	Participant/Passive	Outcome	Medium	Neutral

The PNGDF has an interest in the future of the Track from an historical and training perspective. It is hoped that the PNGDF will assist with development projects and use the Track for adventure and leadership training.

### **Sustainable Development Program Ltd (PNG SDP)**

<b>Stakeholder Analysis: PNG SDP</b>				
Status	Role	Interest	Importance	Influence
Secondary	Donor/Passive	Process	High	Positive

PNG SDP was created by agreements reached by PNG Government and BHP Billiton. One of its primary functions is to support sustainable development. The Program is currently considering a proposal to assist with the establishment of an effective Committee of Management and the development of business systems for the KTA. PNG Micro Finance Ltd (a subsidiary) provides loans for small community projects. It may yet have a role to play in financing community development programs.

### **Pacific Enterprise Development Facility (PEDF)**

<b>Stakeholder Analysis: PEDF</b>				
Status	Role	Interest	Importance	Influence
Secondary	Participant/Active	Outcome	High	Positive

PEDF and its finance arm, the International Finance Corporation (IFC) are part of the World Bank Group. During 2006, PEDF will launch a series of initiatives designed to assist the KTA develop a sound management basis for controlling the use and development of the track. This assistance will cover the development of a business plan, management and reporting structure and administrative procedures. These initiatives are designed to establish procedures that ensure



accountability and transparency in the operations of the Authority and to position it to become an effective intermediary in the delivery of assistance to small and micro businesses dependent on the track.

Specific initiatives are likely to include establishment of trekker protocols of behaviour, a code of conduct for tour operators using the track, standards for guides, development of employee health and safety practices, management techniques to control impacts, health and hygiene practices and an examination of the carrying capacity of the track.

## WWF PNG

Stakeholder Analysis: WWF				
Status	Role	Interest	Importance	Influence
Secondary	Participant/Active	Outcome	High	Positive

The WWF supports the development of a plan for sustainable tourism through direct participation (e.g. facilitation of workshops) and assistance in environmental assessments and protection. Mr. Paul Chatterton, the Conservation Manager for PNG, has freely given his time to facilitate community workshops. University of Technology Sydney (UTS)

## Australian Government

### Department of Foreign Affairs and Trade (AusAID)

Stakeholder Analysis: AusAID				
Status	Role	Interest	Importance	Influence
Secondary	Donor/Active	Process	Medium	Neutral

The estimated total aid to be provided to PNG by AusAID in the period 2005/06 is \$492.3M. Most of this is delivered through the PNG Government for established programs (e.g. Enhanced Cooperation Package (ECP), Church Partnership Program (CCP), major infrastructure projects). AusAID also funds the Community Development Scheme, which provides grants for community development activity as well as for the organisational development of Community Based Organisations (CBOs), Non-Government Organisations (NGOs) and Church Groups.

### Department of Veterans Affairs

Stakeholder Analysis: DVA				
Status	Role	Interest	Importance	Influence
Secondary	Advocate/Passive	Outcome	Medium	Neutral

The Australian Department of Veterans Affairs (DVA), through the office of War Graves, is responsible for the administration of war graves throughout Australia and the South Pacific as well as the construction and maintenance of memorials overseas at sites of military significance to Australia. DVA maintains the Bomana War Cemetery, the Isurava Memorial and the Kokoda War Museum.

While there is no plan to erect further memorials in PNG, DVA is concerned that the Kokoda Track is 'appropriately looked after' and not commercially exploited. DVA is supportive of the plan for sustainable tourism and can assist with the provision of interpretive information.

### Department of Defence (DoD)

Stakeholder Analysis: DoD				
Status	Role	Interest	Importance	Influence
Secondary	Participant/Passive	Outcome	High	Positive



The Australian Department of Defence has expressed an interest involved in the creation of sustainable tourism on the Kokoda Track. Activities which the Army in particular could become involved in are adventure training, engineering (including river crossings and refurbishment of sections of the track) and leadership training.

### The Australian War Memorial

Stakeholder Analysis: AWM				
Status:	Role:	Interest:	Importance:	Influence:
Primary	Participant/Active	Outcome	High	Positive

One of the functions of the Australian War Memorial (AWM) is to conduct, arrange for and assist in research into matters pertaining to Australian military history. The AWM has expressed an interest in supporting the efforts to have the Kokoda Track recognised, if not as a National Memorial Park, at least as a World Heritage site.

### Returned and Services League of Australia (RSL)

The RSL is a generous supporter of the work of the KTF, as well as being one of its major donors. It has contributed money towards scholarship programs, infrastructure projects and the development of the plan.

Stakeholder Analysis: RSL				
Status:	Role:	Interest:	Importance:	Influence:
Primary	Participant/Active	Outcome	High	Positive

### Rotary International

Stakeholder Analysis: Rotary International				
Status	Role	Interest	Importance	Influence
Secondary	Donor/Active	Outcome	High	Positive

Rotary Clubs in Australia and PNG contribute a lot of time and money to the development of communities along the Track, including medical, educational and infrastructure projects. Rotary has upgraded the surrounds of Australian and Japanese War Memorials at Kokoda. The Kokoda Hospital was built by the donated labour of over 400 Australian Rotarians.

One of the functions of the Australian War Memorial (AWM) is to conduct, arrange for and assist in research into matters pertaining to Australian military history. The AWM has expressed an interest in supporting the efforts to have the Kokoda Track recognised, if not as a National Memorial Park, at least as a World Heritage site.

### University of Technology Sydney

Stakeholder Analysis: UTS				
Status	Role	Interest	Importance	Influence
Secondary	Participant/Active	Outcome	High	Positive

UTS officially endorses the development of sustainable tourism on the Kokoda Track. Associate Professor Wearing, from the School of Leisure, Sport and Tourism, was approached by the Kokoda Track Foundation because of his extensive experience in community-based tourism in developing countries. He has been intimately involved in the series of workshops for stakeholders and walked the track last July to assess the infrastructure requirements and talk to the communities.

## **Stakeholder Relationships**

A diagram depicting the relationships between stakeholders is at Appendix 6.

## **Engaging the Host Communities**

### **Process**

The techniques of Participatory Rural Appraisal (PRA)<sup>16F11</sup> were employed to engage the host communities along the Kokoda Track. The purpose of PRA is to enable development practitioners, government officials and local people to work together to plan appropriate programs. PRA encourages participatory decision making, local capacity building, and community control of resources. It emphasises local knowledge and enables local people to make their own appraisal, analysis, and plans.

In PRA, data collection and analysis are undertaken by local people, with outsiders facilitating, rather than controlling.

### **Key Tenets of Participatory Rural Appraisal (PRA)**

**Participation.** Local people's input into PRA activities is essential to its value as a research and planning method and as a means for diffusing the participatory approach to development.

**Teamwork.** To the extent that the validity of PRA data relies on informal interaction and brainstorming among those involved, it is best done by a team that includes local people with perspective and knowledge of the area's conditions, traditions, and social structure and either nationals or expatriates with a complementary mix of disciplinary backgrounds and experience. A well-balanced team will represent the diversity of socioeconomic, cultural, gender, and generational perspectives.

**Flexibility.** PRA does not provide blueprints for its practitioners. The combination of techniques that is appropriate in a particular development context will be determined by such variables as the size and skill mix of the PRA team, the time and resources available, and the topic and location of the work.

**Optimal ignorance.** To be efficient in terms of both time and money, PRA work intends to gather just enough information to make the necessary recommendations and decisions.

**Triangulation.** PRA works with qualitative data. To ensure that information is valid and reliable, PRA teams follow the rule of thumb that at least three sources must be consulted or techniques must be used to investigate the same topics.

### **Community Workshops – Outcomes**

Community workshops were held in Efogi 28 -29 April 2004 and Kokoda 15 – 16 April 2005. The workshops are of primary importance in engaging communities collectively in the planning process and providing them with the incentive to develop small businesses as a spin-off from tourism. Social mapping techniques were used to facilitate communication across clans, cultures, languages and education levels. A review of the Action Plans conducted during the Kokoda Workshop in July 2005 is at Appendix 7. Full reports on the workshops and examples of social mapping are included at Appendix 8.

Communities along the Track recognize the importance of ‘good’ (i.e. sustainable) tourism for their future prosperity and the need for cooperation to achieve this. The two community workshops so far conducted represent the first occasions that all the villages along the track have gathered together to address issues of mutual interest. The issues of highest importance to the communities are summarized below:

#### **Guest Houses**

Most communities recognised the need for dry, comfortable accommodation for trekkers as an

alternative to camping and as a source of additional revenue. It is proposed that they be constructed in a style sympathetic to the surrounding traditional dwellings, using a combination of traditional and modern materials.

### **Community meeting places**

The women saw a requirement for community meeting places within the villages. These could also provide a venue for training, traditional crafts and food preparation.

### **Water supply**

While supplies of fresh water are plentiful, they are not always readily accessible from the villages and camping areas. There is also a requirement to reduce the outflow of untreated effluent back into the streams.

### **Power supply (mini-hydro)**

Few villages have any power supply at all. In a region of many fast-flowing streams, mini-hydro power offers a relatively cheap source of power with little environmental impact.

### **Wildlife conservation**

The importance of conserving eco-systems as a major attraction for trekkers is fully realised by the communities along the track. Little wildlife is evident owing to indiscriminate hunting over many years. Some communities plan to establish protected areas where visitors can observe wildlife (e.g. display trees for birds of paradise and bower bird nesting sites) and experience the rich diversity of the eco-systems across the Owen Stanley Range.

### **Health centres/aid posts**

Health centres and aid posts, properly equipped and staffed, are important not only for community health but to provide for treatment of sickness and injury among trekkers.

### **Food supply and preparation**

The village diet doesn't suit most trekkers. At present, trekkers carry in most of their food. There is huge potential for communities to grow crops which appeal to the western diet and become skilled in its preparation. Not only would this provide a valuable source of income (surplus could be sold to other markets), but it would improve the nutrition (and hence the health) of villagers and reduce the accumulation of waste.

### **Safety and security**

Breakdown in law and order continues to be a significant problem in the major towns, and the people are well aware of the potential adverse effects on tourism. Police are badly under-resourced. Communities are considering how they can contribute to a safer and more secure environment for trekkers, including initiatives such as community policing, whereby young members of the community are trained to monitor and report on suspected illegal activity.

### **Monitoring/Review**

UTS and the WWF are in the process of analysing the outcomes from the workshops (One Year Action Plans and Five Year Development Plans) and mapping the results. Future workshops (supplemented by regular awareness patrols by the KTA) will be necessary (probably annually) to monitor and review the outcomes and expedite the implementation of the plans.

### **Internal and External Factors**

## Internal Environment – The Present

### Strengths

- Status of the Kokoda Track as a heritage site of national and international importance and an increasingly popular destination for eco-trekkers
- Biological values and scenery of the Owen Stanley Ranges
- Intact cultures and hospitality of the Orokaiva and Koiari villagers living along the Track
- A clear vision enunciated by the Kokoda Track Foundation (KTF) established with a primary purpose of implementing sustainable tourism in the Kokoda Track area
- Kokoda Track Special Purpose Authority (KTA), established by act of PNG parliament to administer projects in the Kokoda Track area, with representation from landowners
- Involvement of local communities through an on-going series of workshops to draw up one year action plans and five year development plans
- Access to the resources of the WWF and UTS School of Tourism for advice and best practice
- Support and commitment from influential partners, including RSL and DVA

### Weaknesses

- Poor Governance
- Poor facilities and need for a comprehensive development and management plan
- No funding secured for the development of infrastructure and human resources to support eco-trekking
- Inability of KTA to fill all positions and need for a comprehensive business plan and operating procedures
- Insufficient authority vested in the KTA to effectively monitor and police operations along the Kokoda Track
- Disagreements and jealousies among traditional landowners and clan leaders leading to protracted disputes
- Host communities lacking basic business skills and experience in tourism and supporting industries
- Little coordination within the tourism sector

## External Environment – The Future

### Opportunities

- Inclusion of the tourism industry in PNG's Medium Term Development Strategy
- Support from the PNG Government owing to the status of the track as an area of historical importance

- Willingness of local communities to cooperate in establishing a mutually beneficial tourism industry
- International recognition of the Owen Stanley Range as a highly significant ecosystem because of its biodiversity and the proximity to Port Moresby of relatively intact rainforest
- Increasing public awareness in Australia and overseas of the heritage value of the Kokoda Track and accompanying demand for the eco-trekking experience.

### Threats

- The Kokoda Track area has not been formally declared a protected area and consequently there is no comprehensive environmental management plan

- Increasing population and numbers of trekkers placing greater demand on resources and the environment along the Track
- Unrealistic expectations from communities of benefits flowing from increasing tourism
- Pressure from international logging and mining operators (both legal and illegal) for access to resources in proximity to the Track
- Authority of the KTA not fully understood or recognised
- Failure to secure an adequate food supply for both villagers and trekkers
- Rapidly expanding demand placing unacceptable pressure on the environment and devaluing the trekking experience
- Continuing problems in law and order in PNG, creating security problems and deterring visitors
- Relatively high cost of access

### Gaps

- Government financial support for administration
- Fully operational and effective KTA
- Environmental protection and management plan
- Interpretive and commemorative plan
- Engagement of AusAID (Community Development Projects)
- Accommodating forecast demand
- Availability of camping grounds and guest house accommodation
- Introduction of environmentally sound 'best practice' facilities
- Profitable supporting village industries
- Provision of training programs for communities
- Effective agricultural programs
- Education, health and sport
- Law and order

### Focus Areas

#### Implementation

Strategic planning is a somewhat abstract process. A strategic plan is of little use until it is implemented and specific strategies and goals are achieved (as measured by performance indicators). Implementation involves the concurrent initiation, execution and integration of several action plans in order to realise the vision.

To successfully implement a plan involving as many focus areas and stakeholders as this, a strategic management team will be required. Ideally, such a team would be set up as a joint Australian/PNG Government initiative and include representatives from key stakeholders.

This plan is a process, not an event. The document will by its nature be dynamic; it will need to be regularly reviewed and adapted in response to changes to the environment in which it is being implemented.

#### **Goal 1.1: Successfully implement the plan for sustainable tourism on the Kokoda Track Socio-Economic Development**

Sustainable tourism has been shown to make a significant contribution to social development in under-developed countries. Apart from the employment opportunities it provides, sustainable tourism can provide an income (from the collection of trekking fees, for instance) for conservation projects and encourage local communities to protect their resources rather than deplete them. It stimulates economic growth and the creation of other business opportunities. It is important that economic activity is diversified to protect against loss of income and jobs during a downturn. It is also important that the revenues from tourism are distributed equitably among the local communities and that a coordinated infrastructure approach is taken to ensure development of appropriate facilities.

Potentially negative socio-economic impacts of tourism include breakdown in social structure, economic inequality, destruction of traditional livelihoods and increases in the cost of living.

Capacity-building activities are important in achieving socio-economic development. These activities include equipping the communities with the skills necessary for effectively managing resources. Good governance and accountability are paramount in ensuring revenues from tourism and associated industries are used wisely and applied in the appropriate areas. Skills transfer and training in the principles of sustainability, facilities development and management techniques are necessary precursors to a successful sustainable tourism industry.

Ultimately, the measure of success for sustainable tourism is an increase in social welfare (e.g. security, education, public health) and greater economic wealth for local communities.

**Goal 2.1: Build capacity in local communities to empower them to effectively participate in, and support, sustainable tourism**

**Goal 2.2: Develop an integrated approach to land use management and trekking based on sustainable practices**

### **Environmental Protection**

By definition, eco-trekking requires that visitors experience direct personal contact with nature. Sustainable tourism can only succeed if the landscape and eco-systems through which the track passes are protected from intrusions potentially destructive activities. On the other hand, any tourism is bound to have some negative environmental impacts, including pollution, habitat disruption and resource depletion. The objective is to minimize that impact, while providing economic incentives to local people and businesses. Waste minimisation and waste disposal and management systems are essential. Local communities and trekkers alike must be educated in sustainable practices.

As an eco-region, the area through which the track passes is extremely rich in endemic species, diversity of habitat traverses one of the planet's most significant remaining wildernesses. While it warrants protection under the UN Environmental Program, in practice the establishment of a series of locally managed Wildlife Management Areas may be more effective. A submission has been made to UNESCO by the WWF to have the Kokoda Track and the Owen Stanley Range included on the World heritage list as an area of outstanding universal value.

**Goal 3.1: Provide protection for the Kokoda Track and the Owen Stanley Range as an area of outstanding biodiversity and universal natural heritage value**

**Goal 3.2: Protect and sustainably manage the areas surrounding the Kokoda Track for the benefit of local communities and visitors.**

### **Cultural Heritage**

Tourism has a highly complex impact on cultural values. The cultural heritage of the local communities can be a significant attraction for trekkers on the Kokoda Track. Traditional activities such as village life, customs, ceremonies, sing-sing, food gathering, building construction and language will all enrich the visitor's experience and can indeed provide an impetus for their preservation.

Tourist activities will inevitably have an impact on cultural values, and this must be carefully managed. Local customs and lifestyles can be significantly disrupted and changes demographics can occur as a result of tourism. Traditional practices and events may also be influenced by tourist preferences.

**Goal 4.1: Preserve the cultural heritage of the people living along the Kokoda Track**

## **Military Heritage**

The military heritage of the Kokoda Track is its most important asset. As the site of one of the most epic events in the history of Australia, it is hallowed ground and deserves to be recognised as a World Heritage site, if not a National Memorial Park. A plan is urgently required to survey and document all the battlefield sites and recommend appropriate memorials and interpretive displays.

**Goal 5.1: Identify, preserve and promote the military heritage values of the track, to include the development of interpretive memorials at significant locations**

### **Governance and Management**

Poor governance is a major public administration problem for PNG, and is a significant threat to the success of sustainable tourism on the Kokoda Track. The UN Commission on Sustainable Development has highlighted a number of principles for effective development, including: Participation and Transparency

### **Collective Responsibility**

- Accountability
- Equity and Justice

It is essential that all members of the KTA Committee of Management are properly trained in their roles as directors, that effective procedures are developed and followed and a system of external checks and audits is put in place.

Local governments and communities will also require training in management and accounting and their collective responsibility for planning, decision making, problem solving, project implementation and evaluation.

**Goal 6.1: Introduce effective governance, accountability and transparency to the KTA Committee of Management**

**Goal 6.2: Implement effective management systems for LLGs and communities.**  
**Operational**

The effectiveness of the KTA in carrying out its functions is critical to the success of sustainable tourism. It cannot be effective without the full support and cooperation of all key stakeholders, particularly the Provincial and Local-level Governments, landowners and clan leaders. More can be done to improve the trekking experience. Facilities such as camping areas, guest houses, toilets, food preparation and ablution blocks require upgrading. Waste minimisation policies and management systems need to be implemented. Codes of conduct for both trekkers and tour operators need to be drawn up and adhered to. Host communities require training in such matters as food preparation, hygiene and small business management.

As the number of trekkers increases, the need for a trekking booking system becomes apparent. Better medical facilities and evacuation procedures are also required.

**Goal 7.1: Implement and enforce standards and codes of conduct for tour operators, employees, trekkers and host communities**

**Goal 7.2: Develop and implement training programs for people engaged in tourism-related activities**

**Goal 7.3: Adapt the Kokoda model for sustainable tourism to other areas of military historical significance in PNG**



### **Promotion**

Although the Kokoda Track is well-known in Australia and PNG, it has not been promoted internationally as an ecotourism destination. A marketing plan is required.

### **Goal 8.1: Build the image of the Kokoda Track as a recognised world-class eco-trekking destination.**

#### **Financial**

Revenue from trekking fees used to off-set the administration costs of the KTA (30%) and for the improvement and maintenance of facilities. Training in financial management is a high priority for members of the KTA Committee of Management and for community leaders.

The establishment of sustainable tourism will require a considerable injection of funds for projects such as new facilities, accommodation, battlefield conservation, monuments and interpretive information.

### **Goal 9.1: Ensure the financial viability of tourism along the track**

#### **Law and Order**

While the threat to personal safety and security along the track is minimal, there is a greater threat in transit and at the access points (Owers Corner and Kokoda). Increasing numbers of trekkers will inevitably lead to an increase in criminal activity. Community policing, including the establishment of additional police posts will alleviate the problem.

### **Goal 10.1: Provide for the safety and security of visitors to the Kokoda Track**

## Proposed Strategies

### Focus Area 1: Implementation

GOAL 1.1				
<b>Successfully implement the plan for sustainable tourism on the Kokoda Track</b>		Performance Indicator:		
Strategies		Who	When	
1.1.1	Establish a joint AS/PNG Govt organisation to direct and manage the implementation of the plan.	Lead: • AS/PNG Govts	Jun 2006	e.g. Council for Sustainable Development

### Focus Area 2: Socio-Economic Development

GOAL 2.1				
<b>Build capacity in local communities to empower them to effectively participate in, and support, sustainable tourism</b>		Performance Indicator:		
Strategies		Who	When	
2.1.1	Educate KTA, tour operators, guides, porters and communities in sound ecotourism practices (IES Principles)	Lead: • KTA • tour operators • communities		
2.1.2	Conduct workshops and education programs in the basic skills needed to support tourism	Lead: • KTA • TPA		<ul style="list-style-type: none"> <li>• How to bake</li> <li>• Food selection, preparation and presentation</li> <li>• Sales techniques</li> <li>• Guest house management</li> <li>• Basket weaving</li> <li>• Artefact making and selling</li> </ul>
2.1.3	Set up a leadership development program for local communities	Lead: • KTA • communities		
2.1.4	Diversify economic activities in communities in order to reduce dependency on tourism	Lead: • communities • KTA		<ul style="list-style-type: none"> <li>• Crop production for market</li> </ul>

2.1.5	Conduct research and prepare a report on the social, environmental and recreational carrying capacity of the Track	Lead: <ul style="list-style-type: none"> <li>AS/PNG Govts</li> </ul>		
<b>GOAL 2.2</b>				
<b>Develop an integrated approach to land use management and trekking based on sustainable practices</b>		Performance Indicator:		
Strategies		Who	When	
2.2.1	Sponsor community representatives to participate in training courses that provide the skills necessary to manage community development projects	Lead: <ul style="list-style-type: none"> <li>KTA</li> <li>communities</li> </ul>		<ul style="list-style-type: none"> <li>Orchid gardens</li> <li>Bird of paradise display trees</li> <li>Wildlife viewing (bird forests)</li> <li>Bower bird nest viewing sites</li> <li>Giant echidna viewing</li> <li>Night spotting of tree kangaroos and cuscus</li> <li>Stands of fragrant trees</li> <li>Butterfly gardens</li> </ul>
2.2.2	Establish community operated nature reserves to show-case local flora and fauna	Lead: <ul style="list-style-type: none"> <li>communities</li> <li>KTA</li> <li>WWF</li> <li>DEC</li> </ul>		

### Focus Area 3: Environmental Protection

<b>GOAL 3.1</b>				
<b>Provide protection for the Kokoda Track and the Owen Stanley Range as an area of outstanding biodiversity and universal natural heritage value</b>		Performance Indicator:		
Strategies		Who	When	
3.1.1	Obtain listing for the Kokoda track and parts of the Owen Stanley Range as a World Heritage site	Lead: <ul style="list-style-type: none"> <li>WWF</li> <li>DEC</li> <li>KTA</li> </ul>		<ul style="list-style-type: none"> <li>Draft application has been prepared</li> </ul>

		<ul style="list-style-type: none"> <li>• land-owners</li> </ul>		
3.1.2	Establish a research program to identify and document natural heritage values of the Owen Stanley range	Lead: <ul style="list-style-type: none"> <li>• KTA</li> <li>• DEC</li> <li>• WWF</li> </ul>		
3.1.3	Produce interpretive materials of the natural environment for trekkers	Lead: <ul style="list-style-type: none"> <li>• KTA</li> <li>• DEC</li> <li>• WWF</li> </ul>		
3.1.4	Conduct an environmental impact assessment of tourism on the Kokoda Track			

<b>GOAL 3.2</b>				
<b>Minimise the negative impacts of tourism</b>		<b>Performance Indicator:</b>		
<b>Strategies</b>		<b>Who</b>	<b>When</b>	
3.2.1	Apply to have contiguous areas adjacent to the Track declared as Wildlife Management Areas	Lead: <ul style="list-style-type: none"> <li>• landowners</li> <li>• DEC</li> <li>• KTA</li> <li>• WWF</li> </ul>		<ul style="list-style-type: none"> <li>• No cutting trees on track</li> <li>• No gardens fringing track</li> <li>• Waste removal by trek operators</li> <li>• Education about graffiti</li> <li>• No hunting along track</li> <li>• No mining/logging</li> <li>• Zonation plan</li> </ul>
3.2.2	Implement a ranger training and development program for local communities	Lead: <ul style="list-style-type: none"> <li>• KTA</li> <li>• communities</li> </ul>		
3.2.3	Publish guidelines for ecologically sustainable practices to be adopted by tour operators, guides, porters, local communities and trekkers	Lead: <ul style="list-style-type: none"> <li>• KTA</li> <li>• tour operators</li> <li>• communities</li> <li>• trekkers</li> <li>• WWF</li> </ul>		<ul style="list-style-type: none"> <li>• Waste management and disposal</li> <li>• Protection of waterways</li> </ul>

3.2.4	Develop an action plan to eradicate invasive exotic plant species on the track	Lead: <ul style="list-style-type: none"> <li>• KTA</li> <li>• LO</li> <li>• DEC</li> <li>• WCS</li> </ul>		
3.2.5	Introduce a construction code to ensure new buildings, camp sites and facilities are functionally and environmentally appropriate	Lead: <ul style="list-style-type: none"> <li>• NCC</li> <li>• KTA</li> </ul>		

#### Focus Area 4: Cultural Heritage

GOAL 4.1				
<b>Preserve the cultural heritage of the people living along the Kokoda Track</b>		Performance Indicator:		
Strategies		Who	When	
4.1.1	Introduce community programs which nurture and promote cultural heritage	Lead: <ul style="list-style-type: none"> <li>• KTA</li> <li>• NCC</li> <li>• communities</li> </ul>		
4.1.2	Publish culturally sensitive design and construction principles for site developments and buildings	Lead: <ul style="list-style-type: none"> <li>• NCC</li> <li>• KTA</li> <li>• communities</li> </ul>		
4.1.3	Establish a monitoring and reporting system for the preservation of cultural heritage	Lead: <ul style="list-style-type: none"> <li>• KTA</li> <li>• communities</li> </ul>		

#### Focus Area 5: Military Heritage

GOAL 5.1				
Identify, preserve and promote the military heritage values of the track, to include the development of interpretive memorials at significant locations		Performance Indicator:		
Strategies		Who	When	

5.1.1	Establish a body to oversee the preservation and promotion of the military heritage values of the Kokoda Track	Lead: • AS/PNG Govts		• Joint AS/PNG Govt organisation to relevant agencies, e.g. DVA, AWM, NCC
5.1.1	Enact appropriate legislation to protect and honour the military heritage of the Kokoda Track (e.g. World Heritage listing)	Lead: • AS/PNG Govts		
5.1.2	Develop a plan for the listing, preservation and commemoration of all significant military sites along the track	Lead: • AS/PNG Govts		
5.1.2	Have the track recognised as a “National Memorial Park”, owned and managed by the customary landowners	Lead: • AS/PNG Govts		
5.1.3	Incorporate military history education into a porter’s/guide’s vocational training program	Lead: • KTA • tour operators • PNG TA		
5.1.5	Improve the standard of interpretive and commemorative facilities at appropriate sites	Lead: • AS/PNG Govts • KTA • DVA • KTF		
5.1.6	Incorporate WWII re-enactments into community cultural heritage presentations	• Lead: communities • KTA • NCC		

### Focus Area 6: Governance and Management

GOAL 6.1			
<b>Introduce effective governance, accountability and transparency to the KTA Committee of Management</b>		Performance Indicator:	
Strategies	Who	When	

6.1.1	Provide training in good governance and management for the KTA Committee of Management	Lead: AS Govt KTA		Appoint an independent consultant to the KTA Committee of Management
6.1.2	Implement effective business systems and standing operating procedures for the KTA Committee of Management	Lead: KTA		
6.1.3	Conduct regular external audits of accounts and reviews of procedures for the KTA	Lead: PNG Govt		
6.1.4	KTA to budget for, monitor and regularly report to PNG Govt on operating costs	Lead: KTA PNG Govt		
6.1.5	Establish effective communications between KTA, LLGs, landowners and tour operators	Lead: KTA		Regular meetings to be scheduled and newsletters published

GOAL 6.2				
<b>Implement effective management systems for LLGs and communities</b>		Performance Indicator:		
Strategies		Who	When	
6.2.1	Develop a leadership and management training program	Lead: KTA		
6.2.2	Prepare and implement operating procedures	Lead: KTA		

### Focus Area 7: Operational

GOAL 7.1				
<b>Implement and enforce standards and codes of conduct for tour operators, employees, trekkers and host communities</b>		Performance Indicator:		
Strategies		Who	When	
7.1.1	A Code of Conduct be developed and enforced outlining appropriate behaviour and protocols for language, litter, cultural and religious observance	Lead: • KTA		
7.1.2	Ensure host communities compliance with guest house standards, protocols and procedures	Lead: • KTA		• Includes publishing trek itineraries and guest house/camping ground reservations



7.1.3	Implement an accreditation scheme for tour operators	<ul style="list-style-type: none"> <li>• KTA</li> </ul>		<ul style="list-style-type: none"> <li>• Includes Public Liability insurance</li> </ul>
7.1.4	Develop and enact minimum conditions of employment for trek leaders, guides, medics and porters	<ul style="list-style-type: none"> <li>• KTA</li> </ul>		
7.1.5	Legislate to enforce compliance with KTA requirements such as payment of trek fees, appropriate behaviour and adherence to published trek itineraries			

<b>GOAL 7.2</b>				
<b>Develop and implement training programs for people engaged in tourism-related activities</b>		Performance Indicator:		
Strategies		Who	When	
7.2.1	Appoint or employ a Registered Training Authority (RTA) to establish competencies and qualifications required of KTA approved trek leaders, medics, guides and porters	<ul style="list-style-type: none"> <li>• KTA</li> </ul>		<ul style="list-style-type: none"> <li>• Determine the criteria and process for accreditation</li> </ul>
7.2.2	Develop and implement training programs and an accreditation scheme for leaders, medics, guides and porters	<ul style="list-style-type: none"> <li>• KTA</li> <li>• RTA</li> </ul>		<ul style="list-style-type: none"> <li>• Possible use of Kokoda Vocational Centre</li> </ul>

<b>GOAL 7.3</b>				
<b>Adapt the Kokoda model for sustainable tourism to other areas in of military historical significance in PNG</b>		Performance Indicator:		
Strategies		Who	When	
7.3.1	Document the Kokoda Track model			
7.3.2	Apply the model in other locations in the region			Buna, Gona, Oiavi, Kumusi, Black Cat

### Focus Area 8: Promotion

GOAL 8.1		Performance Indicator:		
Build the image of the Kokoda Track as a recognised world-class eco-trekking destination				
Strategies		Who	When	
8.1.1	Develop and implement a marketing plan which identifies potential and existing markets for ecotourism	Lead: • KTA • TPA • tour operators		
8.1.2	TPA to invest 10% of its budget to promote Kokoda and spin-off destinations	Lead: • TPA		
8.1.3	Provide a facility for trekkers and trekking operators to provide feedback on their experience	Lead: • KTA		
8.1.4	Coordinate the marketing efforts of local trekking operators	Lead: • KTA		

### Focus Area 9: Financial

GOAL 9.1		Performance Indicator:		
Ensure the financial viability of tourism along the track				
Strategies		Who	When	
	Establish community cooperatives to facilitate the collection and distribution of revenues	Lead: • communities • KTA		
9.1.1	Introduce regional centres for micro-financing and community banking systems	Lead: • KTA • TPA • PNG SDF		
9.1.2	Obtain commitment from potential donors for recurrent funding to cover the costs of authorised positions on the KTA	Lead: • AS/PNG Govt • KTA		
9.1.3	Secure funding for education and community development programs	Lead: • AS/PNG Govt • KTF • KTA		

**Focus Area 10: Law and Order**

GOAL 10.1				
<b>Provide for the safety and security of visitors to the Kokoda Track</b>		Performance Indicator:		
Strategies		Who	When	
10.1.1	Develop standards of qualifications and competencies for trek leaders, medics, guides and porters	Lead: <ul style="list-style-type: none"> <li>• KTA</li> <li>• TPA</li> <li>• tour operators</li> </ul>		
10.1.2	Implement a community policing system to provide a secure environment for trekkers	Lead: <ul style="list-style-type: none"> <li>• PNG Govt</li> <li>• KTA</li> </ul>		

## Financial Implications

A significant investment of funds will be required in order to establish sustainable tourism on the Kokoda Track. The total core operating costs of the KTA for 2006 are estimated to be PGK871,700, broken down as follows:

<b>Recurrent costs</b>	<b>PGK(000)</b>
Salary, Gr. 15- Executive Officer	26.0
Salary, Gr. 12- Assistant Manager	17.3
Salary, Gr. 6- Projects Coordinator	17.3
Salary, Gr. 3- Accounts Clerk (x2)	12.2
Salary, Gr. 1- Ranger x 3	15.6
Salary, Gr. 1- Driver	5.2
Salary, Gr. 2- KBO	5.5
Salary sub-total:	99.1
Wages	15.5
Travel	72.3
Telecommunications	18.0
Office materials & supplies	10.0
Transport & Fuels	31.2
Consultancy Fees	135.0
3 YTP permit	5.0
Office rental & utilities	24.0
Other operational	49.4
Depreciation Reserve	29.7
Total Recurrent	489.2
Capital	
Office Equipment	20
Laptop- Chairman	4.0
Solar power system- Kokoda	6
2nd hand vehicles x 2	100
Wind Turbine, Mt Fala Repeater	5
Total Capital Costs	135.0
Total Capital & Recurrent Costs	624.2
Project Costs- Toilets & Ablution	
Supply thunderbox or squat type toilets	120
Air transport, toilets to site	2.48
Purchase 13 ablution blocks	104
Transport ablution blocks to site	15
Construct 13 Ablution blocks	6
Total Project Costs (estimates)	247.5

The total revenue expected from trekking fees in 2006 (based on 2,700 trekkers) is PGK500,000, leaving a shortfall of PGK371,000. 30% of the trekking fees (PGK150,000) is applied to administrative costs; the remainder (PGK350,000) is used to fund community development projects.

Other potential sources of funding include:

PGK1.0M from NCC for facilities development (PGK3.4M has been allocated over the period 2006-2009)

PGK50,000 from each of the Oro and Central Governments for development and maintenance projects (this money has been promised under the Joint Border Agreement and is ostensibly an annual allocation)

PGK250,000 from the PNG SDF for improvements to camping sites and hygiene  
An undisclosed sum from the World Bank's PEDF to assist in establishing good governance and management procedures for the KTA Committee of Management

An allocation of PGK30,000 (PGK10,000 from each of the NCC, TPA and PNG SDP) for a KTA awareness patrol to be conducted in May 2006

An undisclosed sum from the World Bank's PEDF to assist in establishing good governance and management procedures for the KTA Committee of Management

An allocation of PGK30,000 (PGK10,000 from each of the NCC, TPA and PNG SDP) for a KTA awareness patrol to be conducted in May 2006.

It is anticipated that by 2008, over 5,000 trekkers will walk the track each year, generating more than PGK1.0M p.a. By this time it is expected that the KTA would be self-funding

Table 3 shows

Applied to	Notes
<ul style="list-style-type: none"> <li>• Social Development projects</li> <li>• Infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>• NCC</li> </ul>
<ul style="list-style-type: none"> <li>• Infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>• Central and Oro Provinces</li> </ul>
<ul style="list-style-type: none"> <li>• KTA Administration</li> <li>• Facilities development</li> <li>• Village industries</li> </ul>	
<ul style="list-style-type: none"> <li>• Maintenance and improvement of facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Camp site and guest house fees</li> <li>• Catering</li> <li>• Artifacts</li> <li>• Cultural displays</li> </ul>
<ul style="list-style-type: none"> <li>• Business systems</li> <li>• Training</li> </ul>	
<ul style="list-style-type: none"> <li>• Community Development</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development Scheme</li> </ul>
<ul style="list-style-type: none"> <li>• Battlefield conservation</li> <li>• Memorials</li> </ul>	
<ul style="list-style-type: none"> <li>• Social welfare projects</li> </ul>	<ul style="list-style-type: none"> <li>• Scholarships</li> <li>• Health</li> <li>• Sport</li> </ul>

potential sources of funds and the uses to which they would be applied.

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## The Kokoda Track Foundation

### **APPENDIX 1: Sydney Workshop, University of Technology – 8 December 2003**

#### *“Towards a Strategy for Sustainable Tourism on the Kokoda Track”*

#### **Part 1: Current vision of the Kokoda Track Foundation**

The Kokoda Track Foundation was established in recognition of the assistance given to the Australian Diggers during the Pacific War from 1942 – 1945 by the people of Papua New Guinea including the ‘Fuzzy-Wuzzy Angels’ and the Koiari and Orokaiva people living along the Kokoda Track. Its aims are to promote education, health and sporting initiatives for villagers living along the Track. In doing so, the Foundation aims to support the villages in establishing a self-sustainable eco-adventure tourism industry along the Track, with full support and cooperation from all stakeholders. The Foundation is interested in honouring all historical, cultural, environmental and community aspects linked to the Kokoda Track.

#### **Part 2: Sustainable Tourism and Implications for PNG**

Issues that arose from Vanuatu ‘*Selo Selo*’ case study

- Communication
- Planning
- Expectations of all parties
- Cultural Impact
- Frequency
- Structured Goals
- Awareness & concern

#### **Issues of sustainable tourism relevant for the Kokoda Track**

##### **Communication/Planning:**

Both are vital throughout the entire process of setting up a sustainable tourism project. Communication (including appropriate translation) between Australian and PNG groups is undoubtedly necessary and appropriate stakeholders (including landowners, village elders & members etc) must be involved in the initial planning stages. A workshop, replicating the one held in Australia, is to be held in PNG in early 2004.

Sustainability: important for funding, ongoing security of villages; having a clear future-oriented vision.

Briefing: important for current and future tourists to be briefed before visiting PNG. This must involve increasing cultural, community and environmental awareness and respect amongst tourists before they arrive in PNG. Furthermore, debriefing must be available for villagers



during times of adventure tourism initiatives. They must be involved in and aware of all negotiations and planning.

### **Principles for the development of successful community based tourism along the Kokoda Track**

#### Group One

1. Briefing of Tourists
2. Awareness: culture, environment, history, community
3. Impact: organisation, expectations, goals, communication
4. Regulation & Evaluation
5. Interaction between stakeholders (e.g., Kokoda Track Foundation [KTF], Kokoda Track Authority [KTA], landowners, Seventh Day Adventist [SDA's], PNG government, Trek operators etc).
6. Community benefits: education, health, sport etc.

#### Group 2

- i) Communication (translation)
- ii) Consensus
- iii) Education (for both tourists and villagers): respect & knowledge
- iv) Standards & Protocols: e.g., trek guides must be trained; limit to how much porters carry; standard track fee
- v) Cultural Respect
- vi) Conservation: environment
- vii) Measuring Impacts
- viii) Managing Expectations
- ix) Managing Numbers

#### Group 3

- a) Communicate – with local groups: research expectations; planning; written agreement
- b) Minimise Government Involvement
- c) Gradual Implementation
- d) Accept Responsibility; Respect
- e) Avoid being purely mercenary
- f) Four levels of Agreement: local villagers; local employees; local government (lower level); absentee landowners – suggestion to minimise involvement of latter.
- g) Cultural Interaction

#### Extra Suggestions

- Understanding of broad history
- Education of PNG locals
- Marketing/Image
- Need for PNG Government cooperation
- Levels of engagement
- Interaction with local institutions

#### Part 3: Expectations & Visions

**Kelvin Templeton**, director of the Kokoda Track Foundation, emphasised the need for a strong, clear and shared vision to be articulated via dialogue between PNG and Australian stakeholders. The workshop group brainstormed and recorded their current view of the Kokoda Track and what they hope to see 10 years into the future, from a variety of perspectives (including tourism, community development, historical recognition etc).

Table 1: The Kokoda Track Today

Environment	<ul style="list-style-type: none"> <li>• Steepness of track</li> <li>• Paradise/Bliss/Pristine</li> <li>• No planning policies</li> <li>• Sustainability? Carrying capacity?</li> <li>• Conservation/preservation</li> <li>• Relatively minimal tourist impact</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Schools – lack of resources, teachers, funding</li> <li>• Guides – lack of training for leading treks</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Limited resources, staff, funding</li> </ul>
Track	<ul style="list-style-type: none"> <li>• Lack of signage</li> <li>• Discrepancy between Kokoda track and wartime track</li> </ul>
History	<ul style="list-style-type: none"> <li>• Recognition of important link between Australia &amp; PNG: war history.</li> <li>• How to extend this beyond limited trek operators &amp; incorporate into the bigger picture?</li> <li>• Bomana War Cemetery: ANZAC services etc.</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Not informed about potential benefits of tourism</li> <li>• Lack of participation</li> <li>• Concerned with short term survival issues rather than long-term sustainability</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Foreign owned operators</li> <li>• Ignored and underdeveloped tourism potential</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Music/Dance: ‘sing-sings’</li> <li>• Cultural preservation</li> <li>• Hostility in PNG</li> </ul>
Partnership between PNG & Australia	<ul style="list-style-type: none"> <li>• Limited Australian understanding of PNG</li> </ul>

Table 2: The Kokoda Track: 10 years from today

Environment	<ul style="list-style-type: none"> <li>• Impact of greater tourism; land/tree/track degradation; disposal of human waste – how to prevent? Recycling, removal protocol etc.</li> <li>• Aim to preserve geography/atmosphere, sense of bliss, culture &amp; isolation.</li> <li>• No logging/mining!</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Increased schools, resources, teachers, funding.</li> <li>• Increased no. students attending high school and university</li> </ul>
Health	<ul style="list-style-type: none"> <li>• Increased resources, funding, staff</li> <li>• Improved life expectancy, disease rate, nutrition</li> </ul>
Environment	<ul style="list-style-type: none"> <li>• Impact of greater tourism; land/tree/track degradation; disposal of human waste – how to prevent? Recycling, removal protocol etc.</li> <li>• Aim to preserve geography/atmosphere, sense of bliss, culture &amp; isolation.</li> <li>• No logging/mining!</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Increased schools, resources, teachers, funding.</li> <li>• Increased no. students attending high school and university</li> </ul>

Track	<ul style="list-style-type: none"> <li>• Improved indicators along the track – historical, educational etc.</li> <li>• Development of traditional huts/accommodation sites at significant historical/cultural sites.</li> <li>• Identified what constitutes the Kokoda Track area.</li> </ul>
History	<ul style="list-style-type: none"> <li>• In Aus – growing knowledge/awareness of PNG’s role in Australian history; Kokoda included in Australian school syllabus.</li> <li>• Historical memorials along track (funding; sponsorship?).</li> <li>• Village museums upgraded.</li> <li>• Village education &amp; knowledge of history</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Empowering communities to access sustainable approach to development.</li> <li>• Circularity: communities where educated young people return to contribute to village betterment.</li> <li>• Communities able to sell cultural souvenirs.</li> <li>• Sustainable agriculture.</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Tourists: awareness; sensitive to PNG needs’.</li> <li>• Awareness of uniqueness of land &amp; culture.</li> <li>• Capitalising on further areas of tourism, e.g., short treks; treks off the traditional track; water-adventure tourism etc.</li> <li>• Locally operated tours?</li> <li>• Community based – PNG people must own all initiatives/developments.</li> <li>• Regular funding.</li> <li>• PNG guides/porters – fit, trained/educated, in uniform, appropriate sleeping gear, not carrying over weight limit.</li> <li>• Carefully organised treks – booking system to prevent overuse of track &amp; bombardment of tourists.</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Preservation of traditional culture.</li> <li>• Traditional ‘sing-sings’, dances etc.</li> </ul>
Partnership between PNG & Australia	<ul style="list-style-type: none"> <li>• Australia: respects, understanding, knowledge</li> <li>• Closer links between PNG &amp; Aus.</li> </ul>
Bigger picture	<ul style="list-style-type: none"> <li>• Benefits of sustainable development along Kokoda track extending to other regions; replicable eco-tourism model.</li> </ul>
Government	<ul style="list-style-type: none"> <li>• Greater importance at government level to preserve natural resources/support interventions.</li> <li>• Support from &amp; interaction between PNG &amp; Aus Governments.</li> </ul>
Development	<ul style="list-style-type: none"> <li>• Kokoda village – hotel?</li> <li>• Helicopter/scenic flights?</li> <li>• Coach parking?</li> <li>• Road between POM and Owers Corner? How far do we need to go? – must be decided by PNG people.</li> <li>• No roads/paved tracks along Track.</li> <li>• Air strip maintenance.</li> <li>• All development must be culturally &amp; environmentally sensitive.</li> </ul>
Authorities	<ul style="list-style-type: none"> <li>• Establishment &amp; active involvement of the Kokoda Track Authority (KTA).</li> <li>• Research, Regulation &amp; Evaluation.</li> </ul>

Potential trek operation under sustainable master plan: Example

Briefing/Booking:	<ul style="list-style-type: none"> <li>• Tourist receives trek information/material</li> <li>• Interactive briefing via website</li> <li>• Receives ‘trek passport’</li> </ul>
Arrive PNG:	Met by PNG Chief Tour Guide who is: <ul style="list-style-type: none"> <li>• Fluent in English</li> <li>• Has detailed knowledge of campaign, local culture &amp; environment</li> <li>• Is trained in expedition leadership</li> </ul>
Accommodation	<ul style="list-style-type: none"> <li>• Briefing in hotel</li> <li>• Final checks; meet others in group</li> </ul>
Transport to Owers Corner	<ul style="list-style-type: none"> <li>• Sealed road</li> <li>• Safe, roadworthy transport</li> </ul>
Reception at Owers Corner	<ul style="list-style-type: none"> <li>• Met by cultural group (dancing, singing),</li> <li>• Meet guides/porters who are dressed in ‘Trek Uniforms’ and trained in history, culture, environment</li> <li>• Passport stamped</li> </ul>
Commence Trek	<ul style="list-style-type: none"> <li>• Groups on track are regulated and must stick to campsite schedule</li> <li>• Progress reported via radio communications</li> <li>• Bush/village campsites are well prepared (guest houses made of local material; enviro-toilets)</li> </ul>
Memorials/Battle sites along Track are restored & signposted Battle sites	<ul style="list-style-type: none"> <li>• Track follows original Track</li> <li>• Educational memorials have been erected</li> </ul>
Village ceremonies:	<ul style="list-style-type: none"> <li>• Performed by village groups; Singing in traditional Koiari-cultural style</li> </ul>

\*Note: a. Trek passport consists of waterproof record/diary that each trekker receives when they pay the Kokoda Track fee. In it are sections for village stamps (in the same way one’s passport is stamped/checked when travelling between countries), photographs, autographs and places to record experiences.

**Mission Statement: Creating sustainable tourism along the Kokoda Track**

- Example 1  
To develop a self-sustaining eco-trekking industry for the Kioari and Oro-Kaivean people who live along the Kokoda Track.
- Example 2  
The establishment of a responsible trekking industry which conserves nature, honours the region’s culture and history and sustains the wellbeing of the people along the Track.
- Example 3  
The creation of a National Memorial Park with the aim of honouring the history and increasing opportunities for the education, health, environment, culture and economy of the local people, whilst enhancing the ties between PNG and Australia.

**Interim Action**

The establishment of a Kokoda Trekkers shared ‘code of ethics’ carried by all trekkers, enforced by all trek leaders, designed for the betterment and wellbeing of the local PNG people who work and live along the Kokoda Track.

### Key Components for Sustainable Tourism along the Kokoda Track

- Plan
- Leadership
- Sustainability
- Political Support
- Funding – raising & distribution
- Infrastructure
- Health – training local medics; increase resources/staff; higher quality nutrition; 1st aid posts
- Education – guides, porters & trekkers; school scholarships; teacher funding.
- Segmentation of industry (culture, flora, forestry, alternative adventure programs, etc.
- Track definition & maintenance, e.g., educational memorials; natural signage
- Environmental preservation
- Relationships & Communication – PNG & Australia
- Marketing – ‘vision that sells’
- National Memorial Park
- Maintain local culture
- Awareness & History

### Mapping the Vision for Sustainable Tourism along the Kokoda Track

In order to implement the above mission statement/s, a ten-year diagrammatic vision was outlined (See Figure 1). Listed below are the major points outlined in the map:

- A clearly defined track, following the path taken by World War Two soldiers. Additionally, other significant tracks are defines including the one linking Efogi to Naduri to Templetons, and a track linking Alola to Abuari to Kokoda.
- Airstrips positioned and maintained at Nauro, Menari, Efogi Kagi, Naduri, Myola and Kokoda.
- Memorials constructed and maintained at Bomana, Ioribaiwa, Menari, Brigade Hill, Myola, Templetons Crossing, Isurava, Deniki and Kokoda.
- Schools at Kokoda, Kagi/Naduri (Kovovo), Efogi, Menari and Sogeri are maintained, equipped with educational resources and adequate teaching staff. Educational scholarships provided for children (through Kokoda Track Foundation) to attend high school at Sogeri.
- Radios installed and maintained in Nauro, Menari, Efogi, Naduri, Kagi, Myola, Alola, Abuari, Isurava, Kovello and Kokoda villages.
- Kokoda hospital re-opened, equipped with resources and staff to run. Additionally, first aid stations installed, resourced and maintained in Menari, Efogi and Naduri/Kagi villages. Furthermore, villagers selected and trained to operate first aid stations.
- Installation and maintenance of natural compost toilets at Owers corner, Imita Ridge, Nauro, Menari, Efogi, Kagi/Naduri, Myola, Alola, Isurava, Deniki, Hoi, Kovello and Kokoda.
- No logging
- Increase in number of bush houses, using natural resources and traditionally built.
- Increase in traditional culture: bilum bags, sing-sings, Koiari language
- Maintain natural landscape, pristine conditions. No pollution.

