

KOKODA INITIATIVE MASTER PLAN

FINAL REPORT



Prepared by TRIP Consultants

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Contents

Acronyms

Executive Summary

1.	Introduction	1
2.	Kokoda Initiative Development Framework	4
3.	Key Strategies and Actions	7
4.	Coordination and Monitoring	22

Appendix A – KI Snapshot of Achievements –Joint Planning Meeting Paper (March 2015)

Appendix B – List of Stakeholders Consulted

Appendix C – List of Documents Consulted

Appendix D – Kokoda Initiative Key Agency Roles

Appendix E – Background Information on Kokoda Track

Appendix F – Kokoda Initiative Master Plan Priority Action Plans

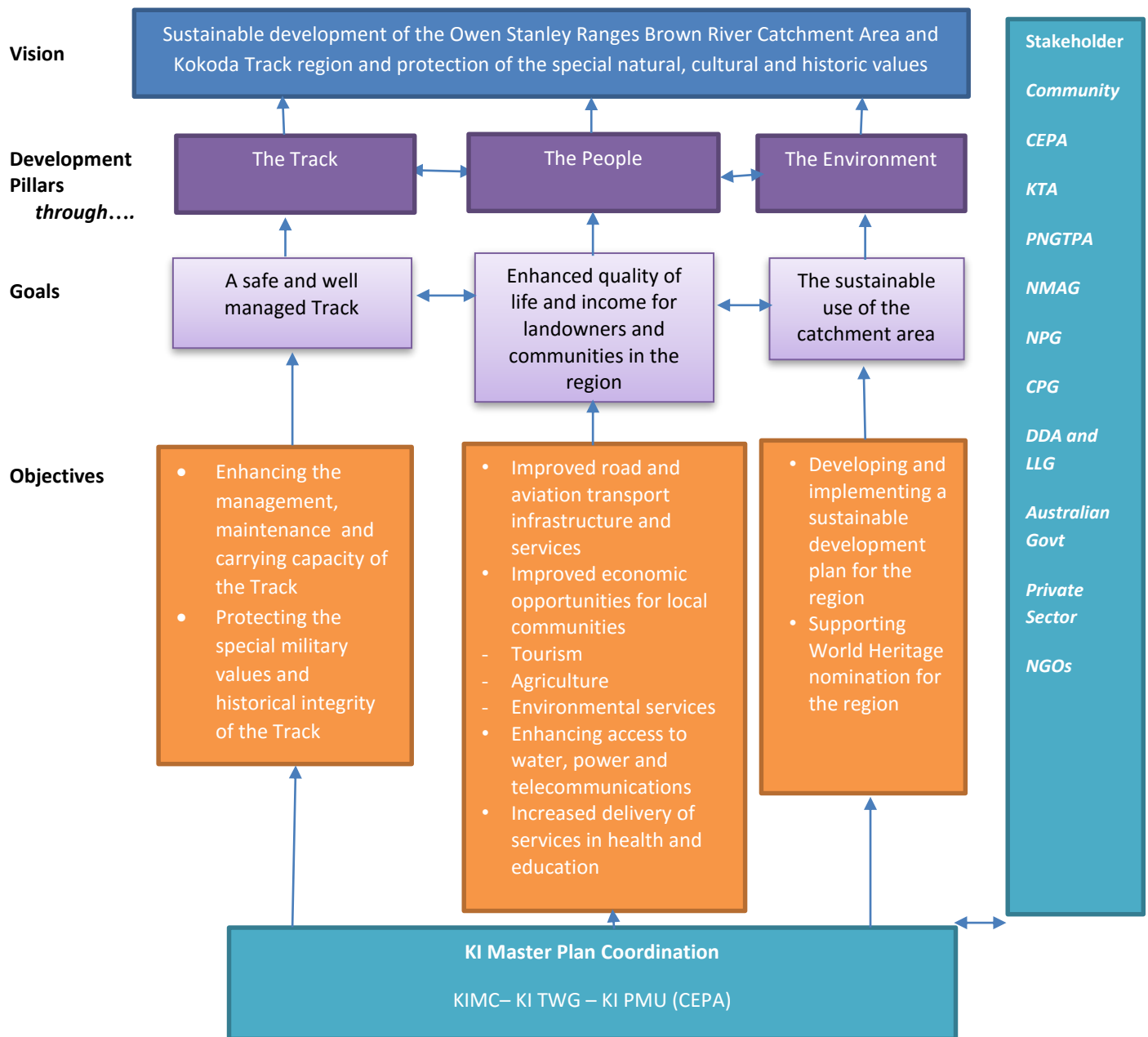
Kokoda Initiative Master Plan – Final Report

Acronyms

AHC	Australian High Commission
AKT	Australia Kokoda Track Taskforce
CASA	Civil Aviation Safety Authority
CBD	United Nations Convention on Biodiversity
CEPA	Conservation and Environment Protection Agency
CPA	Central Provincial Administration
DEC	Department of Environment and Conservation
DFAT	Department of Foreign Affairs and Trade
DNPM	Department of National Planning and Monitoring
DoE	Department of the Environment
DPLGA	Department of Provincial and Local Government Affairs
DVA	Department of Veterans Affairs
ESDM	Environmentally Sustainable Master Plan
GEF	Global Environment Facility
GoA	Government of Australia
GoPNG	Government of Papua New Guinea
ICT	Information Communications Technology
IPZ	Interim Protection Zone
JU1	The First Joint Understanding
JU2	The Second Joint Understanding
KDTAP	Kokoda Draft Tourism Action Plan
KI	The Kokoda Initiative
KIDP	Kokoda Initiative Development Programme
KITWG	Kokoda Initiative Technical Working Group
KIMC	Kokoda Initiative Ministerial Committee
KTA	Kokoda Track Authority
KTCL	Kokoda Track Corporation Limited
KTF	Kokoda Track Foundation
LLG	Local Level Government
MoE	Ministry of Education
NPAP	National Protected Areas Policy
NEC	National Executive Committee
NMAG	National Museum and Art Gallery
NSRSD	National Strategy for Responsible Sustainable Development
OPA	Northern Provincial Administration
PAP	Protected Areas Policy
PES	Payment for Ecosystem Services
PIP	Public Investment Program
PNG	Papua New Guinea
PNGDSP	PNG Development Strategic Plan 2010 - 2030
PNGTPA	PNG Tourism Promotion Authority
POM	Port Moresby
SPA	Special Purposes Authority
TEM	Terrestrial Environment Management
TOR	Terms of Reference
WWII	World War II
WWF	World Wildlife Fund

Executive Summary

In recognition of the importance of the Kokoda Initiative, this Master Plan has been developed by the PNG Government to establish a strategic development framework and roadmap for all stakeholders. The development framework is focused around the three key pillars of **'The Track, The People and The Environment'** that underpin the Vision for the Kokoda Initiative; the goals and objectives which underpin the three strategic development pillars are illustrated below.