### Part 4: Planning for the Vision

#### Who are the key Stakeholders?

Australia	Role/Contribution	Papua New Guinea	Role/Contribution
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Kokoda Track Foundation	<ul style="list-style-type: none"> <li>• Oversee sustainable development;</li> <li>• Fundraising</li> </ul>	Kokoda Track Authority	<ul style="list-style-type: none"> <li>• Finalise decisions; oversee development; land owners</li> </ul>
Rotary/Lions	<ul style="list-style-type: none"> <li>• Funding;</li> <li>• Awareness</li> </ul>	Tourism Promotion Authority	<ul style="list-style-type: none"> <li>• Tourism flow; Maintenance; Research; Evaluation</li> </ul>
RSL	<ul style="list-style-type: none"> <li>• Funding;</li> <li>• Awareness;</li> <li>• Memorials</li> </ul>	Seventh Day Adventists	<ul style="list-style-type: none"> <li>• Funding?</li> <li>• Research</li> </ul>
AUSAID	<ul style="list-style-type: none"> <li>• Funding;</li> <li>• Government interaction</li> </ul>	Villages	<ul style="list-style-type: none"> <li>• Accommodation catering;</li> <li>• guides/porters;</li> <li>• track maintenance; recipients of services</li> </ul>
Trek Groups	<ul style="list-style-type: none"> <li>•</li> </ul>	Trek Groups	<ul style="list-style-type: none"> <li>•</li> </ul>
Tour Operators	<ul style="list-style-type: none"> <li>• Planning;</li> <li>• Regulation;</li> <li>• Education</li> </ul>	Tour Operators	<ul style="list-style-type: none"> <li>• Planning;</li> <li>• Regulation;</li> <li>• Education</li> </ul>
Australian Government Dept of Veteran Affairs Foreign Affairs	<ul style="list-style-type: none"> <li>• Maintenance of interest in history;</li> <li>• Tourism flow</li> </ul>	PNG Government Local Provincial National	<ul style="list-style-type: none"> <li>• Regulation;</li> <li>• Maintenance of track/road to Owers Corner;</li> <li>• District planning of service delivery;</li> <li>• Dept of education/health</li> </ul>
		PNG National Parks Authority	<ul style="list-style-type: none"> <li>• Declaration &amp; maintenance of National Parks</li> </ul>

## Where to from here?

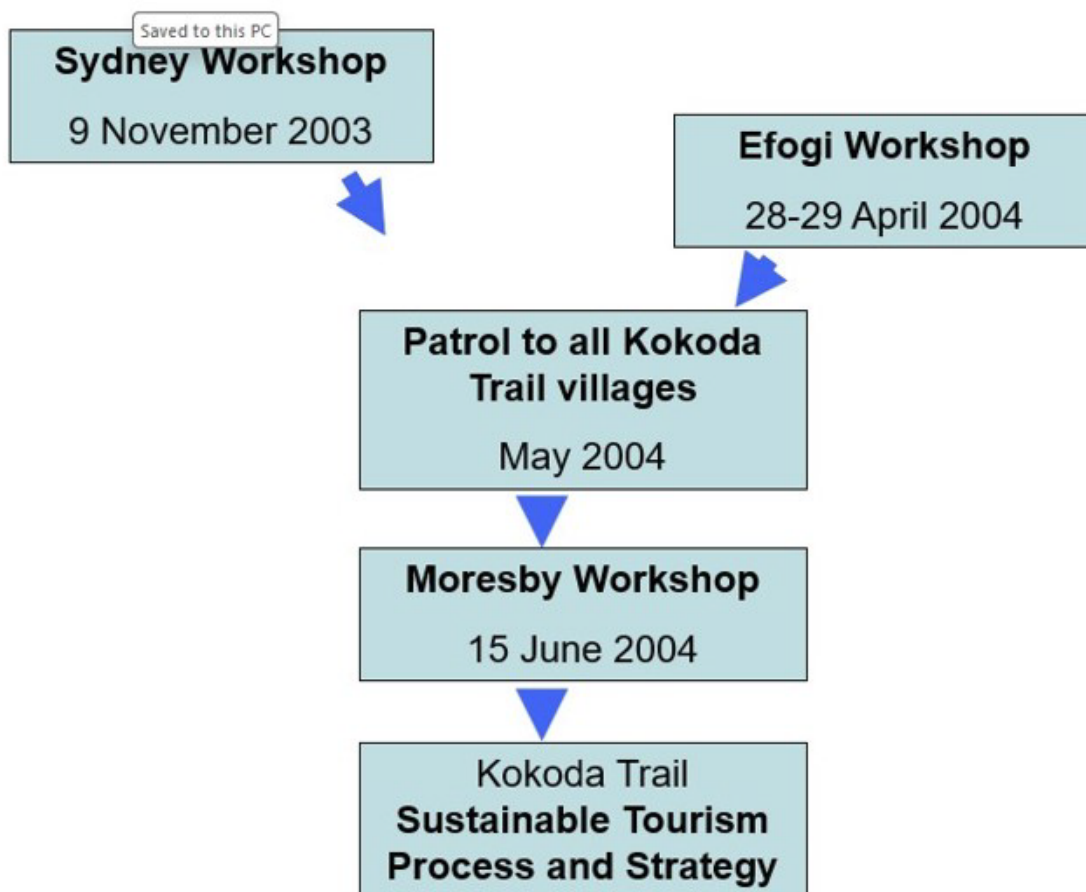
### List of priorities

- Workshop #2, to be held in Efogi village in PNG – to involve representatives from Australia (Kokoda Track Foundation, Australian High Commission) and PNG (Kokoda Track Authority, villagers, PNG Government).
- Development of Strategic Plan – briefing for consultant (who is familiar with PNG); development of steering committee (input from Kokoda Track Foundation) to guide consultation and research
- Establish Research Committee – pool available knowledge; determine PNG needs (e.g., education scholarship criteria; selection of local people for medical training etc.); begin January 2004.
- Social Mapping & Land Owner identification – Land owner mandates to plan for their future; establishment and declaration of Kokoda track Authority whom are to take ownership and maintain sustainability.
- Political Support – Organise governmental input (Australia & PNG); organization of an inter-departmental trek with representatives from AUSAID, Veteran Affairs, Foreign Affairs, Education, Health, Arts, defence, Environment and Tourism, with goal to increase understanding and appreciation of ‘Spirit of Kokoda’; robust management and development of inter-country partnership; Emphasis on PNG ownership.

- Funding – Fund-raising; fund-distribution; awareness and marketing
- Education – funding available beginning 2004 for educational scholarships providing support for students from along the Track to attend High School.
- Standards – development of trekking standards, code of ethics, operating system, and regulation & evaluation practices.

## APPENDIX 2: Planning Process for Efogi Clan Leaders' Workshop

Dr Stephen Wearing & Paul Chatterton



### Social Mapping

- Participatory Rural Appraisal
- Participatory Planning
- Rapid Rural Appraisal

### Features of Social Mapping

- Visual
- Flexible and informal – but carefully planned
- Done in the community
- Allows local values to be expressed
- Objectives set by the community
- Analysis by local people, on the spot
- Triangulation – team, information, techniques



## Issues for tourism - Efogi

<p><b>Group 1</b></p> <ul style="list-style-type: none"> <li>• Lack of planning and communication</li> <li>• High price of items</li> <li>• Rates of village guesthouses high</li> <li>• Law and order</li> <li>• Customs of the area</li> <li>• Hospitality</li> <li>• Recreation</li> <li>• Interaction</li> <li>• Climate</li> <li>• Type of food and preparation</li> <li>• High flow of tourism (wear &amp; tear)</li> <li>• Tourist calendar</li> </ul>	<p><b>Group 2</b></p> <ul style="list-style-type: none"> <li>• Programme - Preparation (planning)</li> <li>• Communication - Tour Company, Tourist. Establish purpose of visit</li> <li>• Plan - War Relics (plan), Culture (plan), Trekking (plan)</li> <li>• Identify the purpose and plan to meet the tourists upon arrival</li> <li>• Effects of Planning:             <ol style="list-style-type: none"> <li>1. Law &amp; Order</li> <li>2. Politics</li> <li>3. Land Ownership Issues</li> <li>4. Alcohol Related Problems</li> <li>5. Drug Related Problems</li> </ol> </li> </ul>
<p><b>Group 3</b></p> <ul style="list-style-type: none"> <li>• Identify Tourist/Purpose of Visit - find out what type of tourist</li> <li>• Communications - direct communication with tour operators: VHF Radio, letter, telephone</li> <li>• Accommodation – cleanliness, traditional type/materials used, rate/price, food quality/food preferred - fresh</li> <li>• War Relics - historical sites to be cleaned &amp; looked after</li> <li>• Urgent Repair of Track - sign boards, guard rails, information huts etc</li> </ul>	<p><b>Group 4</b></p> <ol style="list-style-type: none"> <li>1. Tourism: Kokoda Trail</li> <li>2. What attracts a tourist?</li> <li>3. What is the tourists' needs?</li> <li>4. What is the need of locals along the Kokoda Trail?             <ul style="list-style-type: none"> <li>• <i>good communication with local people</i></li> <li>• <i>good social interaction</i></li> <li>• <i>food, housing, places of interest</i></li> <li>• <i>costs of housing, food, crafts &amp; souvenirs</i></li> <li>• <i>spiritual (church denominations) - sabbath</i></li> <li>• <i>the community to work &amp; organise themselves to entertain the tourists to raise revenue for community groups.</i></li> </ul> </li> </ol>

### Benefits of Tourism Coordination

Thinking regionally allows ...

- the development of cooperation and coordination
- economies of scale for items such as regional brochures, market research, training programs
- increased involvement in tourism related activities as the benefits become more obvious

### Barriers to Tourism Coordination

- It takes longer to do things on a regional basis than just a single community approach
- The need for cooperation and compromise is greater
- More information is needed before implementation occurs
- There may be more resistance or non-cooperation from communities threatened by change
- There may be uneven contribution and benefits



The Kokoda Track Foundation

## APPENDIX 3: Efogi Clan Leaders & Landowners Workshop, 28-29 April 2004

**Theme:**

*“Learning from Each Other For Good Tourism on the Kokoda Track ...”*



**Official Welcome to Efogi Village for Kokoda Track Foundation Workshop**

MC:	<b>Hon Charlie Lynn MLC</b> – Chairman, The Kokoda Track Foundation
Facilitators:	<b>Paul Chatterton-WWF PNG, Dr Stephen Wearing-UTS, Gary Imri</b> and <b>Alfred Amuli</b> representing landowners
Participants:	Clan leaders and landowners of the Kokoda Track
Observers:	<b>Patrick Szpak</b> - volunteer, CUSO International, <b>Natalie Shymko</b> - Hon Secretary, The Kokoda Track Foundation, <b>Warren Bartlett</b> , CEO KTA

**Language:** English, Motu and Pidgin

**A pictorial record of the Efogi workshop can be viewed [on this link](#)**

**Day 1: Start 1.00 pm**

### **Introduction of facilitators**

**Charlie Lynn** introduced the co-facilitators, **Mr Paul Chatterton**, WWF PNG, and **Dr Stephen Wearing** from the University of Technology Sydney, who had volunteered their services because of their belief in what the Foundation was trying to achieve.

**Mr Lynn** explained that a workshop had been conducted in Sydney to establish trekkers' views on the objective of sustainable tourism on the Kokoda Track. Now a workshop was being held in Efogi village to hear the views of clan leaders and landowners on the same objective.

**Mr Lynn** then introduced **Mr Patrick Szpak** a volunteer from CUSO International and Ms Natalie Shymko, Honourary Secretary of The Kokoda Track Foundation.

**Mr Lynn** also introduced co-facilitators, **Mr Gary Imri** and **Mr Alfred Amuli**.

**Paul Chatterton** thanked Efogi village for hosting the workshop, **Charlie Lynn**, **Gary Imiri**, **Alfred Amuli**, the delegates and everyone in general for their attendance.

**Mr Chatterton** explained that he worked for the World Wildlife Foundation in Madang, a non-Government organisation and he was here to help the landowner groups.

**Dr Stephen Wearing** gave a brief introduction. Dr Wearing was from the University of Technology, Sydney and had experience in facilitation in sustainable tourism in Central and South America.

**Mr Chatterton** - "We've all come a long way. What are we here for? Today and tomorrow we will be learning about good tourism on the Kokoda Track."



*Gary Imri, Paul Chatterton, Natalie Shymko-Secretary*

**Mr Chatterton** asked the delegates how many tourists had come through their villages over the last week?

- Kovelovillage - 5 to 6 groups
- Menari village - 40 tourists
- Kokoda - 100 tourists
- Isurava - 30 tourists

**Mr Chatterton** pointed out that tourism was 'big business.' He asked the delegates whether they were happy with this.

Most of the delegates were happy. Kagi village was not happy as many tour operators/trekkers were taking short cuts and by-passing their village.

Therefore some villages were benefiting from tourism whilst others were not. All the delegates agreed however that they would like more tourists and good tourism.

**Mr Chatterton** - “What do you want? How do you want to work with tourists? What’s good? How do you improve tourism on the Kokoda Track? This is your land, no-one can tell you what to do on your land. No-one knows your land or culture better than you do. If we told you, as outsiders, how to do good tourism what would you do? Tourism might not work so well. In this workshop we’re not going to tell you what to do. It’s your land. We have some people here though that know about tourism around the world such as Stephen Wearing and Charlie Lynn. Therefore, you know about tourists and we have people here who know about tourism. So today and tomorrow we will be learning from each other. Is this a good thing? Are you happy to do this?”

The delegates agreed.

**Mr Chatterton** then handed over to **Dr Wearing** to clarify the day’s proceedings.

**Dr Wearing:**

‘We want to introduce you to sustainable tourism and what we think it is. We will show a video, ‘[Selo Selo Big Fella Canoe](#)’ about a cruise ship coming to visit Vanuatu. We would like to talk to you about your reactions to the video and what happens when tourism comes into your land.

‘We would like to know what hospitality you would like to offer tourists when they come. We would like to discuss culture.

‘We will look at how you would like to develop tourism over the next 10 years, over your lands and over the Kokoda Track. A vision. This afternoon we will do this visually and draw some maps.’

**Mr Chatterton** asked the delegates to introduce themselves.

Co-facilitators, **Mr Alfred Amuli**, Interim Chairman of the Kokoda Track Authority and Mr Gary Imri introduced themselves and thanked the Kokoda Track Foundation. They wanted to see good tourism from Kokoda to Sogeri.

**Mr Chatterton** assured the delegates they had the support of the Kokoda Track Authority and the Kokoda Track Foundation. He asked the delegates to introduce themselves by name and village. Interactive and social mapping techniques were used to achieve this. A map of the villages along the Kokoda Track was drawn on the ground and delegates were asked to stand on their village. The following were represented: Kokoda, Kovelov, Isurava, Alola, Templeton’s Crossing, Naduri, Kagi, Efogi 2, Efogi 1, Menari, Naoro, Imita Ridge and Sogeri.

**Mr Chatterton** asked the delegates what they wanted to gain from the workshop.

Each village had a group discussion to choose one thing they would like to see happen following the workshop. Host village, Efogi could nominate two things. Each village appointed a spokesperson to make a presentation to the plenary.

The main issues raised were as follows:

Village	What would you like to gain from the workshop?
Depot	<ul style="list-style-type: none"><li>road upgrading</li></ul>

	<ul style="list-style-type: none"> <li>• education/school</li> <li>• employment</li> <li>• water supply</li> </ul>
Owers Corner	<ul style="list-style-type: none"> <li>• road upgrading</li> <li>• funding of guesthouse at Ower's Corner</li> <li>• tourism brings development</li> <li>• support for a water program</li> </ul>
Ioribaiwa	<ul style="list-style-type: none"> <li>• radio communication</li> <li>• guesthouse</li> </ul>
Naoro	<ul style="list-style-type: none"> <li>• need for basic services</li> <li>• have only a radio base</li> <li>• water supply</li> <li>• school</li> <li>• guesthouse</li> </ul>
Menari	<ul style="list-style-type: none"> <li>• tourism to provide basic services eg road &amp; transportation</li> <li>• agricultural expertise needed to promote agriculture</li> <li>• community hall for tourists needs &amp; requirements</li> </ul>
Efogi 1	<ul style="list-style-type: none"> <li>• support given to the workshop</li> <li>• need more awareness for better tourism</li> <li>• eco-tourism to be provided</li> <li>• guesthouses fees to be increased</li> <li>• other donors to do their part for betterment of villages &amp; tourists</li> <li>• transportation needs to be improved for tourists &amp; the people (high cost of transportation a killer)</li> <li>• support for more tourists</li> <li>• tour operators to be landowners &amp;/or Australian oriented, no outsiders</li> </ul>
Efogi 2	<ul style="list-style-type: none"> <li>• tour operators to properly co-ordinate, share benefits eg porters &amp; guides</li> <li>• landowners to have shares in tour operating companies</li> </ul>
Efogi 2 (women)	<ul style="list-style-type: none"> <li>• tourists overlook the women</li> <li>• lighting is important for cooking etc</li> </ul>
Kagi	<ul style="list-style-type: none"> <li>• must share benefits, Kagi missing out in tourism</li> <li>• need transportation</li> </ul>
Naduri	<ul style="list-style-type: none"> <li>• support for tourism and the Kokoda Track</li> <li>• tourism has been beneficial, Govt has not helped</li> <li>• aid post needs attention</li> <li>• call for more tourists - local &amp; overseas</li> <li>• human resources needs improving</li> </ul>
Templeton's Crossing	<ul style="list-style-type: none"> <li>• tour operators to be landowners only</li> <li>• track to go through Kagi, Dodoh Tovi to TC</li> <li>• porters &amp; carriers to be shared with other villages</li> <li>• need radio for communication</li> <li>• permanent houses/homes needed</li> </ul>
Isurava/Alola (David Soru)	<ul style="list-style-type: none"> <li>• classroom building</li> <li>• eco-tourism - wildlife &amp; conservation</li> <li>• mini-hydro to be connected</li> <li>• tour operators to be landowners only</li> </ul>
Kovelo/Hoi (Lance Lovi)	<ul style="list-style-type: none"> <li>• improvement of Hoi guesthouse</li> <li>• radio base for Hoi village</li> </ul>

	<ul style="list-style-type: none"> <li>• tour operators to be only landowners</li> <li>• porters fees to be increased from K20 to K60</li> <li>• construction of houses for the people by the Australian Govt</li> <li>• landscaping</li> </ul>
Abuari ( <b>John Beleni</b> )	<ul style="list-style-type: none"> <li>• track to be opened up to villages of Abuari-Velai</li> <li>• support for eco-tourism</li> <li>• tour operators to be landowners</li> <li>• housing scheme for villages from Kokoda to Sogeri</li> <li>• short trekking to be introduced</li> <li>• need to know what tourists want</li> <li>• all tour operators to pay trekking fees</li> </ul>
Kokoda Town ( <b>Ori Kenia</b> )	<ul style="list-style-type: none"> <li>• introduction of direct flight from Australia to Kokoda, Kokoda airstrip needs improvement</li> <li>• improvement of telephone communication</li> <li>• doctor for Kokoda hospital</li> <li>• proper water supply to be connected from Kovelov</li> <li>• KTF to fund maintenance of Kokoda Township</li> </ul>

**Gary Imri at the 'butchers paper' - Paul Chatterton facilitating - Natalie Shymko recording proceeding.**

**Mr Chatterton** asked the delegates what these discussions meant across the whole area of the Kokoda Track?

Answers from delegates were as follows:

- talks about tourism and development;
- shows the frustrations of the village people by apathetic governments and that nothing is being done;
- shows tourists can generate revenue to help the villages;
- delegates are happy to be heard today and that the workshop is about landowner participation, not anyone else;
- trekking companies must be landowners;
- the PNG Govt hasn't recognised the Kokoda Track whilst the Australian Govt has recognised it. The Kokoda Track ties the PNG and Australian Governments. Tourism means lots of money for the Government.

The delegates were asked if there had ever been a 'gathering' like this before, to which they answered 'never.'

It was acknowledged that this was a historic gathering. It was the first time that all the clan leaders and landowners from across the length of the Kokoda Track have ever met together. There was much applause from the floor and a special thank you given to **Charlie Lynn**.

Mr **Michael Epoko**, Public Servant/Project Officer from the Natural Cultural Commission spoke about projects along the Kokoda Track and the lack of funds given to run these projects. He talked about the tour companies and the necessity for trekkers/tourists to pay and stay in the guesthouses for 1 to 2 days.



## What is Sustainable Tourism and how do Communities engage with it in PNG?

**Dr Wearing** presented the video, ‘*Selo Selo Big Fella Canoe*’ to demonstrate the process of what happens when trying to establish tourism. This was followed up with discussions about the essential ingredients in Sustainable Community Based Tourism.

**Dr Wearing** asked the delegates why he had shown the video.

The delegates answered:

- to get ideas and
- to show the dances

**Dr Wearing** - “Of the 1020 tourists from the cruise ship only 20 saw the cultural dances. Perhaps the community needed to find out who the tourists were and what culture they were interested in. What attracts is important as well as what you want to offer them of your own culture.”



*Watching 'Sep Selo Big Fella Canoe*

A delegate replied that tourists ‘buy.’

**Dr Wearing** - “The point was how much do you sell it for? It is important to find out what values are placed by trek operators/tourists on items and culture.”

Another delegate added that you must have a communication system or network system before the tourists come. Must find out what people want to see and find out their interests.

**Dr Wearing** agreed that a communication network was important to establish the tourists’ needs and reasons for coming, ie for the culture or just to walk the track. It is also important to find out what the tourists want to do when they come and what the community is prepared to offer them.

One delegate believed that many lessons had been learnt from the video. The community did not find out the basic needs of the tourists, for example the oversupply of beer purchased.

**Dr Wearing** explained that cruise ships offered a total package whereby food and drink is provided by the ship. Tourists don’t pay outside this except maybe for souvenirs. The community did not look at the tourists’ program properly and their timing was not right. The delegates were divided into 4 workshop groups. On a sheet of butcher’s paper the groups wrote some of their concerns and the issues that came out of the video on Sustainable Tourism and related it in terms of the Kokoda Track.

These were presented to the plenary as follows:

Issues Arising from Video Discussions	
Group 1	<ul style="list-style-type: none"> <li>• lack of planning and communication</li> <li>• price of items high</li> <li>• rates of village guesthouses high</li> <li>• law and order</li> <li>• customs of the area</li> <li>• hospitality</li> <li>• recreation</li> <li>• interaction</li> <li>• climate</li> </ul>

	<ul style="list-style-type: none"> <li>• type of food and preparation</li> <li>• high flow of tourism (wear &amp; tear)</li> <li>• tourist calendar</li> </ul>
Group 2	<p>Programme</p> <ul style="list-style-type: none"> <li>• Preparation (planning)</li> </ul> <p>Communication</p> <ul style="list-style-type: none"> <li>• Tour Company</li> <li>• Tourist</li> <li>• Establish purpose of visit</li> </ul> <p>Plan</p> <ul style="list-style-type: none"> <li>• War Relics (plan)</li> <li>• Culture (plan)</li> <li>• Trekking (plan)</li> </ul> <p>Identify the purpose and plan to meet the tourists upon arrival</p> <p>Effects of Planning:</p> <ul style="list-style-type: none"> <li>• Law &amp; Order</li> <li>• Politics</li> <li>• Land Ownership Issues</li> <li>• Alcohol Related Problems</li> <li>• Drug Related Problems</li> </ul>
Group 3	<ul style="list-style-type: none"> <li>• Identify Tourist/Purpose of Visit</li> <li>• find out what type of tourist</li> <li>• Communications</li> <li>• direct communication with tour operators</li> <li>• VHF Radio</li> <li>• letter</li> <li>• telephone</li> <li>• Accommodation</li> <li>• cleanliness</li> <li>• traditional type/materials used</li> <li>• rate/price</li> <li>• food quality/food preferred - fresh</li> <li>• War Relics</li> <li>• Historical sites to be cleaned &amp; looked after</li> <li>• Urgent Repair of Track</li> <li>• sign boards, guard rails, information huts etc</li> </ul>
Group 4	<ul style="list-style-type: none"> <li>• Tourism: Kokoda Trail</li> <li>• What attracts a tourist?</li> <li>• What is the tourists' needs?</li> <li>• What is the need of locals along the Kokoda Trail?</li> <li>• good communication with local people</li> <li>• good social interaction</li> <li>• food, housing, places of interest</li> <li>• costs of housing, food, crafts &amp; souvenirs</li> <li>• spiritual (church denominations) - along the Kokoda Trail from Sogeri to Kokoda is dominated by the 7th Day Adventists &amp; sabbath keepers. Most porters &amp; carriers are sabbath keepers &amp; we suggest the tourist keep the sabbath on the track with the church goers.</li> </ul>



	<ul style="list-style-type: none"> <li>the community to work &amp; organise themselves to entertain the tourists to raise revenue for community groups. Individual or small groups may not attract much interest.</li> </ul>
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Proceedings stopped at 6.00 pm and resumed at 8.00 pm.

**Individual landowner visions of sustainable tourism**

When the workshop resumed, **Mr Chatterton** explained that the delegates were going to draw a map of the future. Lots of suggestions were made in the afternoon as to what the delegates would like to see happen on the track. This was a chance to take it one step further.

Delegates would demonstrate how they would like their land to look in 5 years’ time. Tonight was very important and this exercise would be the most important thing done in the whole workshop. Delegates would be drawing their own map of the future.

First, however **Mr Chatterton** asked the delegates to think about and go back 10 years. He took one step for each year. 10 steps. The delegates were asked if they had tourism 10 years ago - in 1994 - and to think about how many tourists they actually had.

The delegates replied that they did not have very many tourists then, just a few.

The delegates were asked about development 10 years ago.

They had nothing at all 10 years ago.

**Mr Chatterton** - “When did the tourists really start to come?”

Delegates - “When the Kokoda Hospital was built in 1995 and in 2000 when the Olympic torch passed through for the Sydney Olympic Games.”

A 10 year plus timeline was discussed and mapped out as follows:

10 year + timeline	
Year	Event
2004	Media: <ul style="list-style-type: none"> <li>Discovery Channel,</li> <li>60 Minutes,</li> <li>Channel 9,</li> <li>SBS</li> </ul>
2003	<ul style="list-style-type: none"> <li>Bali bombing, Bali tourists</li> <li>April 2003 - 500,000 for Development Scheme</li> <li>Govt talked about 10 million kina</li> <li>more water supply/ water supply for Kagi</li> <li>resource centre for Efogi 2</li> <li>poultry project</li> <li>Kovovo school</li> <li>2003/2 - Vesulago water project (redesign)</li> <li>world’s fastest man, Steve Overt walked Kokoda, went live on ABC</li> </ul>

2002	<ul style="list-style-type: none"> <li>• Isurava Memorial</li> <li>• Sydney Swans game</li> <li>• radio coverage</li> <li>• youth exchange program</li> <li>• Menari classroom</li> <li>• Australian PM in PNG</li> </ul>
2001	“Kokoda Spirit” written
2000	<ul style="list-style-type: none"> <li>• Olympic torch</li> <li>• end of 2000 track closed down - politics</li> <li>• Kokoda Track Authority discussed with all bodies</li> <li>• Concord??</li> </ul>
1999	double classroom for Efogi school
1997	Australian soldiers helped put in a radio
1996	Charlie Lynn & Angry Anderson
1995	Kokoda Hospital & museum
1994	Menari aid post
1991	2 blind tourists walked the Kokoda Track
1988	Donald was seen on Channel 9’s ‘This is your life’ program
1987	Frank Taylor installs water supply in Menari & plaques about the walk

**Mr Chatterton** - “Things were therefore improving. When you look back what do you see? What does it tell you about how the future will be?”

Delegates - “The Kokoda Track has lots of potential for tourists. We expect more tourists to come. We need to be self-sustaining.”

The delegates were asked to focus on the future, to think about 2009 and what it will look like.

The delegates were grouped into villages. Maps were drawn using pictures and symbols to show how tourist development would be seen in 2009, for example more guesthouses may be built. This was a 5 year development plan for good tourism at their villages. The maps had to be practical. The villages must think they can achieve these outcomes in 5 years’ time.

The maps were presented to the plenary in the morning.



**Finish 10.00 pm**

**Day 2:**  
**Start 10.00 am**

The morning began with a presentation by **Mr Charlie Lynn** of French World Cup football jerseys and balls to Efogi village for hosting the workshop. These were donated by **Ms Natalie Shymko** from the Kokoda Track Foundation. Footballs and pumps were also presented to representatives from each village.

Individual landowner visions of sustainable tourism - mapping Kokoda tourism in 5 years  
 Presentation of 5-year development plans/maps from each village. The main points raised were as follows:

Village	Issues raised in mapping Kokoda tourism in 5 years
Kovelo	<ul style="list-style-type: none"> <li>• water supply</li> <li>• Muduli guesthouse</li> <li>• housing scheme</li> </ul>
Manari Village to Templeton's Crossing	<ul style="list-style-type: none"> <li>• road</li> <li>• guesthouse</li> <li>• hospital</li> <li>• bridge</li> <li>• water supply</li> </ul>
Kagi	<ul style="list-style-type: none"> <li>• permanent houses</li> <li>• more guesthouses so tourists can come through</li> <li>• aid post</li> <li>• with mini-hydro (hot) showers/shower block in guesthouses</li> <li>• multi-purpose sportsfield</li> <li>• cash crop</li> <li>• currently too much charity, time to do something for ourselves</li> </ul>
Naduri	<ul style="list-style-type: none"> <li>• currently 2 x guesthouses, in 5 years two more guesthouses (1 for tourists, 1 for porters)</li> <li>• aid post</li> <li>• trade store to serve white man biscuits</li> <li>• mini-hydro for toilets and water inside the houses</li> <li>• airstrip</li> <li>• houses</li> <li>• community hall</li> <li>• lights</li> <li>• road</li> <li>• sporting field</li> </ul>
Launumu Village	<ul style="list-style-type: none"> <li>• water supply</li> <li>• airstrip</li> <li>• chicken factory</li> <li>• sporting field</li> </ul>
Efogi Village	<ul style="list-style-type: none"> <li>• water supply</li> <li>• street lights</li> <li>• 3 x permanent buildings - funding from SDA church</li> <li>• storage shed and nursery</li> <li>• project office building</li> <li>• guesthouse made from bush material, multi-purpose</li> </ul>

	<ul style="list-style-type: none"> <li>• rural village power supply</li> <li>• mini supermarket</li> <li>• wildlife conservation project</li> <li>• eco-tourism project</li> <li>• information huts, sign boards</li> </ul> <p>++ all to be achieved by 2009 except for maybe wildlife conservation project &amp; eco-tourism project</p>
Efogi Women's Map	<ul style="list-style-type: none"> <li>• Women have big responsibilities. Key futures include:</li> <li>• Cooking - important to women. Go to the gardens and then do all the cooking. Feed husbands, children and sometimes the tourists. Extra work is involved to feed the tourists.</li> <li>• Washing – children and dirty clothes.</li> <li>• General cleaning of the village. Tourists create extra work.</li> <li>• Women have a lower status compared to the men along the Kokoda Track.</li> <li>• Women are however important. Need good trekking. It is good when the tourists come. When women cook they get money from the tourists which helps. This is important especially for the widows as a source of income. Want help to be good cooks. Want to learn to cook other foods in a wider variety of ways.</li> <li>• Need a good health centre for the children. The centre in Efogi needs workers and training, have only medical supplies. Want children to be taught as doctors, nurses and aid posts. Education is very important.</li> <li>• Women want more tourists, would help them.</li> </ul>
Manari	<ul style="list-style-type: none"> <li>• Proposed guesthouse currently under construction</li> <li>• Development proposals including agricultural development: vegetable farming, vanilla farming, rice farming, poultry projects. To provide meals for tourists and village people.</li> <li>• Services: cooking/catering service, trade store, village hall, community hall, improved transport services, social services (including health, education, religion, youth/women &amp; children), sportsfield, teacher's accommodation, mini-hydro &amp; lighting system</li> <li>• 5 x extra guesthouses</li> <li>• museum</li> </ul> <p>++ projects will be completed if the local government supports programs and funding, if not the village will endeavour to do on their own</p>
Naoro	<ul style="list-style-type: none"> <li>• water supply needed</li> <li>• swinging bridge</li> <li>• safety for tourists</li> <li>• 3 x guesthouses (currently only 1)</li> <li>• aid post or clinic</li> <li>• village school</li> <li>• religious site for church</li> <li>• cement the walking track along the swampy place</li> <li>• services: airstrip</li> </ul> <p>++ all will be achieved</p>
Ioribaiwa	<ul style="list-style-type: none"> <li>• 4 x guesthouses</li> <li>• aid post</li> <li>• village house</li> </ul>

	<ul style="list-style-type: none"> <li>• church</li> <li>• radio house</li> <li>• trade store</li> <li>• rice farm to provide meals</li> <li>• war grave important</li> <li>• bridge</li> <li>• road improvement and upgrades</li> <li>• ++ will try to achieve in the next 5 years</li> </ul>
Owers Corner	<ul style="list-style-type: none"> <li>• information centre</li> <li>• water supply</li> <li>• flying fox to transport pigs or trekkers at high tide</li> <li>• guesthouses</li> <li>• water project</li> <li>• -another village</li> </ul> <p>++ sure to be achieved</p>
Depo-Ward 5 Area	<ul style="list-style-type: none"> <li>• information area/centre to check passports etc</li> <li>• picnic area</li> <li>• elementary school</li> <li>• guesthouse</li> <li>• proper water supply for guesthouse and picnic area</li> <li>• community hall</li> </ul> <p>++ this will take a lot of team work, some will be achieved within 5 years</p>
Kokoda Township	<ul style="list-style-type: none"> <li>• big event in November 2004: township 100 years old</li> <li>• airstrip to be upgraded to cater for bigger planes eg. Australia to Kokoda</li> <li>• proper assembly building for Kokoda Local Level Council</li> <li>• removal of powerhouse &amp; relocating it to put in a beautiful monument</li> <li>• rundown district office to be replaced</li> <li>• guesthouses</li> <li>• proposed Kokoda Memorial High School, land has been made available, Rotary willing to build it if the government gives the green light for funding</li> <li>• little community school established in 1949 is built on a war cemetery, when it rains the school floods, must fix this</li> </ul> <p>++ with the establishment of the Memorial National Park and the KTA these projects will happen. Govt must have input. It is a sad thing they don't help.</p>

A combined map was prepared based on the village maps. This resulted in one agreed map.

“Is this the first time that you as landowners have made your own maps? What does this mean to you?”

Delegates – “It means that someone else is actually interested in what we want and what we don't want. It's the first time we have talked together and worked as one. Airing our views to get things done. It's been a great opportunity to help each other and work for village betterment. But we need to be self-sustaining.”

**Mr Chatterton** – “Did the other maps give you ideas for your own maps? To come up with something more, something good.”

Delegates – “Yes - by brainstorming together, things will happen.”

The delegates were informed that after lunch they would prepare Action Plans for getting their vision completed in the next year. Delegates would also have an opportunity over lunch to add other things to their maps.

Delegate - “From Sogeri to Kokoda we are one. We are connecting and we must continue to connect. This is the complete Kokoda Track and we are the landowners and know who everyone is now. We must get things straight now and hold hands with the support of **Charlie Lynn**, the Government, everyone.”

**Mr Chatterton** asked the delegates whether the women had put their thoughts into the maps? The women had no input however would probably support the views of the male delegates who have tried to cover everything and everybody. The male delegates suggested asking the women of Efogi.

**Mr Chatterton** requested that delegates insert the names of the participants, the village’s population, today’s date (29th April 2004) and a key on their maps. At lunchtime they had time to make their maps even better.

After lunch the new maps of the Kokoda Track were presented.

Some additions to the maps included: a wildlife conservation area for Menari, changes to classrooms for Efogi 2, new buildings for Templeton’s Crossing, white water rafting activities for Kokoda and the establishment of a proper water supply from Kovelto to Kokoda.

The delegates were informed that the maps would be wrapped in plastic and taken to Port Moresby for tomorrow’s workshop.

**Mr Epoko** discussed sources of funding and similar ideas coming together. He suggested that proposals be put together and funding agencies be asked to provide assistance with projects. The delegates were asked to choose the most beautiful map by applause.

Efogi village was awarded the prize for the most beautiful map.

A game was played involving 3 groups, some instructions and 3 water containers. Co-operation and discussions were needed amongst the groups to achieve the objectives. No discussions, no objectives met.

**Mr Chatterton** praised the groups for working together quickly.

The delegates agreed that communication and networking was important.

Comng landowner and KTF visions

**Mr Lynn** informed the delegates of the Sydney workshop which was held in November 2003. He emphasised that Board members of the Kokoda Track Foundation had volunteered their time and expertise. The workshop was held to determine what people in Sydney and trekkers from Australia would like to see on the track. The workshop in Efogi was to establish what clan leaders and landowners wanted to see happen on these maps.

**Mr Lynn** commended the delegates on their maps, which were much better than the ones produced in Sydney. **Mr Yahoo Serious** who was at the Sydney workshop was introduced and invited to explain the Sydney maps.

On behalf of the Kokoda Track Foundation Mr Serious presented the vision maps produced at the Sydney workshop in November 2003.

**Mr Serious** – “We started to put a map together and were surprised to find out that everyone’s thoughts were different. One larger picture emerged though and that we in Australia want to help. Once PNG and Australia were one. The war came and brought us apart. We’re lucky in Australia, we have some things that you don’t, however we would like to come together to give you some help. If I had of known you had a tv set I would have brought one of my movies for the children. Next-time. We have some things that the people in Sydney thought they may enjoy on the track. We love to hear sing-sing. We love your culture and of course in Australia we have Christian songs too but your cultural songs are very special to us and we love to hear them and your music. They are much more beautiful. We also love to stay in the huts that you build; your huts. If it’s natural we like it very much. If it’s not natural you miss out on the beautiful nature. For example, we see tin roofs at home. They are not beautiful to us. We love the natural roofs on your huts.”

“When I was a little boy and saw pictures of war and Australians along the track, I saw the brotherhood of 2 countries, Australia and PNG. During the war I remember you helping us to save our country, therefore the memorial at Isurava is very important to us. We would like to see monuments to Australians such as at Brigade Hill.”

“It was great fun to do the maps in Sydney but not as much fun as seeing what you’ve done here today with your maps. Fantastic.”

**Mr Serious** explained the keys on the Sydney map and emphasised how wonderful it was to see both maps. He hoped they would come together so those in Australia could help.

**Mr Chatterton** asked the delegates whether their map and the Sydney map were different. The delegates thought they were different. The Sydney map described the requirements of trekkers whilst the delegates’ maps illustrated what the landowners wanted. There was more inside the delegates’ maps.

The delegates were asked what was the same in the two visions.

Health, education, other things such as an airstrip, radio and water tanks were similar. The delegates confidently stressed - “you tell us and it will be there.”

As the Efogi maps had everything in them that the Sydney maps had but a lot more **Mr Chatterton** explained that this shouldn’t be a problem.

Last thoughts.

The delegates were asked to look at both maps one more time.

The delegates considered the Sydney map more advanced.

**Mr Chatterton** clarified that it was becoming clear what everyone needed and it encouraged co-operation.

All the delegates were satisfied with their own maps and chose to stay with them. Photos of maps and participants were taken outside.

### Steps to reach the Vision

The next phase of the workshop examined Action Plans for the next year.

**Dr Wearing** asked the delegates to look at ideas and proposals by each village.

Delegates could choose to work in mixed groups or village groups.

Initially the delegates decided to work in mixed groups but then preferred to work in village groups.

**Dr Wearing** presented some action cards and asked delegates to write down the planned action they would take over the next year (with person responsible and time.)

The orange cards were for delegates living outside Kokoda, whilst the green cards were for those living along the Kokoda Track. **Mr Chatterton**, reiterated that the exercise was what the villages had to do in the next year to make their 5 year plan work. Each village was allocated 2 cards for each proposal.

**Mr Gary Imri** stressed the need for financial resources.

In response, one delegate thought it best to be self-sustaining and report back. This way improvement could be assessed.

Another delegate said that the PNG Govt didn't recognise the Kokoda Track unlike the Australian Govt. However both Governments were responsible.

Some delegates were concerned about the source of funding for their projects.

**Mr Lynn** explained that the aim of the Kokoda Track Foundation was to be a fundraising arm, for example the education scholarships for students along the Track. If delegates wanted a project to be funded they had to identify the project first. It must come from the KTA. The delegates must work together for tourism. The Kokoda Track Foundation would help to raise and source the funding.

The following action plans were presented:

Self-Sustaining Action Plans 29.4.04			
Village	Action Plan	Time	Spokesperson
Ioribaiwa Village	<ul style="list-style-type: none"> <li>• Marketing:</li> <li>• Fruits</li> <li>• Garden Food</li> <li>• Craft:</li> <li>• Bags (Bilum)</li> <li>• Cane Baskets (Souvenirs)</li> <li>• Sell Soft Drinks</li> <li>• Welcoming</li> </ul>	Starting Date: - June 2004	Chillion Biloi



Nauro Village	<p>Welcome Song</p> <ul style="list-style-type: none"> <li>• Hand Crafts:</li> <li>• string bags (bilum)</li> <li>• hats (caps)</li> <li>• baskets (souvenirs)</li> <li>• Marketing:</li> <li>• Fruits</li> <li>• Garden Foods</li> <li>• Selling Soft Drinks</li> </ul>	Starting Date: - 07.05.2004	
Manari Village Community Development	<ul style="list-style-type: none"> <li>• Youth/Women and Children Singing</li> <li>• Sports</li> <li>• Who will run the program?</li> <li>• Combined group</li> <li>• Cooking and Catering Service</li> <li>• Rice Farming</li> <li>• Museum</li> <li>• Who will run the program?</li> <li>• Community Group</li> </ul>	Starting Time: After this workshop Completion? ongoing	
		Starting Date: - May 2004	Completion Date: - May 2005
Efogi Youth Group	We will stock all store supplies (food) for all porters/trekkers at our trade store (No need for food drop off)	December 2004	
Efogi Women's Group	We will bake scones and bread to sell to tourists	May- December 2004	
Laununumu Women's Group (Efogi 1)	We will make bilums from bush twine and other materials for sale to tourists	June- December 2004	
Laununumu Community Group (Efogi 1)	We will build a new guesthouse using bush materials	June- December 2004	
Kagi Village	<p>Welcoming Choir - SDA</p> <ul style="list-style-type: none"> <li>• Fruit and Vegetable Sales</li> <li>• Poultry</li> <li>• Sales of Traditional Items</li> <li>• Catering Services</li> <li>• Visit to War Sites</li> <li>• Guesthouses</li> </ul>	Starting Date: - 1st May 2004	Jerry Dimuda Frank Ilua (Aba)
Alola Village	<ul style="list-style-type: none"> <li>• Museum</li> <li>• Wildlife Conservation Area</li> <li>• Community Based Project</li> <li>• Selling of Soft Drinks</li> </ul>	Next year 2005	

Owers Corner	<ul style="list-style-type: none"> <li>• Construct an Information Centre at Owers Corner and clean up surrounding areas</li> <li>• Construct Police Station</li> <li>• Bush materials to be supplied by the community</li> <li>• Hardware materials to be supplied by KTA from track fees</li> </ul>	2004	
Uberi Village	<ul style="list-style-type: none"> <li>• Re-establish Uberi Village at original site</li> <li>• Materials and labour supply by community</li> <li>• Includes water supply</li> <li>• Guesthouse</li> <li>• Restore flying fox over Goldie River to carry people and cargo</li> <li>• Seek donor funding for this project</li> </ul>	2004	Aaron Adave
Community Group	Build a trade store	Starting Date: - May	

Self-Sustaining Action Plans by Outside Supporters 29.4.04		
Spokesperson	Action Plan	Time
<b>Natalie Shymko:</b> Kokoda Track Foundation	Writing up the report from the Workshop	Completion Date: - 2 weeks
<b>Frank Taylor:</b> Tour Operator	I'll continue the employment of young men	Ongoing
<b>Ruth Dicker:</b> Tour Operator	<ul style="list-style-type: none"> <li>• will provide ongoing employment on the track</li> <li>• will provide safety on the track</li> <li>• will ensure quality &amp; lift the quality of treks</li> </ul>	Ongoing

Non Self Sustaining Action Plans (need support) 29.4.04			
Village	Action Plan	Time	Spokesperson
KTA	<ul style="list-style-type: none"> <li>• Installation of radio</li> <li>• Original war track to be maintained from Kagi, Malaba Dodohe, Mt Tuvi, Hogova and Templeton's Crossing</li> </ul>	Radio to be completed: - before May 2004 War track to be completed: - before June 2005	Malaba Community
Abuari to Kokoda Community	<ul style="list-style-type: none"> <li>• Open and use the Track from Abuari Village to Kokoda</li> <li>• Short trekking to be established</li> </ul>	end of 2004	John Beleni

Kokoda Town	<ul style="list-style-type: none"> <li>• The establishment of Sister-City relationship with Burdekin Local Level Government in Darwin, Australia (by Kokoda LLG)</li> <li>• Beautification of Kokoda Memorial Park, negotiation with war graves</li> <li>• Establishment of 2 more guesthouses</li> </ul>	December 2004	David Lila John Beleni
Kovello/Hoi Village	<ul style="list-style-type: none"> <li>• Construction of Kovel Elementary School</li> <li>• Construction of Hoi church for spiritual development</li> <li>• Construction of Hoi church for spiritual development</li> <li>• Construction of 2 guesthouses in Hoi</li> <li>• Culture groups</li> <li>• Hoi village radio</li> <li>• Water supply Kovel/Hoi</li> </ul>		

Finally the workshop looked at the Next Steps. These were as follows:

- Kokoda people need help with resources (CDS)
- Talk the same talk & get support from local and provincial councillors, tell the villages what you've done here today (everyone)
- Report to be written (**Natalie Shymko**)
- Report to be handed out in July or posted (**Charlie Lynn**)
- Koiari Local Level Government to get donors for money (**James Norris**)
- Report on workshop to be provided to meeting in Port Moresby tomorrow (**Paul Chatterton, Steven Wearing, Alfred Amuli, Gary Imiri**)

Mr Willie Vavi thanked all the delegates and participants.

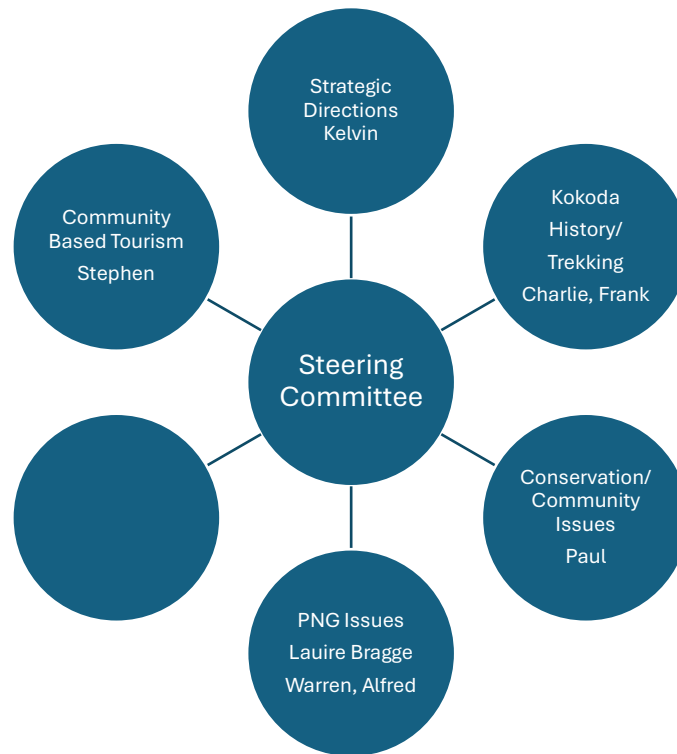
**Workshop ended at 5.45 pm**



Our thanks to Natalie Shymko for her diligent recording of all workshop sessions

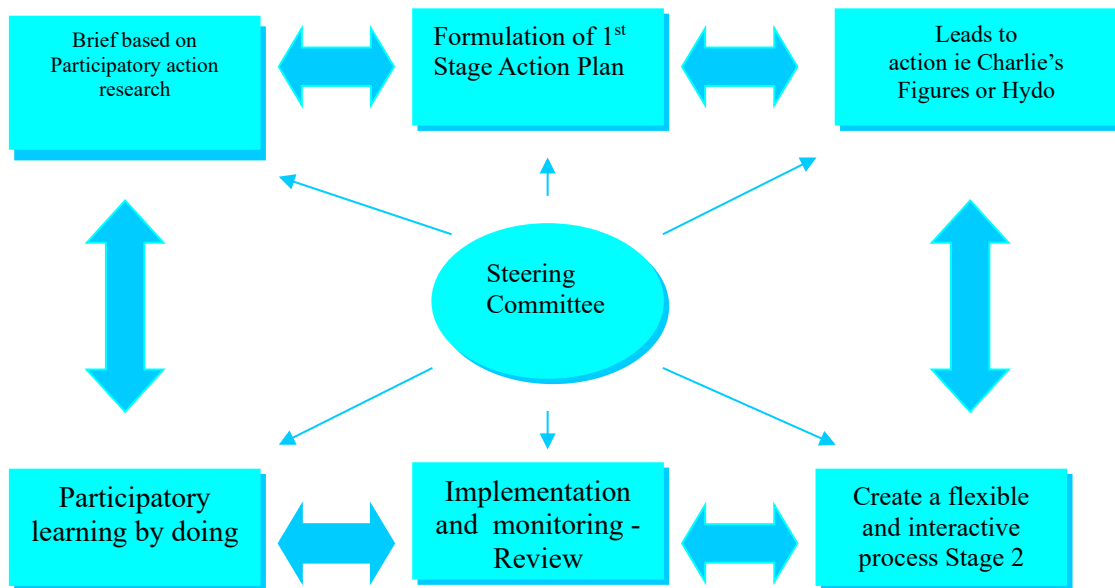
## APPENDIX 4: Dr Stephen Wearing Brief: Kokoda Trail Sustainable Tourism Strategy and Action Plan

### Steering Committee to guide process and establish framework

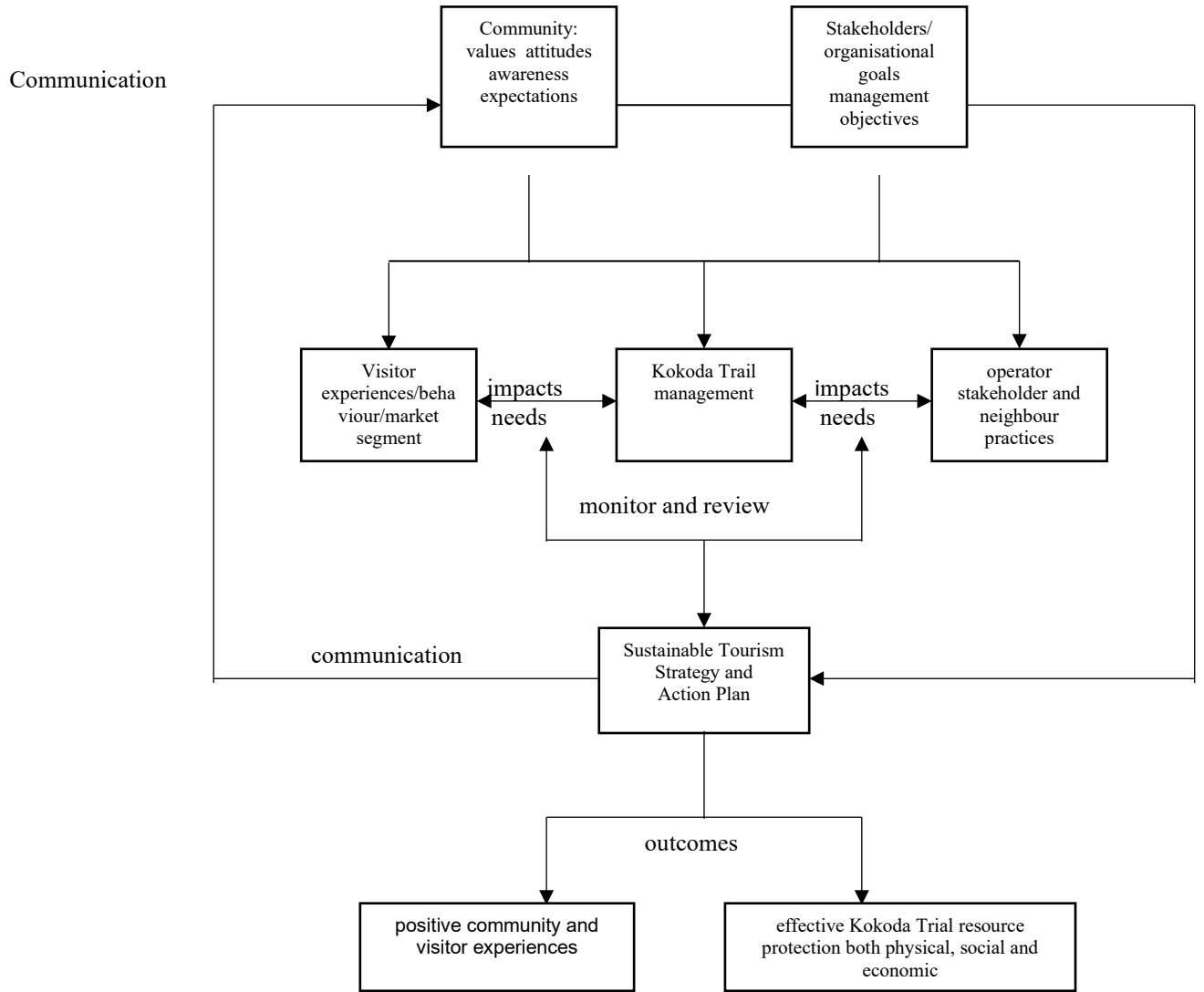


### Process

This on Strategy will be based the theoretical constructs of PRA (Participatory Rural Appraisal) directed to the application of community-based ecotourism . This approach seeks to ensure the empowerment of the host communities on the Kokoda. This Brief and the ensuring Strategic and Action Plan seek to establish a planning process for the development of tourism on the Kokoda. The Brief and Strategy seeks to develop from the series for workshops a continuous and flexible process to plan community based ecotourism. It is aimed at developing, monitoring and evaluating tourism development and design on the Kokoda with an interest in development programs and implementing them. The stimulation of participation by the host community employs specific techniques to encourage greater involvement among the local people and to enable them to take the leading role in appraising conditions and identifying solutions.



Why prepare an Sustainable Tourism Strategy and Action Plan?	Section 1
How does the Sustainable Tourism Strategy fit in with other plans?	Section 2
Creating a picture of Kokoda Trail what are we trying to communicate?	Section 3
Building Blocks for Action	Section 4
The Kokoda Experience how do we communicate this?	Section 5
who do we want to reach? Action Plan	Section 6
References and Bibliography Background Information	Section 7 Appendices



**Planning Process**



The Kokoda Track Foundation

## APPENDIX 5: Port Moresby Stakeholders Workshop, 15 June 2004

*“Towards a Strategy for Sustainable Tourism on the Kokoda Track”*

**Gateway Hotel, Port Moresby**  
Papua New Guinea

MC:	<b>Hon Charlie Lynn</b> MLC, Chairman, The Kokoda Track Foundation
Facilitators:	<b>Paul Chatterton</b> , WWF and <b>Dr Stephen Wearing</b> , UTS, <b>Gary Imira</b> and <b>Alfred Amuli</b>
Participants:	Stakeholders in the Kokoda Track, Government, Trekking operators, NGOs, service organisations, executive members of the Kokoda Track Authority
Observers:	<b>Kelvin Templeton</b> - Director, The Kokoda Track Foundation <b>Natalie Shymko</b> - Hon Secretary, The Kokoda Track Foundation

ATTENDANCE LIST		
Name	Village/Clan	Organisation
Andrew Rose		Aust High Commission
David Conn		Aust High Commission
Peter Vincent		PNG Tourism Authority
Laurie Bragge		Oil Search Limited
Warren Bartlett		Sogeri Enterprises
Alfred Amuli		KTA Chairman
Norris James		KTA Committee
David Soru		KTA Committee
Gary Imiri		KTA Committee
Michael Epoko		KTA Committee-National Cultural Commission
James V Selu		Koiari LLG
Marcel Boersma OAM		Rotary & KTDP
Dennis Gobula	Isurava	Koiari LLGA
Geoffrey Meia	Aoberi	Koiari LLGA
Brian Fave	Vovol	Koiari LLGA
Dros Tukon	Wamea	Koiari LLGA
Maso Sisi	Uberi	Koiari LLGA
John Kipo		Koiari LLGA
Jack Daia		Koiari LLGA
Ivan Nitua	Isurava	Koiari LLGA
Bob Siboro		Koiari LLGA
Narai Billy		Koiari Treks & Tours
Eka Hriehwazi		National Museum & Art Gallery
Nick Araho		PNG National Museum
Willy Vavi	Efogi	
Solomon Sori	Menari	
Isaac Matama	Kagi	
Jenny Meie	Bisiatabu	
Francis Siga		South Pacific Tours
Kevin Anapa		South Pacific Tours
Kelly Womara		Tropic Tours
Charlie Lynn		The Kokoda Track Foundation
Kelvin Templeton		The Kokoda Track Foundation
Natalie Shymko		The Kokoda Track Foundation
Paul Chatterton		WWF
Stephen Wearing		UTS
Lynette Kawapuro	Menari	
Frank Kawapuro	Menari	
Gus Kraus		Airlines PNG
Stanley Stevens		Airlines PNG
Landy Noel	Efogi	
Garry Yagafa		TPA
Jimmy Yomapisi		TPA
Nathan Kumin		TPA
Bob Martin		Air Niugini Airlines
Gail Thomas		Extreme Kokoda Track Adventures
Alison Anis		Extreme Kokoda Track Adventures
Eric Uwea		Extreme Kokoda Track Adventures



Russell Eroro		Kokoda Trek Ltd
Taisi Taule		South Pacific Tours
Julia Daia Bore		The National Newspaper
William Williando		The National Newspaper
Timothy Kornet		Prime Minister's Department
Robert Arua		Gamrosa Research Consultant Company
Malun Nalu		Post Courier
Auri Eva		Post Courier

## Introductions

**Charlie Lynn** welcomed all guests and introduced the co-facilitators, **Mr Paul Chatterton** from the WWF PNG and **Dr Stephen Wearing** from the University of Technology Sydney. He explained that this was the final of the three workshops on sustainable tourism on the Kokoda Track.

**Mr Lynn** discussed the importance of tourism. Once a strategy had been developed this model could be used to develop a self-sustaining eco-trekking tourism industry in PNG. This was their future and their children's future.

**Mr Lynn** gave a précis of the Kokoda Track Foundation which was a voluntary organisation. A background brief on each Board of Director was given. All Directors had walked the Track and had volunteered their time and expertise in order to preserve the historical, cultural and environmental integrity of the Kokoda Track and its environs.

The delegates were informed that the Foundation acts as a fundraising entity to support projects, programs and activities approved by the newly proclaimed Kokoda Track Special Purpose Authority (KTA).

The Kokoda Track Foundation's major fundraising function, the 2004 Ralph Honner Leadership Oration, would be held in August, featuring the Governor-General as guest speaker.

Last year the Foundation raised \$40,000 from the Services Clubs Association. As a result there are currently 30 students from villages along the Track studying at Popondetta Secondary High School, Sogeri National High School and Iarowari Provincial High School. The Kokoda Track Foundation meets all the boarding and school fees for the students under this 'Fuzzy Wuzzy Angel' Scholarship Program.

Next year a further 30 students will be sponsored. Mr Lynn has held meetings with the Secretary of the PNG Department of Education and the Chairman of the Kokoda Track Authority to have them develop a merit based selection criteria for prospective students. The only criteria the Kokoda Track Foundation placed on the program was that it apply to the best male and best female student from each village along the Track. Mr Lynn explained that the Kokoda Track Foundation wanted to be at arm's length from the selection process.

**Mr Lynn** advised that **Ms Natalie Shymko** will be managing the Foundation's scholarship program in association with the Education Advisers at Oro and Central Province. To enable efficient and regular communication of the program computers for **Ms Shymko** and the advisers have been donated by Macro Media Technology. The possibility of sister-school relationships between Australian and PNG were also being explored.

In 2005 The Kokoda Track Foundation will sponsor the training of a specialist medical nurse from each village along the Track.

**Mr Lynn** advised that the best thing the delegates could for the Foundation was to make the Kokoda Track Special Purpose Authority work effectively. People needed to put aside their personal agendas and get behind the representatives who had been appointed and elected under the provisions of their constitution. Once the Authority had been established and was operational there would be opportunities to make any necessary adjustments in accordance with the provisions of their constitution.

**Mr Lynn** then discussed the workshops. The first workshop had been conducted in Sydney in November 2003 to determine what trekkers from Australia would like to see along the Track. The second workshop was held in Efogi village to hear the views of clan leaders and landowners on the concept of sustainable tourism on the Track. The third workshop is being held to determine how all the other stakeholders in the Kokoda Track such as the tour operators, service organisations and donor agencies can contribute. At the conclusion of the workshop a consultant brief would be prepared followed by the development of a strategic plan. Mr Lynn emphasised that he hoped to achieve positive input at today's session.

**Mr Lynn** concluded by outlining his personal vision for the Track:

“In 10 years' time I would like to see the students who have begun their high school studies this year under our 'Fuzzy Wuzzy Angel Scholarship Program' waiting at Jackson's Airport to greet their next group of eco-trekkers arriving for their Kokoda experience. They would be dressed in smart trek leader uniforms and would escort the group to their hotel accommodation.

“That evening the Koiari or Orokaiva trek leader would brief their group on the strategic situation in the South West Pacific Area in 1942 and set the scene for their adventure. They would also give them an overall brief on PNG and particularly the culture of the Koiari and Orokaiva people who live along the Track. It would conclude with a briefing on the sensitivity of the environment they are about to trek through and the safety issues they need to be aware of. The next morning they would supervise their movement to Owers Corner then lead them across the Track providing detailed historical, cultural and environmental briefings at each significant site or village along the way.

“As the trekkers arrive at each village they would be welcomed in the traditional way and would have the opportunity to purchase some items such as bilum bags with village names on them.”

**Mr Lynn** then informed the delegates that he would show the video of the [Punchbowl Boys High School trek on the Kokoda Trail](#) which had been screened nationally on Channel 7 just prior to ANZAC Day. The video demonstrated the enormous interest in the Kokoda Track back in Australia and the potential to develop a unique self-sustaining trekking industry in the area.

**Mr Lynn** then introduced the two facilitators, **Dr Stephen Wearing** from the University of Technology in Sydney and **Mr Paul Chatterton** from the WWF PNG in Madang. **Mr Lynn** advised the delegates that **Dr Wearing** and **Mr Chatterton** had both donated their fees back to the Foundation and were working as volunteers.

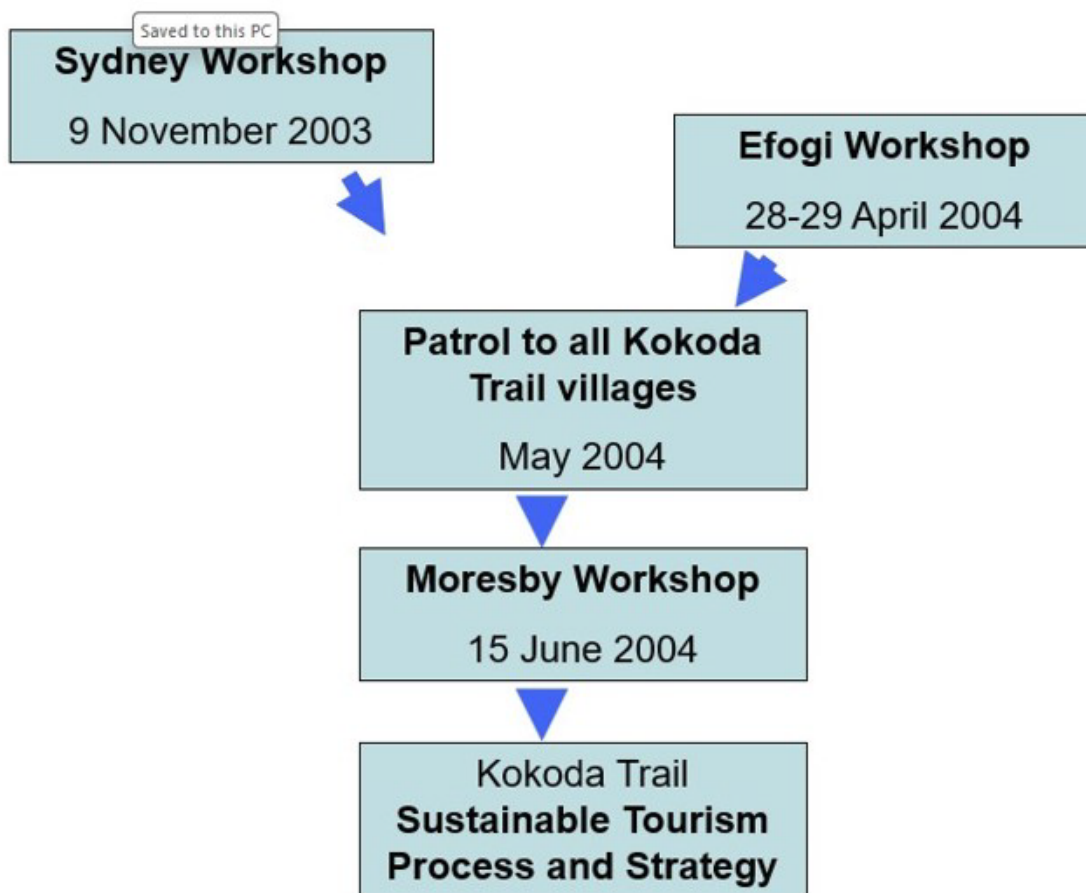
“**Mr Lynn** also thanked **Mr Alfred Amuli** and **Mr Gary Imri** for their work in acting as co-facilitators for the workshops. He also thanked Oil Search for their sponsorship support and welcomed **Mr Kelvin Templeton** from the Foundation. He thanked all delegates for taking time out to attend the workshop and looked forward to working with them to develop a proper strategic plan.”

**Paul Chatterton** then introduced himself. He explained that he was a Conservation Manager for the WWF PNG, a non-Government organisation in Madang.

**Dr Stephen Wearing** gave a brief introduction. **Dr Wearing** was from the University of Technology, Sydney and had experience in research and facilitation in community based sustainable tourism in Central and South America.

**Mr Chatterton** and **Dr Wearing** were at the workshop to try to teach what they know and apply it to the Kokoda Track. Capacity building. Both facilitators highlighted that as they became more involved in the project the more rewarding it became.

**Mr Chatterton** explained the process that we were currently on - the road that we are on at the moment. This was shown as follows:



Delegates were then taken through the agenda for the day to see how it fits into that process. This included being given a little bit of information from what has happened in the other workshops, discussion about sustainable tourism, showing the video, 'Selo Selo Big Fella Canoe' to give an education about the issues of moving into this style of tourism, getting feedback and input into what delegates think about the process and what they can do to put a strategy together. The end of today would thus hopefully result in some resolutions and future directions.

#### **Report on the KTA Awareness Patrol - Kokoda to Sogeri - 26 May to 9 June 2004**

**Mr Warren Bartlett** briefed the delegates on the Awareness Patrol:

‘In 2000 the Olympic torch went across the Kokoda Track. Clan leaders and landowners were not compensated for the use of the track and as a result closed it down. The seeds were thus established to form the Kokoda Track Local Level Government Special Purposes Authority (Kokoda Track Authority).

‘The KTA was proclaimed by His Excellency, the Governor-General of PNG on 11 June 2003 and became law. Its role was for the general purpose of assisting the implementation of the functions of the Kokoda and Koiari Rural Local Level Governments, specifically for the areas covered by the Kokoda Track. The Authority would focus on the significance of the Kokoda Track due to its part in WW2 and promote this legacy for present and future generations and promote tourism related activities.

‘On 5 May 2004 an Interim Management Committee was established and an Interim Manager appointed to fine tune the Constitution and to establish the initial administration of the Authority. The Awareness Patrol was mounted to inform the leaders and the landowner community in the Kokoda Track area on the purpose of the Authority and how it could benefit them. Input was obtained from the local community and leaders to enable the Interim Management Committee to prepare the final draft of the Constitution for presentation to the Koiari and Kokoda LLGs for their approval. It would then be submitted to the Department of Provincial and Local Government Affairs for presentation to the Minister for Inter-Government Relations for his execution, and the subsequent swearing in of the Management Committee.

‘Copies of the Proclamation, the Fourth Draft of the Constitution and Agenda were distributed and discussed in each village meeting. The Awareness Patrol was well received at all villages and cleared up misconceptions some people had of the Authority and its role. It was noted that this Authority (unlike many others in PNG) proposes to keep its administrative costs to a minimum and provide village infrastructure development in the communities using revenue from:

#### Trek Permit Fees

- Funds from donor agencies
- Self-help, and
- Cash (where appropriate) contribution from communities.

The Awareness Team consisted of the following Interim Management Committee Members:

- **Alfred Amuli**, Kokoda LLG rep (Chairman)
- **Norris James**, Koiari LLG rep (Vice-Chairman)
- **David Soru**, Kokoda LLG landowner rep
- **Gary Imira**, Koiari LLG landowner rep
- **Alex Rama**, Alternate Tour Operator rep (Naduri)
- **Warren Bartlett**, Interim Manager (ex-officio member)

And Local Level Government Councillors:

- **Lance Lovi**, Kovelu Ward, Kokoda LLG
- **Willie Vave**, Efogi Ward, Koiari LLG
- **John Daku**, Manari Ward, Koiari LLG
- **Babeia Mado**, Vesulogo Ward, LLG, plus
- 8 Porters from the Kokoda Track area

The Awareness Patrol program was conducted between 26 May to 9 June 2004.

The Business Per Agenda was as follows:

1. Open Meetings
  2. Proclamation and Constitution
    - (a) The Area of Authority
    - (b) The Management Committee
    - (c) The Functions of the Authority
    - (d) Staff of the Authority
    - (e) Finance for the Authority
    - (f) Other Matters in Relation to the Constitution
- Trek Permit Fees
  - Registration of Tour Operators with the Authority
  - Tour Operators to Advise the Authority of their Trekking Program
  - Regulation and Improvement of Radio Communications
  - Guide and Porter Registration with the Authority
  - Action Plans for Wards in conjunction with LLG Five Year Plans
  - Village Census Book Implementation
  - Guest House Availability, Quality and Administration
  - Maintenance of Kokoda Track
  - Airstrip and Road Maintenance and Upgrading
  - Memorials, Museums, Historic Sites and War Relics
  - Cultural Activities for Visitors and Trekkers
  - KTA Logo Competition
  - A detailed report on the Awareness Patrol is attached to these workshop notes.

### **Social Mapping**

**Mr Chatterton** gave a quick introduction into some of the techniques used in running the Sydney and Efogi workshops to understand how they operated. The workshops look a lot like kindergarten - lots of drawings and pictures of maps and ideas. The set of techniques used are variously known as:

- social mapping
- participatory rural appraisal
- participatory planning
- rapid rural appraisal
- 

It means it allows communities who may not all know how to read and write to express themselves and to express what they would like to see happen to their land and to their resources.

### **Features of Social Mapping**

**Mr Chatterton** explained the features of social mapping. These were as follows:

- visual
- flexible and informal - but carefully planned
- done in the community
- allows local values to be expressed
- objectives set by the community
- analysis by local people, on the spot
- triangulation - team, information, techniques

To get to know a little bit more about the delegates, Dr Wearing conducted a question and answer session via a set of exercises known as 'stand up sit down'. The results were as follows:

- **Q. Dr Wearing** - "how many of you went to the Efogi workshop?"

- a few delegates stood up
- Q. **Dr Wearing** - “how many verbally found out about the workshop?”  
A. half of the delegates stood up
- Q. **Dr Wearing** - “how did the rest of you hear about the workshop?”  
A. Delegates - “from colleagues passing on the information, via word of mouth”
- Q. **Dr Wearing** - “who has walked the whole Track?”  
A. three-quarters of the delegates stood up
- Q. **Dr Wearing** - “who would like to walk the whole Kokoda Track?”  
A. the remaining delegates stood up
- Q. **Dr Wearing** - “who will support the Maroons tomorrow night in the State of Origin game?”  
A. half the delegates supported the Maroons and half supported the Blues
- Q. **Dr Wearing** - “who here is actively participating or involved in tourism at the village level?”  
A. one delegate stood up
- Q. **Dr Wearing** - “who is involved in tourism generally, outside the village level eg. via government or through your job?”  
A. 11 delegates stood up
- Q. **Dr Wearing** - “financially, how many people are benefiting/making money through tourism generally?”  
A. a few delegates stood up
- **Dr Wearing** - “the flow and effect from tourism is therefore important”  
Q. **Dr Wearing** - “who’s watching the European Cup soccer tomorrow morning?”  
A. one delegate stood up
- Q. **Dr Wearing** - “who knows the military history of the Kokoda Track?”  
A. 16 delegates stood up

As a result, **Dr Wearing** explained to the delegates that they had exchanged a bit of information and asked them to think about what they wanted to learn about. The next step was to discuss sustainable tourism.

### **What is sustainable tourism?**

The video ‘*Selo Selo Big Fella Canoe*’ was presented to demonstrate the issues that come out of sustainable tourism. However, due to the poor quality of sound only part of the video was shown.

**Dr Wearing** clarified that the video was about a P&O cruise ship from Sydney, with 1027 passengers on board, which came to Vanuatu. The video showed the preparation made by the community for the arrival of the cruise ship passengers, what happened when the passengers arrived on the island and the repercussions afterward.

**Dr Wearing** informed the delegates that there was a total mismatch between tourists’ needs and community expectations. A communication network was most important to establish the tourists’ needs and reasons for coming, ie for the culture or just to walk the track. It is also

important to find out what the tourists want to do when they come and what the community is prepared to offer them.

In this case the community did not find out the basic needs of the tourists or look at the tourists' program properly. Their timing was not right. Communities must look at their market to avoid such impending disasters.

Question - What are the essential ingredients for sustainable community based tourism?

To examine this question **Dr Wearing** referred to the Efogi village workshop which was used as a platform. The results were as follows:

<b>Issues for Tourism - Efogi Workshop</b>	
Group 1	<ul style="list-style-type: none"> <li>• lack of planning and communication</li> <li>• high price of items</li> <li>• rates of village guesthouses high</li> <li>• law and order</li> <li>• customs of the area</li> <li>• hospitality</li> <li>• recreation</li> <li>• interaction</li> <li>• climate</li> <li>• type of food and preparation</li> <li>• high flow of tourism (wear &amp; tear)</li> <li>• tourist calendar</li> </ul>
Group 2	<p>Programme</p> <ul style="list-style-type: none"> <li>• Preparation (planning)</li> </ul> <p>Communication</p> <ul style="list-style-type: none"> <li>• Tour Company</li> <li>• Tourist</li> <li>• Establish purpose of visit</li> </ul> <p>Plan</p> <ul style="list-style-type: none"> <li>• War Relics (plan)</li> <li>• Culture (plan)</li> <li>• Trekking (plan)</li> </ul> <p>Identify the purpose and plan to meet the tourists upon arrival</p> <p>Effects of Planning:</p> <ul style="list-style-type: none"> <li>• Law &amp; Order</li> <li>• Politics</li> <li>• Land Ownership Issues</li> <li>• Alcohol Related Problems</li> <li>• Drug Related Problems</li> </ul>
Group 3	<p>Identify Tourist/Purpose of Visit</p> <ul style="list-style-type: none"> <li>• find out what type of tourist</li> <li>• Communications</li> <li>• direct communication with tour operators</li> <li>• VHF Radio</li> <li>• letter</li> <li>• telephone</li> <li>• Accommodation</li> </ul>

	<ul style="list-style-type: none"> <li>• cleanliness</li> <li>• traditional type/materials used</li> <li>• rate/price</li> <li>• food quality/food preferred - fresh</li> <li>• War Relics</li> <li>• historical sites to be cleaned &amp; looked after</li> <li>• Urgent Repair of Track</li> <li>• sign boards, guard rails, information huts etc</li> </ul>
Group 4	<p>Tourism: Kokoda Trail</p> <ul style="list-style-type: none"> <li>• What attracts a tourist?</li> <li>• What is the tourists' needs?</li> <li>• What is the need of locals along the Kokoda Trail?</li> <li>• good communication with local people</li> <li>• good social interaction</li> <li>• food, housing, places of interest</li> <li>• costs of housing, food, crafts &amp; souvenirs</li> <li>• spiritual (church denominations) - along the Kokoda Trail from Sogeri to Kokoda is dominated by the 7th Day Adventists &amp; sabbath keepers. Most porters &amp; carriers are sabbath keepers &amp; we suggest the tourist keep the sabbath on the track with the church goers.</li> <li>• the community to work &amp; organise themselves to entertain the tourists to raise revenue for community groups. Individual or small groups may not attract much interest.</li> </ul>

### Benefits of tourism co-ordination

**Dr Wearing** explained to the stakeholders that Kokoda as a regional tourist destination is very important.

Thinking regionally allows...

- the development of co-operation and co-ordination
- economies of scale for items such as regional brochures (Authority can help to develop these), market research (co-ordinated effort), training programs (about education).  
Moving forward into the future.
- increased involvement in tourism related activities as the benefits become more obvious.
- Barriers to tourism co-ordination
- The other side of benefits is barriers to tourism co-ordination.
- It takes longer to do things on a regional basis than just a single community approach.
- The need for co-operation and compromise is greater (give a little to gain a little).
- More information is needed before implementation occurs (add to knowledge base).
- There may be more resistance or non-co-operation from communities threatened by change (eg Awareness Patrol important).
- There may be uneven contributions and benefits (villages willing to contribute now to see benefits in the future).

**Dr Wearing** informed the delegates that the afternoon session would look at overcoming barriers and future processes such as the Strategic Plan for the Kokoda Track.

As a matter of interest, **Dr Wearing** asked the delegates whether they preferred the term Kokoda Track or Trail. A majority of delegates preferred Trail - according to them the issue was not controversial.



**Dr Wearing's** view was that Trail was an American term whilst Track was Australian. Although the subject was not an issue for him, he was interested in the delegates' opinions.

**Mr Lynn** advised that as General Douglas MacArthur had the power of censorship, all information disseminated went out as 'Trail'. He advised that no Americans had fought in the Kokoda campaign and the Diggers who did regarded it as a 'Track'. Whilst the official name is the 'Kokoda Trail' he always referred to it as the 'Kokoda Track' because that's what the Diggers who fought in the campaign call it. He thought PNG had resolved the issue with a diplomatic sign at Owers' Corner which reads 'Kokoda Trail – National Walking Track'.

### **Sydney workshop results**

**Kelvin Templeton**, Director of the Kokoda Track Foundation reported on the 1st Sydney workshop held on 9 November 2003.

The first workshop got all the people together from Sydney who had walked the Track.

He thanked Oil Search who brought some Papuans down for the workshop and to the University of Technology Sydney, where **Dr Wearing** lectures which provided the facilities free of charge. The participants who attended were concerned about the future of tourism along the Kokoda Track. They gave up a day of their time to attend. The purpose was to provide one input - from customers - people who had walked the Track. They were representative of others and provided valuable information to go into the mix which was important for the overall plan.

The format of the day included group work; pictures represented the ideal experience for people going over the Track in 10 years' time and what they would like to see at that time.

The key outcomes included:

- trekkers wanted as much natural experience as possible of the Track;
- trekkers wanted to experience local culture;
- trekkers wanted local and traditional style accommodation and food - they didn't want to stay in a brick hut with a tin roof;
- the local physical environment must be maintained;
- trekkers wanted those sites important in the campaign to be better identified;
- people will come for different reasons, for example for war history, flora and fauna, young Australians interested in personal development. Different groups looking for different things;
- the most important outcome was that the plan to be developed must be beneficial to those people who live along the Kokoda Track. Benefits flowing into the local community must be a priority.

Natural tensions have been accepted. This further exhibits the goodwill of the people along the Track.

Thus the first workshop started to capture what customers are looking for along the Kokoda Track.

### **Photo Report on the Efogi workshop**

A photo report on the Efogi workshop held on 28-29 April 2004 was presented by Alfred Amuli and Gary Imira. The slides were shown as follows:

1. 1st PNG aircraft into Efogi
2. **Charlie Lynn** at the Efogi village welcoming ceremony

3. Village elders giving a ‘fuzzy wuzzy’ welcome
4. Official welcome by the Efogi community
5. Every participant is welcomed by the Efogi community
6. The hut where the workshop is hosted
7. Inside the hut
8. 1st day - introductions and expectations. A map of the Kokoda Track is drawn on the ground
9. Points raised during the workshop. Delegates came from all over the Track
10. Writing down notes during the workshop
11. Issues raised from Depo to Kagi. What they want to see happening in their villages
12. The workshop continued during the down pour
13. Video and principles of sustainable tourism
14. Note-taking at the workshop
15. After discussions - writing down what the clan leaders and landowners really want
16. Game - back slaps - an exercise
17. Timeline 10 years from 1994 to 2004. What has happened during this time
18. Mapping Kokoda tourism in 5 years. All the villages involved
19. 5 year structure plan
20. Efogi women’s map - want to learn how to cook
21. Efogi village map
22. Efogi 2 map - 5 year structure plan
23. All 5 year plans/maps of the villages laid down from Kokoda to Ower’s Corner
24. Presenting the Sydney vision by Yahoo Serious
25. Picture of the Sydney map
26. 1 year action plans by villages of what can be achieved and how these can be achieved
27. Project implementation schedule of Efogi village 2004-2009
28. Delegates line up in village groups and show maps
29. Handshake signifying working together and co-operation
30. Flying out of Efogi

**Mr Nick Araho**, Chief Curator of Prehistory, the Papua New Guinea National Museum, spoke. He advised that he is most impressed with the scope of the workshop and thinks it is very good. He looks forward to what comes out of them. The workshops are like a test case not just for Central or Oro Provinces but for all of PNG - a lot of people are watching. ‘History’ is also extremely important and need to deal with it. Ideas from all the stakeholders and blending them together to deal with issues is a task we have to take on board. This can benefit all sides. Well done.

**Mr Garry Yagafa**, Tourism Promotions Authority, asked whether the people have really agreed that the Authority will take on responsibility and deal with issues which happen from Owers Corner to Kokoda Station?

**Mr Alfred Amuli**, KTA Chairman responded positively. “Yes, and we have waited a long time as there was never really an organisation before that looked after the Kokoda Track. At the Efogi workshop the clan leaders and landowners had accepted the Authority and the Awareness Patrol have been given moral support. We want all stakeholders to work together for the benefit of everybody.” **Mr Gary Imiri** concurred with this view.

A delegate from Kagi village commended The Kokoda Track Foundation and was most grateful for the workshop. It is helping his people and linking them together. He was very thankful and stressed the importance of working together. The Efogi workshop was the first of its kind.  
Significance of the Efogi meeting

**Mr Chatterton** raised the significance of the Efogi meeting which was as follows:

- the 1st meeting of all villages of the Track since WW2
- a starting point for a co-operative process and strategy between villagers, town dwellers and international users of the Track
- women's voice began to be recognised - a success
- Issues from Efogi

These included:

- Matching needs and expectations
- building more guesthouses?
- custom dances at all villages
- sing sings and SDA religion
- Role of women
- women are keen to sell food
- Consultation and local co-ordination
- maintaining communications across the Track
- local representation
- Track maintenance and safety

**Mr Chatterton** advised that the afternoon session would involve hearing from the delegates - what their issues and needs are and more importantly where to go from here.

Break for lunch

### Stakeholder Contributions...

Dr Wearing asked the delegates to break into small groups and to fill out 4 cards as follows:

Green Card
NEEDS

Yellow Card
THREAT

Three top needs for good tourism  
- and what you will do to help achieve them

One main threat to good tourism  
- and what you will do to help remove them

The following groups were initially included.

Groups		
Trekking Company	Government PNG	Local Government eg KLLG (SPA)
Community Service Groups	Media	Provincial Government
Community/Landowners	Donor agencies	Companies
Environment Group		

The final group presentations were as follows:

Stakeholder contributions
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Group	Needs for good tourism	Threat to good tourism
Central & Oro Provincial Govt	<ul style="list-style-type: none"> <li>• Provincial Govt Tourism Act and Regulation</li> <li>• Tourism Promotion - law &amp; order to be addressed by all levels of Govt so tourists come from Australia and all over</li> <li>• Improve track facilities - walkways &amp; bridges</li> </ul> <p>How to achieve needs:</p> <ul style="list-style-type: none"> <li>• Enact PG Tourism Act - legislate &amp; regulate</li> <li>• Empowerment of Kokoda Track Authority</li> <li>• Budgetary support needed</li> <li>• Review &amp; report progress</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of landowner participation in track development spin-offs.</li> <li>• People still live like they did before.</li> </ul>
Landowners	<ul style="list-style-type: none"> <li>• Continuing Awareness - progress from KTA, Awareness Patrol have helped to allay suspicions. Villages need to know what is happening. Benefits.</li> <li>• Community participation &amp; shared benefits (including employment of guides &amp; porters)</li> <li>• Improved social benefits (health eg. need health workers, medicine, water supply needs upgrading - mini hydro) &amp; (education eg need teachers)</li> </ul>	Unreasonable demands by landowners
KLLGSPA	<ul style="list-style-type: none"> <li>• Importance of tourism - awareness</li> <li>• People's participation in the industry</li> <li>• Need Govt support in all levels of the community</li> <li>• Training is important - work, seminars etc to be provided by the operators</li> </ul>	<ul style="list-style-type: none"> <li>• Equal participation of all landowners in the industry at all levels</li> <li>• Rascals, law &amp; order must be solved.</li> </ul> <p>How to remove threat:</p> <ul style="list-style-type: none"> <li>• Need collaboration and consultation with the third level Govt &amp; its implementing arms</li> <li>• Legitimate bodies established by the Govt (PNG) must be recognised</li> </ul>
Donor Agencies	<p>Sustainability via meaningful community engagement</p> <ul style="list-style-type: none"> <li>• women's involvement eg via catering</li> <li>• community perceived ownership of property</li> <li>• local culture, national pride</li> <li>• local enjoyment</li> <li>• commercial success - down to household level</li> <li>• promotion of personal contact &amp; informality (spending time with families)</li> </ul>	<p>Bad news that destroys the tourism product &amp; PR:</p> <ul style="list-style-type: none"> <li>• law &amp; order</li> <li>• negative attitudes</li> <li>• insurance premiums &amp; claims horrendous from an operators point of view</li> <li>• prohibitive costs</li> <li>• collapse of the State</li> </ul>

	<ul style="list-style-type: none"> <li>• High profile marketable product &amp; delivery</li> <li>• world recognised product eg Kokoda</li> <li>• high PR for donor by association</li> <li>• patriotism as a marketing element in Australia &amp; PNG</li> <li>• history &amp; nationalism</li> <li>• word of mouth success - promotion</li> <li>• mementos - reflections of own achievement</li> <li>• Good governance &amp; service delivery</li> <li>• good law &amp; order</li> <li>• efficient health &amp; education for the community</li> <li>• support for tourism initiatives</li> <li>• Easy to list &amp; difficult to achieve</li> </ul>	
National Government Agencies (TPA, National Museum, NCC)	<ul style="list-style-type: none"> <li>• Full documentation &amp; description of WWII sites to attract tourists (includes Australian &amp; Japanese sites)</li> <li>• Promoting &amp; marketing of Kokoda Trail as a tourism product</li> <li>• Education of the local communities on the significance &amp; importance of the historical, natural &amp; cultural sites. Economic benefits &amp; cultural importance of the sites.</li> <li>• How to achieve needs: <ul style="list-style-type: none"> <li>• documentation program</li> <li>• working together</li> <li>• awareness important to develop programs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Development of major infrastructure which may diminish the historical &amp; cultural meaning of the Track</li> <li>• Competing interests from stakeholders leading to the closure, damage or negligence of the sites and the Track</li> </ul>
Community Service Group (1)	<ul style="list-style-type: none"> <li>• Track maintenance - importance for tourists safety, must be in good condition eg bridges &amp; beautification of the Track</li> <li>• Clinic &amp; school - for tourists health, education levels of community, language skills important to talk English to the tourists</li> <li>• Women's Group activities - must be 1st class, must give them support as they cook &amp; clean</li> </ul>	Meet all villages basic needs & support community groups
Community Service Group (2)	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Training in hospitality - guesthouses, customer service, catering/food</li> <li>• Training in baking</li> <li>• Training in sewing</li> <li>• Training in first aid</li> <li>• Training porters &amp; guides</li> <li>• Infrastructure - upgrading &amp; creation</li> <li>• Upgrade &amp; sealing of Depo - Ower's Corner Road, Kokoda - Hoi excess Road</li> </ul>	<ul style="list-style-type: none"> <li>• Law &amp; order on the Kokoda Trail</li> <li>• How to remove threat:</li> <li>• Introduce community policing concept with police</li> <li>• Awareness program among youths</li> </ul>

	<ul style="list-style-type: none"> <li>• Upgrade &amp; sealing of all major airstrips along the Kokoda Track</li> <li>• Fund Awareness Program</li> <li>• HIV Aids</li> <li>• Drugs</li> <li>• Criminal Activities</li> </ul>	
Trekking Companies	<ul style="list-style-type: none"> <li>• Women - Food provided by the villages</li> <li>• Quality control</li> <li>• Train women how to cook</li> <li>• Hygiene</li> <li>• Presentation</li> <li>• Women porters to cook</li> <li>• How to achieve needs:</li> <li>• Suggest to Hotels to provide cooking classes for village women</li> <li>• Guest Houses</li> <li>• Traditional</li> <li>• Rodent &amp; cockroach free</li> <li>• Clean &amp; tidy</li> <li>• Quality control - women to clean &amp; prepare</li> <li>• Leave trees &amp; put gardens away from the trail</li> <li>• If you stay in tents &amp; not guesthouses then why pay?</li> <li>• How to achieve needs:</li> <li>• YWCA or women's groups</li> <li>• Guide &amp; porter training</li> <li>• How to treat guests</li> <li>• History</li> <li>• Culture</li> <li>• Cooking</li> <li>• First aid courses</li> <li>• How to achieve needs:</li> <li>• TPA to provide training courses &amp; grade</li> <li>• Charlie Lynn to provide war history as leaflets to be handed to porters &amp; guides</li> <li>• Hotels</li> <li>• St John's ambulance</li> <li>• Gifts offered for sale</li> <li>• How to achieve needs:</li> <li>• Teach women to make hats, beads</li> </ul>	<ul style="list-style-type: none"> <li>• Rascals</li> <li>• hold ups</li> <li>• harassment</li> <li>• How to remove threat:</li> <li>• Villages to provide security</li> <li>• 2 x porters stay awake as watchdogs</li> <li>• All trekkers should stick together as a groups &amp; not camp separately</li> </ul>
Environment Group 3.	<p>Assist Landowners to establish wildlife management area/memorial park</p> <p>How to achieve needs:</p> <ul style="list-style-type: none"> <li>• WWF: training of villagers in how to set up a WMA - August/September</li> <li>• Identify other resources that can be harvested from the forest without destroying it eg eaglewood, ebony</li> </ul>	<p>Logging proposed for the Trail (Sogeri - Efogi P.F.D.)</p> <ul style="list-style-type: none"> <li>• How to remove threat:</li> <li>• WWF: investigate status of concessions</li> <li>• KTA, Tourism operators: check community support for logging</li> </ul>

	<ul style="list-style-type: none"> <li>• How to achieve needs:</li> <li>• WWF: patrol to identify eaglewood &amp; ebony</li> <li>• Increase awareness of the importance of the environment of the Trail &amp; the Owen Stanley Rainforests</li> <li>• How to achieve needs:</li> <li>• KTF: pressure TPA to change focus to ecotourism away from big hotels</li> </ul>	
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### General discussions/questions

Discussions following the Koiari Local Level Government Special Purpose Authority. group presentation:

**Mr Michael Epoko**, Natural Cultural Commission, stated that awareness is important as people are confused; local authorities have never informed the people of the development projects the Governments are doing. There must be a program in place and it is important to have meetings in the villages to find out what the objectives are. It is very important for the people to know what the special authorities, Governments and the KTF are doing.

One delegate stated that there has been a lot of talk but not much action. “When you talk you must put your money where your mouth is. That’s paramount.”

A delegate from the KLLGSPA explained that they are funded by Government and have been waiting for the KTA to come on line, they will then team up and commit to join the Awareness Patrol.

A TPA representative expressed his hope to work with the KTA and benefit from tourism together. Delivering to the local people was important.

Discussions following the National Government group presentation:

- A delegate from the Tourism Promotion Authority stated that trekking is in high demand, it needs to be more market oriented, Kokoda Track is a marketable product. The Tourism Promotion Authority would like to see itself working closely with the Kokoda Track Authority
- **Mr Willy Vavi** commented on the Government agencies. From 1994 to 2004 all the basic infrastructure built along the Kokoda Track has been by donor agencies, there are no PNG Government projects on the track. Mr Vavi therefore asked all the agencies represented at the workshop to come good on the Kokoda Track.
- A Tourism Promotion Authority delegate stated that in the past the Government never considered tourism as an economic sector however this perception is now changing.
- At the conclusion of the groups presentations Mr Lynn also raised the urgent need of enviro-toilets on the Track especially in the bush camps. This could be a matter for the Kokoda Track Authority to consider.
- In reply, Mr Bartlett informed the delegates that the Kokoda Track Authority was investigating the following issues:

- modified enviro-toilets like the model employed by National Parks in Australia,
- simple protective screens at wash points made of natural material,
- during the Awareness Patrol the guesthouses presented as fairly clean and the women were very keen to get involved,
- as part of the trekking fees seeds could be planted eg. beans, tomatoes, carrots, cabbages and the food then sold to tourists.
- Mr Imira raised the importance of souvenirs which could be made in the villages such as hats and billum bags. Mr Lynn concurred with this suggestion.

Finally, **Mr Chatterton** asked the delegates to look at all of the information put together by the groups. He asked them what it meant.

The delegates responded that Kokoda was a great product and of a world standard, however there was still room for improvement.

**Mr Chatterton** commented that some very good suggestions were made to take on board. **Mr Robert Arua**, Gamrosa Research Consultant Company, raised the significance of land issues which are complex and sensitive. He emphasised the importance of respecting the landowners under their land rights.

Communication problems between different levels of Government were also raised by some delegates. **Mr Chatterton** reiterated that co-ordination between all levels of Government were important.

**Mr Vavi** emphasised that the beneficiaries must be the community, they must have a basic infrastructure in place.

**Mr Chatterton** commented that the Kokoda Trail is a 'long walk'. Building sustainable tourism is a 'long walk'. All is achievable one step at a time.

### **Your Contributions...**

What are you going to do to help?

**Mr Chatterton** asked the delegates to look at one thing their organisation could do to assist and then asked them to put down that thing on an orange sheet of paper. These would be written up later in the workshop report. [See appendix 1]

**Dr Wearing** advised that we were now at the 4th stage ie. the Port Moresby workshop. The next step would be the Kokoda Trail Sustainable Tourism Process and Strategy phase. All participants will be communicating with each other. The KTA will assist.

Next Steps:

- Preparation of a brief
- Patrolling
- Council of clan leaders
- Women's social mapping
- Developing a process for continuing planning - rather than a Masterplan



**Mr Lynn** thanked all the delegates for attending and for their positive input. There were more areas of agreement than areas of dispute. He informed the delegates that the three workshops will now be reviewed. A brief would be written for a consultant who will be employed to write a draft strategic plan. The process would be a living document.

He then proposed that on the 2nd November 2004 at the Centenary of Kokoda and the 62nd anniversary when Australians re-entered Kokoda it would be most fitting if we can get as many clan leaders, landowners, stakeholders, tour operators etc and get as much feedback as possible. Working together for good tourism.

**Mr Lynn** thanked the co-facilitators, **Mr Chatterton** and **Dr Wearing**. He also thanked **Mr Templeton**, **Ms Shymko**, **Mr Bartlett** and **Mr Laurie Bragge** from Oilsearch.

On a last note, **Mr Lynn** asked one thing of the local level authorities - to please work together with the Kokoda Track Authority.

**Dr Wearing** concluded by thanking the delegates and Mr Amuli and Mr Imira for their assistance.

Close 4.30 pm

Charlie Lynn  
Chairman  
The Kokoda Track Foundation

Appendix 1: Report of the Kokoda Track Special Purpose Authority Awareness Patrol.