Kokoda Initiative Master Plan – Final Report

The development of the Master Plan builds on the extensive work conducted under KI through JU1 and JU2, as well as key issues identified through the consultation and review process conducted in developing this Plan. A summary SWOT analysis and a Strategic Issues/Response Framework, as well as the Key Issues relating to each Goal/Objective and priority actions are provided (Section Three). Prioritised actions are outlined under each Objective (Section Three). These actions provide the basis for a sequenced implementation programme which will be further developed through the KI Master Plan annual planning process.

In building on the achievements to date the Master Plan recognises that the three development pillars are interrelated, but that there is a need to have a greater focus on '*The People*' pillar, by delivering enhanced benefits for the local communities in the region, which will also support improved management of the Track and the sustainable use of the catchment area.

Key to delivering enhanced benefits will be improvements to transport and infrastructure, as well as supporting further livelihoods development for communities through small business initiatives that complement and grow the tourism industry and importantly improve the social and economic wellbeing of communities.

Strengthening the track management function will be fundamental to delivering greater community benefits from tourism (and other livelihood opportunities) and the Master Plan provides recommendations in this regard.

The implementation of the KI Master Plan will be complex and involves multiple stakeholders and agencies and in some instances support through bi-lateral arrangements. The Master Plan proposes to strengthen the coordination and reporting aspects of the KI as well as provide clarification around individual stakeholder roles (Section Four). Critical elements of coordination and implementation include adopting a more strategic approach through the implementation of the Master Plan, improved communications and consultation across all stakeholders, particularly communities, as well as enhanced project management, delivery and reporting arrangements.

Funding for the implementation of the KI Master Plan will need to come from both the PNG and Australian national governments and from the PNG sub-national level, with provincial Administrations, District and Local Level Governments and MP's providing resources as appropriate. The development of a fully funded rolling Annual Implementation Programme based on agreed strategic priorities will be central to the delivery of KI activities in the future.

1. Introduction

Background to the Kokoda Initiative

The Kokoda Initiative (KI) brings together PNG's and Australia's national interests to preserve the Kokoda Track region. This will be achieved through promoting and implementing economic and social development, whilst protecting the important natural, cultural and historic values of the region. There is a commitment from both PNG and Australia to maintain their joint understanding through an enduring partnership with both parties contributing ideas, funding and resources on an equal basis where practical.

The KI is a joint development programme designed to assist the PNG Government with the longer term management, sustainable development and protection of the Kokoda Track and the surrounding Owen Stanley Ranges.

The impetus for the KI lies with a political imperative from both the PNG and Australian Governments. In 2008 the GoPNG National Executive Council decided to:

- Protect the Brown River catchment for future water and power supplies to Port Moresby and develop an Environmentally Sustainable Master Plan for the area
- Develop a policy and legislative and administrative framework for ecosystem services benefits
- Create a landowner benefit for the region
- Consider a possible future World Heritage nomination of the Owen Stanley Ranges and Kokoda Track region

In 2014 the PNG-Australia Ministerial Forum reconfirmed both Governments' commitment to the KI;

'Ministers welcomed the development of the next cycle of the Kokoda Initiative, reflecting shared Australian and PNG interests in the Kokoda Track. This cycle will focus on keeping the Track open and safe; economic and social development; and environment and heritage protection.'

The KI is seen as a flagship of Australia and PNG bilateral cooperation and offers the potential to actively demonstrate the benefits of mutual cooperation and be a successful pilot for sustainable rural development in PNG including in areas of responsible land management, conservation, sustainable tourism and good governance arrangements. The KI has been implemented in the spirit of mutual resolve around shared interests and has assisted the two governments to strengthen and deepen their strong relationship. The KI has benefited from high level political engagement and commitment from senior officials which is vital in pursuing an evolving agenda that provides for continual improvement.

A wide range of activities has been undertaken to support the KI goals identified under the JU1 and JU2 agreements; a snapshot of these activities and achievements was presented at the Joint Planning Meeting (March 2015) by CEPA and DoE, as joint lead agencies from each Government; this summary snapshot of achievements is provided as Appendix A.

The Kokoda Initiative Master Plan

In recognition of the importance of the KI, this Master Plan has been developed by the PNG Government as a high level document which establishes clear goals and strategic direction for all stakeholders to achieve the Vision for the KI. This is to promote and achieve the:

‘Sustainable development of the Owen Stanley Ranges, Brown River Catchment and Kokoda Track Region and protection of its special natural, cultural and historic values’.

This Vision has been reinforced through the KI Master Plan development process and was previously articulated through the Joint Understandings endorsed by the Governments of PNG and Australia.

This KI Master Plan provides a summary of the current situation, including an analysis of the key constraints which will need to be addressed to achieve the Vision over the next ten years. This Master Plan also provides a strategic framework and priority action plan to guide the future priorities for sound development in the region.

This Master Plan identifies medium and long-term development priorities which support the identified KI Vision and Goals and highlights key roles and institutional requirements to support implementation. Priorities are broadly identified through this Plan, which provide the basis for implementation, as well as (in some instances) further analysis and evaluation, as well as further dialogue between key partners, including the Governments of PNG and Australia.

The development of the KI Master Plan was undertaken by TRIP Consultants, between February and May 2015 and has been based on a review of published reports and data, as well as consultation with high level stakeholders, including the Joint Planning Meeting (March 2015) and a KI Master Plan Workshop (May 2015). Community consultation along the Track was also undertaken by the GoPNG in May 2015 to support the planning process

A list of the stakeholders consulted is provided in Appendix B and the documents reviewed as Appendix C.

The Kokoda Initiative Region

The Interim Protection Zone (IPZ) (identified by the orange line on the map below) represents the core area for possible legal protection of the Brown River catchment area and most of the Kokoda Track. The IPZ covers the core geographical area covered by the KI Master Plan.

The IPZ incorporates the Brown, Naoro and Goldie Rivers – the priority areas in Central Province for future development of hydro power and water supply for Port Moresby. It extends into the Northern Province to provide a buffer zone that protects the historic values of the Kokoda Track as PNG’s most significant land-based tourism attraction. Further background information on the Kokoda Track is provided as Appendix E and a map of the IPZ is provided below.



The KI recognizes that the IPZ is on customary land and that long-term and sustained conservation will require on-going consultation with landowners and communities with economic and social benefits as a primary outcome of the KI.

Whilst the IPZ represents the core area being covered by this Master Plan, there is a need for some flexibility in the zonal definition to ensure that the geographical coverage is relevant to the strategy being implemented. The strategic zones being covered by this Master Plan will therefore vary in response to the required strategic goal; for example, the area being assessed for possible World Heritage listing reaches beyond the IPZ and extends across the Owen Stanley Ranges and the Brown River Catchment; additionally from a tourism perspective the broader regional tourism zone (which links key WWII heritage tourism products) extends from Blamey’s Gardens through to the Northern Beaches in Northern Province.

Government of Papua New Guinea Policy Context

The Government of Papua New Guinea Vision 2050 maps out the future directions for the country and reflects the aspirations of the people. The Vision 2050 is underpinned by seven strategic pillars as follows:

Vision 2050 Pillars

- Human capital development, gender, youth and people empowerment
- Wealth creation
- Institutional development and service delivery
- Security and international relations
- Environmental sustainability and climate change
- Spiritual, cultural and community development
- Strategic planning, integration and control

Several other national level strategic planning documents provide the context for the development of this Plan. The Papua New Guinea Development Strategic Plan 2010 – 2030 establishes the Goal of ‘A higher quality of life

for all Papua New Guineans’ and the Vision of ‘*Papua New Guinea will be a prosperous middle-income country by 2030*’. The National Strategy for Responsible Sustainable Development (NSRD) for PNG elevates the principles of sustainable development and strategic planning ‘*so that PNG can lead the way through a development revolution*’. The values and strategies highlighted in these national level development frameworks have been incorporated into the KI Master Plan outcomes.

A number of sector based plans and policies also provide a framework for the KI Master Plan. Of particular relevance is the Protected Area Policy (PAP) for PNG which provides the basis for the future development of a National Protected Area System (NPAS) to address the issue of biodiversity loss and as part of PNG’s commitment to the United Nations Convention on Biodiversity (CBD). Importantly the PAP identifies that sustainable financing for the NPAS will be achieved through a diversified mix of conventional funding sources (e.g. budgetary allocations, overseas development assistance) and innovative funding sources (e.g. payments for ecosystem services, trust funds and green taxes). These innovative sources are still being developed by the PNG Government and current initiatives are reliant upon conventional funding sources, but also include the development of sustainable economic opportunities for landowners, which can provide direct benefit for local communities who are the custodians of the land.

The issue of delivering economic benefits to landowners and communities, whilst maintaining the natural and cultural values of the region will be vital to achieving the KI Vision and the future sustainability of the KI.

Provincial and Local Level Planning

The main instrument for Provincial level planning is the Province Development Plan; Central Province has recently developed the Central Province Development Plan (CPDP) 2013 – 2017 ‘*Going Rural – Serving the People by Building a Smart, Wise, Fair, Healthy and Happy Central Province*’ which covers the Kairuku-Hiri District which includes the Koiari LLG. The Northern Provincial Administration has also developed and published a Five-Year Integrated Development Plan.

The scope of these Plans is wide covering governance, human resources, health, education, infrastructure, ICT, community development, law order and justice, HIV and AIDS, land mobilization and disaster management, as well as economic development of agriculture, livestock, tourism, fisheries, forestry and the environment.

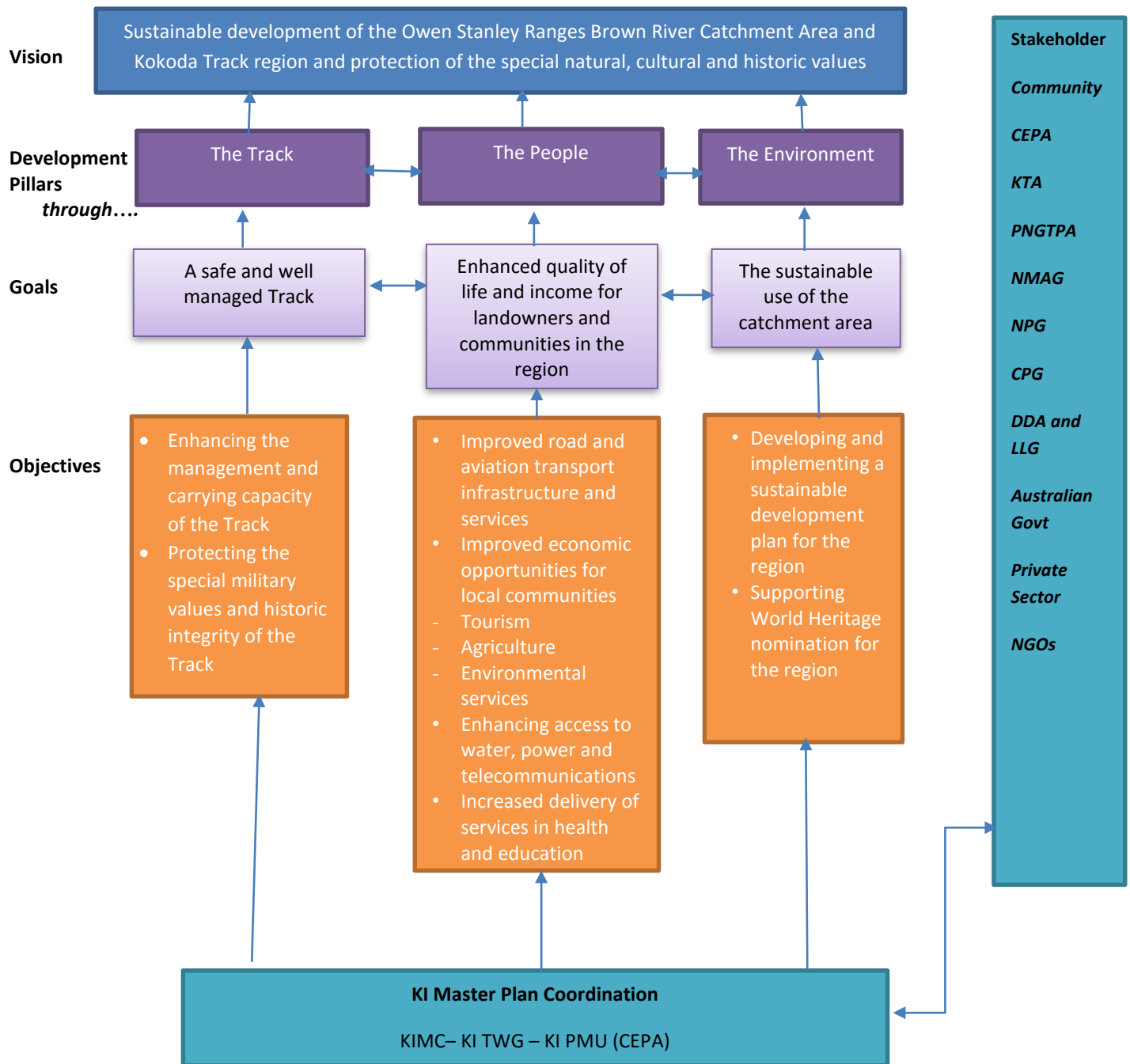
The Plans also provide listings for LLG and District Level projects, with priorities in health, education, infrastructure law and order, District and LLG administrations, community development, land mobilization, agriculture, fisheries, commerce industry and tourism and forestry investments. Approximately 60 (unprioritised) projects are specifically identified for Koiari LLG with considerably more at the District and Provincial level. The Northern Provincial Five-Year Development Plan highlights over 45 projects for the Sohe district. Both plans are coordinated through the respective Provincial Coordinating and Monitoring Committee (PCMC), Provincial Management Team (PMT) and District Management Teams (DMT).