Appendix 2: Stakeholder Contribution/Action Plan to support sustainable tourism and the Kokoda vision

<b>Stakeholder contribution/action to support sustainable TOURISM AND the Kokoda Vision</b>	
Stakeholder	Contribution
<b>Tim Kornet</b> Prime Minister's Department Ph: 3233390 x28	My Contribution for Better Tourism What am I going to do to help? <ul style="list-style-type: none"> <li>I am suggesting to improve on Government levels of communications, so that all levels of Tourism Promotion strategies are channelled through such levels of authority to get it endorsed on first instance.</li> <li>The intentions of Donors and Tourism Authorities will not be a problem as it was outlined in the front as Threat and Needs.</li> <li>However, needs and wants can only be viable if the above areas are successfully admitted through the levels of authorities.</li> </ul> Thanks and cheers.
<b>Eric Uwea</b> Kokoda Trek Guide Kokoda Trekking LTD	My Contribution <ul style="list-style-type: none"> <li>To train tour guides based on my 69 trekking experiences.</li> </ul>
<b>Lynette Kawapuro</b>	I would like to help my people in HOSPITALITY. This covers everything.
<b>Stanley Stevens</b> Airlines PNG BOX 170 BOROKO Ph: 3244769 Email: traffic@apng.com	Service Provider <ul style="list-style-type: none"> <li>Our goal to promote tourism is to have good airstrips up and along the Trail (KKD) in order for the airline to fly in trekkers and their food rations which will enable all operators (tour &amp; trekking) to have good PR and have a good income for the villages along the Trail.</li> </ul>

<b>Brian Favave</b>	<p>My Contributions</p> <ul style="list-style-type: none"> <li>• Involve Koiari Local Level Government Special Purpose Authority in the project - tourism industry.</li> <li>• Land owner representation on the KTA Board and other Tourism Authorities eg. TPA, NCC, National Museum, Kokoda Memorial Foundation.</li> <li>• I will help with any work done on the Kokoda Track to help promote tourism on the Kokoda Track because I live on the Track.</li> </ul>
<b>Maso Sisi</b>	<p>My Contribution</p> <ul style="list-style-type: none"> <li>• I will help the Tourism and the Trekking Companies and the private sector's Donor Agencies to work together along the Kokoda Track.</li> </ul>
<b>Chairman, Management Committee and Warren Bartlett from KTA</b>	<p>Get Kokoda Track Authority establishment finalised and operating per its Constitution and functions.</p> <ul style="list-style-type: none"> <li>• KTA to maintain close liaison with Kokoda Track communities, Local Level Governments, Provincial Governments and all stakeholders.</li> </ul>
<b>Taisi Taule</b> South Pacific Tours	<p>Your Contribution.... What are you going to do to help</p> <ul style="list-style-type: none"> <li>• Make more tourism awareness along the Trail.</li> <li>• Involve local men from the Trail to be porters and guides.</li> <li>• Let the guides know to encourage ladies in the villages to do artefacts to sell to tourists as they walk the Trail.</li> </ul>
Landowners	<ul style="list-style-type: none"> <li>• Educate/Patrol - supply regular news sheets to Ward Councils and committees on current activities of KTA. Also copy to other interested parties (Tour Operators, Donor Agencies, PG etc).</li> <li>• Delegate each clan/group - an unpaid person. In large wards (wards with several isolated villages), maybe a sub-committee be appointed to liaise with their KTA representative and/or Councillor.</li> <li>• Donor Agencies/training programs</li> <li>• CDS chicken/poultry project</li> <li>• women serving, baking, cooking</li> <li>• TPA - Tour Operators, guide &amp; porter training</li> <li>• St Johns - first aid training</li> <li>• TPA/DWU - guesthouses, hospitality training</li> </ul>
<b>Dros Tukon</b> Project Co-ordinator Koiari LLGSPA	<ul style="list-style-type: none"> <li>• Koiari Local Level Government Special Purpose Authority has already plotted down the KOKODA TRAIL PROGRAMME into its KOIARI DISTRICT FIVE YEAR DEVELOPMENT PLAN now being submitted to the National Government for funding.</li> <li>• As the implementation arm of the KOIARI SOHE LLG, we are looking forward to the establishment of the KOKODA TRAIL AUTHORITY for proper planning on the development of the Kokoda Trail.</li> <li>• The KOKODA TRAIL is our DREAM LAND for development in all sense.</li> </ul>
<b>Landy Noel</b> Efogi	<p>What are you going to do to help?</p> <ul style="list-style-type: none"> <li>• To buy petrol for Efogi village to get the airstrip grass for the re-opening of the airstrip, for trekkers to send in their food supplies to Efogi.</li> </ul> <p>Buy petrol continuously.</p>
<b>Gary Imiri</b> KTA	<p>My Contribution</p> <ul style="list-style-type: none"> <li>• I will support the programmes of the KTA, KTF and all other stakeholders initiatives for good tourism on the Kokoda Trail.</li> <li>• "From Little Things!</li> <li>• Big Things Grow!!"</li> </ul>

Provincial Government Perspective	<p>Liaise with Central and Oro Provincial Government to have the Provincial Tourism Act legislated.</p> <ul style="list-style-type: none"> <li>• Contribute to framing the Kokoda Strategic Development Plan.</li> </ul>
<p><b>Willy Vavi</b> Councillor Efogi Ward 17 PNG CDS Kokoda C Group</p>	<p>Your Contribution “What are you going to do to help?”</p> <ul style="list-style-type: none"> <li>• Promote and develop sustainable eco-tourism on the Kokoda Trail.</li> <li>• Promote capacity building in education for women, men, youths, girls. Basic Training eg. sewing/baking.</li> </ul>
<p><b>Garry Yagafa</b> Senior Research Officer PNG TPA PO Box 1291 POM NCD Ph: 320 0211/0223 Email: gyagafa@pngtourism.org.pg</p>	<p>Our Contributions</p> <ul style="list-style-type: none"> <li>• Assist in the development of the Track as a product, then</li> <li>• advise on product development</li> <li>• certify the Track to marketable standards</li> <li>• liaise with other state agencies in the development of the product</li> <li>• awareness on tourism</li> <li>• Promote and market the Kokoda Track as a tourism product <ul style="list-style-type: none"> <li>• website</li> <li>• publications</li> <li>• brochures</li> <li>• pamphlets</li> <li>• Tourism training</li> <li>• basic training at the industry level</li> </ul> </li> </ul>
<b>Kevin Anapa</b>	<ul style="list-style-type: none"> <li>• Employ porters and guides.</li> <li>• Send others to the respective villages.</li> <li>• Education support etc eg books.</li> <li>• Teach how to cook and training important.</li> </ul>
National Cultural Commission/KTDP Committee	<p>“What are you going to do to help?”</p> <ul style="list-style-type: none"> <li>• Subject to National Government (ie PNG) funding, NCC/KTDP Committee and Rotary Australia are prepared to train local people to build guesthouses, maintain airstrips, build aid posts, classrooms and water supplies and for the long run look after them for their benefit now and in the future.</li> </ul>
<p><b>Nick Araho</b> PNG Museum Contribution</p>	<ul style="list-style-type: none"> <li>• Assist in the documentation, identification of sites for tourists to visit.</li> <li>• Assist in the development of material for use in the school curricula ... etc for use and appreciation of WWII history on the Kokoda Track.</li> </ul>
<b>Laurie Bragge</b>	<p>What can I do?</p> <ul style="list-style-type: none"> <li>• Provide a brief for OSL management on the workshop of the 15/6/04 in order that they can assess donation budget against future needs.</li> </ul>
<p><b>Geoffery Meia</b> KLLG-SPA</p>	<p>What am I going to do to help?</p> <ul style="list-style-type: none"> <li>• My responsibility as the representative in the Koiari Local Level Government Special Purpose Authority, I have to go back in my area to educate my people about the threats and needs of Kokoda - Trekking.</li> <li>• Briefing</li> <li>• Patrolling</li> <li>• Educate Landowners</li> <li>• Set up more monuments from Depo to Kokoda Station</li> </ul>
<p><b>Gail Thomas</b> Extreme Kokoda Trekking Adventure Tours www.kokoda.com.pg www.kokoda.com.au</p>	<ul style="list-style-type: none"> <li>• Market and promote through www.pngbd.com and our Kokoda website.</li> <li>• Send senior guides of ours overseas to experience being a ‘guest’.</li> <li>• Help out wherever I can.</li> </ul>
<b>Robert Arua</b>	<p>Your Contribution What are you going to do to help?</p>

<p>Gamrosa Research          Consultation Limited          PO Box 2368          Boroko NCD          PNG          Mobile: 6842895</p>	<ul style="list-style-type: none"> <li>• Identify genuine landowners, sign parcels of Landowner Track Usage Agreement.</li> <li>• The landowners from Kokoda Track to Kagi and Owers Corner.</li> <li>• This will minimise most of the problems along the Track.</li> </ul>
<p><b>Kelly Womara</b>          Tropic Tours</p>	<p>My Contribution</p> <ul style="list-style-type: none"> <li>• No tree cutting on the Kokoda Trail.</li> <li>• To train my staff to be the best guides and porters on the Kokoda Trail.</li> </ul>

### **Significance of Efogi Workshop**

- First meeting of all villages of the Track since WWII
- A starting point for a cooperative process and strategy between villagers, town dwellers and international users of the Track
- Women's voice began to be recognised

### **Issues from Efogi Workshop**

- Matching needs and expectations
- Building more guest houses?
- Custom dances at all villages
- Singsings and SDA religion

### **Role of women**

- Women are keen to sell food

### **Consultation and local coordination**

- Maintaining communications across the Track
- Local representation

### **Track maintenance and safety**

### **Your Contributions**

In your groups, fill out four cards ...

Three top needs for good tourism  
 and what YOU will do to help achieve them

One main threat to good tourism  
 and what YOU will do to help remove them

What are YOU going to do to help?

### **Next Steps:**

- Preparation of a brief
- Patrolling
- Council of clan leaders
- Women's social mapping
  - Developing a process for continuing planning – rather than a Masterplan



The Kokoda Track Foundation

## **APPENDIX 6: TPA Meeting of Kokoda Tour Operators and Stakeholders**

**Hosted by the TPA - Gateway Hotel, Port Moresby - 20<sup>th</sup> July 2004**

**10.00 am start**

### **1. Guide and Porter Registration with the Kokoda Track Authority (KTA)**

Mr Peter Vincent, TPA, stated that currently individual operators had their own porters and guides. He raised the possibility of setting up a tour company of guides and porters for all tour operators to use. This may reduce the incidents along the Track like the one at Hoi recently.

Mr Warren Bartlett, KTA, confirmed that using guides and porters not on the Track was the result of the Hoi incident. The first priority would be to register and use guides and porters along the Track and then organise training with the TPA. The jurisdiction included Kokoda to Ower's Corner. Trek permits were also discussed.

Mr Owen Coney, tour operator, asked how the KTA would control the situation.

Mr Bartlett admitted it would be initially hard to police but the registration process must start somewhere.

Ms Gail Thomas, tour operator, asked whether tour operators would be forced to hire Koiari men and traditional landowners.

Mr Bartlett answered 'yes, that was the principle of it.'

Mr Charlie Lynn, KTF & the tour operators, agreed with Mr Bartlett. The first priority was to provide opportunities for Koiari guides and porters. The people along the Track wanted some ownership and some say.

Mr Coney asked about compliance and control.

Mr Lynn confirmed that registration would be a basic first step and would include information such as personal details, medical condition and experience of guides and porters. The database would be a good place to start and would allow the KTA to monitor movement along the track.

Ms Ruth Dicker, tour operator, asked why couldn't the tour operators endorse their own guides. She proposed that the tour operators submit a list of guides and porters. Also, why was further training necessary for guides and porters when they are already well trained?

Mr Bartlett proposed to register tour operators as well to obtain details of the regular guides and porters employed for the database. It would be most helpful to know whom the guides and porters are currently working for and those who are waiting for employment.

Ms Dicker stated that all guides and porters should be linked with a tour operator.

Discussions ensued regarding conflict of interest with porters and guides.

Mr Vincent confirmed all tour operators have their own porters and guides.

Some tour operators expressed that they did not like the idea for a list of porters and guides to be placed on a website.

Mr Vincent confirmed the KTA will have a database not a website.

Ms Dicker repeated that tour operators should endorse their own guides and porters.

Mr Mark Bainbrigge, RSL, stated that self-compliance would only take place initially until guides and porters were registered.

Mr Lynn stated that he did not differentiate between guides and porters. They all carried backpacks and they could all point out which direction to take. They all operated under the guidance of Mr Alex Rama.

It was acknowledged that other tour operators did differentiate between guides and porters.

Tour operators preferred to use their own guides and porters.

Mr Coney asked how guides and porters were to be prioritised along the Track and how would policing occur.

Mr Bartlett responded that this would occur via database. If issues arise the KTA can then deal with them.

Mr Vincent recommended that a guide and porter registration process take place and that tour operators submit a list to the KTA. This was agreed to.

## **2. Community Policing and Security for Trek Safety (Hoi Incident)**

Mr Vincent asked the tour operators what security arrangements were in place for trekkers.

Mr Coney replied they were self-regulating and self compliant. The Hoi incident was a one off and an isolated case.

Ms Thomas stated that in America public relations units were set up to nip such incidents in the bud. She requested if such a PR unit could exist here in PNG.

Mr Vincent said the TPA currently had a crisis management unit, a police unit and a marketing unit to deal and respond with such issues immediately.

Mr Vincent also proposed a register of community policing officers along the Track. This was agreed to by the tour operators.

### **3. Tour Operators (involved with the Kokoda Track) representation on the KTA Management Committee**

Mr Bartlett informed that the tour operator representative on the KTA was still in limbo.

Mr Lynn said it was fundamental for the tour operator representative to be a local and someone who has trekked the Kokoda Track.

Mr Coney stated that the representative could be someone from the Kokoda Track itself or a 'spin-off' tour operator representative.

Mr Vincent stated that Mr Gary Imri represented the PNG TIA industry and the Kokoda Track. He could be a possibility or the nominee could be someone from within the operators.

Ms Dicker said that one person being nominated was not a representative of a collective view. It would be preferable to use an industry association nominee.

Mr Lynn stated that Mr Alex Rama was most qualified for the position.

Mr Coney said it was not a matter of qualification.

Mr Lynn emphasised the importance of having a linkage between landowners and tour operators.

Mr Bartlett advised that under the proclamation, all tour operators could attend KTA meetings but didn't have voting rights.

Mr Bartlett and Mr Vincent requested that the tour operators seek a new nomination. This must come from tour operators who operate treks on the Kokoda Track.

### **4. Track Fees Collection, Permits and Purpose of Revenue**

Mr Vincent advised that thus far PNG TIA have collected 63000 Kina in fees. Other fees are being held with Ruth Dicker of Niugini tours.

Mr Bartlett stated that Ms Dicker was an agent in Australia and had written to the KTA, on behalf of New Guinea tours, to request what purpose the funds are put.

Mr Bartlett responded that the funds would be allocated to community infrastructure development projects. Other projects were discussed during the Awareness Patrol Trek whereby the villages came up with a wish list and 5-year development plans. One significant project in urgent need of attention is the Ower's Corner to Sogeri Road.

Mr Bartlett also discussed the KTA permits to be issued and the guidelines to accompany these.

Mr Bartlett informed that the money collected from the PNG TIA had been transferred, however KTA was still awaiting monies from New Guinea tours. They were still using their own system to collect trek fees.

Ms Dicker replied that the fees haven't been handed over as the landowners needed to sign off the transfer of these funds. She hadn't seen this document. Further, Ms Dicker asked whether the KTA was the rightful body to collect the fees. There was still dispute over this issue. The

meeting became rowdy as local tour operators and members of the KTA voiced their loud disapproval of Ms Dickers statements.

Mr Coney then tabled a questionnaire survey undertaken by his company. He stated that the fees existed and were held in trust. Fees were collected for the landowners as that was what they wanted. The survey indicated that not all landowners were happy with the KTA collecting trek fees.

Mr Lynn refuted the statistics. He advised that it was never intended for the trek fees to go to landowners per se. Fees were to go to whatever organisation transpired to represent the landowners. Mr Lynn stated that it was outrageous for a tour operator to withhold the fees from this body (the KTA) now that it had been established.

Ms Dicker claimed that an “Authority” was never envisaged.

Mr Lynn disputed this and said he had a clear recollection of all the meetings with Governor Siembo at the time. Fees were to be transferred to the organisation (KTA) established as the single authority for the Track.

Mr Lynn gave notice that he would propose that the fees held by Niugini tours be transferred to the KTA forthwith.

Mr Vincent suggested the fees be transferred to either PNG TIA or the KTA. Funds must not be withheld and a solution must be found.

Ms Dicker stated she would like to seek legal advice on this matter.

Mr Lynn informed that legal advice would simply chew up the fees and would take a long time to resolve. He accused Ms Dicker as using it a delaying tactic to avoid transferring the funds and said the KTA would be wasting resources if it responded to her suggestion. He suggested the TPA fund any legal advice. Again he formally proposed that Niugini Tours be directed to handover money to the KTA as the legal representative of the landowners forthwith.

Ms Dicker responded that she would make her own enquiries regarding legal advice. She was unsure whether it would be right to disperse money to a third party. Further, Ms Dicker said she would think about handing over the fees on the condition that the KTA would indemnify Niugini Tours against any future legal action or recourse by landowners.

Mr Vincent recommended that Mr Bartlett take Ms Dicker’s proposal to the KTA Board for endorsement and then report the outcomes. Until that time Ms Dicker would hold the funds.

Mr Bartlett agreed to this.

Mr Lynn stated that money collected via the trek fees should be for shared benefits for all landowners along the Track.

Mr Norris James advised that he was on a trek last week. Many landowners were misguided about the logging concessions along the Track. It was discovered that Ms Dicker had circulated a petition to stop funds going to the KTA. This caused another uproar at the meeting.

Ms Dicker asked whether the KTA had been sworn in.

Mr Bartlett replied that this would occur in August.



## **5. Registration of tour operators and their supply of trekking itineraries to KTA for co-ordination purposes**

This was addressed in agenda item 1 and agreed to.

## **6. Registration of Guest Houses and possible training of operators/owners in basic operation and bookkeeping**

Mr Vincent stated that the TPA wanted this placed on the agenda as no inventory currently existed. This would need to be done with the assistance of the tour operators. A list could be prepared followed by workshops and a program of activities to be organised along the Track.

Mr Bartlett advised that with the assistance of the tour operators some organisation of guesthouses was being maintained. It is important that guesthouses are built in appropriate and proper locations, in traditional style and that standardisation of rates be paid. Guesthouse owners would also be issued with receipts to monitor rates of pay.

Discussions ensued regarding enviro toilets, water supply and the like.

Ms Dicker proposed levels of rates of pay for standards of guesthouses to act as incentives for guesthouse owners. The facilities for porters must also be addressed.

Mr Lynn stated that standardisation for guides and porters were important especially in regard to the amount of weight carried and the rate of pay. Tour operators should also be responsible for providing sleeping bags and blankets for guides and porters.

Mr Vincent proposed that tour operators co-ordinate with the KTA to look at standardisation, awareness and training programs. This was agreed to.

## **7. KTA takeover of Kokoda Track Radio Network - registration of all radios (base and hand held) and upgrading of system**

Mr Bartlett advised that the radio network was working well so far. The KTA was trying to improve the radio system. Once the KTA was sworn in, it would take over the registration and maintenance of the radio network system.

## **8. Logging and mining in the Kokoda Track Area**

Mr Lynn gave an update on the logging concessions that exist on the Kokoda Track. If logging is permitted, tourism will stop. During the last trek, Mr Lynn negotiated with each landowner to sign away their logging rights under the concessions. This showed the landowners vote of confidence in the KTA (100%). Mr Lynn challenged anyone to defy this. The WWF and the KTA working together to develop self-sustaining eco-tourism activities for people on the Track for the future.

## **9. Any Other Business**

Mr Bainbrigge stated that many trekkers carried extra money. As part of their educational services it would be most beneficial for the villagers to provide more than the tour operators can. Money from trekkers could then go straight to the landowner and the villages.

Mr Lynn informed that his trekkers have always done this.

A landowner present at the meeting emphasised the road from Ower's Corner to Depot needed urgent attention.

Mr Vincent replied that a long-term solution was needed and the TPA and KTA were looking into it. They would approach government agencies to improve the situation asap.

Mr Bartlett stated that he would propose the road be upgraded and be paid for with the trek fees at the next KTA Board meeting.

**Mr. Lynn then discussed and distributed the 'Interim Report on the Kokoda Track Sustainable Tourism Strategy and Action Plan' developed by the KTF, WWF and UTS. The report was a living ongoing document. He requested input and feedback. The final report would be due in November. "Working together for good tourism."**

**On a final note, Mr. Vincent stated that if anyone had any concerns to refer their problems to the KTA.**

12.30 pm close



The Kokoda Track Foundation

## **APPENDIX 7: Kokoda Workshop, 15-16 July 2005**



**‘Development of A sustainable ecotourism plan: 2005 – 2008’**

prepared by:  
David Knaggs

## Purpose

To review progress on community action plans for sustainable tourism on the Kokoda Track developed at Efogi in April 2004

To update the one year action plan including identifying at least one action that can be taken jointly by communities of the Kokoda Track to advance tourism and community livelihoods  
To obtain input from communities on aspects of the sustainable tourism strategy for the Kokoda Track and what communities are encompassed as a part of this Kokoda Track strategy.

## Workshop Participants

A list of Workshop participants is provided at Appendix 2.

Apologies were received from Inter-Government Relations Minister Sir Peter Barter.

## Day One: 11.30 am

### Introductions

**Mr Ori Kennia**, Welcome Address. A welcome address was delivered by Mayor of Kokoda. A transcript is at Appendix 3.

**Alfred Amuli**, Chairman Kokoda Track Authority. **Mr Amuli** advised that the facilitators were here to help in whatever way they could. The KTA looked forward to working closely with all stakeholders to achieve the multi-million dollar revenue potential of sustainable tourism along the Kokoda Track.

**Dr Stephen Wearing**. Dr Stephen Wearing, Associate Professor, School of Leisure, Sport and Tourism, University of Technology Sydney said that the workshop provided participants with the opportunity to consider what type of tourism will be good for the Kokoda Track. It would also demonstrate what progress had been made and how the KTA has contributed.

**Paul Chatterton**. Paul Chatterton, World Wildlife Fund for Nature, told the workshop that the future of the Track was in the hands of the children. He stressed the importance of preserving the culture and deciding how it would be presented. He reminded participants that the means to improve the economy was in their hands.

**Jimmy Yomapisi**. Jimmy stated that the Kokoda Track was an 'icon product' for PNG tourism. It was important to future generations that it was properly promoted and developed.

**Ori Kennia**. Ori Kennia officially declared the workshop open. He referred to the number and varied backgrounds of the facilitators present (cf Efogi).

**Gary Imiri**. Gary spoke of the aim of 'good tourism on the Kokoda Track'. He suggested that villages had not been taking full advantage of the opportunities offered by tourism. Many had arrived at the (2004) Efogi workshop with confusion and doubt, but walked away with ideas. The role of the facilitators was to stimulate these ideas. It was time to put away (thoughts) of other things and focus on tourism.

## Session 1 - Presentations

### Paul Chatterton, Facilitator.

Paul stressed that the workshop was an important chance for the people of Kokoda and other villages to work together and take control. Work was needed to produce a clear plan which must

come from participants. He noted that not many of those present had attended the Efogi Workshop.

A number of games would be played during the workshop, but these had a serious intent. Game 1: 'Sit Down, Stand Up':

- As a result of the first game (sit down, stand up) it was revealed that:
- everyone was happy about the prospects for tourism,
- most were concerned about how to look after tourists,
- some were concerned about how to set up campsites,
- some were concerned about providing food for trekkers,
- many were worried about rubbish and pollution,
- many were concerned about the future for their young people, and
- only six had attended tourism training.

### **Action Plans: Progress to Date**

Village representatives were asked to show their action plans (maps) from the Efogi workshop. The plans were placed on the floor in order from Kokoda, viz, Kokoda, Kovello/Hoi (no plan), Isurava (no plan), Alola, Templeton's Crossing, Kagi, Maramba, Naduri, Efogi 1, Efogi 2, Menari, Naoro, Ioribaiwa, Uberi, Owers Corner, Depo. A table showing progress made in implementing action plans since the Efogi workshop is included.

### **Kelvin Templeton, Facilitator**

Kelvin suggested that the problem was not so much getting people to walk the track, but rather to make sure those who do come get what they want. Good tourism meant permanent employment and good incomes for young people, as guides, wardens and interpreters. Issues included how to protect the track and surrounding environment.

Q. (**Elsie Farara**) How can we extend the program to include more areas beyond the Kokoda Track?

A. Those off the Track need to identify what their tourism product is and how it should be marketed.

Q. What are the objectives of the KTF? There is confusion about its role and that of the KTA.

A. KTF is based in Australia and has a (voluntary) board of directors. Among other things, the KTF raises funds for education, health and sport and supports the activities of the KTA.

### **Alfred Amuli, Chairman, KTA**

Alfred outlined the objectives of the KTA. The Authority had been established on 4 May 2004. There had been no Government funding this year. Revenue was derived from a trekking fee of K200 per person. Last year K38,000 had been spent on scholarships. The KTA was trying to work closely with LLG to help deliver services.

### **Warren Bartlett, CEO KTA**

The KTA was trying to involve all villages along the track in sustainable tourism. Money collected from trekking fees totalled K165,000 last year. Of this, 20% (K33,000) had been spent on administration. The only tour operator not contributing was Niugini Tours (Ruth Dicker), who was withholding trekking fees for at least 400 people (K80,000). A full list of projects funded by KTA is attached at Appendix 5. One of the most urgent requirements was to upgrade the Kokoda airstrip to take the Dash 8 aircraft. K25,000 would be required for a preliminary study. Funding was being sought from the Australian High Commission and the Japanese Embassy. It was estimated that a gravel strip would cost K300,000, while a sealed strip could

cost K2M. The improved airstrip could act as a base for light aircraft operating to 14 village strips in the area. Plenty had been achieved by the KTA in its first 14 months and there were many development and employment opportunities for Kokoda.

**Norris James, KTA**

Norris reported back on progress by Kokoda Track villages on the Efogi one year action plans (see Appendix 4 for a detailed report on actions completed in the past year). Approximately 80 per cent of activities that had been planned were completed in the one year since the Efogi workshop either by the community alone or with assistance from the KTA. In discussion, participants felt that this showed that the action planning process could assist in improving village livelihoods and access to tourism benefits.

**Paul Chatterton, Facilitator**

Paul applauded the achievements of the KTA. Because of the gaps evident in the action plans, he proposed a re-start of the Efogi activity plans. Villages on the Popondetta side of the Track would develop new action plans for 2005-2006. He asked the representatives of each ward present to prepare a five year development plan for tourism and to present a (one year) action plan during Session 2. Game 2: ‘Knot Game’:



**Session 1 finished at 5.00 pm.**

**Day Two: 9.35 am**

Session 2: Amended Agenda

Ori and Gary presented an amended Agenda:

- Welcome and game
- Briefing from TPA
- Presentation of one year action plans
- Presentation of five year development plans (maps)
- Game
- Problems and Solutions
- Game
- Action plan summary 2005/06



**PNG Tourism: Jimmy Yommapisi, TPA**

Jimmy set the Kokoda Track in the ‘big picture’ of tourism in PNG. He stated that PNG had 65,000 visitors but only 20,000 tourists last year.

Growth in numbers of trekkers on Kokoda Track:

Year	No of trekkers
2002/03	800

2003/04	1000+
2004/05	2000+
2008 (projected)	5000+

The key issues for TPA were:

- Numbers of trekkers
- Facilities
- Fees (need to standardise)
- Maximum loads for porters (20kg suggested)
- Insurance
- Spread of business benefits

## Action Plans

### Gary Imiri, Facilitator

Representatives from each Ward were invited to present their (one year) Action Plans. These are reflected in the village maps, which were presented to the workshop. The plans were laid out in sequence representing the Kokoda track.

The five year development plans prepared at the workshop are summarised in Appendix 6.

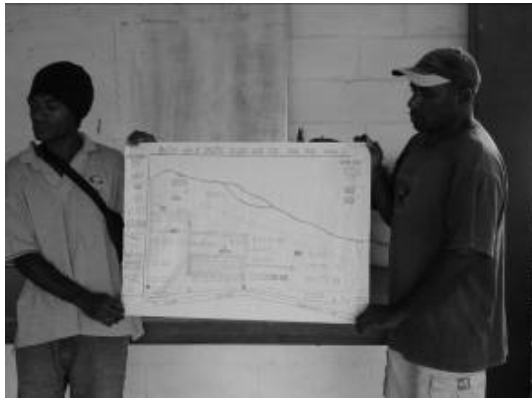
The proposed actions to be taken by each ward are listed in the table below:

Ward	Villages	Actions
1	Asimba, Kanga, Ebei	<ul style="list-style-type: none"> <li>• Open Bulldog track (register company)</li> <li>• Marketing campaign</li> <li>• Establish communications</li> </ul>
2	Kovelo, Hoi, Deniki	<ul style="list-style-type: none"> <li>• Establish water supply (including Kokoda if possible)</li> </ul>
4	Saga, Ammanda	<ul style="list-style-type: none"> <li>• Promote weekend getaways (ease of access from Kokoda)</li> <li>• Picnic sites, guest house, white water rafting, short distance trekking, traditional singsings, orchid gardens, bird and butterfly watching</li> </ul>
5	Kokoda	<ul style="list-style-type: none"> <li>• Beautification of park area and gardens</li> <li>• Agriculture (incl rice and fish farming)</li> <li>• Set up office complex, artefacts shop</li> <li>• Road sealing and drainage improvement</li> <li>• Public toilets</li> </ul>
6	Kokoda, Iora	<ul style="list-style-type: none"> <li>• Establish Community Resource Centre</li> <li>• Aid Post</li> <li>• Improve water supply</li> </ul>
7	Sengi, Hidaura, Kanangara	<ul style="list-style-type: none"> <li>• Establish Resource Centre</li> </ul>
8	Abuari	<ul style="list-style-type: none"> <li>• Promote side visits and areas of interest (eg waterfall, village)</li> </ul>
9	Isuarava 1, 2, 3	<ul style="list-style-type: none"> <li>• Install solar water heating system</li> <li>• Construct footbridge for front/back creek</li> <li>• Extend guest house</li> <li>• Improve water supply</li> <li>• Build market hut</li> </ul>
10	Waju, Gorari, Oivi	<ul style="list-style-type: none"> <li>• Include Buna, Gona and Sanananda in tourism plan?</li> </ul>

		<ul style="list-style-type: none"> <li>• Short trekking, environmental trekking</li> </ul>
11		<ul style="list-style-type: none"> <li>• Off the track</li> <li>• Build guesthouse</li> </ul>
12		<ul style="list-style-type: none"> <li>• Off the track</li> <li>• Want to 'tap in'</li> </ul>
13	Popaki	<ul style="list-style-type: none"> <li>• Encourage side treks</li> <li>• Identify sites of (military) historical interest</li> <li>• Establish rice mill</li> <li>• Sports facility (cater for youths)</li> <li>• Improve quality of water supply</li> </ul>
15	Kumusi River	<ul style="list-style-type: none"> <li>• White water rafting</li> <li>• Historical site (of Horii's drowning)</li> <li>• Education</li> <li>• Community learning centre</li> <li>• Airport facility</li> <li>• Solar power</li> <li>• Ovens, sewing machines</li> </ul>
16		<ul style="list-style-type: none"> <li>• Off the track</li> <li>• Sightseeing</li> <li>• Marketing (fruit, garden vegetables, catering, culture)</li> </ul>
18	Sairope	<ul style="list-style-type: none"> <li>• Fish farming</li> <li>• Cultural activities (theatre group)</li> <li>• Plant fruit</li> </ul>
19		<ul style="list-style-type: none"> <li>• Off the track</li> <li>• Want to 'tap in'</li> </ul>
22	Head Kumusi R	<ul style="list-style-type: none"> <li>• Want to 'tap in'</li> </ul>







### Kokoda District Council of Women Action Plan

- Propose building a Resource Centre (land available) to include:
  - Office space and equipment
  - Conference room
  - Kitchen and dining hall
  - Art and crafts room
  - Souvenir shops
  - Facilitators' Action Plan.
- Improve hygiene along the track (self-composting toilets, shower/washing facilities)
- Protect the environment
- Preserve and promote cultural values
- Develop business opportunities

### Problems and Solutions

The session was split into four groups to consider what potential problems stood in the way of 'good tourism' and were asked to identify two problems of highest priority and propose solutions.

	Problem	Description	Solution
Group 1	1. Providing effective communications	Need to be able to 'reach out' to markets and consumers	<ul style="list-style-type: none"> <li>• Install reliable communications system in Kokoda with VHF radios in all Wards (24)</li> </ul>
	2. Social disorder	Includes 'law and order' issues as well as land owner disputes	<ul style="list-style-type: none"> <li>• Work with police to ensure security for tourists</li> <li>• Improve dialogue between land owners</li> </ul>
Group 2	1. Food preparation and hygiene	Trekkers are avoiding local food in favour of tinned/dehydrated food.	<ul style="list-style-type: none"> <li>• Conduct training programs in food preparation, hygiene, hospitality</li> </ul>
	2. Work conditions for porters	Needs to be a minimum wage and maximum load	<ul style="list-style-type: none"> <li>• KTA/TPA should draw up acceptable work conditions</li> </ul>

Group 3	1. Law and order	Particularly related to behaviour of tour operators, guides and porters	<ul style="list-style-type: none"> <li>• Conduct courses/wksp in financial management</li> <li>• Establish code of conduct for tour operators with penalties for breaches</li> <li>• Establish guidelines for porters</li> <li>• Restrict liquor sales (ban on drinking in public places) and educate porters in responsible use of alcohol</li> <li>• Tighten up policing (police station along track?), resurrect community police</li> <li>• Parents take more control</li> </ul>
	2. Improve hospitality/image		<ul style="list-style-type: none"> <li>• Conduct workshops/ training courses in food services</li> <li>• Improve manners and behaviour</li> <li>• Improve sanitation</li> <li>• Introduce sound environment protection/ conservation practices (eg orchid farming)</li> <li>• Construct semi-permanent bridges</li> <li>• Provide communications/ first aid training for porters</li> <li>• Keep Kokoda clean</li> </ul>
Group 4	1. Customary land disputes	Potential to disrupt tourism	<ul style="list-style-type: none"> <li>• Identify customary land owners and bring together to discuss issues</li> <li>• Be aware of potential for disputes</li> </ul>
	2. Work conditions for guides and porters	Includes wages, loads and insurance issues	<ul style="list-style-type: none"> <li>• <b>LLG councils to draw up minimum terms and conditions for porters</b></li> </ul>

#### Comments by Police Inspector Bill Sare

Inspector Sare brought attention to the potential for increased criminal activity when more money circulated. He said that the police force was woefully under-resourced and asked that all participants work closely with the police to prevent crime.

#### Comments by Sister Marian Saruva, Kokoda Hospital

**Sister Saruva** spoke of the facilities provided by Kokoda Hospital. There were two nurses and health workers based at the hospital, but no resident doctor for last 36 months.

#### Trekking Game

A game was played simulating increasing numbers of trekkers along the track, after which participants were asked to consider the ideal size of a trek and loads for porters.

Most thought that more than 30 trekkers plus porters was too many.

Weight of porters should be considered when determining loads (should be less than half body weight).

Most thought that 30kg was too much for a porter (15 – 18kg plus porter’s personal gear).

Next Steps

WHAT	WHO	WHEN
Participants to write reports and implement Action Plans	Participants	As soon as possible
Participants to report back proceedings to communities	Participants	End July 2005
Conduct business management course	TPA (?)	?
Introduce legislation covering tour guide operators and partners	LLG authorities	2005 -2006
Follow up workshop	KTA, KTF, TPA	Next LLG Assembly
Conduct another workshop, ensuring all participants are aware of Agenda	TPA, KTA, KTF Participants	July 2006

## Concluding Speeches

### Closure

The Workshop was closed by Mayor Ori at 5.05 pm.

### ‘Wash Up’

8.25 pm

The Workshop was generally regarded as the most successful yet.

Good Aspects:

- Everyone has a clear understanding of the roles and responsibilities of the various organisations (KTA, KTF, TPA, LLG)
- KTA demonstrated very strong leadership. A well organised and professionally run workshop.
- Participants were enthusiastic and showed strong commitment.
- Villagers are talking more among themselves and have a better understanding of the issues.
- Comment by (Acting Mgr, Kokoda LLG). The workshop was an eye opener for the people of Kokoda. There has been a lot of infighting in the past due to misunderstanding. This has been cleared up.
- Not So Good Aspects:
- Insufficient notice of the workshop provided in many cases. participants.
- Saturday (Sabbath) does not suit many participants.
- Time should be set aside for questions from the floor.
- There should be more involvement of women.
- Standard of local tour operators needs to be raised.
- 

A note of appreciation received after the workshop from Mr Alfred Amuli, Chairman of the KTA, is at Appendix 7.

## Appendices:

- Agenda
- List of Workshop Participants
- Welcome Address by Ori Kennia, Mayor of Kokoda
- Action Plans: Progress to Date (incomplete)
- List of KTA Funded Projects
- Five Year Development Plans (separate document)
- Note of Appreciation from KTA



The Kokoda Track Foundation

## **APPENDIX 8: Sustainable Tourism (Good Tourism) Workshop, Kokoda, 15-16 July 2005**

### **Kokoda Township: 15-16 July 2005**

In April 2004, the Kokoda Track Foundation and Kokoda Track Authority coordinated a workshop at Efogi village to obtain community direction on a strategy for sustainable tourism on the Kokoda Track. This meeting provided the first opportunity in history for representatives of all Kokoda Track villages to meet and discuss issues of mutual concern and resulted in a community strategy and action plan.

The proposed workshop will again bring together clan leaders and other representatives from all Track villages, this time at Kokoda township in Oro Province. Along with representatives of the KTA, KTF and the Government, the group will review progress on the Efogi Strategy and Action Plan, identify issues and ways to address them and commit to a set of actions for the coming year.

MC: **Ori Kennia** (Mayor Kokoda)  
Facilitation: **Gary Imiri, Alfred Amuli, Dr Stephen Wearing and Paul Chatterton**  
Participants: Clan leaders of the Kokoda Track; Women's leaders of the Kokoda Track; Executive members of the Kokoda Track Authority; board members of the Kokoda Track Foundation  
Rapporteur: **David Knaggs, Sandy Lawson**  
Languages: Tok Pisin, Motu, English

### **Purpose**

1. To review progress on the community action plans for sustainable tourism on the Kokoda Track developed at Efogi in April 2004
2. To update the one year action plan including identifying at least one action that can be taken jointly by communities of the Kokoda Track to advance tourism and community livelihoods
3. To obtain input from communities on aspects of the sustainable tourism strategy for the Kokoda Track and what communities are encompassed as a part of this Kokoda Track Strategy?

### **Workshop Agenda**

**DAY 1 - Start 1300 HRS Friday 15 July 2005**

- Welcome and introductions (Gary **Imiri**)
- Welcome - **Ori Kennia**, Mayor of Kokoda
- Introduction to the facilitators and the Day - Gary **Imiri**, KTA
- Purpose of workshop (refer above)

Landowners introduce themselves by lining up in village groups and calling out their clans – and any missing clans. Each village discusses what they would like to gain from the workshop. Stand up sit down exercise. Participants stand up if they agree with the following:

- I play rugby; I play soccer
- I came to Kokoda on foot; car; plane
- My village had tourists staying last night
- My village had more than 20 tourists last week
- We had more tourists this year than 2 years ago; 10 years ago
- I support the maroons; blues
- I am worried about how to handle all the trekkers – finding enough camp sites; providing food; rubbish and pollution; effect on youth;
- Explain what this workshop can do and can't do. Theme: community self-reliance.

Workshop rules – Allow each person space to talk; don't dominate, allow others a chance; clan leaders to talk; ...

- 1345 Review of where we are up to? (Kelvin Templeton)  
Previous workshops and support from the Kokoda Track Foundation
- 1400 Report on activities of KTA (Warren/Alfred)  
Report on activities, achievements and issues of KTA
- 1500 Progress on the Efogi Strategy and Action Plan – individual reports from village representatives (Norris James)  
Each village presents their maps and action plans from Efogi workshop. Review what has been achieved and how.
- 1600 5 Year Map Plan and 1 Year Action Plan (Alfred Amuli / Gary Imiri)  
Residents of the Kokoda Track the region from Kokoda to Buna/Gona form into ward groups to develop their own 5 year map plan and 1 year action plan.  
Non-Kokoda Track residents to form a small group to discuss actions that can be taken by external groups to assist the community action plans and sustainable tourism. Prepare proposed action plan and map.
- 1715 Game
- 1730 CLOSE

DAY 2 - Start 0900 hrs Saturday 16 July 2005

- 0900 Recap
- 0915 5 Year Map Plan and 1 Year Action Plan (Alfred Amuli / Gary Imiri / Ori Kennia)  
Each group presents their 5 year tourism development map and 1 year action plan.  
Discussion.
- 1200 Lunch
- 1330 Obstacles and how we deal with them (Ori Kennia / Gary Imiri)  
Game – Carrying Capacity on the Kokoda Track  
In four mixed groups, prepare a list of problems encountered in dealing with tourism. Identify the two top priorities. Discuss and list ways they can be solved.  
Plenary presentation and discussion on solutions suggested by participants.
- 1500 Next steps (Alfred Amuli / Gary Imiri)  
Identify follow up steps from workshop

Closing game  
Speeches  
1600 CLOSE

## Appendix 2

### Participants

MC: **ORI KENNIA (MAYOR KOKODA)**  
 FACILITATORS: **WARREN BARLETT (KTA), ALFRED AMULI (KTA CHAIRMAN),  
 PAUL CHATTERTON (WWF), DR STEPHEN WEARING (UTS),  
 KELVIN TEMPLETON (KTF)**

KOKODA VOCATIONAL CENTRE Jemayleah Sungas Ansea Gavera Luhi Dumavi Mr. John Okaja Mr. Gregory Kelewei Mrs. Rose One Miss. Susan Losi Mr. Justusi Wagih James Mafe Remigiles Soute John Daire Auda Mape	WARD 4 Cecilking Sombiro (Ward 4 Councillor) Stella Harika David Clark Cynthia Harika Racheal Urisi Clive Jinga	WARD 7 Hon. Patrick Erumo (Ward 7 Councillor) Augustus Hara Beven Hara Willie Hojami Allan Juari Rankin Siro Gerald Juari Albina Ombari Betty R. David Newton Aruo Romas Karu Luke Wokoro Conrad Toia
WARD 2 Mr. Lans Lovi (Councillor for Ward 2) Sydney Toroi Sedi Maigo Michael Esoma Thomas Toroi Etu Latuve Matthew Etu Manusi Mado David Somare Alicia Toroi Elly Kanaka Meki Aguta	WARD 5 Mr. M. Warure Mr. J. Wagih Rachel Saembo Pricella Ogomeni Julleanne Kaut Chris Suma Tepi Arifeae Rachael Urisi Marian Saruva	WARD 8 Somige Lehui (Member) Joe Duhube Ian Ovevi Seli Dadi George Savia Jerol Daniel
WARD 10 Paul Vari Brickniel Kombere Justinus emi Murry Kombere Trophian Anseka Eric Sambijo Murphy Sambijo Pharnuel Ambo	WARD 6 Anita Olen Ambros Haera Henry Bauba Francis Korove Rodgette Hango George Korove Timmeaus Bauba Ray Olen Grace Haiiai Arnold Jinga Cindella Kanawi Lucy Kanawi Flora Erepa Anita Olen Grace Irua	WARD 9 Ivan Nitua 74.Lami Saini Dadi Haova  Women's Rep Susan Jinca Jill Kerahu  Police Edrick Boera Torry Akia James Kageni Ginna Bruce Elias Tokuk Lionel Biza
	WARD 16 Drummond Akena (Member) Hensley Seho	

<p>Jethro Isara</p> <p>WARD 11 Dickson Suma (Member) Laban Konene Craig Suma Brensley Kakeni</p> <p>WARD 15 Elsie Farari Suckling Honi Lussel W. Iji Georgeking Gautu Jovan Sari</p>	<p>Harry Vuri David B. Wai</p> <p>WARD 18 Hon. Willie Kageni (Ward 18 Councillor) Lawson Overari Olive Negel</p> <p>WARD 22 Isaac Isorai Romney Evari 104. Benard Kambaru</p>	<p>Nathan Evari Leon Aruah Bill Sare Patrick Wommi</p> <p>KTF David Knaggs</p> <p>PEDF John Perrittot</p> <p>Observer Sandy Lawson</p>
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### Appendix 3

#### Official Welcome Speech by Mayor Ori Kennia

Good morning, Ladies and Gentlemen, Distinguished Guests, Workshop Facilitators and the Media,

‘On behalf of the Honourable President and Provincial MP Mr Jackson Iriro, the Councilors, the Kokoda Local Level Government, the Assistant District Administrator and his Officers of the Sub-district Administration, the Chairman of the Kokoda Track Authority Mr Alfred Amuli and the People of Kokoda. I am deeply honoured and priveleged to stand here and have the pleasure to rise on this occasion to acknowledge the presence of all who are here to witness this wonderful God planned event which is the proudest moment for the people of Kokoda from the low lands to the mountains of Kokoda.

‘As a Vice President/Lord mayor of this beautiful historic town of ours, representing the Local Level Government and the people of Kokoda, I would like to officially welcome (the Minister for Inter Government Relations and his delegations,) facilitators and the media crews to this beautiful and historic sub-district of ours cordially.

‘Kokoda is well known internationally for its significance. Like all other districts and provinces of this beautiful young country of ours, kokoda is a sleeping giant whose vast resources are in abundance, waiting to be tapped and developed.

‘Kokoda is a rich little valley over the Owen Stanley Ranges surrounded by walls of luscious green and blue mountains with dramatic scenery, the valley is also encircled with flora and fauna.

There are a number of species of exotic birds of paradise and numerous other distinctive birds, including many other colourful parrots, but not all the colours of the rainbow have been reserved for birds as there are (an) unlimited range of orchid species and countless magnificent butterflies including the world’s largest, the Queen Alexandra Birdwing that flutters around the beautiful little valley.

‘Kokoda also has some hidden treasures, including the vibrant art and cultures which are really unique in Papua New Guinea.



‘The area also has vast mineral reserves and it is also potentially rich with very fast flowing rivers and waterfalls draining out from the Owen Stanley Ranges that can be viable to generate electric power through the establishment of the hydro-electric plant which will be beneficial to the people of Kokoda, the Oro Province and the Southern Region as a whole. ‘The Track is fast becoming the centre of attraction for many tourists all around the world. Last year we have recorded the highest figure of well over 2,000 tourists passing through the historical township of Kokoda and this simply indicates that we are expecting thousands more coming this year, 2005.

‘People of Kokoda want to contribute to the nation’s development if we can be recognised as one of the areas that has rich agricultural land, mineral reserves and tourism.

‘Development comes in all forms. Tourism is one that has huge potential and is a major earner. Unlike other business ventures, it brings income to the small people through Ecotourism. I would like to take this opportunity to appreciate the tireless efforts of the Tourism Promotion Authority, the Kokoda Track Authority, the Kokoda Track Foundation and the many overseas, national and local tour operators who are too many to be named, that have gone out of their way to see the huge potential in tourism here in Kokoda that has made it possible for this Tourism Workshop to be hosted here in Kokoda.

‘We are happy that this workshop will open doors for future developments and improve the lifestyle for the people of Kokoda at large. Once again, ending on these few remarks, I now cordially and officially WELCOME you all to this important and significant occasion by saying in the true spirit and custom three times:

“ORO” “ORO” “ORO”

#### Appendix 4

#### Progress on Self Sustaining Action Plans (to be completed)

Self Sustaining Action Plans 29.4.04		
Village	Action Plan	Progress since Efogi Workshop
Ioribaiwa Village	Marketing: <ul style="list-style-type: none"> <li>• Fruits</li> <li>• Garden food</li> </ul> Craft: <ul style="list-style-type: none"> <li>• Bags (Bilum)</li> <li>• Cane baskets</li> <li>• Sell soft drinks</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing fruits (babanas)</li> <li>• Bilum making</li> <li>• Cane baskets</li> <li>• Selling soft drinks</li> </ul>
Nauro Village	Welcome song <ul style="list-style-type: none"> <li>• Hand crafts:</li> <li>• String bags (billum)</li> <li>• Hats (caps)</li> <li>• Baskets (souvenirs)</li> </ul> Marketing: <ul style="list-style-type: none"> <li>• Fruits</li> <li>• Garden foods</li> <li>• Selling soft drinks</li> </ul>	<ul style="list-style-type: none"> <li>• Bilum making</li> <li>• Selling garden vegetables, fruits, soft drinks</li> </ul>

Menari Village Community Development	<ul style="list-style-type: none"> <li>• Youth/women and children</li> <li>• Singing</li> <li>• Sports</li> <li>• Who will run the program?</li> <li>• Combined group</li> <li>• Cooking and catering service</li> <li>• Rice Farming</li> <li>• Museum</li> <li>• Who will run the program?</li> <li>• Community Group</li> </ul>	
Efogi Youth Group	<ul style="list-style-type: none"> <li>• We will stock all store supplies (food) for all porters/trekkers at our trade store - no need for food drop off.</li> </ul>	
Efogi Women's Group	<ul style="list-style-type: none"> <li>• We will bake scones and bread to sell to tourists</li> </ul>	
Laununumu Women's Groups: (Efogi 1)	<ul style="list-style-type: none"> <li>• We will make bilums from bush twine and other materials for sale to tourists</li> <li>• We will build a new guesthouse using bush materials</li> </ul>	
Kagi Village	<ul style="list-style-type: none"> <li>• Welcoming Choir - SDA</li> <li>• Fruit and Vegetable Sales</li> <li>• Poultry</li> <li>• Sales of Traditional Items</li> <li>• Catering Services</li> <li>• Visit to War Sites</li> <li>• Guesthouses</li> </ul>	
Alola Village	<ul style="list-style-type: none"> <li>• Museum</li> <li>• Wildlife Conservation Area Community Based Project</li> <li>• Selling of Soft Drinks</li> </ul>	
Owers Corner	<ul style="list-style-type: none"> <li>• Construct an Information Centre at Owers Corner and clean up surrounding areas</li> <li>• Construct Police Station</li> <li>• Bush materials to be supplied by the community</li> <li>• Hardware materials to be supplied by KTA from track fees</li> </ul>	

Uberi Village	<ul style="list-style-type: none"> <li>• Re-establish Uberi Village at original site</li> <li>• Materials and labour supply by community- includes water supply</li> <li>• Guesthouse</li> <li>• Restore flying fox over Goldie River to carry people and cargo</li> <li>• - Seek donor funding for this project</li> <li>• Build a trade store</li> </ul>	
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Self Sustaining Action Plans by Outside Supporters 29.4.04		
Spokesperson	Action Plan	Time
Natalie Shymko: Kokoda Track Foundation	<ul style="list-style-type: none"> <li>• Writing up the report from the Workshop</li> </ul>	Completion Date: - 2 weeks
Frank Taylor: Tour Operator	<ul style="list-style-type: none"> <li>• Will continue the employment of young men</li> </ul>	Ongoing
Ruth Dicker: Tour Operator	<ul style="list-style-type: none"> <li>• Will provide ongoing employment on the track</li> <li>• Will provide safety on the track</li> <li>• Will ensure quality &amp; lift the quality of treks</li> </ul>	Ongoing

## Appendix 5

### Projects Funded by KTA/KTF

- Kokoda Track – Central Province
- Track clearing contract – Templeton’s Crossing to Owers Corner
- Part re-decking bridge (Sal Army) on Owers Corner Rd
- Maintenance Owers Corner Memorial Park
- Maintenance McDonalds Corner Memorial
- Maintenance Depo Memorial
- Supply lawn mowers – Girinumi, Depo, Manari
- Supply poultry projects – Veselogo, Nauro, Launumu, Efogi (x2), Kagi
- Supply medical kits – Naoro, Manari, Kagi
- School sponsorships – 26 students, Grades 9, 10, 11, 12
- Repair of Kokoda Track VHF radios – Manari, Kagi, Manumu
- School supplies – Manari, Kauovo, Efogi, Naoro
- Kokoda Track – Oro Province
- Upgrading Kokoda airstrip for DASH 8
- Kokoda town clean up
- Supply lawnmowers – Kokoda Memorial Hospital, Kokoda LLG, Koveloo
- Repairs to Kokoda town genset and supply diesel fuel
- Supply drum ovens – Isurava and Alola

- Supply coffee pulpers – Abuari, Kaele, Hagutava
- Supply medical kit – Alola
- Supply elementary/primary schools – Kokoda, Alola, Kovelu
- School sponsorships – 26 students, grades 9, 10, 11, 12
- Track clearing contract – Kovelu to Templeton’s Crossing
- Repair of Kokoda Track VHF radios – Kokoda, Kovelu, felai, Abuari, Alola
- Assist with materials and logistics – Abuari Rotary classroom and aid post
- Sports equipment – Kokoda urban soccer
- Water, showers and toilet improvements – Isurava Memorial
- Commence setup KTA Kokoda office

## Appendix 6

### Five Year Development Plans

#### Ward 6 (Kokoda Blocks)

- Rural electrification
- Water supply
- Housing Scheme
- Poultry
- Piggery

#### Ward 6 (Iora Blocks)

- Water supply
- Aid post
- Community hall
- Housing scheme
- Guest houses
- Poultry
- Piggery

#### Ward 13 (Hojavahambo and Papaki villages)

- Guest house
- Community hall
- Cocoa nursery
- Community fermentry
- Rice mill
- Library/Science Lab (Ilimo Primary School)
- Double Classroom (Eiwo Community School)
- Sports facility
- Poultry
- Sawmill
- Sewing machine
- Water supply
- Electricity
- Eagle/Sandalwood nursery
- Church (Anglican)
- Road
- Coffee pulper

#### Ward 6 (Women’s Group)

- Sports oval
- Re-introduce Elementary School
- Community Resource Centre (for young and old)
- Fish ponds (commercial)
- Guest house
- Rice mill
- Water supply
- Rural electrification
- Fruit/vegetable markets

#### Kovelu village

- Community Hall
- Mini hydro
- Museum
- Women’s Club
- Monument setup

- Catering
- Poultry
- Rice farming

**Ward 11 (Hanjiri village)**

- Marketing
- Recreation hall
- Elementary School
- Court

**Ward 12 (Ambene village)**

- Community hall
- Aid Post (1st Priority)
- Permanent church
- Permanent classroom
- Tourism company
- VHF (2-way) Radio
- Road upgrade
- Water supply
- 2 x Guest houses
- Mini Hydro power
- 

**Kokoda Vocational Centre**

- Ward 1 (Kanga village)
- Wildlife management area
- Butterfly
- Guest house
- Women's multi-purpose hall
- Sporting area
- White water rafting
- Mountain climbing
- Education Research Institute
- Kokoda Township
- (Kokoda District Council of Women)
- Resource Centre

**Ward 11 (Hanjiri village)**

- House

**Ward 10 (Waju and Gorari)**

- Marketing (garden food, fruit, handicrafts)
- Culture groups/welcome show
- Construction of guest houses/camping sites

**Ward 4 (Botue, Amada, Saga and Kokoda villages)**

- Water supply
- Power supply
- Build guest house

**Ward 4 (Hamara village)**

- Community school
- Water supply
- Radio communications system
- Aid post and health worker's house
- Wairope Memorial Foundation guest house
- Sawmill
- Bridge

**Ward 16 (Sorape, Boru and Evasusu villages)**

**Ward 15 (Ombisusu village)**

- Education

- Guest house
- Waterfall
- Aid post
- Elementary school
- Electricity and water supply
- Picnic area
- White water rafting
- establish new cane bridge
- Sports field

- Elementary school building
- Community learning centre
- Aid post building and medical supplies
- Water supply
- Solar power
- Feeder roads
- Botanical gardens
- Guest house
- Fruit market facilities

Kokoda Kumisi white water rafting

Catering

Baking oven

Sewing machine

#### **Ward 18 (Sairope village)**

- Health centre
- Classroom
- Tourism/sightseeing
- Guest house
- Community hall

#### **Ward 22 (emo village)**

- Radio communications system
- Water supply
- Tourism
- Guest house
- School library
- Coffee pulpers
- Church
- Solar power (lights for Emo R Station)

#### **Ward 8 (Isurava, Ololi and Abuari villages)**

- Mini hydro power
- Church
- Village improvement program
- Guest house
- Cocoa fermentry
- UHF radio instillation
- Westford chainsaw

#### **Ward 8 (Isurava, Ololi and Abuari villages)**

- guest houses
- Lucas mill/housing
- Mini hydro power
- Aid post
- Community hall
- Radio maintenance
- Water supply maintenance
- Bykoea war monument
- Repeater station

#### **Ward 7 (Sengi, Kebara and Kanadara villages)**

##### **(Women's Group)**

- Original track
- Mini hydro power
- Guest houses
- Battle sites/areas of interest

## **Appendix 7**

### **Thank You Note from Kokoda Track Authority:**

From: "Kokoda Track Authority" <kokodatrackauthority@global.net.pg>

To: "Charlie Lynn" <charlie.lynn@nexon.com.au>

Subject: KTF Sustainable Tourism Kokoda Workshop 14 & 15 July, 2005

Date: Sat, 23 Jul 2005 21:40:41 +1000

'Hi Charlie,

'A big thank you to Kokoda Track Foundation and the facilitators, Paul, Stephen, Kelvin, David, John and those who attended and supported the two day Sustainable Tourism Workshop (15,16 July 05). It was a big success and a breakthrough amidst the Kainake clansmen politics.

After the workshop, the Kainake Leaders approached me, thanking KTF and KTA for facilitating the workshop, including Kokoda Local Level Government and its Administration. The Kainake 'Leaders have assured me - infightings are over as the workshop made a big difference, and they look forward to a brighter future.

'I wish to thank you all for your time and efforts in making a big success, and looking forward to joining hands in development as we plan in the near future for such workshops.

'Lukim na Cheers

'Alfred Amuli

'Chairman

'Kokoda Track Authority'



The Kokoda Track Foundation

**APPENDIX 9: Port Moresby Strategic Planning Workshop,  
21-23 February 2006**

**Prepared by: David Knaggs (Facilitator)**



**Day One: 21 February 2006**

Participants		
Organisation	Name	Position/Representing
Kokoda Track Authority	Mr Alfred Amuli	Chairman of the Committee Kokoda Landowners
	Mr Norris James Selu	Deputy Chairman Koiari Landowners
	Mr Gary Imiri	Central Landowners
	Mr David Soru	Kokoda Landowners
	Mr Warren Bartlett	CEO
Kokoda Track Foundation	The Hon Charlie Lynn, MLC	Chairman of the Board
	Mr Andrew Schauble	Director
	Ms Genevieve Nelson	Director
	Mr Paul Croll	Director
	Mr David Knaggs	Consultant/Facilitator
	Mr Justin Francis	Consultant
PNG Tourism	Ms Sybil Druma	Exec Offr, Tourism Industry Association
	Ms Lucy Tia	TPA
	Mr Colin Tombari	TPA Public Relations
	Ms Lora Flynn	Tour Operators Association
	Mr Abraham Yariyari	Community Based Tourism Foundation
Kokoda Track Tour Operators	Mr Brian Freeman	Executive Excellence
	Mr Jim Guy	Kokoda Treks and Tours
	Mr Russell Eroro	Kokoda Trekking Ltd
	Mr Robert Frost	Toogee Treks
	Mrs Jill Lynn	Adventure Kokoda
	Ms Helen Tuakara	Kokoda Spirit
	Mr Alex Rama	Kokoda Experience Ltd
	Mr Philip Arari	Eco Tourism Melanesia
	Mr Gerry Emimei	Northern DisTracktion
	Mr David Batia	Kokoda Bulldog Trekking Ltd
	Ms Jacinta Joforu	Oivi Ridge Treks and Tours
	Mr Narai Billy	Koiari Treks and Tours
	Mr Defol Arere	Fuzzy Wuzzy Expeditions
	Mr Gideon Maleva	Fuzzy Wuzzy Expeditions
	Mr Max Kaso	Legend Guided Tours
Ms Ruth Dicker	Niugini Holidays	
WWF for Nature	Mr Paul Chatterton	Conservation Manager PNG
PNG Sustainable Development Program	Mr Jaru Bisa	
	Mr Paul Mitchell	Consultant
Other	Mr Paul Noe	Landowner, Kagi
	Mr Peter Taiang	Provincial Police Commander Central Province
	Mr Bob Siboru	
	Mr Clifford Faiparik	National Newspaper
	Mr James Enage	Koiari Student Association
	Mr Reignken Kaola	Kotoi Tours

### **Session 1: Welcome and Administration**

The facilitator (**David Knaggs**) welcomed all participants to the workshop. He explained that it was the fifth in a series of workshops which have been conducted with stakeholders.

#### **Purpose of the workshop:**

To review the final draft of the plan for sustainable tourism on the Kokoda Track prior to its release.

The facilitator would be assisted by **Alfred Amuli, James Norris Selu, Paul Chatterton** (all of whom had been involved in previous workshops) and Paul Mitchell.

Participants were asked to introduce themselves.

A draft plan (strawman) was circulated, the structure and contents of which were outlined by the facilitator. He also:

- stressed the importance of the involvement of key stakeholders, in particular tour operators,
- gave the planning timeframe as five years,
- defined sustainable tourism and eco-trekking
- advised that the plan was intended to be a dynamic document, subject to a rolling update
- stated that the intention was for the plan and its implementation to become a model for other areas within PNG.

The facilitator briefed on the conduct of the workshop, including:

- Conduct of breakout sessions/'brainstorming'
- 'Parking area' for unresolved issues
- Video of Kokoda Workshop to be shown during breaks

### **Session 2: Background to the KTF and KTA**

The chairman of the KTF, **Charlie Lynn**, provided a description of the journey to date in the development of a strategic plan. The Chairman of the KTA, **Alfred Amuli**, added his comments on the formation and role of the KTA and its relationship to the KTF.

**Gary Imri** asked that a section be included which recognises the contribution of the 'Fuzzy Wuzzy Angels' and how they are to be rewarded.

**Brian Freeman** (Executive Excellence) stressed and the importance of engaging tour operators in the planning process from the outset. He also highlighted the need for safety procedures and warned of the dire consequences if there were to be a serious accident or death on the track.

### **Session 2: Workshop Outcomes**

**Paul Chatterton, Norris Selu** and **Alfred Amuli** provided an overview of the previous four workshops, the techniques used and their outcomes. They described the engagement of local communities in the planning process through techniques such as Rapid Rural Appraisal.

### **Session 3: Tour Operator Survey Results**

**Warren Bartlett** ran through the interim results of the tour operators' survey. While only nine completed surveys had been returned, the responses indicated that:

- There is strong support for a strategic plan and legislation to protect the track and its environs.
- A code of conduct for operators and trekkers should be drawn up and enforced.
- An accreditation scheme for operators would be welcomed.

- Restrictions should be placed on the number of trekkers in any one party.
- A vocational training scheme should be introduced for guides and porters.
- Priority for development projects should be focussed on hygiene.

#### **Session 4: Report from the KTA**

A report on the activities of the KTA was provided by **Alfred Amuli** (chairman) and **Warren Bartlett** (CEO).

#### **Session 5: Review of Strategic Issues**

The facilitator explained the principal focus areas which had been identified, namely socio-economic, environmental, cultural and military heritage. Participants were organised into four 'breakout' groups to consider the strategic issues which had been addressed in the draft plan.

##### **Group 1**

- Guides, porters and leaders considered a strategic issue.
- Ownership of revenues: should be distributed between landowners and communities.
- Military history: Not the main motivator for trekkers. Guides and porters should be educated in military history. Danger of too many memorials – Isurava a ghost village.
- Tour operators: Don't pay (fees), don't trek. Guides trained on Kokoda Track can find employment elsewhere in PNG (adventure Mecca).
- KTA Management: Support landowners and trekkers.

##### **Group 2**

- Council of landowners: Not the best approach (village courts). Mediation/village court/district court.
- Land ownership/conflict resolution: Policing should be introduced.
- KTA should advise on appropriate developments, rather than dictate.
- Protected areas: Communities have strong desire to establish protected areas.
- Accreditation for tour operators strongly supported. Operators should work together.
- Training: Locals need training.
- Marketing: KTA should develop marketing strategy with PNG TPA.

##### **Group 3**

- Land ownership issues: Potential for conflict and disruption.
- Misuse of money. Education programs and access to banking facilities required.
- Sabbath. Should be a 'no walk' day. Porters not working.
- Villagers illegally selling beer. Trekkers should not buy beer from villagers.
- Domestic food stocks being run down. Villagers need training in provisioning skills.
- KTA should look after strategic attractions.
- School children wanting to leave to become porters. Need to review minimum age.

##### **Group 4**

- Attractions. Some communities charging fees to view attractions. Alternatives.
- Guest houses. Fees vary between K20 and K40 per night. KTA to regulate? Should be paid when receipts are presented to the bank to ensure authorised owner receives the money.
- Code of conduct for tour operators needed.
- Safety and security. KTA needs to address this issue. Should have representatives on the ground.
- Disputes committee: KTA, village courts, police.

**Day Two: 22 February 2006**

## Recap of Day One.

### Session 6: Presentation by Ken Costigan (New Guinea Works Ltd)

**Ken Costigan** is an Architect and Planner and the project manager of NCC's Kokoda Track Development Program. He provided a briefing on NCC's recent announcement of funding for development projects (K3M over four years). He stated that he now had a better understanding of requirements for building projects on the Track. He lamented the decline in building traditions in PNG and undertook to provide a profile for tour operators.

### Session 7: Stakeholder Analysis

The facilitator explained the classification of stakeholders and the criteria used. He then invited participants to break out into four groups and review the stakeholders and their status, roles and influence.

There was general agreement with the analysis; with the following to be included:

- KTF
- PNG Dept of Environment and Conservation
- Tour Guides and Porters

### Session 8: Vision and Purpose

The facilitator explained that a vision is the result of individuals or groups developing an image of a future state for the enterprise. The vision should be sufficiently clear and powerful to set in train and sustain the actions necessary to make it a reality over the planning timeframe, in this case, five years. He invited the breakout groups to consider the vision.

The vision provided in the draft was endorsed, namely:

‘The Kokoda Track will be a model of best practice for sustainable tourism and community development in Papua New Guinea and the South West Pacific’

### Session 9: Goals and Strategies

The facilitators (**David Knaggs** and **Paul Chatterton**) explained that goals and strategies represent the path between the present situation and where we want to be in five years' time (the vision). The goals describe what we want to achieve; the strategies describe how we want to achieve them, or the specific actions that are required.

Participants were asked to break out into four groups, representing the main focus areas, according to their main area of interest. They were issued with filing cards and marker pens and asked to consider what goals/strategies were needed to achieve the vision in their particular focus area. The proposed goals/strategies were posted on a wall.

When re-convened, the group was asked to consider the relationship between goals and strategies in each focus area and rearrange them accordingly. The results are presented on the following pages:

GOAL 1.1				
Ensure socio-economic development of communities along the track		Performance Indicator:		
Strategies		Who	When	
1.1.1	Run workshops and education programs to build capacity in local communities to enable them to effectively participate in and support sustainable tourism	TPA, KTA		How to bake Food presentation Selling techniques Guest house management Basket weaving Artefact making and selling
1.1.2	Set up a leadership/education development program	KTA		
1.1.3	Diversify economic activities in communities in order to reduce dependency on tourism	KTA, communities		

**Focus Area 1: Socio-Economic Development**

**Focus Area 2: Environmental Protection**

GOAL 2.1				
Protect and sustainably manage the environment of the Kokoda Track and surrounding areas for the benefit of landholding communities		Performance Indicator:		
Strategies		Who	When	
2.1.1	Establishment of wildlife management areas across different landholdings including Mt Victoria	KTA, WWF, DEC, landowners		No cutting trees on track No gardens fringing track Rubbish removal by trek operators Education about graffiti No hunting along tracks No mining/logging Donation plan
2.1.2	Provide ranger training and support			
2.1.3	World heritage listing for the Kokoda Track and fulfilling the management requirements for it	KTA, WWF, DEC, landowners		
2.1.4	Establish a program of biological research to identify values of the Owen Stanley range and production of interpretive materials	CI, KTA, DEC		

2.1.5	Campsites are operating sustainably and adhering to agreed guidelines	KTA, LO, TO		
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<b>GOAL 2.2</b>				
<b>Develop an integrated approach to land use management and trekking based on sustainable practices</b>		Performance Indicator:		
Strategies		Who	When	
2.2.1	Facilitate and sponsor community representatives to participate in a course that provides skills to manage community development projects	KTA		Orchid gardens Bird of paradise display trees Wildlife viewing (bird forests) Bower bird nest viewing sites Giant echidna viewing Night spotting of tree kangaroos and cuscus Stands of fragrant trees Butterfly gardens
2.2.2	Establishment of community operated nature study areas	KTA, WWF, DEC, LO		
2.2.3	Develop action plan to address invasive species on the track	KTA, LO, DEC, WCS		
2.2.4	Introduce a building code to ensure new buildings and facilities are sympathetic to the environment			

### Focus Area 3: Cultural Heritage

<b>GOAL 3.1</b>				
<b>Preserve the cultural heritage of the people living along the Kokoda Track</b>		Performance Indicator:		
Strategies		Who	When	
3.1.1	Prepare guidelines for community programs which nurture and promote cultural heritage	KTA, NCC, communities		
3.1.2	Monitor and report on the impacts of tourism to ensure the preservation of cultural heritage			

#### Focus Area 4: Military Heritage

GOAL 4.1				
<b>Preserve and promote the military heritage values of the track</b>		Performance Indicator:		
Strategies		Who	When	
4.1.1	To support communities to enact appropriate legislation to protect and honour the military heritage (e.g. world heritage listing)	KTA, WWF		
4.1.2	Recognise the track as a “National Memorial Park”, owned and managed by customary landowners			
4.1.3	To develop and incorporate military history education into a porter’s/guide’s vocational training program	Tour operators, KTA, PNG Tourism Association, Dept Education, KTF		
4.1.4	Develop a plan for the listing and preservation of all significant military sites along the track	KTA, DVA, KTF		
4.1.5	Improve the standard of interpretive and commemorative aspects at appropriate sites	KTA, DVA, KTF		
4.1.6	Develop a theatre program to commemorate the (significance) of the battles of Kokoda as a living legend	Youths, KTA, NCC, communities		

#### Focus Area 5: Governance and Management

GOAL 5.1				
<b>Introduce effective governance, accountability and transparency at all levels of management for KTA, operators and host communities</b>		Performance Indicator		
Strategies		Who	When	
1.1.1	Budget for and monitor costs of office, staff, vehicles, communications and awareness patrols	Consultants		

#### Focus Area 6: Operational

GOAL 6.1				
<b>Implement effective operating procedures at all levels of management</b>		Performance Indicator:		
Strategies		Who	When	
6.1.1	Develop a manual of Standing Operating Procedures to be adopted by the KTA	KTA, PNGSDP		
6.1.2	Ensure operator compliance of KTA requirements such as payment of trek fees and adherence to published trek itineraries	KTA		
6.1.3	Establish operating procedures for policing of trekker security on the track	KTA		
6.1.4	Monitor and adjust SOPs as required			
Goal 6.2				
<b>Implement and enforce standards and codes of conduct for tour operators, employees, trekkers and host communities</b>		Performance Indicator:		
Strategies		Who	When	
6.2.1	A Code of Conduct be developed and enforced outlining appropriate behaviour and protocols for language, litter, cultural and religious observance	KTA		
6.2.2	Ensure host communities compliance with guest house protocols and procedures	KTA		Includes publishing trek itineraries and guest house/camping ground reservations
6.2.3	Establish an accreditation scheme for tour operators	KTA		Includes Public Liability insurance
6.2.4	Develop and implement conditions of employment for leaders, guides, medics and porters	KTA		

GOAL 6.3				
<b>Develop and implement training programs for people engaged in tourism-related activities</b>		Performance Indicator:		
Strategies		Who	When	
6.3.1	Appoint or employ a Registered Training Authority (RTA) to establish competencies and qualifications	KTA		Determine the criteria and process for accreditation



	required of KTA approved trek leaders, medics, guides and porters			
6.3.2	Develop and implement training programs for leaders, medics, guides and porters	KTA, RTA		Possible use of Kokoda Vocational Centre

<b>GOAL 6.4</b>				
<b>Adapt the Kokoda model for sustainable tourism to other potential areas</b>		Performance Indicator:		
Strategies		Who	When	
6.4.1	Document the Kokoda model			
6.4.2	Apply the model in other locations in the region			Buna, Gona, Oiavi, Kumusi, Black Cat

#### Focus Area 7: Promotion

<b>GOAL 7.1</b>				
<b>Build the image of the Kokoda Track as a recognised world-class eco-trekking destination</b>		Performance Indicator:		
Strategies		Who	When	
7.1.1	Develop and implement a marketing plan which identifies potential and existing markets	KTA, TPA, tour operators		
7.1.2	TPA to invest 10% of its budget to promote Kokoda and spin-off destinations	TPA		
7.1.3	Provide a facility for trekkers and trekking operators to provide feedback on their experience	KTA		
7.1.4	Coordinate the marketing efforts of different local trekking operators	KTA		

#### Focus Area 8: Financial

<b>GOAL 8.1</b>				
<b>Ensure the financial viability of tourism along the track</b>		Performance Indicator:		
Strategies		Who	When	
8.1.1	Establish community banking and accountability systems	KTA, TPA, tour operators		

8.1.2	Obtain commitment from potential funders for recurrent funding to cover the costs of authorised positions on the KTA	PNG Govt, KTA		
7.1.3	Secure funding for education and community development programs	PNG Govt, KTF, KTA		

### Focus Area 9: Law and Order

GOAL 9.1				
<b>Provide for the safety and security of visitors to the KokodaTrack</b>		Performance Indicator:		
Strategies		Who	When	
9.1.1	Develop standards of qualifications and competencies for trek leaders, medics, guides and porters	KTA, TPA, tour operators		
9.1.2	Establish and implement procedures using community police and rangers to minimise criminal activity to trekkers	PNG Govt, KTA		

## **Session 10: Community Based Tourism Foundation (CBTF)**

**Mr Abraham Yariyari** described the work of the CBTF. The overall goal is to work in co-operation with the PNG Tourism Promotion Authority and tourism industry stakeholders to support the development of sustainable community-based tourism as an income generating activity for Papua New Guineans living in rural areas.

### **Day Three 23 February 2006 (Open Forum)**

#### **Recap and Welcome**

The facilitator welcomed newcomers to the workshop, particularly tourism operators. He reviewed the work of the previous two days and asked all participants to study the goals and strategies posted to the wall and recommend any changes.

#### **Session 11: Community Policing**

**Peter Taiang**, the Provincial Commander, Central Province, reported to the workshop on communal policing initiatives by the PNG Police. The plan was to involve all groups in the community in working together with the police by the training young members of the community to monitor and report on suspected illegal activity. The plan included a Tourist Police concept and the establishment of additional police posts, possibly including one at the centre of the track. Patrols would be conducted in conjunction with the KTA. Principal focus areas would include land disputes and illegal settlements.

Comment: It was asked whether the concept of a village constable would not be better. **Mr Taiang** explained there were funding issues.

The facilitator thanked **Mr Taiang** for his encouraging report and referred to the separate focus area on law and order.

#### **Session 12: PNG Sustainable Development Fund (SDF)**

**Mr Paul Mitchell**, a consultant, had been commissioned by the Board of the PNG SDF to develop financial strategies to meet the immediate and long term needs of the KTA. He briefed the workshop on a proposed recurrent expenditure budget based on 2005 actual expenditure and future needs projections. He suggested that the KTA could cover annual recurrent administrative expenses, including depreciation expenses, when annual trekker numbers reach 4,000 per year, supposing 50% of trek fees are allocated towards KTA recurrent expenses. PNG SDF was to consider a grant to the KTA of K1,198,000 over three years to cover costs of KTA administration (K917,000) and urgently required facilities on the track. The focus was to be on developing good governance and financial accountability within the KTA.

**Aaron Hayes** questioned some of Paul Mitchell's assumptions regarding projected income.

**Benjamin Ijumi**, Chairman Kokoda, argued that 5-10% of trek fees should be allocated under the Kokoda Memorial Fund to the people of Kokoda. It was explained that the KTA had been established under the Local Government Administration Act and proclaimed by the Governor General. It had barely been in operation for 18 months. The proposed grant represented a great opportunity to obtain the seed funding necessary to properly set up an effective KTA and establish sustainable tourism.

#### **Session 13: Address by Minister for Inter-Government Relations**

**Sir Peter Barter**, Minister for Inter-Government Relations, addressed the workshop on the importance of the image of Kokoda for PNG tourism and the need for cooperation among stakeholders. He reiterated that the KTA was a statutory authority which had his full support.

He urged all parties to forget in-fighting, to work together and involve the local people to the greatest extent possible. He stated that he would like to see more workshops in Kokoda, and that Kokoda was a clan or tribal name, not a brand.

The KTA Chairman, **Alfred Amuli**, thanked the Minister warmly for giving up his valuable time to address the workshop during sitting of Parliament sittings.

#### **Session 14: Open Forum**

The facilitator introduced the panel, comprising representatives from KTA (**Alfred Amuli**), KTF (**Paul Croll**), WWF (**Paul Chatterton**) and **Paul Mitchell**. He asked participants to direct questions and comments through the panel and to stay focussed on sustainable tourism. Paul Croll advised that Charlie Lynn would be stepping down as Chairman, KTF in July 2006.

#### **Session 15: Questions or comments were invited from the floor.**

**Aaron Hayes** (Ecotourism Melanesia) raised the issue of trek permit fees, site fees and distribution of monies to landowners. He questioned whether site fees, the extra cost of which was absorbed by his company, were being paid to the legitimate landowners. He suggested some of the trek fees should be paid direct to landowners.

Chairman KTA explained that to distribute trek fees direct to landowners would mean that the money would be too thinly spread. It was more efficient to apply the fees to projects for communal benefit. All projects which had been approved reflected the wishes of the communities. Awareness patrols would continue to monitor and report on priorities for development projects. The three key stakeholders were landowners, KTA and tour operators. All had to work closely together.

**Benjamin Ijumi** (Kokoda landowner) argued that, because they 'owned' the name, 5-10% of all fees should go to the people of Kokoda.

**Ruth Dicker** (Niugini Tours) stated that, at the request of the landowners, her company had not paid trekking fees to the KTA from 2001 to 2004. She said that she had had many letters from landowners asking that the fees not be handed over to the KTA.

**Charlie Lynn** responded by referring to a meeting with **Sylvanus Siembo**, Governor of Oro Province, following the closure of the track in 2000. At that meeting, which both Charlie and Ruth attended, it was agreed that trek fees should be paid into a trust account, which was subsequently transferred to the KTA. He felt it was not for foreign operators, but for the local people to decide how trek fees should be handled.

Discussion followed on how trekking and campsite fees should be expended. The point was made by **Paul Mitchell** that governance and accountability were the key issues.

**Norris James Selu** outlined the expenditure budget for the KTA, which had been agreed by the LLG.

**Inoa Yori** (Magri) commented that no projects had been approved by the KTA between Depot and Owers Corner. KTA responded by outlining projects which had already been completed and those that were approved.

**McLaren Hiari** (Historian) urged an end to fighting, saying that the role of the operators was to bring the tourists. The KTA was a statutory body which he did not wish to see manipulated by operators. He highlighted the difference between landowners and communities, stating that the issue with landowners must not be allowed to get out of hand. Tour operators must work together and with the people. The rights to the name 'Kokoda' needed to be sorted out. He suggested that the Kokoda Track should not stop at Kokoda.

**Max Kaso** (Legend Guided Tours) felt that landowners were doing a poor job of marketing. He thought that the Kapa Kapa Track (Kwikila to Kumusi R) could become an alternative eco-trekking destination with the support of KTA, TPA and WWF doing the research.

**Desul** raised the question of trek permits and how they were monitored. **Richard Tamanabae** questioned the Chairman KTA on non-payment of trekking fees and how the KTA could operate without the additional revenue. He asked if there were laws in place to prosecute those who did not pay. Chairman KTA stressed that KTA was a legitimate body. He acknowledged the on-going dispute between Niugini Tours and KTA. There would now be rangers on the track, authorised to turn back trekkers who did not pay fees. **Ruth Dicker** advised that, on legal advice, the outstanding trekking fees from Niugini Tours had been paid to the Central and Oro LLGs, rather than the KTA. It was now up to the KTA to negotiate with them.

**Gideon Maleva** referred to an incident which had occurred on the track involving inappropriate comments directed to local women by a trekker. This raised the issue of cultural differences and the need for a code of conduct for trekkers.

**Russell Ororo** asked what trekking fees applied to PNG citizens. It was explained that fees did not apply to those normally resident in the Kokoda Track area. Other PNG citizens paid K100. Charity groups could lodge an application for waiver of fees. **Norris Selu** stated that mechanisms were required to identify urban drifters and drug traffickers. A standard fee (K20 for trekkers, K5 for porters) was proposed for guest houses.

### Session 16: Closing

The facilitator thanked everyone for their participation. The workshop had been very successful and had demonstrated strong support for the plan for sustainable tourism and the role of the KTA. He also thanked in particular the panel and **Paul Chatterton, Alfred Amuli, Norris Selu** and **Paul Mitchell** for assisting with the facilitation.

### Parking Area

The following issues remained in the 'Parking Area':

- Recognition of contribution by PNG nationals during WWII
- Improve communications between KTA and tour operators
- Appointment of a tour operator representative to the KTA management committee
- Gazetting the track as a National Memorial Park
- Establishment of a council of clan leaders
- These issues will be addressed by the KTA and KTF.

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The Kokoda Track Foundation (KTF) and the Kokoda Track Special Purpose Authority (KTA) will be conducting a workshop at the Ela Beach Hotel, Port Moresby 21 -23 February 2006. The purpose of the workshop is to consider the final draft of the Plan for Sustainable Tourism, review it and finalise the goals and strategies prior to its release to the governments of PNG and Australia in April 2006.

Participants:

#### **Kokoda Track Foundation:**

- The Hon Charlie Lynn, MLC (Chair)
- Mr Kelvin Templeton (Director)
- Mr Andrew Schauble (Director)
- Ms Genevieve Nelson (Director)
- Mr Paul Croll (Director)
- Mr David Knaggs (Consultant/Facilitator)

#### **Kokoda Track Authority:**

- Mr Alfred Amuli (Chair) (Kokoda Landowners)
- Mr Norris James Selu (Dep Chair) (Koiari Landowners)
- Mr Gary Imiri (Central Landowners)
- Mr David Soru (Kokoda Landowners)

- Mr Tony Abavu (District Admin. Kairuku-Hiri, Sogeri)
- Mr Michael Epoko (NCC)
- Mr Phil Dyke (RSL)
- Mr Jim Yomapisi (TPA)
- Mr Warren Bartlett (CEO)

**Provincial Administrators:**

- Mr Ross Ungaia (Oro Province)
- Mr Rafael Yibmaramba (Central Province)
- Mr Kila Sibolo (Deputy, Oro Province)

**Local Level Government:**

- Mr Willy Wavi (President, Koiari)
- Mr Jackson Iriro (President, Oro)

**PNG Tourism Association Inc:**

- Mr Gary Seddon

**Kokoda Track Tour Operators:**

A representative TBA

**PNG SDF:**

- Mr Chris Oasora (Deputy, Central Province)
- Mr Jaru Bisa
- Mr Paul Mitchell (Consultant)
- 

**University of Technology Sydney:**

- Assoc. Prof. Stephen Wearing

**World Wild Fund for Nature:**

- Mr Paul Chatterton

**RPNGC- Community Policing:**

- Mr Peter Taiang (PPC Central)

Note:

Day One (Tuesday 21 Feb 06) and Day 2 (Wed 22 Feb 06) will be restricted sessions for the participants listed above. Day Three (Thu 23 Feb 06) will include an open forum where input from other stakeholders and interested parties will be sought. Tour operators are encouraged to attend on Day Three. Please advise **Mr Warren Bartlett** by email (sogent@global.net.pg) or phone (675 325 1887) if you wish to attend. Alternatively contact **Mr Gary Imiri** (675 328 1818) or **Mr Justin Francis** (675 321 3714).

Agenda

Date	Time	Topic	Lead/Presenter	Comment
Tue 21 Feb	0830	Admin Brief Purpose of the Workshop	David K	
	0845	Welcome/Introductions		
	0915	Setting the Scene	Chairman KTF	
	0930	Background Planning Approach and Structure - Q&A	David K	
	1000	Workshop Outcomes - Q&A	Stephen W Paul C	
	1030	Break		
	1045	Strategic Issues: Socio-economic Cultural Environmental Military Heritage Q&A	Stephen W Paul C Paul C Charlie L	
	1145	Breakout Sessions		Four groups
	1230	Lunch		
	1330	Strategic Issues (Review)	David K	
	1400	Guest Speaker (?)		LLG Perspective (?)
	1430	KTA Q&A	Warren B	
	1500	NCC	Michael E	
	1515	Break		
	1615	Vision/Goals Q&A	David K	
	1625	Breakout Sessions17F12		Four groups
	1700	Vision/Goals (Review)	David K	
	1715	Washup		

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12 Note: Continue into evening if necessary

Date	Time	Topic	Lead/ Presenter	Comments
Wed 22 Feb	0845	Recap	David K	
	0900	Stakeholder Analysis Q&A	David K	Four groups
	0915	Breakout Sessions		
	0945	Stakeholder Analysis (Review)		
	1000	Objectives/Strategies Q&A	David K	
	1030	Breakout Sessions		
	1045	Break		
	1100	Breakout Sessions (cont)		
	1215	Objectives/Strategies (Review)		
	1230	Lunch		
	1330	Action Plans Q&A	David K	
	1350	Breakout Sessions		
	1515	Break		
	1530	Action Plans Review		
	1600	Format and Presentation of Document (Discussion)	David K	
	1700	Washup	David K	
Thu 23 Feb 06	0845	Recap		
	0900	Tour Operators Perspective Q&A	TBA	
	1000	Open Forum		
	1045	Break		
	1100	Open Forum		
	1230	Lunch		
	1330	TBA		
	1500	Washup		





The Kokoda Track Foundation

## **APPENDIX 10: Minutes of KTF Meeting - 13 November 2003**

### **NSW Parliament House**

Meeting Opened at 11.10am

**Present:**

Charlie Lynn MLC - Chairman  
Genevieve Nelson  
Dr Michael Cooper  
Yahoo Serious  
Patrick Lindsay  
Paul Croll  
Kelvin Templeton  
Andrew Schauble  
Peter Thomas  
Jai Rowell

**Apologies:**

Gillian Marks  
Graeme Cowley  
Jan Tydd

**Correspondence:**

The Chairman tabled incoming and outgoing correspondence since the last meeting.

**Treasurer's Report:**

In the absence of the Treasurer, the Chairman indicated that there is approximately \$14,000 in the bank made up of the proceeds from The Ralph Honner Leadership Oration that was held on the 20th August 2003. The Chairman also informed the Board that at a Clubs Association function that he spoke at recently \$38,000 was raised for the Foundation with the promise of more to come.

**Presentation by Dr. Michael Cooper**

Dr Michael Cooper gave a presentation on Healthcare in Papua New Guinea.

**Points raised:**

- PNG is our closet neighbour and Australia provides \$330 million in aid.
- PNG has 800 dialects.
- 90% of people work outside of formal economy.
- 40% of PNG Government's budget is spent on public servants.
- In terms of percentage PNG has fastest growing population which has risen from 3.5 million to 5 million in recent years.
- 85% of people live in rural areas.
- 50% of the population are under the age of 15 and on average each child receives only 2.9 years of schooling.
- Births: 4.6 per woman.

- Maternal Mortality: 8 deaths per 1,000 births.
- Only 5% of women have caesareans due to lack of medical facilities.
- Longevity: 56.7 years.
- Average birth weight: 2.2kg
- 10% of children do not survive past the age of 5.
- There are 10,000 paediatric deaths per year.
- 1.5% of the population have HIV.
- Malaria is a very common problem in PNG.
- Challenges for Medical Development in PNG are:
  - Isolation.
  - Rugged terrain.
  - Hard to bring in supplies.
  - Medical care has not changed in 60 years.
- PNG Health Structure:
  - Main Hospital at Port Moresby but does not always have supplies.
  - Provincial Capital Hospitals.
  - District Hospitals.
  - Health Centres.
  - Sub Health Centres.
  - Aid Posts.
  - Lack of supplies is a large problem.

#### **Suggestions for Medical Development for Kokoda Track:**

- Needs to be self-sustaining.
- Need to work with PNG health system. Training a person in certain procedures when there are no facilities will not achieve any positive outcomes.
- Best way to help is to improve grass root care through training and medical supplies.
- Training in first aid would dramatically improve health care along the Track.
- Immunisation.

#### **Workshop – 8 December 2003**

**Kelvin Templeton** outlined the purpose of the workshop being held in December. The workshop will enable the Foundation to take the first steps to be able to put into place long term plans for the Foundation and identify strategic goals. The workshop will also address sustainable eco-tourism for the Kokoda Track. By formalising the Foundation's plans, the Foundation will also be able to have dialogue with funding agencies. The overall plan for the foundation should also list a number of specific initiatives. Once the plan is articulated, the Foundation can prioritise and take steps to achieve goals.

The workshop will have two good facilitators who have experience in eco-tourism. It is envisaged that after the workshop more discussions will be held with PNG. The Foundation will then brief consultants regarding the plan which would be ready by mid next year.

**Patrick Lindsay** raised the need for the workshop to also look at more than just eco-tourism to include specific plans of the Foundation.

#### **General Business**

Kokoda Track Foundation and the AFL

Discussion of the Foundation's relationship with the AFL took place. **Charlie Lynn** indicated that he was still waiting for a response from Mr Tony Peek.

#### **2004 Ralph Honner Leadership Oration**

**Patrick Lindsay** raised the need to consider the planning of next year's Ralph Honner Leadership Oration. Discussion of who the guest speaker should be took place. **Patrick**

**Lindsay** suggested that **Bert Newton** would be a good choice as he is a leader in his industry and his father also fought in PNG. The Board wishes to have the next Oration on the 20th or 27th August next year.

Action Item: **Jai Rowell** to confirm dates with Parliament House Caterers.

Further discussion of marketing and coordinating of the dinner took place. **Paul Croll** raised the possibility of engaging the services of a marketing company for next year. **Charlie Lynn** indicated that he had been offered the services of a marketing company for the Clubs to help for free.

Action Item: **Charlie Lynn** to contact **Malcolm Wallace** and **Kalinda Ross** of Malcolm Wallace Advertising, Level 1, 51 Walker St, North Sydney. Ph 9954 7900/0417 221 017 to arrange for a meeting.

### **Kokoda Posters and Kokoda Passport**

**Charlie Lynn** displayed posters of Kokoda that **Mr Bob McDonald** had produced. Charlie indicated that he has had discussion with Mr McDonald who has produced a booklet that trekkers could purchase for their trek. Charlie suggested that the booklet be turned into a form of passport that trekkers receive when they trek. A discussion took place of the best way to implement the concept.

It was agreed: that the concept of a Kokoda Passport be acted upon on the condition that the Board has approval of the content.

### **Education Scholarships**

**Charlie Lynn** informed the Board that he had written to PNG authorities to identify twelve people that would be suitable to receive an education scholarship from the Foundation.

### **Genevieve Nelson - Thesis**

**Charlie Lynn** tabled **Genevieve Nelson's** thesis entitled: "Similarities and Differences in Motivation and Processes of Learning Between Papua New Guinea and Australian School Students". Genevieve was sponsored by Adventure Kokoda for her research visits to PNG. The Board congratulated Genevieve on her hard work on this topic.

### **Medical Training**

**Yahoo Serious** congratulated **Dr Michael Cooper** on his presentation and asked the best way the Foundation could help villagers along the Kokoda Track with medical help and specifically the best way of identifying those villagers who could be sponsored to obtain medical training.

**Dr Michael Cooper** suggested a number of ways but stressed that it is important that the villagers themselves should choose the people to receive medical training.

Action Item: **Dr Michael Cooper** to talk to medical contacts regarding the best way to identify villagers suitable to receive medical training.

**Charlie Lynn** indicated that further work in relation to improving medical standards along the Track would be discussed at the Workshop next month.

### **Establishment of Subcommittees**

The Board expressed the need of establishing subcommittees to work on particular aspects of the Foundation which would then be presented to a full meeting of the Board.

It was agreed: that the following subcommittees be established:

- Education subcommittee:  
**Genevieve Nelson, Jai Rowell, Andrew Schauble, Brett Kirk**

- Media subcommittee:  
**Yahoo Serious, Patrick Lindsay, Paul Croll**
- Medical subcommittee:  
**Dr Michael Cooper, Charlie Lynn**

Meeting Closed 12.15pm.



## The Kokoda Track Foundation

### **APPENDIX 11: Minutes of KTF Meeting, 30 January 2004** **NSW Parliament House**

Meeting Opened at 11.55 am

**Present:**

Charlie Lynn MLC - Chairman  
Genevieve Nelson  
Yahoo Serious  
Patrick Lindsay  
Paul Croll  
Peter Thomas  
Jai Rowell  
Natalie Shymko

**Apologies:**

Kelvin Templeton  
Andrew Schauble  
Graeme Cowley  
Gillian Marks

Action Item: On behalf of the Board, **Charlie Lynn** to send card, fruit bowl and books to **Kerrie Templeton** who is recovering from surgery

Appointment of Honourary Secretary:

**Charlie Lynn** informed the Board that **Ms Natalie Shymko** has been appointed as Honourary Secretary.

**Minutes of Previous Meeting:**

The Chairman tabled the minutes of the previous meeting.

**Business arising from the Minutes:**

**Kokoda Track Foundation and the AFL**

**Charlie Lynn** informed the Board that he had written a letter to the Secretary of the AFL concerning the recovery of funds for Oil Search and Glen Alpine Constructions.

It was agreed: The Board will continue its support for the recovery of money from the AFL and the Swans however this should be done directly by Oil Search and Glen Alpine Constructions. The Foundation will not take any further action until a response was received from the parties concerned.

Action Item: **Charlie Lynn** to draft an additional letter to Oil Search and Glen Alpine Constructions regarding the Board's position.

**2004 Ralph Honner Leadership Oration**

**Jai Rowell** confirmed that the Oration will be held at Parliament House on Friday 6th August 2004.

Discussions took place as to who the guest speaker should be.

It was agreed: Governor-General, **Mike Jeffrey** be invited as the guest speaker and **Bert Newton** be invited as Masters of Ceremony.

Action Item: **Charlie Lynn** to write to the Governor-General inviting him to be guest speaker.  
Action Item: **Patrick Lindsay** to write to **Bert Newton** inviting him to be MC.

Further discussions ensued about the Oration fundraiser. **Charlie Lynn** informed the Board that during his trek to Naduri village in January approximately 500 people had signed the visitor's book last year. **Charlie Lynn** suggested that the Foundation have a similar visitor's book in the villages along the track which could inform trekkers about the Foundation and in turn provide the Foundation with a huge and valuable database.

It was agreed: The visitor's book should be followed up by the Marketing Sub-Committee.  
Sponsorships - Services Clubs Association

**Charlie Lynn** informed the Board that he was meeting **Malcolm Wallace** and his Associates next Tuesday for lunch to discuss marketing and advertising opportunities for the Foundation.

#### **Genevieve Nelson – Thesis**

The Board congratulated Genevieve for gaining an Honours for her thesis entitled "Similarities and Differences in Motivation and Processes of Learning Between Papua New Guinea and Australian School Students."

The minutes were accepted as a true account.

#### **Treasurer's Report:**

In the absence of the Treasurer, the Chairman indicated that there is approximately \$50,000 to \$60,000 in the bank. **Charlie Lynn** will confirm this figure as soon as possible.

Action Item: **Charlie Lynn** to organise a handover of files and material from **Gillian Marks** to **Natalie Shymko** to centralise administration and accounts.

#### **Correspondence:**

The Chairman tabled incoming and outgoing correspondence since the last meeting.

General Business:

#### **Scholarship Program – Report**

**Charlie Lynn** informed the Board that he was working with the Secretary of the Department of Education PNG concerning the scholarship program. Daily negotiations were taking place with the authorities.

**Charlie Lynn** advised the Board that the Foundation's sponsorship program was very well received by the villages during the last trek in January. A number of students had been selected for the program during this trek based on discussions with the local elders. A list of confirmed participants was handed out. Mr Lynn is still awaiting response from the PNG authorities for the remaining students to be identified.

**Mr Lynn** emphasised during his visit to the villages and via his contact with the authorities that the Foundation would sponsor students based on merit.

**Mr Lynn** informed the Board that the cost of the scholarships would be \$1000 per student per year.

#### **Sponsorships**

**Charlie Lynn** informed the Board that Merrylands RSL had donated \$10,000 towards the Foundation.

### **UTS Workshop – 8 December 2003**

**Charlie Lynn** briefly discussed the success of the workshop and the follow up workshop in Efogi.

### **Efogi Workshop – April 2004**

**Charlie Lynn** advised the Board of the itinerary of the workshop to be held from 27th to 29th April 2004. The workshop will initially begin with discussions between clan leaders and landowners from Owers Corner to Kokoda in Efogi conducted by Paul Chatterton. The workshop will then progress to further include other stakeholders and participants to be held in Port Moresby.

It was agreed: The Department of Education in Port Moresby be invited to the workshop to discuss the scholarship system and confirm support of the Foundation's program.

**Charlie Lynn** also informed the Board that the High Commissioner was trying to organise a meeting with the Kokoda Special Purposes Authority.

Further discussions took place about the workshop with emphasis on the scholarship program and health support.

It was agreed: It is necessary and important for the workshop to address the 'big picture' and a 10 year strategic plan. However, the Board equally emphasised the importance of obtaining current, achievable and smaller objectives first, namely the scholarship system and health/medical support. The Board argued for the importance of these issues to be placed as agenda items for discussion.

### **Patron for Foundation**

The Board discussed the possibility of joint and multiple patrons, patrons and patrons-in-chief.

It was agreed: Governor-General, **Mike Jeffrey** be a suitable patron of the Foundation.  
Action Item: **Charlie Lynn** to write to the Governor-General.

### **Foundation Website**

**Charlie Lynn** informed the Board that the website was still a work in progress.

Discussions followed concerning a tax deduction for donations. **Charlie Lynn** advised that he had been trying to contact **Helen Coonan** to no avail.

Action Item: **Jai Rowell** to contact **Helen Coonan** to arrange a meeting re the above.  
**Paul Croll** suggested that the website should be set up so that the Board could directly input information on the site.

It was agreed: The Board would have a look at the website and give critical evaluation and feedback to **Charlie Lynn** asap.

### **Kokoda Corporate Challenge**

**Charlie Lynn** informed the Board that discussions had progressed with **Bob Howarth** from News Limited and elected Chairman of the Port Moresby Cancer Council regarding a race over Kokoda.

An annual challenge consisting of military and/or corporate teams was discussed. The most opportune time for the event to be held would be November 2005, the 60th anniversary of surrender.

The proposal was met very favourably by the Board. There was much discussion about contracts, copyright and registering a company name.

It was agreed: Work on this project should begin immediately.

Action Item: **Peter Thomas** to investigate the law firm most likely to deal with such issues.

Meeting Closed 1.50 pm.





## The Kokoda Track Foundation

# APPENDIX 12: Report on Visit to Port Moresby by Charlie Lynn, 11-13 February 2004

### School Visits

The PNG school system is based on primary (up to grade 6), secondary schools (grade 7 – 10) and national high schools (grades 11 and 12). They are organised on a provincial government system.

The schools at Sogeri were first built by the Australian army in 1942 for use as hospitals, administration and training facilities. Some of the old buildings still remain.

### Sogeri Primary School

The Principal is **Mr John Kaikere**. The school has a budget of K48,000 per annum which includes the salary of the school secretary. The only other source of income is school fees (K150 per student). The school always runs out of money by September – many of the parents default on their school fees as they have no money.

The school has a wide catchment area. The furthest village to send children to school is Vesilogo – approximately 20 km away. Children from this village (as young as 8 years on age) leave Vesilogo at 4.30 am each day to arrive at Sogeri by 8.00 am. They leave school at 3.30 pm each day to arrive home by 7.00 pm.

From Nanaimo village it is a three-hour walk each way for 15 students.

The school is in poor condition. The buildings have not been maintained. They only have very basic school supplies. They do not have a fax machine or a computer. They do not have any sports equipment.

### Iaowari High School

The Principal is **Mr Francis Rohus**. Iaowari is a co-educational boarding school with over 500 students and 27 teachers. The boarding fee is K935 plus K80 for a school uniform. Boarding students live in dormitory style accommodation which would be condemned if it were judged by Australian standards. Each room has a double bunk with inadequate bedding. There are no desks in the room. Windows are not flyscreened due to lack of maintenance – most have no protection from mosquitoes. Privacy from the corridor is provided by a sheets hung between the walls. Toilet and shower facilities are well below standard.

Food is provided from an outdoor kitchen and the diet is mainly rice. They try to include some fresh chicken at least twice a month.

One barrack room has been refurbished recently. There is an urgent need for a building refurbishment program to be implemented.

The school curriculum is based on current needs. Domestic science is taught to the girls – cooking, sewing and home duties. The students themselves are spotless however the stoves,

fridges, sewing machines, etc are old, rusty and barely serviceable (I support the reintroduction of this subject back into the Australian schools system!).

The boys are taught woodwork and basic trade skills but they are desperately short of equipment. The teacher is a Filipino who is skilled at building cane furniture. They sell the furniture they build each year at a school fete to assist with funding.

The school does not have any computer hardware or software. Their library is inadequate for their needs. Most of the books are very old and the ones they do have are inappropriate for their syllabus.

The school does not have a fax machine.

The school has two basketball courts but does not have any proper sports equipment or uniforms.

### **Sogeri National High School**

The principal is **Mrs Lillian Ahai**. The school is oversubscribed with approximately 520 students. Many parents were camped at the gates with their children still trying to enrol during my visit. The boarding fee is K1,400 plus K80 for a school uniform.

The school has a computer but it is not able to pay its account to the service provider at the moment. Their fax machine is currently unserviceable.

The condition of the dormitory accommodation for boarding students is better than Iarowari High School but still needs improvement. Each room has a double bunk and a bench desk. They are small but they do have a door for privacy.

The ablution blocks need refurbishment. The kitchen and mess hall seem to be OK.

The library is in better condition however there is an urgent need for an upgrade in books and computer hardware and software.

### **PNG Department of Education**

I met with officials from the Dept in Port Moresby. They also had a list of names for the scholarship program which they had received from Koiari Holdings (the former Koiari Development Authority). This is different to the list I had put together during my recent trek – it has been agreed that my list will prevail.

The Department is very supportive of the initiative but I believe we will be more effective in dealing directly with the schools we send our students to.