2. Kokoda Initiative Development Framework

The strategic framework for the KI Master Plan is summarised in the diagram below, which highlights the Vision, Key Pillars, Goals and Objectives, as well as the interrelationships between each and the stakeholders who have a key role to play in the implementation process.

The individual components of this framework are outlined in more detail in the sections below.

Kokoda Initiative Master Plan – Final Report



The Vision for the Kokoda Initiative Region

The KI Vision articulated through the KI Master Plan is:

Sustainable development of the Owen Stanley Ranges Brown River Catchment and Kokoda Track Region and protection of the special natural, cultural and historic values.

This Vision statement was agreed by the Foreign Ministers of both PNG and Australia in 2010 and was articulated in the JU2.

Kokoda Initiative Key Pillars, Goals and Objectives

The goals and objectives developed under JU1 and JU2 have been refined into key strategic pillars, goals and objectives which will underpin the KI Vision. The future focus of the KI will therefore have the following three central goals with a number of related objectives as follows:

Key Pillars and Goals	Objectives
The Track <i>A safe and well managed Kokoda Track</i>	<ul style="list-style-type: none"> Enhancing the management, maintenance and carrying capacity of the Track Protecting the special military values and historic integrity of the Track
The People <i>Enhanced quality of life and income for landowners and communities in the region</i>	<ul style="list-style-type: none"> Improved road and aviation transport infrastructure and services Improved income opportunities for local communities <ul style="list-style-type: none"> Tourism Agriculture Environmental services Enhanced access to water and power and telecommunications Increased delivery of services in health and education
The Environment <i>The sustainable use of the catchment area</i>	<ul style="list-style-type: none"> Developing and implementing a sustainable development plan for the region Supporting World Heritage nomination for the region

The three Pillars of the KI provide the high level framework for the Master Plan; they are not mutually exclusive, but heavily interrelated; the outcomes achieved in one goal will have a significant impact on the other Pillars. These Pillars and specific goals, objectives and specific priority activities are further developed in Section Three of this document.

Planning Principles

A number of principles were developed and discussed at the Joint Planning Meeting (March 2015) and these have been incorporated into the KI Master Plan strategies and activities outlines in Section Three as follows:

- **Sustainability** – All activities will be implemented in a way that safeguards the environment, advances social outcomes and enables viable economic development.
- **Partnerships/collaboration** – KI agencies will work together in the spirit of mutual respect to deliver strong, positive and enduring outcomes.
- **Participation** – KI partners, customary landowners and local communities are meaningfully involved in planning and implementation and share the outcomes.
- **Gender/equality/mainstreaming** – The KI will contribute to advancing gender equality by including gender equity in policies and programs and empowering women through their organisations and projects.
- **Effective and regular communication** – KI partners will implement effective communication between agencies and with stakeholders through telling, listening and learning, and conveying information using verbal, written and visual forms of communication.
- **Accountability and Transparency** – KI partners are accountable to their governments and stakeholders and will achieve this by working in an open and transparent manner through keeping records of all activities and all financial transactions and making these available in regular reports.

3. Key Strategies and Actions

SWOT Analysis

In developing the priority strategies and activities, consideration has been given to both the achievements and less successful aspects of the KI, as well as the priorities of the major stakeholders. Many of these aspects were identified through the Mid-term Review of the KI Second Joint Understanding (June 2014), as well as subsequent discussions through the KIMC, KITWG, the Cairns Joint Planning Meeting and stakeholder consultation undertaken in developing this Plan.

A summary table of strengths weaknesses opportunities and threats is provided below:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Joint commitment and political support at all levels • Strong leadership and enhanced KI governance • Longer term commitment to resourcing the KI by PNG and Australian Governments which has delivered <ul style="list-style-type: none"> ○ Substantive body of strategic research and planning work completed ○ Improvements to health and education facilities/services for communities by KIDP ○ Some capacity development in key agencies ○ Some infrastructure and track improvements ○ The iconic status of the Track has been maintained ○ The Track has remained safe and open 	<ul style="list-style-type: none"> • Complex governance and delivery mechanisms • Limited income benefits for communities • Poor infrastructure – maintenance/services • Capacity and resource constraints on key agencies • Unsustainable reliance on aid funding • Inadequate Track planning and management • Limited KTA management capacity to appropriately deliver activities including regular detailed reporting • Lack of clear communications on project activities/achievements • Limited community, NGO, Tour Operator and other private sector engagement • Complexity of coordination across multiple agencies/stakeholders and levels of government • Limited community awareness on the role of the KI and on environmental issues

Opportunities	Threats
<ul style="list-style-type: none"> • Growing local income opportunities – tourism and agriculture • Improving track management and maintenance • Improving military heritage management including site-specific interpretation • Infrastructure improvements to support community benefits/income opportunities • Enhancing health and education services • Conservation of key heritage and natural assets • Better management of community and stakeholder expectations • Utilising NGOs and private sector (including trekking companies) 	<ul style="list-style-type: none"> • Inadequate planning for track management including understanding track capacity (environmental and experiential) • Community conflicts and raised expectations that cannot adequately be met • Safety and security issues • Unsustainable land use within the IPZ • Uncoordinated approaches to activities and programs

Needs/Gaps Analysis and Master Plan Strategic Response

In developing the key objectives and initiatives for the KI over the next ten years a strategic response framework has been developed; this framework seeks to mitigate the weaknesses identified through the SWOT analysis and build on the strengths and opportunities to facilitate the Vision statement articulated for the KI.