### **Scholarship Recipients**

The final list of scholarship recipients for 2004 is:

Owers Corner Village: • Manari Jethro • Devine Kevin	Nauro Village: • Gary Kibigi • Nelda Egori	Menari Village: • Stanley Elodo • Judy Agi	Efogi 1 Village: • Nelux Loeme • Joyce Gaibili
Efogi 2 Village: • John Kennedy	Kagi Village: • Marison Kagi • Bavu Wilson	Naduri Village: • Binsi Siga • Lilian Ovoru	Alola Village: • Nesta Nave • Stephen Lila
Kamondo Village: • Ombari James	Pirive Village: • Ailoro Delma • Yabunisa Leonard	Kanadara Village: • Ema Caleb	Kokoda Village: • Aki Greg • Urisi Sandra

## **Comment**

The school principals are most enthusiastic and supportive of our scholarship program. I was accompanied by **Alex Rama** on my visit. I advised them that he is our point of contact in Port Moresby and will liaise directly with each village in regard to arranging for the necessary administration of each student in getting them to the school.

I feel we will have to monitor this closely for at least the first two years until we have a system for student selection, administration and monitoring of progress.

We will have to initiate a similar system in Oro Province as students from Kokoda, Kovello, Alola and Abuari (Kamondo, Pirive and Kanadara) attend secondary and the national high school in Popondetta. I initially thought they would all go to Sogeri but this will not be the case. The provincial education department in Popondetta is aware of our scholarship program and already have student names. I will have to finalise these arrangements by phone this week – if the phones work!!

I also feel we need to include the support of primary, secondary and high schools in Central and Oro Province into our strategy for the Foundation. Our aim of providing 25 scholarships per year for villages along the Kokoda Trail will provide the only hope these village children will ever have to better themselves. However the schools in Sogeri and Popondetta cover a much wider catchment area. This is important because most of the carriers for the Kokoda campaign came from these areas. By helping the schools we are helping them as well.

The refurbishment of the schools would be an ideal project for international Lions or Rotary – the provision of computer hardware/software and school supplies could happen through sister-school relationships – and the supplementation of teaches could be co-ordinated through organisations such as Australian Volunteers International.

We should put this on our agenda for our next workshop.

## **Sogeri Enterprises**

Met with **Warren Bartlett** from Sogeri Enterprises to discuss progress of the Kokoda Track (Special Purposes Authority). This authority comprises clan leaders, landowners and local level government representatives from along the Track. Basically the purpose of the authority is to advise and assist in the development of facilities for trekkers along the Track. The primary source of funding is the K100 trekker fee that was initiated in 2002.

Warren is a former Kiap and worked closely with Graham Tuck at the Department of Provincial and Local Government Affairs Office in drafting the constitution for the authority. Not much seems to have happened since the last meeting we attended in April 2003. Warren is prepared to work for the authority for a couple of years to establish it as an operational concern. He would require a budget of approximately K100,000 to make it happen. I believe this is a reasonable ask.

## **Tourism Promotion Authority**

Met with **Mr Peter Vincent**, CEO of the authority.

He advised me that he has received two proposals for the Track. One is from a Japanese company who want to conduct a mountain bike race across it. I gave him the same message our Diggers gave them in 1942 – tell them to f\*#k off!

The second is from a UK firm who want to operate two cruise ships in PNG and fly clients into villages along the track by helicopter for visits.

Peter also advised me that they are going to employ a PR consultant in Sydney to help change the perception that PNG is a dangerous place and to take a proactive role in developing positive publicity for the place. This is a welcome initiative and well overdue.

### **PNG Tourism Industry Association**

Met with **Lidia Rau**, Executive Officer of the Association. This has been established by the Tourism Promotion Authority to coordinator for the industry and to organise seminars, forums and workshops.

Lidia has also been tasked with responsibility for the collection of the Trek Fees for the Kokoda Track. The account currently has K53,850 deposited in it. There is no 'system' at the moment and it is clear that many are not paying any fees. For example their records show that 499 people walked across the Track in 2003. Of these, eight were Nationals who paid K50 each and 63 were from the Australian Army who also paid K50 each (I have an objection to local Nationals paying to walk across it given their per capita income levels. I also object to a discount for army personnel walking across it as they are on full pay and allowances and are not currently committed to any program to enhance the facilities along the Track). According the visitors book at Naduri Village, 543 trekker passed through their village – this would be a conservative figure as not everybody signs the book and many do not go to Naduri.

I would estimate that the Kokoda Track Special Purposes Authority has lost at least K15,000 in trekking fees in 2003 as the result of not having a proper system in place.

The only operator who does not pay fees to the Tourism Promotion Authority is **Ruth Dicker** at Niugini Tours. They maintain their own trust account and will not transfer their funds to PNG until the Kokoda Track (Special Purpose Authority) has established a Trust Account. I just hope these funds are not in the same 'trust account' that she used to store the fees for Adventure Kokoda!!

I will request that Niugini Tours be asked to provide a detailed account to the PNG Tourism Authority.

### **Australian High Commission**

Met with **Andrew Rose** to discuss progress with the implementation of the Kokoda Track (Special Purposes Authority) and our next Foundation Workshop in Efogi.

According to Andrew the Kokoda Track (SPA) has not convened a meeting because they trek tour operators have not yet nominated a representative. Adventure Kokoda is now going to nominate **Alex Rama**. Alex resigned from South Pacific Tours (run by **Ruth Dicker**) last week and is in the process of establishing his own trekking business. I will request the Budge Travel and Executive Excellence also nominate Alex.

We agreed on the following format for our next Foundation workshops:

- Mon, 26 April: AM: Charter flight to Efogi  
PM: Workshop for clan leaders and landowners
- Tue, 27 April: Workshop for clan leaders, land owners, local level government officials, KTF representatives, Oil Search, Ausaid, Aust and PNG Government Reps.
- Wed, 28 April Charter to Port Moresby
  - Meetings in Port Moresby as required
  - Visit to Sogeri Schools
- Thu, 29 April Kokoda Track (Special Purpose Authority Meeting) – including a briefing on the outcomes of the Foundation workshops.

- Fri, 30 April Return to Sydney

Andrew advised that the Australian High Commission will probably not be able to host the Kokoda Track (SPA) meeting in Port Moresby on 29 April. We therefore have the following options:

- Request a contingency grant from the Australian High Commission to hire a venue.
- Request support from Oil Search in the provision of a venue.
- Request the venue be paid from the funds held by the Tourism Promotion Authority. This might be difficult as they probably do not have an authority to withdraw them and the Kokoda Track (SPA) will probably not meet before this to arrange for a proper authority.

I will draft a letter to the High Commissioner to see if we can obtain a contingency grant in the first instance.

I discussed **Warren Bartlett's** suggestion of a K100,000 payment to allow him to establish the Kokoda Track (SPA) as a proper going concern. Andrew advised that he had discussed the possibility with AusAID but there was no provision in any of their programs for such a payment.

I suggested a special trekker levy of K100. This would require 1,000 trekkers which I believe would be achieved within 18 months on current guesstimates.

On reflection I believe we should make a formal request to the Australian High Commissioner to meet the payment from his contingency fund. The establishment of the Kokoda Track (SPA) came about as the result of the dispute which caused the Track to be closed for 18 months.

A primary purpose of the SPA as I understood it was to provide the clan leaders/land-owners a source of income which would give them the incentive to resolve any disputes which might arise in the future. It is based on the principle of 'people come – money come. People stop coming – money stop coming.' I believe they have a good understanding of this fundamental economic principle.

I believe it is vital that the Kokoda Track (SPA) be finally established at the meeting on 29 April. They will then be able to establish a trust account for the deposit of trek fees, a trek passport system to ensure everybody pays the trek fee and properly constituted officials for us to deal with on all matters involving the future development of the Track.

I will draft a letter to the Australian High Commissioner along these lines.

### **Summary of Action Steps Required**

- Identify potential schools to establish 'sister-school' relationships with Sogeri Primary, Iaowari Secondary, Sogeri National High, Popondetta Primary, Popondetta Secondary, and Embogo High Schools.
- Draft guidelines on what such a 'sister-school' relationship would entail.
- Draft a request to the PNG Tourism Industry Association for a financial report from Niugini Tours in regard to amount of trek fees held in trust on behalf of the Kokoda Trail SPA.
- Draft a request to the Australian High Commissioner for a contingency grant of K100,000 to Warren Bartlett to act in a consultancy/CEO role for the Kokoda Trail SPA.
- Draft a request to the Australian High Commissioner for a contingency grant to cover the cost of providing a meeting facility for the Kokoda Trail SPA meeting scheduled for 29 April.

- Draft a letter to **Mr Graham Tuck**, Department of Provincial and Local Government Affairs requesting that **Mr Alex Rama** be nominated as the representatives of tour operators on the Kokoda Trail SPA.
- Draft a letter to the Australian High Commissioner, copy to **Mr Graham Tuck**, requesting that a formal meeting of the Kokoda Trail SPA be convened in Port Moresby on 29 April 2004.
- Liaise with Oil Search regarding the provision of airline tickets for nominated Foundation Members to travel to PNG in April for the workshop at Efogi, the meeting of the Kokoda Trail SPA and a charter aircraft to Efogi.

My thanks to **Bob Howarth**, General Manager of the Post Courier who generously hosted me for my visit and who is very supportive of our endeavours in PNG.

CHARLIE LYNN  
Chairman



## The Kokoda Track Foundation

### **APPENDIX 13: Minutes of KTF Meeting, 15 March 2004** **NSW Parliament House**

Meeting Opened at 11.45 am

**Present:**

Charlie Lynn MLC - Chairman  
Andrew Schauble  
Brett Kirk  
Genevieve Nelson  
Kelvin Templeton  
Patrick Lindsay  
Peter Thomas  
Yahoo Serious  
Natalie Shymko  
Apologies:  
Gillian Marks  
Michael Cooper  
Paul Croll

- Action Item: On behalf of the Board, **Charlie Lynn** to send flowers to **Gillian Marks** whose father, Howard Glen Marks SX17401 2/2 Cavalry Commandos, New Guinea, Borneo, Timor, passed away. Lest we forget.

**Minutes of Previous Meeting:**

The Chairman tabled the minutes of the previous meeting.  
Business arising from the Minutes:

**2004 Ralph Honner Leadership Oration**

**Charlie Lynn** informed the Board that the Oration dinner was confirmed for Thursday, 12th August 2004, and the Governor-General had accepted the invitation to be guest speaker.  
Patron for Foundation

**Charlie Lynn** informed the Board that Governor-General, **Michael Jeffery** had been invited to be Joint Patron-in-Chief of the Kokoda Track Foundation.

A response has been received from the Governor-General's office advising that the Major General Jeffery could not accept the invitation in his official capacity as Governor General but he would accept in a personal capacity.

**Kokoda Corporate Challenge**

**Charlie Lynn** gave a brief explanation of the corporate challenge.  
The minutes were accepted as a true account.

**Treasurer's Report:**

The Chairman gave the Treasurer's report outlining the current credits and debits.

### **Correspondence:**

The Chairman tabled incoming and outgoing correspondence since the last meeting. Discussions ensued regarding the dismal response received from **The Hon Gary Hardgrave** MP, Minister Assisting the Prime Minister, rejecting the Foundation's request to the PM to issue medals to PNG carriers who served Australians during the war in PNG.

It was agreed: Hardgrave's letter must be responded to.

- Action Item: **Charlie Lynn** to write back to the **Hon Gary Hardgrave** to request the PM reconsider his position. If Hardgrave's response was still not forthcoming, it was agreed that the Foundation would undertake its own campaign to strike a medal with the assistance of the RSL and Services Clubs.

### **General Business:**

#### **Scholarship Program**

**Charlie Lynn** gave an update on the scholarship program.

**Mr Lynn** informed the Board that 30 students had started the scholarship program at Sogeri, Iaowari and Popondetta High Schools. Although some details still needed to be finalised, **Mr Lynn** advised that students from all the villages along the Track were now represented.

**Mr Lynn** also discussed the potential of the scholarship program for schools alongside the Track in developing sister-school relationships with Australia.

Further discussions ensued about assisting the village schools with items such as musical instruments.

- Action Item: **Patrick Lindsay** to invite **Don Spencer** to the next Board meeting to discuss supplying musical instruments to the schools.

#### **Organisations in PNG**

**Charlie Lynn** informed the Board that he had received a threatening letter from the Koiari Local Level Government Special Purpose Authority concerning the establishment of the Kokoda Track Foundation.

**Mr Lynn** then gave the Board an explanation of the different organisational structures within PNG. Namely the Kokoda Trail Special Purpose Authority, the Koiari Local Level Government Association – Special Purpose Authority, Koiari Holdings, the Kokoda Local Level Government Association – Special Purpose Authority and the Biache Development Authority were discussed.

**Mr Lynn** informed the Board that all the above organisations had heard about the scholarship program and wanted their students to participate.

**Mr Lynn** advised the Board members that the real authority will lay with the Kokoda Trail Special Purpose Authority which will be the new umbrella organisation due to be sworn in on the 18th March. It is envisaged that the Authority will ultimately run the Foundation's scholarship program on the proviso that one top grade male and female student is chosen from each village along the Track.

Hence, **Mr Lynn** advised that he had written to Mr Peter Inara, Chairman, KLLG-SPA Authority inviting the Chairman of this new Authority a place on the Board of the Foundation to act as a conduit between the Foundation and the various local level Government authorities/other relevant organisations. In return for this appointment, Mr Lynn requested that the Chairman of the Kokoda Track Foundation be appointed to the Kokoda Trail Special Purpose Authority as a voting member.



### **Trek with Punchbowl Boys High School**

**Charlie Lynn** informed the Board that the latest trek, sponsored by Camp Dare, with students from Punchbowl Boys High School, was most successful.

### **Efogi Workshop - April 2004**

**Charlie Lynn** informed the Board that the dates of the Efogi workshop had been moved back to the 28th, 29th and 30th April to accommodate Paul Chatterton, who will be facilitating the workshop. **Mr Lynn** also outlined his proposed itinerary to PNG during 24th - 30th April. **Mr Lynn** advised that he had contacted Oil Search to request a charter aircraft to Efogi village and a venue to conduct the workshop in Port Moresby. Air Niugini had also been contacted to provide 3 airfares.

### **2004 Ralph Honner Leadership Oration**

Discussions ensued about organising the Oration to be held in August.

It was agreed: A lot of preparation was involved and tasks needed to be delegated to Board members asap.

- Action Item: **Patrick Lindsay, Charlie Lynn & Natalie Shymko** to organise a mail out to former guests informing them of the 2004 Oration including a press release to the media.

**Peter Thomas** raised the importance of the tax deductibility status of the Foundation particularly as legislation had been introduced recently to restrict fundraising functions.

- Action Item: **Charlie Lynn** to follow up letter sent to Helen Coonan concerning tax deduction for donations.

Discussions proceeded about the format for the evening as well as a list of potential guests/invitees.\

It was agreed:

- Following a segment on Ralph Honner, each year the Oration should have a tradition and honour a legend of the Kokoda Track campaign. Relatives would be invited to the function. The first legend to be honoured would be Bruce Kingsbury VC.
- A section of the evening should be dedicated to the Foundation with a profile of the students on the scholarship program. Visuals such as photos of the kids, the schools and equipment etc need to be taken from the visit in April to be displayed during the function.
- To encourage donations, the fundraiser should promote modules of support varying from textbooks to scholarships. This should be publicised prior to the function. The Foundation's website should also promote the modules which can be done at any time.
- The Kokoda Track Foundation logo or a banner should be prominent on the night.
- The Oration invitations must reinforce the Foundation's message and include a theme. It is important to note that last year the Foundation had a dream and this year those dreams have come to fruition.
- A brochure about the Foundation and its aims to accompany the invitation is necessary.
- Contact should be made with a band to piper in and out at the required times during the function.

- Invitations should be extended to guests such as **Ovoru Indiki** and other fuzzy wuzzy angels; **Carol Kidu** and **Margaret Throsby**. Assistance from Air Niugini should be sought to achieve this.
- Other guests to be targeted should include members of the Young President's Association, senior executives, who will be walking the Track in April.
- If the Federal Government declined to issue medals to PNG carriers who served Australians during the war in PNG then the Foundation would undertake to issue its own medals (in association with the RSL and Services Clubs) and present them on the night.
- A budget and target of the amount to be raised should be prepared.
  - Action Item: **Patrick Lindsay** to draft a plan/running sheet for the Oration evening and circulate to Board members.
  - Action Item: **Patrick Lindsay** to draft a budget and prepare a target amount of how much to be raised.
  - Action Item: **Charlie Lynn** to invite **Carol Kidu** and **Margaret Throsby**.

**Charlie Lynn** also informed the Board that **Kalinda Ross** from Malcolm Wallace Advertising has offered to assist with the Foundation's advertising and marketing needs. Ms Ross is currently organising new stationery for the Foundation such as letterheads, business cards, with compliment slips, brochures etc. Ms Ross could also assist with invitations for the Oration.

- Action Item: **Charlie Lynn** to contact **Kalinda Ross** to assist with the Oration.

### **Board Membership**

**Charlie Lynn** informed the Board of the resignation of **Graham Cowley**.

**Mr Lynn** reiterated his formal proposal to invite the Chairman, Kokoda Trail Special Purpose Authority a place on the Board of the Foundation in return that the Chairman of the Kokoda Track Foundation be appointed to the new Authority as a voting member.

**Mr Lynn** proposed that a representative from Executive Excellence be appointed as a Foundation Board member.

It was agreed: A representative from Executive Excellence be invited onto the Board.

- Action Item: **Charlie Lynn** to write to **Brian Freeman**, Executive Excellence to invite a representative on the Board.

**Mr Lynn** also informed the Board that he had recently been appointed a Board member on the Kokoda Track Memorial Walkway.

### **Sponsorships**

**Charlie Lynn** advised the Board that sponsorships have been forthcoming.

**Charlie Lynn** advised the Board that he had recently attended a luncheon with Ken Baxter of Air Niugini which had been organised by **Peter Thomas**. Air Niugini was happy to become involved with the Foundation as a sponsor.

The Board discussed the importance of making contact with the Australian PNG Business Association.

- Action Item: **Charlie Lynn** to contact **Frank Yourn**.

### **Twin Towns Services Club**

**Charlie Lynn** advised the Board that he was invited to make a presentation at the RSL and Services Clubs Annual Conference at Twin Towns Services Club to be held between 26th and 28th July.

#### **Health Program**

**Charlie Lynn** informed the Board that he had filled out most of **Dr Cooper's** health assessment survey of the villages during the last trek in March. The survey will be completed during the next trek. Basically however, in terms of medical supplies and equipment, the villages have nothing.

#### **Foundation Website**

**Charlie Lynn** informed the Board that the website had almost been completed.

- Action Item: **Patrick Lindsay** to check the wording of the website.

#### **Kokoda Track Memorial Walkway BBQ**

**Charlie Lynn** suggested that a BBQ at the Kokoda Track Memorial Walkway be organised in the near future.

It was agreed: A BBQ be organised.

#### **Fundraising**

The Board discussed fundraising options for the Foundation.

It was agreed: The Oration was the primary source of fundraising for 2004. The two main sponsorships included corporate and individual.

#### **Sister-school relationship**

The Board discussed the benefits of a sister-school relationship between Australia and PNG.

It was agreed: A sister-school relationship between Australia and PNG be developed, organised and promoted on the Foundation's website.

- Action Item: **Genevieve Nelson** to co-opt students from the University of Western Sydney to assist on the Education Sub-Committee. **Ms Nelson** to prepare a project plan for 2004.

Meeting Closed 2.25 pm.



## The Kokoda Track Foundation

### **APPENDIX 14: Report on Chairman's Visit to Port Moresby by Natalie Shymko, 25 April - 2 May 2004**

#### **Sunday, 25 April 2004 - Travel to Popondetta**

Arrived at Port Moresby airport to travel to Popondetta. Purpose of trip - to finalise arrangements of students from Popondetta Secondary High School on the Kokoda Track Foundation 'Fuzzy Wuzzy Angel' Scholarship Program.

Met at Port Moresby airport by **Ms Beverley Soso Gorea**, Senior Professional Assistant - Primary Education/General Education Services Division.

**Ms Gorea** informed **Mr Charlie Lynn** and **Ms Natalie Shymko** that the school was closed down. The Principal of Popondetta Secondary High School had suspended classes for the week because parents had not paid up their fees.

#### **Monday, 26 April 2004**

##### **9.30 am: Visit to Popondetta Secondary High School**

Visited Popondetta Secondary High School.

Met with **Mr Melchior Taminia**, Deputy Principal – Academic. He confirmed the school was closed due to lack of funding. The Principal, **Mr Geoffrey Dademo** had sent the children home as well as the Bursar and auxillary staff.

Co-incidentally the Principal suspended the school after being advised by the PNG Department of Education that **Mr Lynn** and **Ms Shymko** would be visiting to meet with the students on the scholarship program.

**Mr Lynn** requested to see the Principal to confirm the students on the scholarship program but he could not be located.

**Mr Lynn** then requested to see the school's list of students on the scholarship program. The school's computer was down however a list was produced. The list was copied. **Mr Taminia** confirmed that all the students on the list were currently attending Popondetta Secondary High School and that the money from the Foundation had been successfully transferred and benefiting those students.

**Mr Lynn** and **Ms Shymko** took an unescorted tour of the school.

#### **General Information:**

- the school has 630 pupils, 230 boarders, 29 teachers;
- two-thirds of funding is provided by parents;

- one-third of funding is provided by Government (some say Govt only pays one-fifth);
- Sports: boys soccer team and boys touch football team play in the town competition;
- school undergoing extensive refurbishment program of buildings and classrooms as part of an international aid project.
- 6 x girls dormitories;
- 4 x boys dormitories;
- new library in excellent condition, clean, polished floorboards, lighting, fans however very sparse with few books on the shelves, reference books very old eg. encyclopaedias and world books from the 70's;
- computer classroom very old.

During the tour, **Mr Lynn** and **Ms Shymko** were met by **Mr Alfred Amuli**, Interim Chairman KTA, **Mr Matthais Lodoki** and **Mr Joses Avabe**.

**Mr Lynn** showed **Mr Amuli** the school's list of students on the scholarship program.

**Mr Amuli** informed **Mr Lynn** that some of the students on the list were in the villages, didn't attend the High School at all or simply 'didn't exist.' After some discussion, it became apparent that a **Mr Benjamin Ijumi** had substituted the list to advantage students from his own area (not those on the Kokoda Track).

Therefore with the assistance of Mr Amuli a new list of 12 students was prepared as follows:

- Felix Maleva - Alola
- Bexie Selie - Alola
- Elsie Taylor - Abuari
- Alginia Konehe - Kokoda
- Greg Aki - Kokoda
- Delilah Sambijo - Kokoda
- Bryner Lovi - Kovello
- Veni Tori - Kovello
- Michael Gouda – Kovello
- Stephen Lila - Alola
- Joyce Piaga – Kovello
- 12 Ema Caleb – Kanadara

Discussions then proceeded about the categories of students who could benefit from a scholarship program:

- students already attending Popondetta Secondary High School;
- students in their villages who left/dropped out in grade 8 and are given a second chance to get back into the school system;
- special cases such as students needing assistance with university tuition.

11.30 am: Meeting with **Mr Benstead Lovi**, Division of Education, Oro Provincial Administration - other Attendees: **Mr Alfred Amuli**, **Mr Matthais Lodoki**, **Mr Joses Avabe**, **Mr Charlie Lynn** & **Ms Natalie Shymko**)

**Mr Lynn** briefed **Mr Lovi** on the Kokoda Track Foundation's scholarship program. The new amended list of students and the 'phantom list' was discussed.

**Mr Lynn** reiterated that for the moment the Foundation would only provide scholarships for students living in the villages along the Kokoda Track.

**Mr Amuli** agreed to identify the students on the scholarship program and inform the parents concerned.

**Mr Lovi** ensured that he would instruct the Principal of Popondetta Secondary High School that the funds transferred from the Foundation was allocated for fees to those selected students only. He would also request a photo, report card and profile of each student for the Foundation.

General discussions ensued concerning **Mr Lovi's** needs.

**Mr Lynn** gave an undertaking to provide a computer with an internet connection to the education administration at Oro province. One would also be provided to Central province. In this way both provinces could communicate efficiently and regularly with the Foundation on its scholarship program.

**Tuesday, 27 April 2004**

8.30 am: Meeting with **Mr Peter Baki**, Secretary for Education, Department of Education - other Attendees: **Ms Beverley Soso Gorea**, Senior Professional Assistant - Primary Education/General Education Services Division, **Mr Charlie Lynn**, **Mr Paul Chatterton**, **Dr Stephen Wearing**, **Ms Natalie Shymko**.

**Mr Lynn** briefed **Mr Baki** on the Kokoda Track Foundation's 'Fuzzy Wuzzy Angel' Scholarship Program.

Furthermore, **Mr Lynn** informed **Mr Baki** that as a result of the last trek the Foundation would seek to sponsor every child along the Kokoda Track at the local village school level.

**Mr Lynn** also gave a précis of the visit to Popondetta yesterday.

**Mr Baki** congratulated and commended the work being done by Mr Lynn and the Foundation.

9.00 am: Briefing with **Mr Michael Potts**, Australian High Commissioner, **Mr Andrew Rose**, Second Secretary - other Attendees: **Mr Charlie Lynn**, **Mr Paul Chatterton**, **Dr Stephen Wearing**, **Ms Natalie Shymko**.

**Mr Lynn** briefed the High Commissioner on the following:

- the Kokoda Track Foundation's scholarship program;
- a proposal to sponsor children attending the local village school along the Track (including a parent's contribution);
- the visit to Popondetta;
- the Efogi workshop;
- the stakeholder's workshop in Port Moresby.

**Mr Rose** emphasised that the main concern expressed by landowners and stakeholders was suspicion about the Foundation's motives. He suggested to allay suspicion about the Foundation would be a 'good first step'.

**Mr Lynn** asked the High Commissioner for his thoughts about employing and funding **Mr Warren Bartlett**, due to his expertise, as CEO and Administrator of the KTA once the body was sworn in.

**Mr Rose** advised that AUSAID would be obligated to advertise the position nationally in Australia and that it would be most probable that they would employ somebody with no experience in PNG. It was agreed that this would be an unsuitable option.

Discussions concerning the swearing in ceremony of the KTASPA ensued. **Mr Rose** gave an undertaking to organise Minister Peter Barter to preside at a ceremony to make the body official. This would also give it some recognition and some permanence. However

it was emphasised that a ‘swearing in ceremony’ was not officially necessary for the body to be a properly constituted legal entity.

**Mr Lynn** advised that he had been approached about the necessity for a high school to be built in Kokoda. Students from the Kokoda area who wish to further their education are required to board at either Popondetta or Port Moresby. The catchment area around Kokoda is more than adequate to support a high school.

No suggestions were forthcoming.

**Mr Lynn** also discussed the need for an urgent upgrade of the road between McDonalds Corner and Owers Corner which is now impassable to vehicles. He advised that the potential for serious injury to Australian trekkers being transported along it is very high.

**Mr Potts** suggested that Mr Lynn speak to the Governor of Central Province and keep pressure on the National Government. Again the High Commissioner was receptive but non-committal.

11.00 am: Meeting with **Mr Rom Cibas**, CEO of Kioari Holdings, **Mr Gary Imri** and the Board of Directors of Koiari Holdings Ltd - other Attendees: **Mr Charlie Lynn, Ms Natalie Shymko, Ms Beverley Gorea.**

The workshop at Efogi village was discussed.

Mr Lynn was briefed on the history of Mr Peter Inara, Chairman, Koiari Local Level Government Special Purpose Authority.

12.00 pm: Met with Mr Warren Bartlett, Sogeri Enterprises Ltd - other Attendees: **Mr Charlie Lynn, Ms Natalie Shymko, Ms Beverley Gorea.**

Discussions ensued about the 2-day Efogi workshop and the provisions that would be supplied by **Mr Bartlett.**

**12.45 pm: Visit to Sogeri National High School - accompanied by Ms Beverley Gorea.**

Met by Principal, **Ms Lillian Ahai.**

**Mr Lynn** briefed the Principal on the Foundation’s objectives:

- the scholarship program whereby the Foundation would like to be at arm’s length from the selection process. This would be an incentive program for the best students to be sponsored;
- by next year the Foundation would like to sponsor assist in sponsoring all village school children (K90 - K120 per year) from along the Track;
- a PNG/Australia sister-school relationship on a functional level eg. library, computer support, school supplies, etc.
- **Mr Lynn** asked about the school’s special needs so that the Foundation could try to help.
- **Ms Ahai** requested the following:
  - books - novels and textbooks - 3-4 students currently share one textbook which makes it difficult to do homework, the quality of textbooks is unsatisfactory, approx. 10 years old and need to be replaced. AUSAID have delivered some books.
  - computers - especially for teachers. Computers for students are also necessary. There are currently 7 students to 1 computer, computers are not online because the school can’t afford it, these are floppy drive only. The computer lab was the

initiative of ex-Sogeri students, the Government have not provided any assistance to the project.

- sporting goods & facilities;
- overhead projector;
- whiteboard screen;
- students need to continue learning English, therefore pen-pals and exchange letters would be useful to encourage communication.
- In addition, the school desperately needs buildings. In 1996 twelve buildings were burnt down including the maths and social science classrooms and male dormitories, due to an ethnic tribal dispute. The Japanese Government were to rebuild the classrooms but nothing has yet been done. Overcrowding in the boys dormitories is a problem; many are sleeping in the corridors.

The school has raised K60,000 for a new library. The old library is falling down and not fully stocked with books.

The Australian Government has shown little interest in helping the school.

The British High Commission has visited the school and has seen 'a need' for assistance, they are still thinking about helping.

There is an urgent need for a water sewerage system. The German Government have given some assistance, ie K8,000, toward a water system, but this is not enough. The cost for a new switchboard and pump for a chlorination system is K32,000.

The Principal noted that Sogeri National High School once had a reputation for producing quality students but the standard has gone down.

With the school's budget being cut, parents are finding it hard to meet fees.

The Department of Education gave K20,000 for the first quarter to pay for utilities, ancillary staff and some stationary items. Therefore, K80,000 per year is allocated from the Department to run the National High School. The Principal calls it a 'self-reliant' High School.

The school has an impressive museum. A hidden treasure which has great potential to be opened up to tourists. Beautiful and rare artefacts, masks, figurines and jewellery are on display as well as books for sale and hand-made cards by the students themselves which could be sold in hotel foyers. The school presented Mr Lynn and Ms Shymko with a book and a variety of cards as a gift of thanks.

#### **Other General Information:**

- the school has 597 students (total grade 11 and 12), 300+ male students;
- age range is 17-21;
- 26 teachers on staff (allocation is 29, awaiting 3 more);
- have between 30-35 students in each class;
- students don't have access to vital resources eg. chairs and tables, paper. Parents pay for some stationary items.
- subjects taught include the Japanese language (300 mins p.w.), literature (300 mins p.w.), maths major (400 mins p.w.), maths minor (200 mins p.w.), history (200 mins p.w.), economics (200 mins p.w.), geography (200 mins p.w.), science (biology, physics, chemistry) (200 mins p.w.), computers (200 mins p.w.), visual arts (200 mins p.w.), theatrical arts (200 mins p.w.), music (200 mins p.w.);
- the subjects particularly lacking in resources include social science, maths, science and music (instruments were stolen);
- the school follows a set curriculum provided by the Department of Education, there has been no change to the syllabus of late.



**Mr Lynn and Ms Shymko** were escorted around the school and then introduced to the boys on the Foundation's scholarship program.

The coach of the rugby team and his wife were presented with a set of Welsh World Cup football jerseys and some footballs, donated by **Ms Shymko**.

The staff and students of Sogeri National High School were thanked for their kind and warm hospitality.

[Note: excellent background reading for understanding the Sogeri area and the school include 'The Snake Road' and 'Sogeri' by Lance Taylor]

### **2.30 pm: Visit to Sogeri Primary School - accompanied by Ms Beverley Gorea**

Comments made about Sogeri Primary School are as follows.

- It is the only primary school for the Sogeri area.
- The children from Vesilogo walk 3 hours to school and 3 hours back home each day. Some are as young as 8 years old.
- The school is out of money already, it is now only April.
- 65-70% of the money comes from the National Government. So far the Government has given K4,000 for the first quarter. The Provincial Government has given no funding this year and gave nothing last year.
- To get by without money the school encourages the parents to 'pay up.' A direction has been given by the government that if parents don't pay, the school does not have the authority to suspend them.
- The school has no computers for the students. It is too expensive. It would be up to the school to resource them. The school has a computer for administrative purposes only.
- Each year the students sit for a national exam, the Basic Skills test for maths, literacy and general skills. Sogeri Primary School has been ranked the top school in the province.
- Most children bring money or food for lunch each day. The mothers sell some food but not enough to cover all the children. Most children don't have lunch.
- The school follows the CREEP program. The PNG curriculum has been overhauled and a new syllabus has been written. This is funded by AUSAID with their consultation. The implementation of the program however has been very difficult. The curriculum was written by a Papuan. The syllabus is outcomes based whereas before was objectively based. The syllabus has a broader view and features indicators.
- There is currently no teacher exchange program between PNG and Australia, an exchange program exists for study purposes only. A teacher exchange program would be most beneficial.
- The elementary schools don't emphasise English anymore. English is being phased out. The language of instruction is that of the local people. The reforms have tried to retain PNG culture and community living.
- Other General Information:
- the school has 441 students (Grade 3 to Grade 8: aged from 8 to 15 years). Male to females is about even, gender equity is promoted;
- the school fees are K50 per student per year for Grade 3 to 6 (280 students), K150 per student per year for Grades 7 & 8 (161 students)
- 14 teachers (7 male, 7 female);
- have a library, buildings in general need major refurbishment;
- some textbooks are 1 year old whilst others are 5 years old, provided by AUSAID;
- main resources missing include stationary although the fees try to cover this;

- subjects taught include social science, science, English, maths, art, commerce, agriculture. 280 mins per week are designated for these subjects;
- subjects particularly lacking in resources include maths, social science eg, no atlases and maps;
- the school follows a set curriculum according to structural reform which they are currently undergoing. Trial and error.
- the school is also short of basic administration resources – for example it doesn't even have typewriter.

### **3.30 pm: Visit to Iaowari Provincial High School -accompanied by Ms Beverley Gorea**

By the time **Mr Lynn** and **Ms Shymko** arrived the school had finished for the day however the Principal, **Mr Francis Rohus** was most hospitable and gave a brief tour.

The school is in a bad situation with funding.

The dormitories are 4th world. In urgent need of refurbishment.

The National Government used to look after high schools but they are now the responsibility of the Provincial Government.

The school has 661 students (Grades 9 & 10).

The school has 16 classrooms including rooms for home economics, woodwork and a science laboratory.

The boys on the scholarship program were introduced. The students were 'fun spirited' and displayed gratitude and thanks to the Foundation for the opportunity they were given.

### **Wednesday, 28 & Thursday, 29 April 2004: Workshop at Efogi village with clan leaders and landowners**

Friday, 30 April 2004 - Stranded at Efogi village

### **Saturday, 1 May 2004**

9.30 am: Meeting at the Gateway Hotel with **Mr Dennis Gobula**, Deputy Chairman, Koiari Local Level Government SPA, **Mr Ivan Nitya** and **Mr Narai Billy**, Koiari Treks & Tours - also in attendance: **Charlie Lynn**, **Natalie Shymko**, **Warren Bartlett**).

**Mr Lynn** introduced **Ms Shymko** who worked as a volunteer for the Kokoda Track Foundation.

**Mr Lynn** explained that the Board of Directors on the Foundation had all walked the Track and all were non-paid volunteers. The aim of the Foundation was to have the Kokoda Track established as a Memorial Park with a view for a self-sustaining future for the Koiari people.

This was a long term strategy.

**Dr Stephen Wearing** and **Mr Paul Chatterton** had donated their services free of charge to facilitate the workshop at Efogi.

The Foundation would assist to guarantee the economic future of the Koiari people via tourism along the Kokoda Track, to protect the integrity of the Track and maintain the historical and environmental aspects.

Furthermore, the Foundation had a meeting in Sydney to determine what the trekkers wanted to see for example, no logging, guesthouses built by the local people out of natural materials. A workshop was then held in Efogi to determine what the clan leaders and landowners wanted. They had input, the Foundation had no input. Both workshops revealed similar things such as the importance of ownership and tourists. The next workshop would be held with stakeholders such as AUSAID, RSL, Rotary etc to find out what they want.

Therefore, phase 1 would incorporate all three workshops to be put together in a plan. This would be proceeded by another meeting to ensure the plan would be acceptable to everyone.

Phase 2 would include employing a consultant to write a strategic plan (timeframe: 6 months). This would then be taken to the PNG and Australian Governments.

**Mr Lynn** further outlined the Kokoda Track Foundation's immediate priorities. The Foundation would be the fundraising arm and pay for educational scholarships, however it was important it be at arm's length with the selection process. By next year the Foundation intended to fund every child from Depot to Owers Corner at the village school level. In the short term it also planned to fund a nurse to be trained from each village. Individual sponsors would be sought to assist.

Again, **Mr Lynn** emphasised that the Kokoda Track Foundation was a fully voluntary organisation.

**Mr Gobula** expressed much satisfaction and appreciation now that he had been fully briefed. He gave an undertaking not to stop the good work being done by the Foundation as it was helping 'his' people.

As discussions ensued, Mr Lynn explained that as he had political responsibilities and couldn't devote any more of his time leading people across the Track. He is therefore assisting his long-time chief guide, **Mr Alex Rama**, to establish his own PNG trekking business. **Mr Lynn** has donated most of his camping equipment, backpacks, tents, sleeping bags, torches and two VHF radios to **Mr Rama**.

**Mr Lynn** advised them that **Mr Frank Taylor** had also made a major contribution to villages along the Track over the years by providing historical plaques and water points. He advised that he was not aware of any other trek operator who had made a contribution to the improvement of village life along the trek.

**Mr Lynn** advised the group that if any other operator criticises the work he is doing, or the Foundation is attempting to do, they should ask them what they have done. If they can't identify anything substantial they should be told to go away (or words to that effect). **Mr Gobula** acknowledged the good work being done by **Mr Lynn** for the people. He accepted that the establishment of the Authority would take a while but now wanted a close relationship with it.

**Mr Lynn** stressed that currently no-body had any authority. The KTA must be established so that the Foundation could work directly with those concerned. The Foundation would bring the Chairman down to Sydney as an ex officio member of the Board. He could then go back to PNG acting as a liaison officer. The KTF and KTA working together. The KTA has taken too long to get established. Some don't want it whilst others think it just won't work.

**Mr Lynn** discussed the need for a CEO once the KTA was established. **Mr Warren Bartlett** was highly recommended for the position. The trek fees could be doubled for 3

years to pay **Mr Bartlett**. **Mr James Norris** was also suggested as liaison officer between the villages and **Mr Bartlett**.

**Mr Lynn** was adamant about working together, if not, the Foundation would direct its efforts to help others in other areas.

**Mr Gobula** informed the meeting that ‘everyone came for the workshop yesterday’. About 30 to 40 people turned up and were disappointed when it was cancelled. He asked when the meeting would be rescheduled.

**Mr Lynn** informed him that he would need to check his diary and then reschedule with all those concerned. He advised them that they should direct their complaints to Airlines PNG (formerly MBA) who caused the cancellation because of their slack attitude.

**Mr Gobula** said he had spoken to the airline but couldn’t do much. He would write a letter.

**Mr Lynn** suggested that when the KTA was up and running the first agenda item should include Airlines PNG. A letter should be written saying what they did was totally unacceptable and they should lift their game.

**Mr Gobula** said that landowners were threatening to close the track.

**Mr Lynn** emphasised that the Authority must be a dispute resolution body not a dispute generating one. Ultimately, Australians could and would go elsewhere if the Track was constantly closed at short notice because of some local dispute.

**Mr Lynn** informed the meeting that the Foundation would now have to bear the cost of an additional five international airfares and a venue. One facilitator missed an international connection.

**Mr Gobula** then asked about a private matter and whether **Mr Lynn** had received a fax about a student scholarship he had sent through.

**Mr Lynn** replied that the Foundation currently didn’t have the funds to sponsor anyone else for now. The projects underway included: village scholarships, 30 x scholarships and a few special cases. **Mr Lynn** said he couldn’t make that decision alone but would take it back to the next Board meeting. It was possible the Foundation might be able to assist next year.

**Mr Lynn** explained that a big fundraising function, the Ralph Honner Oration, would be held in August this year to help the Foundation help them.

**Mr Lynn** reiterated that after the KTA was constituted, **Mr Gobula** could take his issues to that Authority. He was most confident that it was going to work well. The cultural, environmental and historical integrity of the track would be maintained as well as providing for a self-sustaining economic future for them.

**Mr Lynn** asked **Mr Gobula** to relay the good information about the Foundation to others. He assured that people such as **Frank Taylor** were OK because he had invested money back into the Track and was the only tour operator to do so. There were no others.

At the conclusion of the meeting, **Mr Ivan Nitua** informed **Mr Lynn** that he was coming to Sydney next week for his daughter’s surgery at the Children’s Hospital in Westmead. He was having passport and visa problems but these should be resolved soon. He would make contact with **Mr Lynn** when in Sydney.

**Sunday, 2 May 2004**

**8.30 am: Meeting at Gateway Hotel with Mr Alfred Amuli and Mr Gary Imri**

**Mr Amuli** and **Mr Imira** produced a threatening letter they had received from **Mr Peter Inara**, Chairman, KLLGSPA regarding the Foundation's motives and the workshops.

Amongst other things, the letter revealed that **Ms Ruth Dicker** clearly wanted to destroy the workshop and flew into Efogi to undermine and ambush the Authority and the Foundation. **Ms Dicker** had all intentions to disrupt the process and destroy the meeting in Port Moresby by encouraging and agitating people to attend. **Ms Dicker** has now been exposed and has isolated herself. **Mr Amuli** and **Mr Imira** are fully aware of her motives.

**Mr Lynn** urged **Mr Amuli** and **Mr Imri** to ignore the letter and concentrate on getting the Authority up and running.

There was also discussion about **Mr James Norris** and **Mr Warren Bartlett** acting as rangers along the track, following the workshop, to present maps to the all the villages along the Track.

A timetable was also decided upon for the remaining year, being as follows:

- mid-June - stakeholders workshop in Port Moresby
- consultant brief
- 2nd/3rd/4th November - presentation of brief to clan leaders and landowners at the 100th anniversary of Kokoda - "Council of Clan Leaders"

9.30 am: **Mr Benjamin Ijumi** called in to see **Mr Lynn** at the Gateway without an appointment.

**Mr Lynn** declined to see him at that time.

12.00 pm: Meeting at the Gateway Hotel with Mr Alex Rama

Discussions ensued about **Mr Rama's** new trekking business which Mr Lynn had helped established.

**Mr Lynn** also asked **Mr Rama** to make contact with **Mr Eric Bohula** from Kokoda regarding his sponsorship by **Ms Vivien Dye** from the January trek. **Mr Rama** said he would find out the necessary details and email **Mr Lynn** to enable the Foundation to arrange funds to be transferred.

Finally, **Mr Lynn** presented **Mr Rama** with a set of South African World Cup football jerseys for the Koiari football team in Port Moresby donated by **Ms Natalie Shymko**.

12.45 pm: Meeting at the Gateway Hotel with **Mr Benjamin Ijumi** and a large delegation of landowners from Sogeri and Oivi

On arrival the delegation was initially hostile and quite agitated.

**Mr Lynn** briefed the delegation on the Foundation's projects which included:

- 30 x scholarships;
- village school scholarships;
- health - training of nurses;
- **Willy Vavi** sponsoring 13 x women from Efogi village to be taught how to sew school uniforms.

**Mr Lynn** asked the delegation for their positive ideas; he didn't want to hear any destructive ideas. The Foundation wanted to help the landowners for their social, cultural and economic development.

The landowners said they were angry because they should have been at the workshop in Efogi.

**Mr Lynn** explained that he could only afford to charter one aircraft. The landowners were let down by their own people – the TPA, the Koiari LLGSPA and **Mr Peter Inara**.

**Mr Ijumi** said he had many grievances and felt he had been let down.

**Mr Lynn** advised him to take up his grievances with the appropriate PNG authorities. The Foundation was a totally separate entity in Australia and was staffed by volunteers to raise funds to support scholarship programs and other initiatives as requested by the Kokoda Track Authority (KTA). The Foundation would only respond to requests that have been approved by the KTA (via **Alfred Amuli**, **Gary Imri** or **James Norris**).

**Mr Ijumi** had concerns that those representing the landowners on the KTA were not the real representatives of the Koiari people and he would inform **Mr Peter Barter** at his next meeting.

He outlined that the Authority had no constitution, was not sworn in and therefore not a legal entity. **Mr Ijumi** insisted representation from the Upper Koiari/Kokoda area and from the Lower Koiari/Kokoda area.

**Mr Lynn** said that many of the concerns were addressed at the Efogi workshop. He indicated that if the landowners and clan leaders can't work it out through the KTA then the Foundation will not be able to help – this will mean no scholarships, no health support, nothing!

**Mr Lynn** asked **Mr Ijumi** to work with **Mr Amuli**, **Mr Rama** and others to come up with constructive and positive solutions.

One landowner present whose son was on the Foundation's scholarship program thanked **Mr Lynn** and the Foundation for its assistance.

**Mr Ijumi** made it clear he wanted participation within the KTA.

**Mr Lynn** suggested he make contact with **Mr James Vovovu** or **Mr James Norris** who were at the Efogi workshop and would be pleased to provide him with an update.

**Mr Ijumi** thanked **Mr Lynn** for his time and gave an undertaking to try to work together.

On a final note, **Mr Ijumi** also requested some football jerseys for the Kokoda Rangers football team.

The meeting ended amicably and the delegation left on a happier note.

**Natalie Shymko**  
Honourary Secretary



## The Kokoda Track Foundation

### APPENDIX 15: Chairman's Interim Report, 6 July 2004

**Charlie Lynn**  
**6 July 2004**

#### Background

The need for a co-ordinated plan for the development of the Kokoda Track as a National Memorial Park was first addressed in a paper in August 1994<sup>13</sup>. A paper on the need for a proper strategy was researched and prepared by **Kelvin Templeton** for the Kokoda Track Foundation.

The Kokoda Track Foundation was established in recognition of the assistance given to the Australian Diggers during the Pacific War from 1942 -1945 by the people of Papua New Guinea including the fuzzy wuzzy angels and local indigenous people living along the Kokoda Track. The Foundation plans to provide this assistance by:

- Helping establish the Kokoda Track as a National Memorial Park with a view to developing a self-sustaining eco-adventure trekking industry for the Kioari and Orokaiva people who live along it.
- Providing educational assistance to villagers living along the Track.
- Providing health support for villages along the Track.
- Establishing a self-sustaining eco-tourism model for adoption in other areas of PNG.

Research conducted by The Kokoda Track Foundation revealed there was no co-ordinated plan for the development of the Track or a single organisation with responsibility for it. This has led to a number of well-intentioned but misguided developments in the area.

The Foundation has successfully lobbied the PNG Government to establish a Kokoda Track Special Purpose Authority with representation from clan leaders, landowners, provincial and local level government authorities, the Tourism Promotion Authority, the National Cultural Commission, community organisations and tour operators. In developing a strategic plan for the Kokoda Track the Foundation is mindful of the need to ensure we:

- Honour the military history of the Track; and
- protect the cultural and environmental integrity of the area.

#### Facilitators

The Foundation enlisted the support of two academics with extensive experience in the development of self-sustaining economic development in third world countries – **Dr Stephen Wearing** of the University of Technology in Sydney and **Mr Paul Chatterton** from the WWF PNG in Madang. Both **Dr Wearing** and **Mr Chatterton** have donated

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<sup>13</sup> A Proposal for a Master Plan to develop the Kokoda Track as a National Memorial Park by Charlie Lynn

their fees back to the Foundation and are providing their services on a voluntary basis. We are deeply indebted to them.

### **Process**

The strategic plan will be developed in three stages:

- Stage One has been completed and involved the conduct of three workshops – one in Sydney for Foundation members to explore the needs of eco-trekkers; one in Efogi to explore the needs of clan leaders and landowners; and one in Port Moresby for donor agencies, community organisations and tour operators.
- Stage Two is the formation of a Foundation steering committee to establish a planning process for the development of eco-tourism on the Kokoda Track. The steering committee will seek to ensure the empowerment of the host communities along the Track through the application of community-based tourism.
- Stage Three is the preparation of a strategic plan based on the outcomes of the workshops conducted in Stage One. We envisage the strategic plan will be a living document – an ongoing flexible process to plan community based eco-tourism initiatives. It will be aimed at developing, monitoring and evaluating tourism development and design along the Track.

### **The Sydney Workshop**

The Sydney Workshop was conducted at the University of Technology in Sydney on 8 December 2003. A summary of the key outcomes of the workshop follows:

- trekkers wanted as much natural experience as possible of the Track;
- trekkers wanted to experience local culture;
- trekkers wanted local and traditional style accommodation and food - they didn't want to stay in a brick hut with a tin roof;
- the local physical environment must be maintained;
- trekkers wanted those sites important in the campaign to be better identified;
- people will come for different reasons, for example for war history, flora and fauna, young Australians interested in personal development. Different groups looking for different things;
- the most important outcome was that the plan to be developed must be beneficial to those people who live along the Kokoda Track. Benefits flowing into the local community must be a priority.

Natural tensions have been accepted. This further exhibits the goodwill of the people along the Track.

Thus the first workshop started to capture what customers are looking for along the Kokoda Track.

A detailed record of the workshop and its outcomes is attached as Appendix 3.

### **The Efogi Workshop – PNG**

The Efogi Workshop was conducted in Efogi Village during the period 28 – 30 April 2003. This was a historic event as it was the first time clan leaders and landowners from across the Track had met.

This was a most interesting and rewarding workshop. The clan leaders, landowners and members of the Kokoda Track Authority worked together in a spirited, positive manner. They examined what had happened over the past 10 years with the increasing recognition of the Track and then worked on a projected five year vision for their particular areas and villages. They then had to prepare an action plan for the next 12 months in line with the vision they had prepared.



A detailed record of the workshop and its outcomes is attached as Appendix 4.

### **The Port Moresby Workshop**

This workshop was conducted in Port Moresby on 15 June 2004 and was attended by representatives from the Kokoda Track Authority, the Tourism Authority, the National Cultural Commission, Oro and Central Provincial Governments, the Australian High Commission, community organisations and tour operators.

Once again participants displayed a willingness to work together in a positive way. The results of the Kokoda Track Authority Awareness Patrol were presented to the meeting and a detailed report is attached to the workshop notes as Appendix 7.

A detailed record of the workshop is attached as Appendix 5 with the attendance record at the workshop at Appendix 6.

### **Issues**

#### **The Kokoda Track Special Purpose Authority**

The Kokoda Track Special Purpose Authority was proclaimed by the Governor General of PNG on 11 June 2003 but it was not until 5 May 2004 that an interim committee was sworn in.

The Kokoda Track Authority comprises representatives from PNG National Government Agencies, Oro and Central Provincial Government, Koiari and Kokoda Local Level Government Authorities, stakeholder community representatives and tour operators.

The main income stream for the Kokoda Track Authority is the K100 trek fee which was proposed by **Charlie Lynn** in his negotiations with **The Hon Sylvanus Siembo**, former Governor of Oro Province, to reopen the Track in 2000.

At the Efogi Workshop **Charlie Lynn** proposed that the trek fee be doubled to K200 for the next three years to allow the Kokoda Track Authority to employ a Chief Executive Officer to ensure the constitution is adhered to and standard procedures are developed and adopted in regard to conditions and rates of pay for guides and porters, village fees, village entertainment and to establish a process for dispute resolution and monitor the implementation of village action plans.

The Kokoda Track Authority should be the single body responsible for all issues surrounding the Track and should work towards developing procedures for operating the Track as a national memorial park and lobbying the PNG National Government for it to be proclaimed as such.

The development and implementation of the park could well become an eco-tourism model for PNG.

The spirit of cooperation and goodwill displayed by members of the Interim Committee in the initial stages of their charter is a most encouraging sign.

#### **Council of Clan Leaders**

A number of concerns were raised by individuals in regard to the adequacy of landowner and clan leader representation on the Kokoda Track Authority. The constitution allows for a process to address these areas of concern and to make any necessary changes.

A suggested solution is to establish a 'Council of Clan Leaders' which would comprise every clan leader and landowner along the Track and which would act as an advisory body to the Authority. They would be kept apprised of the work of the Authority through

regular awareness patrols and would meet at least once a year to review procedures and make ongoing recommendations for the future.

### **Logging**

The Kokoda Track Foundation was disturbed to learn that logging concessions have been approved over most of the Kokoda Track area. This poses the greatest threat to an effective self-sustaining eco-trekking industry and to the objective of having the Track proclaimed as a National Memorial Park.

There is no room for compromise on this issue. If loggers come then eco-trekkers will not come.

This disturbing news adds a high degree of urgency to the need to develop and implement an alternative source of income for the people living in the affected areas.

### **Community Based Development**

One of the strong themes of the Efofi workshop was the desire for local villages to have input into any planned developments in their area and to have ownership of any initiatives. This was a very encouraging outcome. Small village projects which involved training selected men and women in sewing, baking bread and establishing crops such as potatoes, beans, peas, sweetcorn, etc would allow them to earn additional income from the increasing number of trekkers using the Track.

### **The Track**

Some concern has been expressed in regard to the proliferation of guesthouses along the Track. In the past 12 months these have been built at Va Ule Creek, Brigade Hill, near Alola and Templeton's Crossing – and another is planned for the base at Imita Ridge.

This detracts from the experience for eco-trekkers as most want to experience the track as it was in 1942. – indeed this is a strong motivation for many of them.

The Kokoda Track Authority should consider a plan to have suitable campsites established along the way with adequate enviro-toilets at each site.

### **Feedback**

We welcome any feedback from the process thus far. Any comments on the conduct of the workshops, the outcomes of one or more of them and the subjects in this interim report. Please send your comments to **Natalie Shymko**, Hon Sec of the Kokoda Track Foundation at GPO 3809, Sydney, 2001 or [Natalie.shymko@kokodatrackfoundation.org](mailto:Natalie.shymko@kokodatrackfoundation.org)

### **Acknowledgements**

The progress we have made thus far in the development of a strategic plan would not have been possible without the long-term commitment and support of **Patrick Lindsay, Paul Croll** and **Yahoo Serious**; the support of **Kelvin Templeton** for his initial research and guidance; the WWF PNG; the University of Technology Sydney; Oil Search PNG for their corporate support; our facilitators **Dr Stephen Wearing, Paul Chatterton, Gary Imri** and **Alfred Amuli**; **Warren Bartlett** and the interim committee of the Kokoda Track Special Purpose Authority in PNG; Efofi Village for their hospitality; the secretarial support provided by Genevieve Nelson at the Sydney workshop and **Natalie Shymko** at the Efofi and Port Moresby workshops; the ongoing secretarial support provided by **Natalie Shymko**; the Board Members of the Kokoda Track Foundation and **Kalinda Ross** of Malcolm Wallace Advertising. We are deeply indebted to them.

CHARLIE LYNN  
CHAIRMAN



The Kokoda Track Foundation

## **APPENDIX 16: Minutes of KTF Meeting, 27 June 2005**

### **NSW Parliament House**

Meeting Opened at 6.20 pm

#### **Present:**

Charlie Lynn MLC – Chairman  
Andrew Schauble  
David Frecker  
Kelvin Templeton  
Paul Croll  
Patrick Lindsay  
Peter Thomas  
Tony Stewart

#### **In attendance:**

Natalie Shymko  
Jai Rowell  
Tiffany Couch

#### **Apologies:**

Brett Kirk  
Brian Freeman  
Genevieve Nelson  
Michael Cooper  
Sue Hoopman  
Yahoo Serious

#### **Minutes of Previous Meeting:**

The Chairman tabled the minutes of the previous meeting.

**Mr Charlie Lynn** said **Mr Warren Bartlett** was paying close attention to the schools the KTF was sponsoring in PNG.

**Mr Lynn** advised that he had a meeting with the **Mr John Perrottet** representing the World Bank. A Memorandum of Understanding was being set up between the KTA and the World Bank.

**Mr Tony Stewart** requested that his apologies be noted for the previous meeting.

**Mr David Frecker** requested that he be noted as in attendance for the previous meeting not as a Director.

**Mr Jai Rowell** and **Ms Natalie Shymko** also requested that their apologies be added to the previous minutes.

**Mr Frecker** suggested that the Minutes be sub-divided into headings to reflect the Agenda.

The minutes were moved by **Mr Peter Thomas** and seconded by **Mr Paul Croll**. The minutes were carried as a true account.

### **Treasurer's Report:**

**Mr Lynn** proposed the appointment of **Ms Tiffany Couch** as Honorary Treasurer to the Foundation. **Ms Couch** trekked the Kokoda Track in April and would like to be involved with the Foundation. **Ms Couch** has an Economics Degree and works for Westpac. There is a critical need for **Ms Couch's** skills and she has offered to help out with the books. **Ms Couch** has already had a meeting with the Auditor, **Mr John Flynn**.

**Mr Frecker** agreed that **Ms Couch** could assist with controlling the Foundation's finances, however suggested the need for a Finance Sub-Committee to work with her.

The Board agreed to defer the issue to General Business.

**Ms Couch** reported that the Foundation's bank balance was currently \$34,311.

**Mr Lynn** informed the Board that the following cheques had been received:

- Donation from His Excellency **Major General Michael Jeffery, AC, CVO, MC (Rtd)** **\$1000**
- Donation from **Patreece King** **\$3000**
- Donation from Skyhigh Sales and Service **\$100**
- DVD sale from RSL of Aust (Qld Branch) Currumbin **\$40**
- Palm Beach Sub-Branch
- Donation from Adventure Kokoda **\$4250**

**Mr Lynn** said he had given a talk to VISA recently and a further \$2000 would be received.

**Mr Lynn** sought the Board's approval to pay for the following:

- Invoice to ASIC: **\$310**
- Payment to **Paul Croll** **\$3399**
- Consultant fees to **David Knaggs** (Davindish) for the Strategic Plan **\$5500**

**Mr Peter Thomas** raised the issue of the Foundation's accounts.

**Mr Lynn** advised that he and **Ms Couch** had a meeting recently with the Auditor. Work was currently being done on the 2004/5 financial statements.

**Mr Lindsay** asked how much from the donations were going directly to the schools.

**Mr Lynn** replied that he did not have the information on hand, however the new accounting system would hopefully resolve this issue.

**Mr Croll** asked what income had been received from the fundraising dinner last year and what the expenditure costs were.

**Mr Lynn** replied that the Foundation had only just covered its own expenses for the function.

**Mr Frecker** asked if the accounts would be set up to meet national standards.

**Ms Couch** replied they would be and she would try to have the accounts completed for 2004/5.

**Mr Jai Rowell** suggested the Foundation set up two accounts; one for administration (a general fund) and one for donations for scholarships and the like.

**Ms Couch** suggested for the next meeting the accounts be presented succinctly. The Board agreed.

**Mr Frecker** said raw data was necessary in order to do the financial statements for 2004/5 and that Ms Couch will need some assistance to do this.

**Mr Lynn** asked **Mr Thomas** and **Mr Frecker** to assist **Ms Couch**. This was agreed to.

- Action Item: Mr Thomas and Mr Frecker to assist Ms Couch in completing the financial statements for 2004/5.

**Mr Tony Stewart** requested that thank you letters be sent for large donations. **Ms Shymko** agreed to do this.

The motion that the bills presented by **Mr Lynn** be paid was moved by **Mr Frecker** and seconded by **Mr Andrew Schauble**. The motion was carried.

#### **Correspondence:**

**Mr Lynn** tabled the following correspondence:

- Letter from the University of Papua New Guinea re Koiari Student Assistance.
- Letter to **Mr John Perrottet**, Pacific Enterprise Development Facility (PEDF), the World Bank Group re the PEDF and KTA Partnership MOU.
- Letter from **Leissa Wheatley** re an Australian Volunteers International and Youth Challenge Australia sponsorship project based in the Kokoda Track region.
- Request from **Mr Chris Brown** re sponsorship assistance for **Nick Huleva**.
- Memorandum of Understanding between the City of Canada Bay, NSW, Australia and the KTA, PNG.
- Letter from **Silva Elodo**, Menari Village re a demand for financial assistance to build a new guest house.
- Letter from the Efogi Community School requesting assistance for school materials and uniforms.
- Letter from **Mr Mark Condi**, Bankstown District Sports Club Limited re an acknowledgement for their support.
- Letter re Landowners Issues in relation to the development of Kokoda.
- Letter from the Kokoda Primary School thanking the KTF for their donation.
- Letter from **Dr Nemani Tausere**, Vice Chancellor, Pacific Adventist University re Koiari Student School Fee Assistance Request.
- Petition from the Landowners along the Kokoda Trail re the Hoi Incident for shutting down of Kokoda Trekking Limited, Extreme Kokoda Adventure Tours and PNG Trekking Company.
- Letter from Corporal **Benson Gadova** re Application for Employment as Curator of the Isurava War Memorial.
- Correspondence from **Mr Warren Bartlett**, KTA re the KTF's 2005 Fuzzy Wuzzy Angel Student Scholarship Program.

The following discussions arose concerning the correspondence:

**Mr Lindsay** proposed a Sub-Group be appointed to assess requests for assistance. It was agreed that **Ms Genevieve Nelson**, **Mr Paul Croll** and **Mr Patrick Lindsay** would perform this role.

- Action Item: **Mr Lynn** to forward all requests for assistance to the Sub-Group for assessment.
- Action Item: **Mr Rowell** offered to write to the LGSA re a MOU where other sister-city relationships may develop between NSW Councils and PNG.

Discussions ensued about demands received from landowners, which if refused, would close the track, the re-education of attitudes needed in PNG and the ‘hand out’ mentality that exists. **Mr Lynn** said it would be best to leave dispute resolutions to the KTA in PNG.

Further to **Mr Bartlett’s** correspondence, **Mr Lynn** informed that there was approximately a 12,000 kina shortfall for the KTF’s 2005 scholarship program.

**Mr Lynn** said **Mr Bartlett** had provided him with a huge file of documentation on the schools and students and would need some time to make sense of the information. The matter would therefore be deferred until the next meeting.

**Mr Lindsay** said the matter needed to be looked asap. It could affect **Ms Nelson’s** Queensland project.

- Action Item: Ms Nelson and **Mr Schauble** to look at the documentation and report to the Board at the next meeting.

#### **Chairman’s Report:**

The Chairman reported that he was dealing with **Mr Warren Bartlett**, Executive Officer, KTA on a daily basis. Last year there were 1100 paid trekkers on the Track. The figure so far this year was at 800. Trekking fees amounting to 130,000 kina was still being owed to the KTA by **Ruth Dicker** of South Pacific Tours, who still refuses to pass on the fees, refuses to co-operate with the KTA and won’t notify them when she arrives. Funds required for environmental toilets for campsites cannot be committed by the KTA until they receive the fees from MS Ruth Dicker.

#### **Steering Committee Report:**

**Mr Kelvin Templeton** reported that the last time the Board met it had the benefit of going through the significance of what the Foundation will do next. **Mr David Knaggs** was brought in to assist. The Foundation is now heading further down the track towards an economic-sustainable tourism plan. The Board agreed at that meeting to develop a brochure in order to raise funds.

The first stage involved the workshops. The second stage involved finalising the Steering Group Members. The third stage involves writing up the plan, research and dialogue. This is the stage we are up to.

\$5,000 was made available. A design group produced a brochure. A note of thanks will be sent to DHD design.

The Steering Group comprises of **Mr Kelvin Templeton, Dr Stephen Wearing, Mr Paul Chatterton, Mr Warren Bartlett** and **Mr Peter Vincent** of the TPA. **Mr David Knaggs** and **Mr Jess Ponting**, PhD student at UTS are assisting the Committee, **Mr Michael Pender** is looking at potential sites and things from a commemorative point of view.

The proposal has now been completed and has been emailed through to Board members for perusal.

\$50,000 has been allocated for Mr Pender’s time, travel expenses and **Mr Knaggs** writing the report. **Mr Templeton, Dr Wearing, Mr Chatterton** and **Mr Ponting** have donated their time.

The Steering Group has sought endorsement from the RSLs and is still awaiting a response. A list has also been drawn up of corporate organisations to call upon such as Westpac.

Funding of up to \$30,000 has been made available from UTS.

The main job now is to raise funds and talk to people.

A workshop has been planned for the 15th and 16th July in Kokoda. This will be an opportunity to catch up with people not involved before, involve the women and see what the villages have been doing since the last workshop. This will be run by **Mr Chatterton** and **Dr Wearing** who will be on a trek prior to the workshop. Mr Templeton will fly over and join them there. Many meetings have been attended and much planning organised for this to work. The workshop will keep the momentum going. The next meeting will hopefully be good news refunding and will announce the commencement of the project.

Also a note of thanks to **Mr Croll** for sending through the photos for the brochure.

Mr Lynn proposed sending **Mr Sandy Lawson** to the workshop. **Mr Lawson** is an Agricultural Scientist with an interest in self-sustaining agricultural development, he has worked for Kiori Holdings, has experience working in Vanuatu and PNG, speaks pigeon and Motu and would like to be involved with the Foundation. **Mr Lawson** would be an asset at the workshop and would assist in its facilitation along with **Mr Templeton**, **Dr Wearing** and **Mr Chatterton**. **Mr Lawson** would like to act as Mr Bartlett's 2IC in the near future. The Kokoda Track was becoming a 'honey pot' and awareness patrols would prove increasingly important. **Mr Lawson** was keen to be part of this process. If approved, **Mr Lynn** said the Board would need to pay **Mr Lawson's** return air ticket and accommodation expenses.

The Board agreed that **Mr Sandy Lawson** attend the workshop as proposed by **Mr Lynn**. **Mr Thomas** asked what the outcome would be after the workshops.

**Mr Templeton** replied that a document producing a 10 year plan would result, what needs to be done, in what sequence and how – a vision.

**Mr Croll** asked what the approach would be to the corporates.

**Mr Templeton** replied that the Committee would appeal to PNG/Australian relations, promoting a commercial link and associated benefits, and would be liaising and lobbying with the Australian and PNG Governments.

**Mr Thomas** asked whether increasing numbers on the Track were a problem.

**Mr Frecker** asked if the plan would address this question and limit the number of trekkers on the Track.

**Mr Templeton** replied that this would be the case.

**Mr Croll** said that in one year the Track and the people on it had changed dramatically. He stressed that he's had a turnaround on the memorial park plan and feels it will have a bigger contribution in the long term.

**Mr Frecker** stressed the plan to be a prime objective.

#### **Media Sub-Committee Report:**

**Mr Croll** reported that the Media Sub-Committee had decided to postpone the leadership

oration fundraising dinner. This was due to organisational issues. The Sub-Committee felt uncomfortable about not knowing where the Foundation was going, about issues such as accounts, governance and accountability and time was needed to sort these issues out first. A plan was needed. There was no follow up after the last oration dinner with regard to donations. Also the last Board meeting was in February.

**Mr Lindsay** added the Sub-Committee felt that the online donations and the DGR status of the Foundation needed to be resolved before a dinner was organised.

The Media Sub-Committee felt they were in the dark and that a dysfunctional communication system existed. The dinner was about selling the Foundation's message. Many questions needed to be answered before proceeding.

**Mr Rowell** replied by saying the Board was underselling itself and that the dinner should go ahead at some point in the near future.

**Mr Frecker** reported that he had tried to help **Ms Nelson** get 'over the line' for the DGR status as much as possible for the Queensland project. He didn't think it was possible under the current system. The Foundation must have a broader membership who support its objectives and must cast its net wider. The model needs to be re-jigged. The Foundation should have a more cohesive group to control the organisation and then a broader base membership.

**Mr Lynn** concurred with this proposal.

**Mr Frecker** suggested creating a database of individuals and organisations which can become members. The immediate objective was to get 100 members for the Queensland project.

**Mr Lynn** suggested taking out an advertisement in the Air Niugini inflight magazine. Passengers could fill out an attached form.

**Mr Lindsay** suggested sending out a specific email to the Foundation's database inviting them to be members, explaining its aims and purpose (that we need them for scholarship support).

**Mr Thomas** and **Mr Frecker** discussed a need for the Foundation to look at its constitution.

Discussions about the oration dinner ensued.

**Mr Thomas** said that it was important that some corporate governance had been achieved tonight. But the Foundation must get it right. It is the public's money. The Foundation must sit down and say this is to happen and how. Frameworks must be put in place. Need to get things under control.

**Mr Lynn** agreed. **Mr Lynn** admitted he didn't have the expertise in this area and would appreciate advice from members who did.

**Mr Frecker** suggested sourcing a paid secretarial service to assist.

**Mr Frecker** said the Board was unworkable and needed to be smaller and meet more regularly. Associated Committees should be set up and a program be put in place.

**Mr Lynn** asked if anybody had any suggestions on how to reduce the size of the Board or who should go.

The Board agreed that an authority was needed.



- Action Item: **Mr Frecker** undertook to follow up a secretarial service to be set up within the month.
- Action Item: **Mr Frecker** also undertook to review the constitution and recommend changes to the structure of the Board. A Sub-Committee would be set up and make recommendations.

**Mr Thomas** and **Mr Rowell** agreed to assist **Mr Frecker**.

The membership base and associated secretarial services was further discussed.

**Mr Lindsay** stressed the importance of emailing out the membership form.

- Action Item: Mr Frecker agreed to produce the form.

The membership fee was discussed. A \$50 membership fee for 3 years was agreed. Members would be sought for corporate governance issues and explained what their obligations would be.

#### **Draft Annual Report:**

**Mr Lynn** presented a draft annual report. The financials would be attached at a later stage.

**Mr Frecker** said the report was a good idea and a part of good corporate governance in which to report to its members.

**Mr Thomas** said it could be a report on the Foundation's activities, done annually with the financials attached. In due course it could become an Annual Report. A good communication basis for members.

**Mr Lynn** asked Board members to read the document and report back with any suggestions or amendments.

The Board agreed that an abridged version of the report be emailed out to potential members with a membership statement by Friday.

- Action Item: **Mr Lynn** to email report and statement by Friday.

**Mr Frecker** asked what the regularity would be of the report and on which year would it be reported.

**Mr Lynn** suggested the report be sent out at the end of October each year. It would merely be used as a communication tool.

Suggested names of the report were inaugural report, activities report and progress report. Queensland project:

**Mr Schauble** gave an update on **Ms Nelson's** Queensland Education Project which is to be launched in August. A timeframe for the project was given. The website and donations will take another two weeks to complete.

**Mr Lynn** informed the Board about the Port Moresby Grammar School, the school of second chance and the school of opportunity. It is a model school which the Foundation can focus on and make a real contribution.

The Board congratulated **Ms Nelson** on her outstanding work on the Queensland project. Mr Lindsay also suggested that the Foundation may like to get involved with "School Aid" further down the track.

### **Online donations:**

**Mr Lindsay** reported that the online donations were under control and would be processed within 2 weeks. The Foundation was waiting for the banks to secure the matter.

### **The Kokoda Foundation:**

**Mr Lindsay** informed that The Kokoda Foundation was backed by the Department of Defence and sponsored by an American aerospace company. **Ross Babbage**, Professor at ANU was working as their consultant. As the organisation was a political think tank that made controversial political statements, Mr Lindsay could see potential problems down the track.

The public could confuse them with our Foundation.

Mr Frecker said he knew **Professor Babbage**. His Foundation is a not for profit think tank.

They have no common objectives to our Foundation and are purely a research group confronting difficult issues.

**Mr Lindsay** asked then why call it Kokoda. “They not only knocked the name and photos off, their website is also similar”.

**Mr Frecker** replied that **Professor Babbage** had no intention to cut across us and was happy to discuss ways of distinguishing the two organisations. The Professor seemed to be genuine.

**Mr Frecker** suggested approaching the Kokoda Foundation to consider the names the Kokoda Research Institute or the Kokoda Research Foundation. The Board agreed. Their name could be changed to better reflect what they do.

- Action Item: **Mr Frecker** agreed to ring Professor Babbage and canvass the name changes.

Foundation plan – Education and Health 2005:

**Mr Lynn** said the Foundation needed a base of money for education and health plans. There are currently 8 village schools. The Foundation must decide how to allocate the money.

### **General Business:**

#### **Honourary Treasurer**

**Mr Lynn** stressed the importance of appointing an Honourary Treasurer.

The Board agreed that **Ms Tiffany Couch** be appointed Honourary Treasurer.

#### **Director and Members’ Liability Insurance**

**Mr Frecker** reported that he had received a quote for director and members’ liability insurance - \$500 for \$1 million worth of cover.

**Mr Croll** moved the motion to proceed with the cover. **Mr Lindsay** seconded the motion. The motion was carried.

- Action Item: **Mr Frecker** to progress the matter.

### **Next meeting date**

It was agreed that the next meeting date be set for Monday, 1st August at 6.00 pm.  
Meeting Closed 9.20 pm.



The Kokoda Track Foundation

## **APPENDIX 17: Minutes of KTF Meeting, 1 August 2005**

### **NSW Parliament House**

Meeting Opened at 6.15 pm

#### **Present:**

Charlie Lynn MLC – Chairman  
Andrew Schauble  
Kelvin Templeton  
Paul Croll  
Patrick Lindsay  
Peter Thomas  
Genevieve Nelson  
Yahoo Serious

#### **In attendance:**

Jai Rowell  
Tiffany Couch  
David Frecker

#### **Apologies:**

Brett Kirk  
Brian Freeman  
Michael Cooper  
Sue Hoopmann  
Tony Stewart MP  
Natalie Shymko

#### **Minutes of Previous Meeting:**

The Chairman tabled the minutes of the previous meeting.  
Motion: That the minutes as presented be accepted.  
Moved: Paul Croll  
Seconded: **Patrick Lindsay**  
CARRIED

#### **Business Arising from Minutes**

**David Frecker** asked had the thankyou letter to Governor-General and the Bankstown Sports Club been sent. The Chairman indicated that both letters had been sent.

**Kelvin Templeton** advised that the \$30,000 from UTS is available upon successful application but it is not guaranteed.

**David Frecker** raised the issue of having a membership form to join the Foundation. He advised he had sent one out to certain people a few weeks prior. A general discussion took place and it was agreed that the form required some new amendments in light of the Foundation now having the ability for online payments

- Action Item: **David Frecker** to amend membership form and send to **Charlie Lynn**. **Charlie Lynn** to email out to potential members.

**David Frecker** advised that no real progress had been made in regard to identification of a suitable firm to provide company secretarial services. A discussion took place on likely people able to perform the services. It was raised that it would be important for a firm specialising in these services to undertake the work. The accounting firm Redman Partners was raised as a potentially suitable firm to undertake company secretarial services for the Foundation.

Motion: That **Charlie Lynn** and **Jai Rowell** approach Redman Partners to investigate whether the firm would undertake company secretarial services for Foundation on a fee for service basis and report back at the next Board meeting

Moved: **Kelvin Templeton**

Seconded: **Patrick Lindsay**

CARRIED

**Genevieve Nelson** and **Patrick Lindsay** advised that the online donation facility is now available. **Daniel Dwyer** has been doing a great job in this regard also.

**David Frecker** advised that he had obtained the forms for Directors and Officers Insurance and had a number of questions that the Board needed to answer so as to obtain insurance for Directors. Motion: That the insurance application be endorsed and the Board obtain Director's and Officer's insurance of \$1,000,000.

Moved: **Patrick Lindsay**

Seconded: **Andrew Schauble**

CARRIED

### **Steering Committee Report – Kelvin Templeton**

**Kelvin Templeton** reported on the workshop that was undertaken in PNG. Key points raised:

Attendees included the Kokoda Track Authority, Warren Bartlett, David Knaggs, Sandy Lawson, **Kelvin Templeton**, **John Perrottet** – World Bank, Paul Chatterton (WWF), 22 out of 24 council wards attended and other stakeholders.

It is apparent that great capacity has been achieved as the KTA were able to help run the workshop on the second day.

Positive outcomes included:

- A clear understand between the linkage and roles of the Kokoda Track Authority and the Kokoda Track Foundation.
- Clear communication and understanding of the KTF's sustainable eco-tourism plan - locals were able to identify and suggest initiatives for tourism along the track,
- There was a general consensus that the plan needs to be fast tracked and could be completed by November. The likely cost to complete the plan would be approximately \$30,000 to \$35,000.

**Kelvin** spoke of possible avenues that are available to fund the finalisation of the plan and suggested that the Foundation put in a \$10,000 contribution.

Motion: That the Kokoda Track Foundation allocate \$10,000 to further advance the strategic plan on the basis of mutual funding of \$20,000.

Moved: **Kelvin Templeton**

Seconded: **Peter Thomas**

CARRIED

**Kelvin Templeton** left the meeting at 7.41pm

### **Treasurer's Report:**

**Tiffany Couch** presented the accounts and financial statements of the Foundation. She advised of the progress in relation to the audit and required the Board to pass a motion confirming the list of expenses as presented were indeed approved by the Board previously. **Tiffany Couch** also spoke of the need of preparing an annual budget and presented outstanding accounts to be paid.

**Charlie Lynn** congratulated **Tiffany Couch** on the outstanding work she undertaken for the Foundation.

Motion: That the Treasurers report be accepted.

Moved: **Patrick Lindsay**

Seconded: **Paul Croll**

CARRIED

Motion: That the unwired internet account be paid on an ongoing basis.

Moved: **Patrick Lindsay**

Seconded: **Paul Croll**

CARRIED

Motion: That **Patrick Lindsay** be added to the list of signatories for operation of the Kokoda Track Foundation Bank Account.

Moved: **Yahoo Serious**

Seconded: **Paul Croll**

CARRIED

Motion: That a separate bank account named Kokoda Track Foundation Bank Donations Account be opened.

Moved: **Yahoo Serious**

Seconded: **Paul Croll**

CARRIED

Motion: That the Board confirm previous expenditure of \$48,839.75 as detailed in the Treasurer's report.

Moved: **Peter Thomas**

Seconded: **Andrew Schauble**

CARRIED

### **Media Sub-Committee Report**

**Patrick Lindsay** confirmed that online donations for the Foundation can now be achieved. Arrangements have been made with Paypal. The only hurdle for its operation is that the Foundation will need a credit card for the payments to be received into.

Motion: That **Charlie Lynn** and **Tiffany Couch** arrange a credit card for the Foundation for the purposes to receive online donations.

Moved: **Patrick Lindsay**

Seconded: **Genevieve Nelson**

CARRIED

**Patrick Lindsay** and **Paul Croll** advised that the Oration will not go ahead this year and likely to be organised for next march. A number of options were discussed on how to organise the next oration dinner.

**Queensland Project – Genevieve Nelson**

**Genevieve Nelson** reported on the Queensland project. A general discussion took place on the excellent progress that had been reported. In regard to the website it was viewed that although **Daniel Dwyer** has given much in kind work and considering the new work that it required that the Foundation pay Daniel a small amount for his continued service.

Motion: That \$1,500 be allocated to pay Daniel Dwyer's ongoing IT work for the Foundation.

Moved: **Genevieve Nelson**

Seconded: **Patrick Lindsay**

CARRIED

Meeting Closed 9.20 pm.



The Kokoda Track Foundation

## **APPENDIX 18: Minutes of KTF Meeting, 5 September 2005**

### **NSW Parliament House**

Meeting Opened at 6.25 pm

#### **Present:**

Charlie Lynn MLC – Chairman

Andrew Schauble

Genevieve Nelson

Patrick Lindsay

Peter Thomas

In attendance:

David Frecker

Natalie Shymko – Honourary Secretary

Jai Rowell

Tiffany Couch – Honourary Treasurer

#### **Apologies:**

Brett Kirk

Brian Freeman

Kelvin Templeton

Paul Croll

Michael Cooper

Sue Hoopman

Tony Stewart

Yahoo Serious

#### **Minutes of Previous Meeting:**

The Chairman tabled the minutes of the previous meeting.

Motion: that the minutes as presented be accepted.

Moved: **Mr Patrick Lindsay**

Seconded: **Mr Peter Thomas**

CARRIED

#### **Business arising from the Minutes:**

Action Item: **Ms Natalie Shymko** to email a current list of the Board's email addresses.

**Mr Charlie Lynn** reported that he and **Mr Jai Rowell** would be meeting with Redman Partners on Wednesday to discuss undertaking company secretarial services for the Foundation.

#### **Director's public liability insurance:**

At the request of **Charlie Lynn**, **Mr David Frecker** obtained a quote for Directors & Officers liability insurance. This was received from Brian Hoare at Aradlay Insurance Brokers. The premium is \$1,150 for cover of \$1,000,000. With GST and Brokers fee, the total

cost would be \$1,375 for 12 months cover. **Mr Frecker** recommended that the quote be accepted and the cover taken out.

Motion: That the quote for Directors and Officer liability insurance be accepted and the cover taken out.

Moved: Mr Patrick Lindsay

Seconded: **Mr Andrew Schauble**

CARRIED

Action Item: **Mr Frecker** to place the insurance on behalf of the KTF. Miss Couch to organise a cheque to be drawn.

Treasurer's Report:

**Miss Tiffany Couch** tabled the KTF's Financial Report – August 2005.

The main points raised were:

- 2003-04 financial statements have been audited;
- 2004-05 financial statements have been lodged with the Auditor, KTF awaiting completion of the audit;
- the breakdown of the oration expenses were presented, the total profit was \$24,676, money was made from donations not ticket sales;
- an application was being made for a KTF credit card. This was a work in progress.

Motion: That the Board recognise and agree that the KTF was in the process of applying for a credit card.

Moved: **Mr Patrick Lindsay**

Seconded: **Mr Andrew Schauble**

CARRIED

Other points discussed included:

- **Miss Couch** has made an application to open a Max-i Direct Savings Account and Internet Banking. **Miss Couch, Mr Lynn** and **Mr Peter Thomas** to have authorisation (co-signatories) to access Internet Banking for security reasons;
- the KTF's August Budget was not yet completed;
- donations received for August totalled \$8725, expenditure totalled \$713.15.
- At 6.50 pm **Charlie Lynn** excused himself from the meeting and **Mr Thomas** took over as Chair.
- Other expenditure items included:
- \$104.85 reimbursement to **Charlie Lynn** for unwired internet for the months of May, June and July;
- \$608.30 outstanding invoice for printing of the 2004 Oration dinner invitations;
- \$202.72 ongoing monthly direct debit expenses;
- total expenses = \$915.87.
- Action Item: **Miss Couch, Mr Lynn** and **Mr Rowell** to contact the bank to try to get the bank fees reduced.
- **Mr Rowell** also presented invoice to be paid from Kwik Kopy for \$209.33 for a white board and printing.

Motion: That the Board approve the expenditure items to be paid.

Moved: **Mr Patrick Lindsay**

Seconded: **Ms Genevieve Nelson**

CARRIED

**Miss Couch** reported on the KTF donations received.

**Ms Natalie Shymko** advised that thank you letters and receipts had been sent out for the donations received.



**Mr Lindsay** stresses the importance of a paper trail for allocating funds according to donor's scholarship requests.

The Board agreed that a register be set up for donations and scholarship commitments in the near future. This could be included in the budget breakdown. This would be the responsibility of **Mr Lynn** and **Miss Couch**.

The Board discussed GST implications for donations.

**Miss Couch** advised the Board on the Director's Report issues and the difficulty in getting a response from current Directors regarding their qualifications and therefore a delay in submitting financial reports to ASIC.

There also seemed to be some confusion as to who was a Director of the Board and who was a member.

**Mr Frecker** said it was unwise to have Directors on the Board unless they actively participated. Members could be signed up instead and utilised in an advisory capacity.

The issue of Directors would be addressed as a corporate governance issue in the overview of the constitution.

**Miss Couch** advised that the major fundraiser for the Foundation was Mr Lynn and suggested that the it was important for the Board to consider alternative ways of raising funds.

The Board accepted the report tabled by **Miss Couch** and thanked her for such a great job.

#### **Correspondence:**

**Mr Rowell** tabled the correspondence.

The Board agreed that any direct requests for assistance outside the scope of the KTF should be forwarded to the KTA.

#### **Chairman's Report:**

The Chairman's report was deferred to the next meeting (see attached written report).

#### **Steering Committee Report:**

**Mr Kelvin Templeton** proposed by email that the KTF engage Davendish Management Consulting to perform services on behalf of the KTF (document titled - Proposal for Preparation and Implementation of a Sustainable Eco-tourism Plan for the Kokoda Track in PNG was tabled).

The Board expressed concerns about this proposal in regard to fees and costs.

The initial document stated, "we will pay you a fee of \$33,000 including GST for performing the Services. The KTF will be responsible for travel and accommodation expenses incurred for interstate and international visits."

The Board referred to the meeting minutes of 1st August 2005 which stated:

"There was a general consensus that the plan needs to be fast tracked and could be completed by November. The likely cost to complete the plan would be approximately \$30,000 to \$35,000.

**Mr Templeton** spoke of possible avenues that could be available to fund the finalisation of the plan and suggested that the Foundation put in a \$10,000 contribution to allow Mr Knaggs to commence his work whilst other sources were explored.

Motion: That the Kokoda Track Foundation allocate \$10,000 to further advance the strategic plan on the basis of mutual funding of \$20,000.

Moved: **Kelvin Templeton**

Seconded: **Peter Thomas**

CARRIED

To reiterate; at this meeting the Board referred to the meeting minutes of the 1st August whereby the Board only committed to \$10,000.

In principle, the Board agreed on a strategic plan/report with the objectives raised, however the issue of \$33,000 remains unresolved. At this point of time they can't consent to the \$33,000.

Therefore, the Board resolved for the Chairman, **Charlie Lynn** to email **Kelvin Templeton** as a high priority, to seek clarification on the scope of services and more detail on this proposal. The Board seeks clarification as to where the additional \$23,000 was to come from.

As part of the "Fees and Costs" the Board was concerned about " the KTF will be responsible for travel and accommodation expenses incurred for interstate and international visits."

The Board felt this was unrealistic and unachievable given the costs possibly involved.

The Board had concerns about Number 11 – Termination. They felt this section was unsatisfactory. What happens to the funding if the project is terminated mid-stream? Does the KTF make a partial payment or is it liable to pay for the full month?

The Board seeks clarification on these matters from Mr Templeton before it can sign off on the agreement.

- Action Item: **Ms Shymko** to advise **Mr Lynn** about the Board's concerns.
- Action Item: As a high priority Mr Lynn to email Mr Templeton seeking clarification and then **Mr Lynn** to advise the Board via email.

#### **Media Sub-Committee Report:**

**Mr Lindsay** advised there was nothing to report at this stage.

#### **Income tax exemption status:**

**Mr Thomas** stressed the importance of applying for an income tax exemption status.

**Ms Nelson** reported that the KTF has DGR status.

- Action Item: **Miss Couch** to follow up this issue and pass on the information to Ms Nelson. **Mr Thomas** offered to assist if so required.

#### **Constitution and membership basis:**

**Mr Frecker** reported that he was reviewing the constitution (Blake Dawson Waldron would be doing this pro bono).

Action Item: **Mr Frecker** to discuss the issue with **Mr Thomas** and report the recommendations of the constitution to the Board at the next meeting.

The Board agreed that membership and applications forms were to proceed.

### **Queensland project:**

**Ms Nelson** presented a template of what the student scholarships would look like online. Sponsors would be issued with a username and password.

The names of the students was satisfactory but getting actual information about the students proved difficult.

- Action Item: **Mr Lynn** to give **Ms Nelson** a list of the 30 students on the KTF's scholarship program.

**Ms Nelson** showed the brochure for the Qld project. Printing of the brochure would be the KTF's responsibility.

A registration page was currently being set up.

Discussions ensued regarding the KTF's logo on the brochure. **Ms Nelson** agreed to go back to the Queensland authorities to discuss the KTF's logo.

- Action Item: **Miss Couch** and **Mr Rowell** to obtain printing quotes for the brochure.
- Action Item: Mr Lynn to liaise with **Mr Warren Bartlett** to obtain information on the KTF's scholarship students.

### **General Business:**

#### **The Kokoda Foundation**

Mr Frecker reported that he had met with **Mr Ross Babbage** of the Kokoda Foundation as requested. **Mr Frecker** raised the issue of confusion and suggested to **Mr Babbage** some possible name changes. **Mr Babbage** seemed reluctant, however promised to raise our concerns with his Board to consider in October. In the interim **Mr Frecker** and **Mr Babbage** agreed to stay in touch. Low level discussions would continue.

Meeting Closed 8.30 pm.



## The Kokoda Track Foundation

### APPENDIX 19: Chairman's Report, 5 September 2005

(Attachment to KTF Board Minutes of 5 September 2005)

**Charlie Lynn**  
Chairman

#### 28 July – Sydney

Met with **Don Rowe**, State President of the NSW Branch of the RSL. Discussed the need to host a luncheon with some of the sub-branch Presidents to give them a presentation. Don asked that I get back to him as he was about to host a State Convention in Sydney. He is supportive of our objectives but the funds will have to come from individual sub-branches and clubs.

#### 5 August 2005 – Canberra

Met with **Kelvin Templeton** and with **Major-General Bill Crews**, National President of the RSL in Canberra, to brief him on the progress of our strategic plan and to seek RSL endorsement as a partner. General Crews advised that he supported our proposition but would not be able to commit any funds towards the project as these would have to come from individual States. He also advised that States had differing relationships between their State Branch HQ, Sub-Branches and licensed clubs.

#### 9 August 2005 – Melbourne

Met with **Major-General David McLaughlin**, State President of the Victorian Branch of the RSL. Advised him that we had met with his National President and we were now seeking financial support. **General McLaughlin** advised that **General Crews** had already been in contact with him and as a result he had written to all Victorian sub-branches and clubs to seek donations. He had opened up a special account for this.

Met with **Peter Franich**, Manager, Public Affairs, Tattersalls and presented our proposal for sponsorship. **Mr Franich** advised that Tattersalls had always supported the RSL – all it took was a call from **Bruce Ruxton** and they provided the funds for whatever the RSL needed (they paid for Bruce Kingsbury's Victoria Cross). This was not as easy now as they are a public company however he advised that if we were short to give him a call and they would most likely top up our funds.

Met with **Denis Bagley**, CEO of the Shrine of Remembrance. Denis is scheduled to trek Kokoda with a couple of his friends in October. He would be keen to be involved with the Foundation and would use his office at the Shrine as a Victorian HQ if the Foundation ever wanted to establish a Victorian Branch or whatever.

#### 25 August 2005 – Melbourne

Met with **Mr Mark Johnson**, CEO of the Victorian Licensed Clubs Association and **Mr Peter McPhee** of Mitcham RSL. Peter has previously trekked with Adventure Kokoda and would like to be involved with The Kokoda Track Foundation as a Victorian representative. I advised that I did not believe the Foundation was ready for this type of extension of its organisation as there is a feeling that

the Board should have less people, not more. Mark advised they will probably go ahead and establish their own Foundation as they are keen to sponsor young people to trek Kokoda.

I raised the issue of sponsorship and he advised that I should present a proposal to the RSL annual corporate sponsor lunch at ANZAC House the following day where I was to be the guest speaker.

### **26 August 2005 – Melbourne**

Met with **The Hon Jim Carlton AO**, Director of the PNG Sustainable Fund Limited. The meeting was arranged by fellow Board Member, **Sue Hoopman** who is a good friend of **Mr Carlton**.

**Mr Carlton** gave me a comprehensive overview of the Sustainable Fund which receives 52% of the profits from the Ok Tedi mine. The mine continues to be very profitable and the fund has more than US\$70 million invested.

I briefed him on the objectives of the Foundation and he believes a submission from the Kokoda Track Authority as an indigenous organisation would be well received. He is available to offer more advice as required as we progress with our strategic plan.

Guest speaker at the annual RSL Licensed Clubs Association corporate sponsorship luncheon. Spoke about the Foundation and advised them that we were seeking sponsorship support. I proposed a \$10,000 package which would include a corporate presentation on leadership, a trek across Kokoda and a framed souvenir map. The number of questions I received indicated that the proposal was well received.

Guest speaker in the evening to the Australian Rural Marketing Agents Association annual dinner. Received a donation of \$1,000 for the Foundation.

### **Legacy Fundraiser**

Advised by **Chad Sherrin** that the Legacy Group on the Channel 9 Getaway trek has raised around \$70,000 as a result of their participation on the trek. Adventure Kokoda donated a discount of \$300 for each trekker who made a commitment to raise funds for Legacy as a result of their participation on the trek. Adventure Kokoda and Legacy have agreed to commit to another fundraising trek in 2006.

### **Dame Carol Kidu Dinner – 24 August 2005**

With the cancellation of the Ralph Honner Oration I decided to host a NSW Parliamentary Lions Dinner and invite **Dame Carol Kidu** to be our guest speaker.

Although we only did an e-mail invitation at relatively short notice we managed to get 117 guests to the dinner which raised \$6000 to be divided between the Port Moresby Grammar School and Dame Carol's local charity.

### **Charlie Lynn**

Chairman



The Kokoda Track Foundation

## APPENDIX 20: Chairman's Scholarship Report, 2005

The Kokoda Track Foundation Scholarship program was implemented in 2004 with the generous support of the RSL Services Clubs Association of New South Wales. The initial aim of the program was to select one male and one female student from each village between Depo and Kokoda to study at appropriate provincial or national high school as boarding students.

Selecting students for the initial program involved discussions with the PNG Department of Education in Port Moresby and with clan leaders and teachers in villages along the trail.

Some initial problems were encountered with some of the selected students being substituted at the Provincial Education Department level however these were eventually 'rectified' and the following list was approved:

### 2004 Scholarship Recipients

NO	NAME	M/F	VILLAGE	SCHOOL	GRADE	FEE (PNGK)
1	Manari Jethro	M	Owers Cnr	Iaowari HS	9	850
2	Devine Kevin	F	Owers Cnr	Iaowari HS	9	850
3	Gary Kibigi	M	Nauro	Iaowari HS	9	850
4	Nelda Egori	M	Nauro	Iaowari HS	9	850
5	Darisilia Dick	F	Nauro	Iaowari HS	9	850
6	Stanley Elodo	M	Menari	Iaowari HS	9	850
7	Judy Agi	F	Menari	Iaowari HS	9	850
8	Nelux Loeme	F	Efogi	Iaowari HS	9	850
9	Joyce Gabili	F	Efogi	Iaowari HS	9	850
1	John Kennedy	M	Efogi	Iaowari HS	9	850
1	Henry Gai	M	Kagi	Iaowari HS	9	850
1	Binsi Siga	M	Naduri	Iaowari HS	9	850
1	Stephen Lila	M	Alola	Iaowari HS	9	850
1	Fred Ofai	M	Naduri	Iaowari HS	9	850
1	Billy Asi	M	Depo	Iaowari HS	9	850
6	Markson Kagi	M	Kagi	Sogeri HS	11	1490
7	Bavu Wilson	M	Naduri	Sogeri HS	11	1490
1	Greg Aki	M	Kokoda	Popondetta HS	9	1000
1	Emma Caleb	F	Kanadara	Popondetta HS	9	1000
0	Sandra Urisi	F	Kokoda	Popondetta HS	9	1000
21	Yabunisa Leonard	M	Pirive	Popondetta HS	9	1000
2	Bryner Lovi	M	Kovello	Popondetta HS	9	1000
3	Joyce Tiaga	F	Kovello	Popondetta HS	9	1000
2	Bexie Seli	M	Alola	Popondetta HS	9	1000
5	Ombari James	M	Kamondo	Popondetta HS	9	1000
2	Delma Ailoro	F	Pirive	Popondetta HS	9	1000
7	Nesta Nave	F	Alola	Popondetta HS	9	1000
8	Dibaly Batia	M	Naduri	Iaowari HS	9	850

9	Dick Noel	M	Efogi	Iaowari HS	9	850
0	Obed Soveni	M	Naduri	Iaowari HS	9	850

In addition to this list Edward Navara and Leome Nelux were listed as scholarship students on a receipt we received from Sogeri National High School on 1 March 2004.

We also received notification from **Mr Ori Kennia**, Mayor of Kokoda Town, on 1 February 2005, that we also sponsored Algina Konehe of Kovello. He attached school reports for 2004 which indicated she received very good results.

On 30 December 2004 the CEO of the Kokoda Track Authority (KTA) **Warren Bartlett**, wrote to the Principals of Sogeri National High School, Iaowari and Popondetta Provincial High Schools to seek a progress report on each of the scholarship recipients. **Mr. Bartlett** did not have any personnel support to assist in managing the KTA at this stage due to a lack of funding from the PNG Government -he was the only person in the office.

We have been advised that these will be submitted but as of 1 March 2005 they have not been received.

We also requested that the KTA CEO provide the Kokoda Track Foundation with recommendations for 2005.

According to the recommendations we received, the following students have either finished school or have not been recommended for further sponsorship:

- Stanley Eloda
- Nesta Nave
- Bexie Seli
- Ombari James
- Delma Ailoro

In addition to these students, Steven Lila died tragically whilst attending Iaowari High School as a boarding student in 2004.

On 26 February 2005 we received advice that the KTA CEO had received assessments for the following students:

- Jimmy Terry – recommended for Grade 11 at Sogeri National High School
- Jack Terry – recommended for Grade 11 at Mt Diamond High School
- Obed Soveni – recommended for Grade 11 at Sogeri National High School

Neither Jimmy Terry nor Jack Terry was listed on our list of sponsored students for 2004.

The KTA CEO has also received letters of appreciation from the following students for the sponsorship they received in 2004:

- Edward Hawala – Sogeri National High School
- Kims Otis – Iaroware High School
- Bravil Otis – Iarowari High School

None of these students were on our original list of sponsored students for 2004.

### Requests for Scholarships – 2005

The following requests for scholarships in 2005 have been received by the Foundation from the Educational Services Branch in Oro Province:

No	Name	Grade	School	Status
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1	Christian Ume	9	Popondetta HS	Boarder
2	Morris Mona	9	Popondetta HS	Boarder
3	Cherry Lovi	9	Popondetta HS	Boarder
4	George Toroi	9	Popondetta HS	Boarder
5	Michael Gouda	10	Popondetta HS	Boarder
6	Titi Maleva	10	Popondetta HS	Boarder
7	Serah Aire	11	Popondetta HS	Boarder
8	Anthony Tama	9	Embogo HS	Boarder
9	Judith Kageni	9	Embogo HS	Boarder
10	John Luave	9	Martyrs' Secondary	Boarder
11	Willie Hojami	9	Martyrs' Secondary	Boarder
12	Samantha Scouten	9	Martyrs' Secondary	Boarder
13	Sandra Sibolo	10	Mt Diamond Secondary	Boarder
14	Elsie Taylor	10	Mt Diamond Secondary	Boarder
15	Beatrice Scouten	9	Bugandi Secondary	Boarder
16	Bexie Seli	10	Embogo HS	Boarder
17	Leonard Yabunisa	10	Popondetta HS	Boarder
18	Caleb Ema	10	Popondetta HS	Boarder
19	Greg Aki	10	Popondetta HS	Boarder
20	Sandra Urisi	10	Popondetta HS	Boarder
21	Bryner Lovi	10	Popondetta HS	Boarder
22	Delma Ikoro	10	Martyrs' Secondary	Boarder
23	James Ombari	10	Martyrs' Secondary	Boarder
24	Joyce Tiaga	11	Lae HS	Boarder
25	Nesta Nave	10	Iaowari HS	Boarder
26	*Steven Lila	10	Iaowari HS	Boarder

\*Steven Lila should not be on the list as he died tragically at Iaowari High School mid-2004.