Strategic Issue	KI Strategic Response
Limited income benefits for communities	<ul style="list-style-type: none"> • Improve the range of tourism accommodation facilities and standards along the Track • Support local economic participation <ul style="list-style-type: none"> - Tourism – Volume, Yield, Retention – Products and local tour operator development - Agriculture – Local and Export - Other initiatives that improve community welfare and contribute to the trekker experience • Improved road and aviation transport infrastructure and services (and telecommunications) to support investment
Poor infrastructure maintenance and services limits development opportunities and community services	<ul style="list-style-type: none"> • Improved road, bridges and air services as a priority • Improved access to water and power and telecommunications • Greater focus and financial commitment to community service delivery

Capacity and resource constraints of key agencies	<ul style="list-style-type: none"> • Increase capacity building and provide additional resourcing for priority agencies and projects • Work in partnership with Australian Government, NGOs and private sector • Improve governance and management processes within all agencies
Inadequate Track planning and management	<ul style="list-style-type: none"> • Enhance Track planning and management functions and activities • Develop an environmental degradation strategy • Develop military heritage management strategy
Limited KTA capacity, activity integration and agency reporting	<ul style="list-style-type: none"> • Enhance KTA's capacity to plan for and manage the track, with an emphasis on core responsibilities and regular reporting and good governance
Lack of clear communications on project activities/achievements	<ul style="list-style-type: none"> • Enhance clear communication of KI activities and benefits and increase community dialogue and engagement
Limited community, NGO and private sector engagement in activities	<ul style="list-style-type: none"> • Increase community NGO and private sector engagement mechanisms and facilitate greater coordination of activities • Encourage NGO/Private Sector success 'models' to be replicated where appropriate
Limited community awareness on environmental issues/ unsustainable land use	<ul style="list-style-type: none"> • Increase community dialogue • Develop and implement an environmentally sustainable development master plan for the region and implement the World Heritage Roadmap
Complexity of coordination across multiple agencies	<ul style="list-style-type: none"> • Sequenced prioritised implementation of KI activities with clear roles, results and improved reporting • Enhance project management capacity and strategic oversight of KI implementation • Encourage greater inter-agency dialogue and planning

Key Issues, Goals, Objectives and Priority Activities

A number of key issues have been further identified through the review and analysis undertaken in the formulation of this Master Plan, which need to be addressed in order to deliver on the Vision for the KI. These key issues, objectives and key activities are summarised under the three KI Focal Areas – The Track, The People and The Environment – in the section below and provide the basis for the objectives and priority activities which are presented under each Focal Area below.

Pillar One – The Track

Strategic Goal

A safe and well managed Track

Track Planning and Management

There is a need to enhance the programme of track planning and management to better mitigate the impact on natural and heritage values by trekking and to ensure the safety of all persons using the Track. This will become increasingly important with any increase in the number of trekkers which is a one of the aims of the KI.

Whilst specific targets have not been set, the PNGPTA has indicated that a realistic target in the short term would be to move back to the peak demand level of 5,500 trekkers within three years, with a possibility of targeting 10,000 trekkers along the Track over the ten-year period of this plan. However, under the KI Master Plan, specific targets must be developed as part of an analysis of the Track Carrying Capacity in order to protect the environmental integrity of the track and the trekking experience. Any effort to increase the number of trekkers on the Track must be done following the implementation of projects that prepare for this – including site hardening, staggering tour departures and managing overnight camping areas to prevent overcrowding and improved usage.

KTA's core mandate is track management, including regulating the trekking industry and maximising the proportion of trekker fees used for track maintenance and contributions to communities along the Track. A key role for KTA to fulfil is the regulation of trekking operators; to enhance the track management an additional focus is required on policy development, the development and implementation of a Track Management Plan (see below), ranger training and empowerment and working with local trekking operators to increase local participation in trekking activities.

As a Special Purpose Authority (SPA), the KTA faces pressure from local communities to deliver on a broader mandate than track management and industry regulation, including livelihoods development, community liaison and service coordination. Without additional support or access to alternative service delivery providers KTA's capacity to effectively and efficiently manage the Track and work constructively with the industry and other stakeholders will be restricted.

There is a need to better understand the values of the track and the potential of impacts to these values to better accommodate an increase in trekker numbers. This will assist with more clearly identifying priority maintenance projects and upgrades where this can be done sensitively and in line with protecting values. To this end a comprehensive Track Management Plan is required to provide the basis for a rolling schedule of maintenance and improvements to the Track. The Management Plan should also document key heritage sites (and other sites of significant value likely to be at risk) and develop site protection/management plans for short and longer term management and presentation/interpretation of such sites including focal areas such as Owers' Corner, Isuravra and Kokoda Station.

There is a need to work more closely with both the Australian and PNG tour operators to develop and implement a strategy to increase local participation in the industry over time. This is a core function of the KTA, and will engender greater ownership and a more localised distribution of wealth.

KTA Role and Governance

Over time due to lack of service delivery by Provincial and Local Governments, the KTA has become viewed as a de-facto local administrator by some communities; KTA is unable to fulfil this role as it is beyond the scope of their core mandate (of Track management) and their organisational and operational capacity. The KI Mid Term Review (MTR)¹ also identifies that KTA needs to focus on the core business of regulating the Track which is supported by the KTA Governance Review² findings.

KTA is unlike the other SPAs in PNG; it is responsible for managing a significant national and international environmental and heritage asset and yet has limited staffing a very small revenue source. Other SPAs have a substantial revenue source (from mining royalties for example) and their role focuses on the investment of that income to support local services and facilities (acting as a de-facto local administration) and not of managing or exploiting the asset (i.e. the Kokoda Track) itself. For other SPAs, reporting and performance measures relate more to the delivery of community services than the management of a particular asset. The core role of KTA is essentially the opposite of this, being the management of an asset (the Track).

This lack of income and broad mandate which the SPA structure imposes on KTA creates a difficult operating and governance environment for KTA management and Board, with major competing demands for funding and services, and with limited resources available to deliver and report to stakeholders. There is a requirement for KTA to focus first and foremost on track management and industry regulation if the outcomes established through the KI are to be achieved.

Internationally, management of significant protected areas is often undertaken by a body within the national or regional agency responsible for the protection of the asset. To support the achievement of the KI Master Plan Vision, the Track would be best managed by KTA, but directly reporting to the Minister of the Environment and Conservation as the Chair of the Kokoda Initiative Ministerial Committee. This will enhance coordination and reporting, as well as Track management and provide better access to financial, governance and strategic resources.

KTA has a critical role in Track management and improvements which supports all three pillars of the KI Master Plan. The KTA Track management role will become increasingly important to the implementation of the KI, as pressures on the sustainable use of the Track increase with potential increased number of trekkers and unsustainable land use.

The need for a renewed focus on Track Management practices including industry regulation and liaison envisaged under the KI Master Plan, will also require additional resourcing and technical support to improve the standard of the Track and associated infrastructure and more comprehensive planning and scheduling of works. To support this there will also be a need for further development of operational policy and delivery regimes as well as enhanced stakeholder communications and reporting.

There is also a need for much stronger communication with communities (and other stakeholders) along the Track regarding the KI; as part of this, the KTA rangers need to be more fully supported in their role and KTA needs to ensure adequate monitoring of regulations and safety management along the Track.

¹ The Kokoda Initiative Second Joint Understanding – Mid Term Review — June 2014 – Cardno

² KTA Governance Review – Final Governance Options Paper - KPMG – 2011

Strategic Objective One - Enhancing the management, maintenance and carrying capacity of the Track

Lead Agency – KTA Secondary Agencies – CEPA and NMAG

Short to Medium Term Priorities

1. Conduct an evaluation of the Track Carrying Capacity including identification of key constraints and priorities for conservation, maintenance and upgrading, together with the identification of potential sustainable usage levels, based on the identified maintenance and upgrading schedules.
2. Develop and implement a Military Heritage Strategy to identify and assess the significance of WWII heritage sites and other sites of significance and protect through appropriate legislation and site protection and visitor management measures.
3. Develop and implement a Track Management Plan utilising relevant recommendations from the 2015 management trek and outcomes of the Carrying Capacity study and Military Heritage Strategy.
4. Strengthen the core role of the KTA in Track management including annual grant resourcing to facilitate more active management and upgrading of the Track through the Track Management Plan.
5. Undertake a review of the role and responsibilities and function of the KTA including governance arrangements – with a focus on, enhanced Track management and industry liaison, improving reporting on activities and expenditure and improved coordination within the KI.
6. Facilitate greater community and tour operator engagement on Track management activities and decision making processes.

Strategic Objective Two - Protecting the special military values and historic integrity of the Track

Lead Agency – NMAG Secondary Agencies – KTA

Short to Medium Term Priorities

1. Develop and implement a Military Heritage Strategy to identify and assess the significance of WWII heritage sites and other sites of significance and protect through appropriate legislation and site protection and visitor management measures. Incorporate into the Strategy:
 - a) Identification, documentation and assessment of WWII heritage sites and develop protection strategies through relevant legislation
 - b) Development of a community based heritage programme to encourage local community engagement in protection of military and cultural heritage values along the Track
 - c) Development and implementation of a training programme for tour operators to raise awareness of cultural heritage management practice to reduce impacts on military heritage sites.

Pillar Two – The People

Strategic Goal

**Enhancing quality of life and income for
landowners and communities in the region**

A Focus on Delivering Community Benefits

The successful delivery of economic and social benefits for communities will fundamentally support broader KI success in relation to conservation of the region and on-going management and access to the Track. Communities are increasingly seeking economic benefits as well as social benefits from the KI. The development of economic benefits, as well as the delivery of services and social benefits needs to be a high priority under the KI Master Plan. The development and livelihoods needs of the communities is a major concern for all

stakeholders; there is a recognition that overall the livelihoods program has not been effective in providing additional income to communities.

There is a need to build on the KTA Livelihoods Project – Scoping Study³, to take a more holistic approach to support livelihoods development. This broader approach will need to establish a stronger base for livelihoods development and a more supportive enabling environment including air and road infrastructure and air transport services, telecommunications, access to solar power and water security.

The KTA Livelihoods Project – Scoping Study indicates that the major income opportunities for communities relate to enhancing the tourism experience, agriculture and environmental services; the Review indicates that livelihoods development has been inhibited by inadequate resourcing, a lack of considered project proposal processes and inadequate support and mentoring for communities to build capacity to sustain activities as well as a lack of access to initial capital.

There is a need to ensure that KI is working with and integrated into government systems including support for livelihoods initiatives which are identified through the Provincial Administration Development Plans, as well as recognising the critical roles that the private sector (such as Australian trekking companies) and NGOs can play in supporting development initiatives. However a process also needs to be applied to ensure support for livelihoods is coordinated to ensure an integrated process is adopted which will mitigate the risk of duplication and subsequent failure.

Community Livelihoods – Improving Infrastructure and Access

The further development of enabling infrastructure which enhances access and the movement of people and goods, needs to be a priority to facilitate further income generation opportunities from tourism and agriculture.

There is a need for a stronger focus on the development of enabling infrastructure including:

- Upgrading air transport infrastructure and services including:
 - Where logistically and practicably possible improving air strips along the Track to meet the new CASA operational and safety requirements
 - The development of appropriate terminal buildings for each of these airstrips
 - Development and funding of short and longer term maintenance programs for these airstrips
 - Supporting regular air services to communities as a community service obligation and potential enabler for economic development
- Road infrastructure
 - Improvements and upgrading of the road to Owers' Corner to provide safe access and to mitigate expensive annual maintenance costs
 - Implementing the Kokoda to Buna Road and bridges replacement
- Telecommunications
 - Installation of telecommunications along the Track (investigation of solar powered options)
- Solar power access and usage

³ KTA Livelihoods Project – Scoping Study – Review of Recommendations for Future Livelihoods Activities 2014 – Pacific Islands Projects Ltd

Air Transport

A key finding from the review of the KTA Livelihoods Project Scoping Study⁴ was that ‘Overall, people expressed a need for more frequent and cheaper (e.g. subsidized) air services to Port Moresby to facilitate access to essential services.’ The lack of regular air services acts as a constraint to the further development of livelihoods opportunities and is also a major constraint on the provision of services and access to health and education within the region.