The following recommendations have been received directly from Iaowari Provincial High School in Central Province:

No	Name	M/F	Village	School	Grade
1	Manari Jethro	M	Owers Cnr	Iaowari HS	10
2	Devine Kevin	F	Owers Cnr	Iaowari HS	10
3	Gary Kibigi	M	Nauro	Iaowari HS	10
4	Nelda Egori	F	Nauro	Iaowari HS	10
56	Darisila Dick	F	Nauro	Iaowari HS	10
7	Ofis Bravil	M	Nauro	Iaowari HS	9
8	Judy Agi	F	Menari	Iaowari HS	10
9	Nelux Loeme	F	Efogi	Sogeri NHS	12
10	Joyce Gabili	F	Efogi	Iaowari HS	10
11	Dick Noel	M	Efogi	Sogeri NHS	11
12	John Kennedy	M	Efogi	Iaowari HS	10
13	Marison Kagi	M	Kagi	Iaowari HS	10
14	Semere Billy	M	Depo	Sogeri NHS	11
15	Henry Gai	M	Kagi	Iaowari HS	10
16	Binsi Siga	M	Naduri	Iaowari HS	10
17	Fred Ofai	M	Naduri	Iaowari HS	10
18	Dibala Batia	M	Naduri	Iaowari HS	10
19	Tim Ofis	M	Naduri	Iaowari HS	10
20	Billy Asi	M	Depo	Iaowari HS	8

The following list has been provided by the Kokoda Track Authority for Central Province:

No	Name	M/F	Village	School	Grade
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1	Emma Lyn Favave	F	Bodinumu	Kwikila HS	9
2	Rex Dago	M	Menari	Badihagwa HS	9
3	Teddy Solomon	M	Menari	Della Salle HS	9
4	Neil Kele Bagoi	M	Menari	Kabiufa HS	11
5	Gideon Amos	M	Menari	Don Bosco HS	11
6	Darueilla Kibidi		Nauro	Iaowari HS	10
7	Morris Jack	M	Bisiatabu	Iaowari HS	10
8	Terry Jimmy	M	Naduri	Naduri HS	11
9	Joe Obed	M	Efogi	Iaowari HS	9
10	Jack Terry	M	Kagi	Mt Diamond HS	11
11	Perci Kagi	M	Naduri	Jubilee HS	11
12	Bavu Wilson	M	Naduri	Sogeri NHS	11
13	Beatrice Auka	F		Badihagwa HS	10
14	Billy Asi	M	Depo	Iaowari HS	8
15	Markson Kagi	M	Naduri	Sogeri NHS	12
16	Nelux Loeme	M	Efogi	Sogeri NHS	12
17	Dennis Imiri	M	Menari	Sogeri NHS	12
18	Edward Havala	M	Kagi	Sogeri NHS	12
19	Bavu Tutehi	M	Kagi	Iaowari HS	10
20	Donny Oti	M	Kagi	Iaowari HS	10
21	John Kennedy	M	Efogi	Iaowari HS	10
22	Dibala Batia	M	Naduri	Iaowari HS	10
23	Dick Noel	M	Efogi	Iaowari HS	10
24	Semere Billy	M	Depo	Sogeri NHS	11
25	Obed Sovemi	M	Naduri	Sogeri NHS	11

The following recommendations have been received from the Kokoda Track Authority for tertiary studies in 2005:

No	Name	M/F	Village	Subject	University/College
1	Alice Naki Hape	F	Alola	Teaching	Inservice College
2	Deia Hohoi	M	Kagi	Geography	University of PNG
3	Mathias Toroi	M	Kovello	Science	University of PNG
4	Noles Bagoi	M	Menari	Teaching	Sonoma Teachers College
5	Cedrick Belo	M	Efogi	Teaching	Goroka Teachers College

The following recommendations have been received from **Mr Norris James**, KTA Board Member, as an addendum to the above list:

“All current students and new students report cards be reviewed and if need be the students are to be cancelled of the current scholarships. The reason for this is because we have many students who are willing to study and there is no point supporting someone who is NOT willing to study.

“Also bearing in mind the negative impact by detrimental statements made by Mr Maclaren Hiari and Cr. Willie Vave would put a financial burden on the Foundation but that is the Foundation’s final decision to sponsor new students and current students.

“Tertiary students be given a scholarship because they will be the people who return to the workforce to assist and also direct the villages to a better future.

“By that I mean that students that are studying courses such as Teaching, Environmental Science and possibly Health should be given a scholarship.

“Our current trend with teachers, Aid Post Orderlies and Conservationists, are that they are posted to our areas but within the first couple of months cannot cope with the remoteness of the area. Therefore they decide to either see the year through than apply for a transfer or they simply go on an extended leave and never to return leaving our people to suffer in vain.

“I would like to make a strong recommendation on this matter as I see that by sponsoring our own people then that will eradicate the problem. The names given in the list should be considered but a special consideration should be given to the following students:

- Mathias Lodoki Toroi      Science (Environment)
- Deia Hohoi                  Geography (Environment)
- Cedrick Belo                Teaching (Vocational)
- Alice Hape                  Teaching (Vocational)
- Noles Bagoi                 Teaching (Vocational)

“We can promote Eco-Tourism by sponsoring these students and they returning to their villages to teach their people about their environment and why it is important to preserve its existence rather than encourage logging and mining.

“I believe that this will be an important key for sustainable tourism and preservation of the environment for historical and economical purposes.

“If possible to liaise with the Schools and Institutions to confirm the list of students the Foundation is sponsoring and their status during the year and at the end of the school year.

“By that we will eliminate possible circumstances whereby the students of 2004 DID NOT ATTEND the respective schools due to full enrolment. Most of these students have decided to reenrol this year (2005) but awaiting further news from both KTF and school fees and vacancies. “Landowners are concerned that students directly involved in the Track are NOT getting first priority and that may result in people disseminating wrong information about KTF and its roles.

“To avoid such trivial issues please be cautious of names of people that are from surrounding areas that should be given second priority.

“Please note that this issue can be dealt with amicably but due to communication between the Authority, Schools and KTF should be established whereby issues can be dealt with before it gets out of hand.

“The selection criteria should be made know to the people to prevent issues form arising and especially issues mentioned in ‘above.’

“Possibly an AWARENESS in Kokoda during the Workshop would suffice.”

### **The Fuzzy-Wuzzy Angel Sponsorship Program**

In 2004 the Foundation initiated an individual sponsorship program to assist village schools and health centres along the track by providing people with an opportunity to contribute to village student sponsorships.

As a result of the program we have received commitments for the following as of 1 March 2005:

- National High School Scholarship (\$1000):      7
- Secondary School Scholarship (\$750):            1
- Primary School Scholarships \$500):              7
- Village School Scholarship \$250):                 20
- Village Health Nurse Scholarship \$2000):        1
- Village Medical Kits (\$500):                        4

- Friends of Kokoda (\$75):

The KTA CEO is in the process of ascertaining the needs of village schools along the trail. **Mr Alecks Wageri**, the Principal teacher at Menari Village School was an active and positive participant in the Clan Leader/Landowner workshops we conducted in Efogi Village in 2004. He is to be commended for his work in collating the following information from his village and his people in Port Moresby.

#### Menari Village School

No	Name	M/F	Age	Grade	School
1	Anderson Wageri	M	11	3	Menari Village School
2	Lynette Moses	F	14	3	Menari Village School
3	Malon Lida	M	14	3	Menari Village School
4	Bisia Lida	F	12	3	Menari Village School
5	Rima Saii	F	10	3	Menari Village School
6	Lagemi Anua	M	14	3	Menari Village School
7	Alai Joe	M	13	3	Menari Village School
8	Koeve Max	M	14	3	Menari Village School
9	Peter Charlie	M	13	3	Menari Village School
10	Maia Andy	F	14	3	Menari Village School
11	Gaii Sori	M	14	3	Menari Village School
12	John Dago	M	14	3	Menari Village School
13	Darren Dago	M	12	3	Menari Village School
14	Smith Oscar	M	13	3	Menari Village School
15	Beva Taete	M	13	3	Menari Village School

#### Menari Elementary School

No	Name	M/F	Age	Grade	School
1	Dagiri Solomon	M	12	EL-1	Menari Elementary School
2	Elma Solomon	F	10	EL-1	Menari Elementary School
3	Dick Tumuve	M	11	EL-1	Menari Elementary School
4	Lisah Dago	F	10	EL-1	Menari Elementary School
5	Fred Wopa	M	11	EL-1	Menari Elementary School
6	Rachel Willie	F	10	EL-1	Menari Elementary School
7	Solomon Willie	M	10	EL-1	Menari Elementary School
8	Tracey Charlie	F	9	EL-1	Menari Elementary School
9	Somive Max	M	12	EL-1	Menari Elementary School
10	Jason Jerry	M	10	EL-1	Menari Elementary School
11	Mervyn Andson	M	11	EL-1	Menari Elementary School
12	Mark Francis	M	9	EL-1	Menari Elementary School
13	Shirlyne Jessie	F	13	EL-1	Menari Elementary School
14	Ebono Bokoi	F	11	EL-1	Menari Elementary School
15	Kia Douglas	F	12	EL-1	Menari Elementary School
16	Bennie Lida	F	12	EL-1	Menari Elementary School
17	Gea Moses	M	14	EL-1	Menari Elementary School
18	Roy Moses	M	12	EL-1	Menari Elementary School
19	Terry Amos	M	12	EL-1	Menari Elementary School
20	Rhoda Gibson	F	13	EL-1	Menari Elementary School
21	Cathy Dumu	F	7	EL-Prep	Menari Elementary School
22	Hollen Keibi	M	6	EL-Prep	Menari Elementary School
23	Jay Keibi	F	12	EL-Prep	Menari Elementary School
24	Giumi Keibi	M	11	EL-Prep	Menari Elementary School
25	Fiona Wageri	F	6	EL-Prep	Menari Elementary School

26	Andy Douglas	M	10	EL-Prep	Menari Elementary School
27	Solomon Moses	M	11	EL-Prep	Menari Elementary School
28	Joy Kero	F	11	EL-Prep	Menari Elementary School
29	Lilian Saii	F	8	EL-Prep	Menari Elementary School
30	Faole George	M	8	EL-Prep	Menari Elementary School
31	Aoda Kabi	M	9	EL-Prep	Menari Elementary School
32	Michael Kabi	M	7	EL-Prep	Menari Elementary School
33	Nancy Bokoi	F	7	EL-Prep	Menari Elementary School
34	Kero Bokoi	M	10	EL-Prep	Menari Elementary School
34	John Jessie	M	10	EL-Prep	Menari Elementary School
36	Mala James	F	7	EL-Prep	Menari Elementary School
37	Mado James	F	8	EL-Prep	Menari Elementary School
38	Jerry Gibson	M	6	EL-Prep	Menari Elementary School
39	Job Joe	M	7	EL-Prep	Menari Elementary School
40	Emmah Terry	F	8	EL-Prep	Menari Elementary School
41	Jeffrey Jerry	M	7	EL-Prep	Menari Elementary School
42	Gema Max	F	7	EL-Prep	Menari Elementary School
43	Lena Max	F	9	EL-Prep	Menari Elementary School
44	Goida Charlie	M	7	EL-Prep	Menari Elementary School
45	Lama Knocks	F	6	EL-Prep	Menari Elementary School
46	Goida Willie	M	8	EL-Prep	Menari Elementary School
47	Ray Willie	M	9	EL-Prep	Menari Elementary School
48	Linah Stanis	F	6	EL-Prep	Menari Elementary School
49	Anove Stanis	M	10	EL-Prep	Menari Elementary School
50	Lemech Tumuve	M	6	EL-Prep	Menari Elementary School
51	Tamah Garry	F	6	EL-Prep	Menari Elementary School
52	Amos Silver	M	9	EL-Prep	Menari Elementary School
53	Martin Solomon	M	8	EL-Prep	Menari Elementary School

#### Menari Tertiary Students – Port Moresby

No	Name	M/F	Age	Level	University/College
1	Hollen Mado	M	21	Yr 1 BEc	University of PNG
2	Gideon Amos	M	10		Don Bosco Tech College
3	Doriga Tarube	M	20	TTC	Port Moresby Business College

#### Menari National High School Students – Port Moresby

No	Name	M/F	Age	Grade	School
1	Joyce Karara	F	16	11	Kambubu High School
2	Nolles Kelly	F	21	12	Kabiufu National High School
3	Neil Kelly	M	19	11	Kambubu High School
4	Christer Kawapuro	F	18	11	Mt Diamond High School

#### Menari Secondary High School Students – Port Moresby

No	Name	M/F	Age	Grade	School
1	Alex Wageri (Jr)	M	19	9	College of Distance Education
2	Teddy Solomon	M	19	8	Ororo Primary School
3	Nellah Kelly	F	17	8	Ororo Primary School
4	Daisy Steven	F	16	8	Carr Memorial School
5	Jimmy Kia	M	18	8	Carr Memorial School
6	Elmah Tarube	F	16	8	Coronation Primary School
7	Jason Karara	M	16	8	Kambubu High School

**Menari Primary School Students – Port Moresby**

No	Name	M/F	Age	Grade	School
1	Thai Garry	F	15	8	Iobuna Kouba Primary School
2	Graham Dumu	M	18	7	Ororo Primary School
3	Aubi Diove	M	19	7	Ororo Primary School
4	Dickson Dago	M	17	7	Ororo Primary School
5	Rex Dago	M	19	7	Ororo Primary School
6	Judy Agi	F	12	7	Carr Memorial School
7	Kiri Brown	F	16	7	Coronation Primary School
8	James James (Jr)	M	13	5	Hohola Demonstration School
9	Eunice Brown	F	13	5	Coronation Primary School
10	Leah Venari	F	14	5	Coronation Primary School
11	Chinou Kelly	F	11	4	Ororo Primary School
12	Tarube Tarube (Jr)	M	11	4	Coronation Primary School
13	Jaylyne Kawapuro	F	10	3	Carr Memorial School

**Menari Elementary Students – Port Moresby**

No	Name	M/F	Age	Grade	School
1	Linah Venari	F	11	2	Coronation Elementary School
2	Graham Agi	M	9	2	Coronation Elementary School
3	Garry James	M	9	2	Ororo Primary School
4	Hilda Kawapuro	F	8	2	Carr Memorial School
5	Winter Bevele	F	13	2	Ekivaki Elementary School
6	Maclean Kawapuro	M	6	1	Carr Memorial School
7	Stanford Fred	M	7	1	Taurama Elementary School
8	Koroi Keabu	F	9	1	Kailaki Elementary School
9	Glenda Gerebu	F	7	1	Carr Memorial School

**Menari Elementary Prep Students – Port Moresby**

No	Name	M/F	Age	Grade	School
1	Frank Tom	M	7	El-Prep	Coronation Elementary School
2	Pune Brown	F	7	El-Prep	Coronation Elementary School
3	Stanley Willie	M	6	El-Prep	Coronation Elementary School
4	Shirlyne Joshua	F	7	El-Prep	Coronation Elementary School

**Nauro Elementary School**

Nauro has relocated its village to a northern ridge on Mogolonumu – approximately 700 metres up from its previous location near the airfield. The people of the village have built a new elementary school which has approximately 40 students. The school is not registered and the teachers are not trained. The Foundation has transferred funds to the KTA CEO for teacher training but this has not been possible due to inefficiencies within the Central Provincial Government Educational Administration.

The KTA CEO is continuing to liaise with the teachers and the Central Government Administration, the Education Department in PNG and the school to assist with registration and training.

In the meantime, the Kokoda Track Authority should give serious consideration to the provision to educational kits to the school to allow them to continue whilst these processes are worked out.

**Efogi Elementary School**

We have received advice that there are approximately 40 students in the Efogi Elementary School but we have not received any detailed information. We could assume that the situation would be similar to Menari Elementary School. It is not known if the school is registered.

The Kokoda Track Authority will be requested to liaise with the teachers in Efogi and provide more detailed information.

#### **Kovovo Primary School**

Kovovo Primary School has approximately 5 teachers and 120 students. It has both primary and elementary grades. The school draws its students from Efogi, Kagi and Naduri villages.

The Kokoda Track Authority will be requested to provide more information on the needs of the school.

#### **Alola Elementary School**

Alola has approximately 40 elementary students. According to AusAID the school is registered and receives an allocation of supplies which it draws through the Kokoda Primary School.

The Kokoda Track Authority will be requested to provide an assessment of their needs.

#### **Kovello Elementary School**

Kovello has approximately 30 elementary students. The school appears to have very few resources but the teachers are keen and enthusiastic. It is not known if the school is registered or if the teachers are qualified.

The Kokoda Track Authority will be requested to provide more information.

#### **Kokoda Primary School**

We have no information on the number of primary or elementary schools in Kokoda.

The Kokoda Track Authority will be requested to provide the information on the status of the schools and the numbers and grades of students.

#### **Owers Corner and Vesilogo**

We have no information on the number of elementary schools in Owers Corner or Vesilogo.

The Kokoda Track Authority will be requested to provide information on the status, locations and teacher/student details.

#### **Recommended Scholarship Recipients for 2005**

We have sufficient funding to continue providing scholarships for 30 boarding students at Iarowari and Popondetta Provincial High Schools and at Sogeri National High School. I recommend we continue with these scholarships for the students we sponsored in 2004 when we receive their school reports for that year.

Given that some of the students appear to have dropped out of the program I have also considered the recommendations provided by the KTA CEO in bringing the number of students back up to 30.

We should also be mindful of the fact that the KTA CEO has received an extortion threat from **Mr Peter Malik**, a landowner of the Va Ule Creek area and Chairman of the Ahai Incorporated Landowners Group. **Mr Malik** has threatened to close the track if we don't accept two students from Ioribaiwa village for a scholarship. This is a reasonable request as it was always our intention to sponsor two students from each village along the track and we don't have any from Ioribaiwa. His request that the two students this year be his wife (for a scholarship to study in Australia) and his brother-in-law (from the Sepik) to study at the University of PNG is not considered reasonable.

I will therefore request that the KTA CEO liaise with **Mr Malik** to identify two students for a scholarship at either Iarowari or Sogeri High School.

In view of these factors I recommend we provide the following scholarships for 2005:

NO	NAME	M/F	VILLAGE	SCHOOL	GRADE	FEE (PNGK)
1	Manari Jethro	M	Ower's Cnr	Iaowari HS	9	850
2	Devine Kevin	F	Ower's Cnr	Iarowari HS	9	850
3	Gary Kibigi	M	Naoro	Iaowari HS	9	850
4	Nelda Egori	M	Naoro	Iaowari HS	9	850
5	Darisilia Dick	F	Naoro	Iaowari HS	9	850
6	Judy Agi	F	Menari	Iaowari HS	9	850
7	Joyce Gabili	F	Efogi	Iaowari HS	9	850
8	John Kennedy	M	Efogi	Iaowari HS	9	850
9	Marison Kagi	M	Kagi	Iaowari HS	9	850
10	Henry Gai	M	Kagi	Iaowari HS	9	850
11	Binsi Siga	M	Naduri	Iaowari HS	9	850
12	Fred Ofai	M	Naduri	Iaowari HS	9	850
13	Billy Asi	M	Depo	Iaowari HS	9	850
14	Dennis Imiri	M	Menari	Sogeri HS	11	1490
15	Markson Kagi	M	Naduri	Sogeri HS	11	1490
16	Bavu Wilson	M	Naduri	Sogeri HS	11	1490
17	Greg Aki	M	Kokoda	Popondetta HS	9	1000
18	Emma Caleb	F	Kanadara	Popondetta HS	9	1000
19	Sandra Urisi	F	Kokoda	Popondetta HS	9	1000
20	Yabunisa Leonard	M	Pirive	Popondetta HS	9	1000
21	Bryner Lovi	M	Kovello	Popondetta HS	9	1000
22	Algina Konehe	F	Kokoda	Popondetta HS	9	1000
23	Tiaga Joyce	F	Kokoda	Popondetta HS	9	1000
24	Nelux Loeme	F	Efogi	Sogeri HS	11	1490
25	Edward Hauala	M	Kagi	Sogeri HS	11	1490
26	Dibaly Batia	M	Naduri	Iaowari HS	9	850
27	Dick Noel	M	Efogi	Iaowari HS	9	850
28	Obed Soveni	M	Naduri	Iaowari HS	9	850

plus two students to be identified from Ioribaiwa village.

In addition to this I recommend we provide funds from the pledges we have received from our 'Fuzzy Wuzzy Angel Scholarship Program' towards the following:

#### Tertiary Training

Name	Scholarship Grant	Comments
Mathias Toroi	K3,500	To study Environmental Science at the University of PNG. Mathias is from Kovello Village, is 30 years of age and completed his matriculation in 2003. He has worked as a health assistant in Popondetta in 2004 and it was his ambition to become a mining engineer. He now wants to study Environmental Science. Mathias participated in the Foundation Workshop at Efogi as a representative from Kovello village and I believe he has considerable leadership potential amongst his people.
Cedrick Belo	K,3500	To study teaching at Goroka Teachers College.

		<p>Cedrick is from Efogi village and was recently employed at the Gateway Hotel trying to save enough funds to put become a teacher. He seems to be well educated, is articulate and very enthusiastic.</p>
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**Village Elementary School Sponsorships**

I recommend we provide a grant of K4000 each to the following elementary schools to assist them with teacher training and the procurement of school supplies:

- Nauro Elementary School (Central Province)
- Menari Elementary School (Central Province)
- Efogi Elementary School (Central Province)
- Kovovo Primary School (Central Province)
- Alola Elementary School (Oro Province)
- Kovello Elementary School (Oro Province)
- Kokoda Primary School (Oro Province)

**Medical Kits**

We have received pledges for four medical kits at \$500 each.

I recommend we provide a kit to each of the following villages:

- Alola
- Nauro
- Menari
- Kagi

On approval of the recommendation I will request that the Kokoda Track Authority liaise with the relevant health authorities in PNG to procure a kit which is appropriate to their village needs.

**Charlie Lynn**  
Chairman





The Kokoda Track Foundation

## APPENDIX 21: Minutes of KTF Meeting – 5 June 2006

NSW Parliament House

Meeting Opened at 6:30pm

### **Present:**

Charlie Lynn MLC - Chairman

Genevieve Nelson

Peter Thomas

Sue Hoopman

In Attendance:

David Frecker

Tiffany Couch

### **Apologies:**

Natalie Shymko

Paul Croll

Patrick Lindsay

Yahoo Serious

### **Minutes of Previous Meeting:**

The Chairman tabled the minutes of the previous meeting – minutes accepted.

### **Chairman's Report:**

Mr Charlie Lynn reported that **Mr Natalie Shymko** was happy to continue as KTF honorary secretary after he resigned from the board.

**Mr Lynn** reported that the letters outlining the KTF donations had been presented to the village schools along the Kokoda Track. He reported that the villages were very grateful. In addition to the education donations, **Mr Lynn** reported that donations of K1,000 were given to each of the villages for a medical kit, K5,000 was presented to Menari village for a medical clinic and K15,000 was presented to Kokoda hospital.

**Ms Sue Hoopman** asked **Mr Lynn** where potential future sponsors should send monetary and in-kind donations.

**Mr Lynn** said that the Kokoda Track Foundation (KTF) can continue to receive monetary donations, but that in-kind donations were difficult to transport to PNG.

**Mr Lynn** reported that the KTF/KTA sustainable tourism plan had been presented to the PNG Prime Minister at a dinner with 10 additional politicians. The PNG PM warmly accepted the plan. The plan was a final draft.

**Ms Hoopman** questioned whether the Australian PM had seen the plan. **Mr Lynn** responded that he had not as yet seen the plan but was preparing a meeting on the 15th of June with Bill Cruise and **David Knaggs** to encourage the Australian Government to pick up some projects identified by the plan.

**Mr Lynn** reported that a \$70,000 donation had been pledged from **David Dunn's** trekking group for a sustainable memorial plan. He reported that management on the track is an issue. He emphasised the importance of the KTA in developing a booking system to manage trekkers, whereby trek operators bid for a certain number of allocated trekking spaces during trekking seasons.

**Mr Peter Thomas** questioned sanitary issues along the Track.

**Mr Lynn** reported that some toilets had been built, but that there is an ongoing need for the development and implementation of environmental eco-toilets. He emphasised the dire need for proper leadership and management in the KTA which needs to be funded, e.g., by AusAID or the PNG sustainable development fund. Currently individual tour operators are managing treks on their own. **Mr Lynn** emphasised the need for a booking system. If this is not put in place, sickness will become an issue.

No improvement in the proper construction of environmental toilets along the track as yet. Numerous guesthouse and campsite are being built along the track by landowners with basic 'long-drop' toilets. The KTA is not providing any effective guidance in this area at this stage.

**Mr David Frecker** asked whether the Governor General would endorse the sustainable tourism plan.

**Mr Lynn** replied that he was writing to the Governor General to write a forward for the plan.

Did not proceed with this due to a lack of time. The plan is currently with **Michael Pender** who had kindly offered to provide a better layout – he has made some suggestions to **David Knaggs** in regard to the Executive Summary. David is involved in a contract with Dept of Health at the moment and will should be able to complete it within a couple of weeks. I will continue to work with Michael and David to prepare the final copy for printing.

**Mr Lynn** reported that **Mr Warren Bartlett** advised the KTF drop the educational scholarship program. He received a letter signed from **Alfred Amuli**, but suspected it came from **Norris James**, demanding the scholarships as a right and refusing to provide progress reports.

**Alfred Amuli** has written to me to advise that he did not authorise the letter we received. I concur with **Warren Bartlett** that the scholarship program should be suspended until they have proper selection and reporting procedures in place and proper procedures for the accounting of any funds received.

**Mr Thomas** asked what the purpose of the KTF was in the face of such rampant criminality.

**Mr Lynn** replied that it was a very difficult task with a difficult group of people. He mentioned the need for the KTF to have presence in PNG. **Mr Lynn** drew the board's attention to a letter drafted by **Robert Igara**.

**Ms Hoopman** asked what the next step was?

**Mr Lynn** responded he was drafting a letter to AusAID, the World Bank, the Australian High Commissioner, and the PNG Sustainable Development Fund. Mr Frecker suggested including Ok Tedi as a focus and asked what the KTF was requiring of funding.

**Mr Lynn** reported the need for funding a CEO for 3 years with the KTA. The role of the CEO would be to implement a booking system, code of conduct, training program, legislation to support the KTA and a village funding program. The funding agency should be represented on the board of the KTA.

The deputy CEO should be a qualified local to become the CEO after 3 years. Mr Lynn mentioned that **Mr Paul Mitchell** had provided a cost proposal to the PNG sustainable development fund, who responded with a donation of K250,000. Mr Lynn reported that this funding did not go to funding the necessary CEO position.

**Mr Lynn** reported correspondence with **Jim Carlton** and AusAID.

**Mr Frecker** to pursue connections with the PNG sustainable development fund – will need cost proposal from **Paul Mitchel**.

**Sue Hoopman** and I met with **Jim Carlton** to seek support from the Sustainable Foundation for the funding of a report on the administrative requirements for the KTA to operate effectively.

**Mr Lynn** mentioned that the KTA ran out of money, and he personally provided them with \$10,000.

The KTA were spending money they didn't own. **Mr Lynn** emphasised the need for an elected board and accountability in finances. He mentioned the problems with money fraud to be expected during the election campaign in 2007.

**Ms Hoopman** mentioned the KTF's emphasis on education. **Mr Thomas** stated the need to develop a new system for administering KTF scholarships, e.g., on an individual school basis, for example with **Karen Mitchell** at PoM Grammar.

**Mr Lynn** agreed but reported issues with **Ruth Dicker**. **Mr Thomas** and **Mr Frecker** deemed these issue as irrelevant to KTF functioning. They suggested that trekking fee issues are nor relevant for education. **Mr Thomas** mentioned the need to find schools in PNG we have confidence in and administer the scholarships through them. **Mr Lynn** mentioned the need to do this through the KTA.

**Mr Thomas** disagreed and said it is best to administer the program directly through the schools.

**Mr Frecker** agreed and emphasised the need to withhold funding from the KTA and give it directly to other organisations, e.g., schools. **Mr Lynn** however questioned the role of the KTA in giving donations to the schools along the Kokoda Track. He mentioned the demands the KTA places on the KTF scholarships and the need to ensure proper management amongst the KTA. **Mr Thomas** however suggested by-passing the KTA to implement health and education programs. He said there is no point pouring money into a corrupt KTA – must find another way to achieve the KTF goals.

**Mr Lynn** also mentioned the need for selection criteria and accountability/progress report processes.

#### **Treasurer's Report:**

- **Ms Tiffany Couch** advised the board that GST and Income Tax Exemption was complete for the KTF.
- The board congratulated **Ms Couch** and **Ms Nelson**.
- **Ms Couch** reported the KTF had received only 2 membership application forms.

- **Ms Couch** told the board that someone needed to organise for the collection of the KTF mail after her resignation.
- **Ms Couch** reported that \$58,645 in donations had been received in 2006 – compared to over \$100,000 in 2005. Ms Hoopman suggested the absence of the Oration accounted for this.
- **Ms Couch** to pass GST information on to Ms Nelson.
- **Ms Couch** emphasised the need for an accountant.
  - Action Item – need to open a separate bank account for the DGR gift fund.
- **Ms Couch** suggested approaching **John Flynn** to continue as KTF auditor.
  - Action Item – **Mr Thomas** to follow up the taxability of donations.
- **Ms Couch** to continue as honorary treasurer until the end of the financial year and will send KTF accounts to the auditor.
- **Ms Couch** reported need to reimburse Teigan for DVD costs – 2 x \$400
- **Mr Lynn** reported he received 2 cheques - \$1770 AND \$500 for talks given - Adventure Kokoda also to donate \$10,000 to the Kokoda memorial plan.

**Mr Frecker** questioned the need to keep this donation for the memorial fund. Mr Lynn replied yes and that a further contribution of \$60,000 was to come from a trekkers group, with the aim of recruiting **Michael Pender** to do a complete memorial plan for the battle sites of the track, involving a large amount of pro-bono work. **Mr Pender** will trek the track with **Mr Lynn**, develop the plan and it will be presented to the Minister of Veterans Affairs in Australia. **Ms Hoopman** asked if the plan would also include the maintenance of the battle sites. **Mr Lynn** said that it would, but it would also involve the natural management of the sites by the local villagers.

- Action Item – tag **Mr Lynn's** donation and future donations as a memorial fund within the gift fund.

**Ms Couch** mentioned the need to open the gift fund and to get a receipt book for it.

**Mr Thomas** questioned the finalisation of the DGR status. **Ms Nelson** mentioned the final correspondence she had had with the ATO – waiting to be published in the gazette.

- Action Item – **Ms Nelson** to follow up the publication of the KTF as having DGR status in the Treasury Gazette.

Motion: That the following accounts be paid:

- \$104.85 for the rent of the computer
- \$557.34 for expenses for Mr Lynn's talks
- \$800.00 for the Kokoda DVDs

Moved: **Mr Peter Thomas**

Seconded: **Ms Sue Hoopman**

**Mr Lynn** mentioned **Benstead Lovi's** request. Board to pass the request onto the KTA.

**Mr Lynn** reported that Rotary would donate soon to the KTF. He also reported the correspondence with Owen Walsh from the Wollongong police on the RSL program for developing potential leaders on the Track.

**Mr Frecker** and **Mr Thomas** reported on the follow-up on the secretarial services. A letter from **Salman Haq** was tabled – who was excited to be involved. **Mr Lynn** mentioned that **Ms Shymko** was also still willing to provide services to the KTF.

**Mr Frecker** responded:

- **Mr Haq** would not fulfil the role of honorary secretary that **Ms Shymko** has been fulfilling
- The formal role of the secretary company, provided by Mr **Haq** involves:

- Maintaining a company register
- Dealing with ASIC compliance matters
- Provision of a registered office address
- Maintaining a register of members – database
- Collating and distributing board papers for meetings
- Dealing with formal correspondence received
- Maintaining a list of donors
- AGM – procedures surrounding
- Other services as required
- Costs – 30 hours / year – annual retainer of \$5000 plus GST

This is a service the KTF needs – need discipline around handling other people’s money.

**Mr Lynn** asked if **Mr Haq** will fulfil the role of a Treasurer? **Mr Frecker** responded no – although some overlap.

- Action Item – **Mr Frecker** and **Mr Thomas** to continue correspondence with **Mr Haq** and for the board to decide at the next board meeting.

**Mr Charlie** Lynn resigned as company secretary and Chairman of the KTF, to be effective on the 30th of June. Resignations from **Mr Lynn** and **Mr Andrew Schauble** to be reported by **Mr Frecker** to ASIC.

**Mr Frecker** listed the composition of the new board:

- Mr Yahoo Serious
- Mr Peter Thomas
- Mr Patrick Lindsay
- Ms Genevieve Nelson
- Mr Paul Croll
- Ms Sue Hoopman
- Action Item – **Mr Lynn** to speak to **Mr Tony Stewart** about resigning from the board.

Spoke with Tony and he would like to remain on the Board. I would strongly recommend this as he is an effective Member of the NSW Government and has a great relationship with the club industry – he raised \$28,000 for the Foundation on our recent Adventure Kokoda Fundraising Trek in July.

**Mr Frecker** emphasised the need for urgent replacement of Ms Couch. Ms Couch suggested employing a Treasurer who is in the city, and is an accountant / book-keeper. **Mr Frecker** suggested that **Mr Huq** could fulfil some of these roles.

- Action Item – **Charlie Lynn** and board to think of a potential treasurer – someone who has trekked Kokoda.

**Mr Thomas** passed a vote of thanks on behalf of the board to **Mr Lynn** for his great time and dedication to the Kokoda Track Foundation and the people of Papua New Guinea. He congratulated him on his outstanding work with the board which would not have developed had it not been for his initial passion and vision.

**Mr Thomas** also passed a vote of thanks for **Ms Couch** for her outstanding work as honorary treasurer for the past year. The board congratulated her on her achievements and wished her well in her future endeavours.

Meeting Closed at 8:30pm

## POSTSCRIPT - 20 YEARS ON . . .

Canberra's strategy of imposing an environmental agenda on the PNG Kokoda Authority (KTA) had a devastating impact on Kokoda tourism with trekker numbers falling by 46 percent after they took control of the management of the Kokoda Trail in 2009.

The following links provide a snapshot of each manager-advisor appointed by Canberra and a record of the outcomes under their watch:

- [The Annette Dean Management Experiment: 2009](#)
- [The Rod Hillman Era of Mismanagement: 2009-2012](#)
- [The Mark Nizette Era of Influence: 2011-2024](#)
- [The Kokoda Trail: Chronology of Mismanagement: 2009-2019](#)

Rather than engage local communities in village-based workshops Canberra officials used fly-in, fly-out helicopter sorties to find out what they wanted. It was no surprise that offerings of new classrooms, health centres, massage huts, and museums were enthusiastically agreed on prior to the scheduled departure of their helicopter later the same day.

This type of 'top-down' approach reinforced an aid-dependent cargo-cult mentality among Port Moresby based landowners regarded as key 'influencers' by Canberra officials. Village-based landowners were kept out of the loop because of the investment in time and funding required to better understand their needs.

### Landowner Engagement

Landowner identification and regular engagement is a fundamental necessity for meaningful engagement with village communities in PNG.

The Kokoda Initiative has failed to identify landowners across the Trail during their 15-year tenure in PNG, and they have failed to conduct a single village-based workshop.

A 2015 [Pacific Islands Project report](#) identified group workshops and meetings as essential tools for engagement *'during project planning activities (both strategic and operational) to ensure project partners and landowners are committed to the project and understand how it will be delivered. Site visits and discussions can be used to maintain dialogue and reduce costs during project planning processes. Group discussions and site visits are needed to ensure the project's annual work programmes are coordinated, implemented and monitored in a cost-effective manner.'*

The report also noted that these engagement tools come at a high cost in terms of time and money.

The report also identified around *'50% of landowner households across the Trail are residing permanently in Port Moresby'*.

Our observations over the years indicate that the more educated and influential *'landowners'* reside in Port Moresby and it is more likely they are the people the Kokoda Initiative has negotiated with to sign off on aid-funded projects. Such a strategy ensures their support for DFAT Kokoda *'initiatives'* and their compliance in Port Moresby based forums.

The current [United Nations Human Development Report 2020](#) has PNG placed 155<sup>th</sup> out of 189 countries in the international index of wellbeing behind Fiji (73<sup>rd</sup>), Tonga (104<sup>th</sup>), Samoa (111<sup>th</sup>), Marshall Islands (117<sup>th</sup>), FS Micronesia (136<sup>th</sup>), Vanuatu (140<sup>th</sup>), and Solomon Islands (151<sup>st</sup>) to be the worst in the Pacific. This indicates that the billions of dollars of aid funding dispensed by *'Europeanised'* administrators in Port Moresby has provided few benefits for those who reside beyond the borders of the NCD.

This is even though PNG has more people and a greater abundance of natural resources than the combined total of all other countries in their region, excluding West Papua.

And so it is with the DFAT-Kokoda Initiative which has dispensed more than \$60 million in aid funding for the Kokoda Trail over the past decade but has not introduced a single income earning opportunity for villages. During this time 65,000 trekkers have been unable to spend all the money they bring for their treks because villagers have never been taught to provide goods and services that meet their needs.

The 2015 report by [Pacific Islands Projects](#) has revealed that just one percent of the \$50 million spent by the DFAT-Kokoda Initiative was allocated to training Traditional Resource Custodians across the Trail in ‘income generating projects’<sup>vi</sup>.

It seems incredulous that after 15 years in charge Canberra officials failed to conduct a single village-based workshop to engage local clan leaders, landowners, and women through a structured process to determine what they really wanted.

Instead, they adopted a bureaucratic model based on ‘tour operator forums’ to create an impression of ‘stakeholder engagement’.

The record shows there were no outcomes from these forums:

- the toilets they spoke about in 2009 are just as putrid in 2024 as they were 15 years ago;
- The ‘campsite booking system’ they spoke about never happened;
- The ‘massage parlours’ they thought were a good idea did not attract a single customer;
- The K2 million ‘Village Livelihoods Program’ they introduced did not generate a single kina in income for villagers;
- The ‘campsite/guesthouse accreditation system’ they spoke about was a sham;
- There is no evidence of any outcomes from their ‘mentoring or capacity building programs’;
- Not one of the five strategies or 33 objectives listed in their ‘KTA Strategic Plan: 2012-2015’ was achieved;
- They failed to realise that Kokoda tour operators are not Government agencies - they are commercial competitors and are therefore highly unlikely to offer suggestion that might advantage their competitors at such forums;
- They failed to canvass ideas through the issue of discussion papers and ignored those that were submitted in good faith;
- They failed to publish any annual financial reports so nobody has any idea where the \$6 million+ (K15 million+) they have collected for trek permit fees has gone; and
- They failed to include any representatives with any professional trek groups to gain an appreciation of the reality of pilgrimage tourism across the Trail, the reaction of their paying customers, or the expertise of their guides and carriers.

The following projects provide some examples of the failure of their ‘top-down’ management approach:

### **DFAT Village Livelihoods Project**

A ‘village livelihood project was conceived in Canberra soon after the Department of Environment, Water, Heritage and the Arts (DEWHA) took control of the Trail in 2009.

The project was aimed towards assisting villagers to earn additional income by growing food and producing goats milk for trekkers.

There was no consultation with the PNG Department of Community Development, no consultation with Kokoda tour companies, and limited consultation with villagers. The Minister

for Community Development, Dame Carol Kidu MP, who had developed a 'Community Learning Development' concept which would have been appropriate for such a project was never consulted.

If they had consulted tour operators they would have learned that unless there was a guarantee of supply when each group arrived in their village they could not afford to take the risk of trekking without being self-sufficient.

As a result the project, which was estimated to cost taxpayers more than \$1 million (K2.3 million), did not produce any vegetables, rice, or goats milk and did not therefore generate one extra dollar or kina for villagers.

### **Village Schools**

The village of Isurava was relocated to its current location after the war. After the development of the Isurava Memorial in 2002 many returned to the original site because of the potential to provide goods and services to trekkers.

The population of the village has therefore been declining since 2002. According to a consultancy report by Pacific Islands Projects Isurava village now has a population of around 35.

Despite the declining population in the village the Canberra funded Kokoda Initiative decided to build a modern primary school with three modern toilets with a capacity for 50 students.

After the school was built a helicopter was used to deliver a large sign advising that it was a 'Kokoda Initiative' project. A delegation of 8 officials, led by Canberra's Strategic Advisor to the Kokoda Initiative, then chartered a another helicopter to fly in for the official opening.

Such extravagant examples of Public Relations overkill do not enhance our image in the eyes of local communities who cannot understand why we don't provide a similar helicopter service to assist them in evacuating seriously ill or injured villagers for urgent medical treatment.

Today the school does not have a primary school teacher. It only has a total of 13 elementary students aged between 3–6 years. They have the best ratio of hygienic toilets per students across the entire Kokoda Trail with one modern toilet per 4 elementary school students who have to sometimes be assisted to get up onto the seat!

This makes a mockery out of the supposed intent of Canberra's Kokoda Initiative to improve conditions along the Kokoda Trail where they are yet to provide a single hygienic toilet for the 65,000 Australian taxpayers who have paid \$6 million (K12 million)n in trek fees to trek across it over the past two decades.

The process leading to the construction of the classrooms begs the following questions:

- What was the process for determining the need for the school?
- Was a cost-benefit analysis conducted as part of the evaluation process for the need of a primary school in a village with few primary school students?
- Why were two classrooms built when there were not enough students to occupy them?
- What was the cost of building the school?
- What was the cost of the helicopter used for the official delegation to open the school?
- What was the cost of erecting the 'Kokoda Initiative' PR sign at the school?

### **Efogi Classrooms**

Efogi is the biggest village across the Kokoda Trail. They have more than enough aid-funded classrooms to meet their needs however, as of April 2023, they only had one teacher.



Adjacent to the school and their new aid-funded health centre is a large generator with the capacity to power the entire village. It was placed in its current position by a local MP for use during an SDA church convention 15 years ago along with poles and wires - it has sat idle ever since!

The contractors engaged to build the classrooms and health centre were obviously not made aware of its existence and so no provision was made for wiring them up for electricity.

### **Kagi Elementary Classroom**

A new classroom in Kagi village was completed around 15 years ago complete with a large water tank. It sat empty without any desks or school supplies for the first few years.

Desks have since been provided but most times when our treks have passed by there have been no signs of class activity.

The nearby primary school at Kovovo lies in the valley between Kagi and Naduri – about 25 minutes walking time from each village. Primary teachers are provided by the PNG Department of Education and villagers from both Kagi and Naduri have built houses for teachers.

The location of the Kovovo provides an ideal location for education resources to be consolidated and the student at each village to mix freely.

It is therefore difficult to understand the logic behind the construction of separate aid-funded classrooms in Kagi and Naduri villages.

### **Nauro Health Centre**

The Nauro Health Centre has been closed for more than 15 years.

### **Efogi Health Centre**

The Efogi Health Centre was opened with great fanfare in 2008. It was then closed immediately after the official delegation flew back to Port Moresby – and remained closed for a further two more years because of a lack of trained medical staff.

On one occasion when I called into the centre prior to Covid they advised they had not received any medical supplies for a year.

### **Alola Health Centre**

A new aid-funded health centre has recently been built in Alola village however, as of April 2023, it had not been opened as there were no trained medical staff available.

### **Massage Huts**

Massage huts were built in Efogi village and at the Isurava Memorial site. They were the brainchild of an Australian athletics coach without any association with pilgrimage trekking or the '*Melanesian Way*'. Part of his contract was to conduct '*physio training sessions*' for villagers.

Kokoda tour operators were never consulted to see if this was a likely requirement for trekkers.

The massage huts were open for two years without attracting a single client - they were then quietly dismantled and removed.

### **Village Museums**

The establishment of village community museum-trade centres at Efogi, Alola and the Templeton's Crossing-Eora Creek area seem to be the product of a well-intentioned but misguided

‘thought-bubble’ by the Kokoda Initiative via their aid-funded National Military Heritage Advisory Group (NMHAG).

There was no meaningful on-ground consultation with local landowners (despite claims to the contrary on their website) and no consultation with Kokoda tour operators to evaluate the potential acceptance of such a concept amongst the paying customers i.e., trekkers.

No consideration was given to a cost-benefit assessment of the project - no retail training has been provided to villagers.

Today’s villages at Efogi and Alola were relocated to these sites after the war ended in 1945 so there is no military heritage significance attached to either location.

I arrived in Efogi village within a day or two of contractors assembling their stores. When I enquired about it with one of the clan leaders he told me they had not been consulted in the planning process but were happy to be getting a new building. He also told me it would probably last for a couple of years before the landowner reclaimed it for his family.

I led five groups across the trail in 2019 – neither of the ‘museums’ were open when we arrived; there were no items for sale; and trekkers did not express any interest in wanting to visit them. At Alola the villagers sit where they have always sat to sell packets of twisties, soft drinks and occasionally, some local fruit – they have never had any local artefacts for sale in the 32 years we have been trekking through the village.

If the Kokoda Initiative had conducted some research amongst taxpayer-trekkers they would have learned they are interested in viewing military artefacts insitu where they have been undisturbed such as the mortar positions at Lake Myola (which was desecrated by the KTA in their misguided quest to ‘make it safe’, and at Eora Creek. Once they have seen these mortars, grenades and old boots insitu they are not interested in seeing them again in a hut during the remainder of their trek.

They are also physically tired when they arrive at these locations and are therefore more interested in having a meal, washing their clothes and organising their tents.

These misguided developments illustrate the need for a Military Heritage Master Plan designed to meet the needs of paying customers, i.e., taxpayer-trekkers as well as local village communities.

Their construction begs the following questions:

- Who proposed the development of the museum-trade centres at Alola and Efogi?
- Was a submission prepared to support the concept?
- Were trekkers consulted to see if a demand existed for them?
- Were local villagers consulted to see if they would use them as ‘trading posts’?
- Was a cost-benefit analysis conducted?
- If a cost benefit analysis was conducted what recommendations were contained in it?
- What was the cost of building each museum-trade centre at Alola, Efogi and the Templeton’s Crossing-Eora Creek area?
- What was the public relations cost of the delegations who participated in the official openings of each museum-trade centre?
- How many trekkers visited each trade centre in 2019?
- How much profit has been generated from visits to each museum-trade centre in 2019?
- How much profit was generated from villagers using each trade centre?

The Kokoda Initiative should also be required to advise:

- Why has the Kokoda Track Foundation Strategic Plan for the Kokoda Trail been ignored?

- Why has the Australian War Memorial not been engaged to develop a Military Heritage Master Plan for the Kokoda Trail?
- Why did they employ an American anthropologist without any military heritage credentials as Australia's National Military Heritage Advisor in PNG?
- Why haven't they conducted any village-based workshops to discuss local community needs since 2008?
- Why was the million-dollar 'Village Livelihoods Program' introduced without any consultation with PNG authorities, trek operators, or local villagers?
- What were the outcomes of the 'Gender Snapshot' of the Kokoda Initiative by Elizabeth Cox and what was the cost of the consultancy?
- What were the outcomes of the report: 'Diplomacy of Extra-Territorial Heritage: the Kokoda Track, Papua New Guinea by Professor Joan Beaumont? What was the cost of the study?
- What were the outcomes of the study by Deakin University re 'Experiences of Papua New Guineans along the Kokoda Track during World War II'? What was the cost of the project?
- What were the outcomes from the CSIROs 'trove of data on local plants and animals to the people of Papua New Guinea, to help manage conservation and tourism in the area made famous during the Second World War'? What was the cost of the project?
- How many 'Social Mapping' projects have been conducted across the Kokoda Trail over the past decade? What has been the cost of the projects? Did the projects identify local landowners across the trail? If not -why not?
- What were the outcomes of the Kokoda Track Authority 'Kokoda Track Condition Analysis'? What was the cost of the analysis?
- What were the outcomes of the two 'Kokoda Track Campsite Surveys'? What was the cost of the surveys?
- What was the outcome of the project to map the Kokoda Trail? What was the cost of the project?
- What other studies and projects have been initiated into the Kokoda Trail since 2008?
- What were the outcomes from these projects? What is the total cost?

## Time for a Management Review

There is an urgent need for an independent external review of the management of the Kokoda Trail which has the potential to be a high-value, world-class pilgrimage tourism destination capable of providing a sustainable economic future for village communities who own the land sacred to our shared wartime heritage.

The review should acknowledge:

1. The 138 km Kokoda Trail between Owers Corner and Kokoda is PNGs most popular tourism destination and should therefore be managed as a commercial tourism enterprise;
2. The primary motivation for Australians to trek across it is related to the military heritage of the Kokoda campaign;
3. The primary stakeholders in Kokoda tourism are trekkers who pay to participate in the pilgrimage, tour operators who generate business, and customary landowners;
4. The most effective way of understanding the needs of landowner communities is via the conduct of annual village-based workshops by facilitators familiar with the '*Melanesian Way*'
5. Government has a responsibility to:

- a. build the infrastructure required to support Kokoda tourism to ensure it is safe, clean, and informative; and
- b. create the rules for the conduct of business to ensure compliance with relevant PNG Acts of Parliament.

The Hon Charlie Lynn OAM OL  
11 July 2024

### The Author



Charlie Lynn is a former army officer and graduate of the Command and Staff College. He served in Vietnam and had long term assignments with the ANZUK Force in Singapore and as an exchange instructor with the United States Army. He was later elected to the New South Wales Parliament where he served as the Parliamentary Secretary for Veterans Affairs. Between 1992 and 2003 he led 100 treks across the Kokoda Trail and was responsible for establishing Adventure Kokoda, the Kokoda Track Foundation, the Kokoda Track Authority, and Network Kokoda. In 2015 he was inducted as an Officer of the Logohu by the PNG Government in their New Years' Honours List *'for service to the bilateral relations between Papua New Guinea and Australia and especially in the development of the Kokoda Trail and its honoured place in the history of both nations' over the past 25 years*. In 2018 he was awarded a Medal in the Order of Australia awards for his services to the NSW Parliament between 1995 and 2015.

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<sup>i</sup> Australian Strategic Policy Institute. Strengthening our Neighbour: The future of Papua New Guinea. P

<sup>ii</sup> The Centre for Independent Studies. Issue Analysis No 30 dated 12 March 2003. Papua New Guinea on the Brink by Susan Windybank and Mike Manning. P 3

<sup>iii</sup> <https://www.cis.org.au/publication/papua-new-guinea-on-the-brink/>

<sup>iv</sup> <https://www.aspi.org.au/report/strengthening-our-neighbour-australia-and-future-papua-new-guinea>

<sup>v</sup> Pacific Islands Projects '[KTA Livelihoods Projects Scoping Study Final Report](#)' dated 26 May 2014 P. 80

<sup>vi</sup> Pacific Islands Projects '[KTA Livelihoods Projects Scoping Study Final Report](#)' dated 26 May 2014 P.iv