The CPDP also identifies the need to upgrade the airstrips in the province, including at Kagi as a key impact project. Improvements specified include rehabilitation and refurbishment of the airstrips and construction of mini terminals and storage sheds. The Safety Package funded with the support of the Australian Government enhanced the Kokoda airstrip and terminal and Mount Koiari airstrip and provided basic safety equipment including wind socks and marker cones as well as an all-weather information and communications systems, although many of these facilities were, and continue to be poorly maintained.

Supporting regular air services as a community service obligation would also provide opportunities for the further development of tourism products as well as the possible export from the region of fresh produce to Port Moresby. The previous Trial Program for subsidised air services was curtailed due to safety issues following the 2009 air crash which killed 13 people. Air safety issues need to be identified and completely addressed prior to the commencement of any air services subsidy scheme along the Track.

Telecommunications

The CPDP identifies the importance of telecommunications upgrading as a key impact project. The potential roll out of mobile telephone services needs to be supported along the Track as a priority, as the economic and social benefits would be significant for local communities. Options for solar powered telecommunications towers will need to be further investigated due to the difficulty in supplying diesel to remote locations along the Track. Enhanced telecommunications acts as an enabler both through increased market access and business communications but also through access to banking services as well as providing broad social benefits.

Roads

The upgrade of the Owers’ Corner Road to all-weather gravel has had significant benefits for local communities and for transporting trekkers safely between the southern end of the Track and Port Moresby. Maintenance of the road (funded by Australia) has not been consistent with an appropriate maintenance and upgrade programme. This is considered essential to ensure access and benefits from regular maintenance to approved standards and upgrading are achieved. Sections of this road, including bridges, narrow sections and sharp bends and sections prone to erosion also need upgrading.

The upgrading of the Kokoda Station Road has also commenced and additional support is being provided with the road to the Northern beaches including the replacement Double Cross Bridge, Girua Bridge and Kumusi Bridge which were destroyed in the 2007 Cyclone Guba. A high priority for the Provincial Government is the sealing of the road from Mumuni to Kokoda.

⁴ KTA Livelihoods Scoping Study – 2014 – Pacific Island Project Limited

Strategic Objective One – Improving key road and aviation transport infrastructure and services**Lead Agency – Provincial Governments – Secondary Agencies - CASA****Short to Medium Term Priorities**

1. Undertake safety audits and upgrade airstrips along the Kokoda Track, to meet CAA compliance standards.
2. Conduct a feasibility study and subject to the findings, facilitate regular and safe air services through the tender and contracting of a registered air services operator to provide scheduled services based on transparent community service obligation costs.
3. Upgrade and maintain key road infrastructure to support improved income opportunities (through better access to markets) and community services (through improved access to essential services for community members).
4. Construct storage/terminal areas for airstrips along the Track
5. Upgrade and maintain road infrastructure as follows:
 - a. Owers' Corner gravel road maintenance to an appropriate standard and schedule (regular maintenance and periodic upgrades).
 - b. Repair bridges and remove hazards such as sharp corners and narrow sections and upgrade damaged sections of Owers' Corner Road
 - c. Upgrade and maintain Kokoda Station Road including river crossings/bridges

Community Livelihoods - Agriculture

Subsistence farming and the use of natural resources are essential livelihoods activities for most of the communities along the Track. Activities include gardening, hunting, collecting firewood for cooking, and timber and bush materials for shelter. The sale of fresh fruit, nuts, vegetables, bilums and baskets to local trekkers as well as district and provincial markets provides an important source of income for some of the villages particularly during the non-trekking season (November to March).

There is some evidence of high value cash crops which have become redundant due to high transportation costs or other factors; these crops include coffee, mandarins and rubber. Other low input, market driven crops which have been identified as having potential include choko, chillies, vanilla, ginger and cardamom.

Cash cropping provides some families with an essential source of cash income through formal and informal sectors of the economy. A lack of adequate transportation provides a major barrier to the development of cash cropping for most communities along the Track. At the southern and northern ends of the Track crops can be extracted and transported to market as well as sold in the local communities. Transport difficulties and high costs prevent any exporting of produce from the majority of those who live along the Track. Opportunities for agricultural production would be enhanced by supporting infrastructure improvements including road links north and south, air services and telecommunications.

Initial efforts to support small scale agricultural production under the KI have generally not been successful. The MTR indicates that activities developed in the early stages did not receive the follow up and sustained support and advice required to embed the new activities into the 'day to day lifestyle' of communities and were therefore often not sustained. A longer term and more supportive approach to livelihoods needs to be adopted to ensure opportunities are viable, sustainable and that communities are supported to adopt the new practices. Both NGOs and the private sector can play an important role in providing this on-going support and mentoring role.

NGOs have supported some useful initiatives to establish small scale agriculture by working with communities which have access to transportation and the POM market. The agricultural project which Network Kokoda have

been supporting at Sogeri High School for example, could be further replicated at other communities/institutions through the provision of targeted agricultural extensions services and by providing tools and seedlings.

Strategic Objective Two – Improving Income Opportunities for Local Communities

Sub-objective One – Agriculture

Lead Agency – Provincial Governments, Private Sector and NGOs

Short To Medium Term Priority Actions

1. Support income generation through small scale agriculture through the development of a supportive development programme and extension services for communities aimed at:
 - a. Facilitating the exporting of higher value primary products
 - b. Support small scale low input market led crop diversification
 - c. Improve supply and increase local food content on tours

Community Livelihoods - Sustainable Tourism

Tourism, through trekking, is the major source of income for many communities and offers the best opportunity for further income development in the short to medium term⁵. Increased community benefits from tourism have not eventuated under JU1 and JU2 as trekking numbers have stagnated and few of the opportunities identified for value adding, including increased local participation in the trekking sector, have materialised.

The further development of sustainable tourism needs to be founded on sustainable principles to ensure that growth in visitation can be achieved without detrimental impact upon the natural and heritage assets which are integral to the Kokoda Track and broader region. There is also a need to ensure that Kokoda as an iconic place continues to offer the experience which visitors are seeking (see below). However broader diversification of products and markets can offer a wider range of experiences which, if done in a considered way, can support growth in visitors, increase length of stay and expenditure and provide increased benefits to the community.

The further development of sustainable tourism for the region will need to be based on an integrated approach which includes values identification and impact assessment, support for marketing, product development, infrastructure development, and community awareness and training. Suitable strategies to be implemented through the Master Plan include:

- The conduct of an assessment to determine current and staged trekker carrying capacity of the Track
- Increasing the primary trekking market by increasing the number of trekkers through additional marketing activities
- Developing new markets to broaden the market appeal of the Track and surrounding area including
 - The Track
 - Trail heads – Owers' Corner/Sogeri as tourism hubs
 - The wider tourism region from Blamey's Gardens to the North Coast (including Varirata National Park)
- Increasing the range of tourism products through new product development including potentially:
 - Nature based tourism, including bird watching
 - Cultural based tourism

⁵ The value of trekking was estimated at approximately AU\$ 10 million in 2011; trekking numbers have declined from 5,600 in 2008 to just over 3,200 in 2014.

- Locational/short treks
- Increasing the local expenditure by trekkers and other tourists through the development of local primary (trekking) tourism products and greater local participation in trekking operations
- Improving employment opportunities in track maintenance and project delivery, trekking operations, tour guiding, guesthouses, campgrounds and land transport
- Increasing local inputs into the tourism value chain including greater use of local products and labour (track maintenance, guesthouses, primary produce, handicrafts and tour operators)

The development of tourism should be seen as a partnership between the management agencies and private sectors. Both the Australian based tour operators and the local PNG based operators have an important role to play in further development of trekking and broader tourism products for the region. Similarly the private sector will have a key role to play in any substantial accommodation development and the operation of facilities to a commercially acceptable level. Communities are keen to play a greater role in tour operations along the Track and support will be required to build capacity in this regard and to ensure a quality visitor experience is delivered. The role of management agencies will also be to ensure that conflicting uses and the potential for environmental impact is managed appropriately. Regulatory mechanisms and incentive schemes may be required to do this.

Communities along the Track are best placed to operate small scale basic facilities such as camp sites and guesthouses and other low key tourism services such as food stalls, bakeries etc. Basic facilities and customer expectations need to be better understood and where they exist improved to appropriate standards. Local owners and communities will need further support to enable them to work toward meeting these standards.

Potentially additional higher quality accommodation facilities with ancillary services, could be established to act as Tourism Hubs at both ends of the Track. Any investment should be subject to a more detailed feasibility analysis and be undertaken as a joint venture between the public and private sector, with Government facilitating the investment by a recognised private sector operator.

In further developing tourism, there is a need to consider the broader tourism region which includes the Kokoda Track, but which more broadly extends from Blamey's Garden , (including Varirata National Park), through to the Northern Beaches. Product development at both the northern and southern end of the Track will enhance the tourism opportunities and facilitate the development of broader markets. There is a need to consider the development of suitable facilities at both ends of the Track to support the extension of tourism activities.

Strategic Objective Two – Improving Income Opportunities for Local Communities

Sub-objective Two - Tourism

Lead Agencies – PNGTPA and Private Sector

Short To Medium Term Priorities

1. Increase the number of visitors to the Kokoda Track and broader region by:
 - a. Assessing the Track's current and future capacity and develop a staged and environmentally sustainable approach to increase use
 - b. Implementing an enhanced Kokoda Marketing Plan and media campaign
 - c. Supporting a series of Kokoda Anniversary commemorative events
 - d. Enhancing Kokoda Track region historical and tourism online information
2. Increase tourism expenditure and product options:
 - a. Support marketing and development of enhanced product options including:
 - i. Day trips from Port Moresby

- ii. Short duration Track trips (subject to regular flight services)
 - iii. Extended duration trips (Kokoda Trail and Northern Beaches)
 - iv. New product development – i.e. ecotourism/birdwatching tours, Northern Beaches trekking
 - v. Improve village accommodation and facilities to minimum standards – focus on toilets, showers, guesthouses and campsites
 - b. Facilitate development of accommodation options in the vicinity of the two sites focussing on the development of a nature retreat/lodge at Varirata National Park and small lodge at Kokoda. Facilitate development by:
 - i. Identifying alternative sites and undertake a feasibility study to assess viability
 - ii. Securing suitable sites and development of concept design and costings to support possible joint venture investment
 - iii. Call for expressions of interest and negotiate JV with established private sector operator
3. Increase the level of expenditure retained within the local economy:
- a. Support increased local participation in tour operations through training, business mentoring and business support
 - b. Increase local food content on tours (see Agriculture below)

Longer Term Priority Actions

1. Develop commemorative sites at Trail Heads – Owers’ Corner/Kokoda Commemorative Peace Park and Museum Cultural Centre
2. Develop broader Kokoda Campaign products – Bomana to Northern Beaches
3. Develop Kokoda Track living knowledge and oral history centre at NMAG

Community Livelihoods - Environmental Services

In the longer term it may be possible for communities to receive Payments for Environmental Services (PES) to promote environmental protection. There are however three key pre-requisites for this approach to be successful; firstly there must be a market and the PES must have an economic as well as social justification based on an identified investment opportunity; secondly, an investor or institution must be willing to pay for conservation as a component of their overall investment strategy and thirdly, an equitable and affordable system of payment must be negotiated which is both economic and acceptable to the investor and to the local beneficiaries. In order to achieve this last pre-requisite there must be comprehensive social mapping and detailed biodiversity mapping undertaken to ensure beneficiaries are clearly identified and baseline impact data is established.

PES in developed countries include direct beneficiaries of an ecological service (e.g. hydro-power companies); potentially this could be a source of income in the KI region for communities impacted by the Brown River hydro-power project. However due to the complexity of the negotiations and timing of any investment this is likely to only become a possible source of income in the longer term.

Strategic Objective Two – Improving Income Opportunities for Local Communities

Sub-objective Three – Environmental Services

Lead Agency – CEPA

Short to Medium Term Priority Actions

1. Continue to build biodiversity database and social mapping of communities within the IPZ
2. Identify PES models which may be applicable in the IPZ and develop appropriate policy.

Longer Term Priority Actions

3. Facilitate negotiations between PNG Power and local communities regarding future PES for Brown River Hydro scheme.

Community Development

The Provincial Authorities have been supported by the KIDP to deliver a wide range of health and educational programs within the region, including the immunisation of children, outreach services and training of health workers, as well as the training of teachers; the Provincial Authorities are responsible for core funding of staffing and maintenance of health and educational facilities as well as service delivery in these sectors.

NGOs have also been active in supporting communities to build educational facilities and services along the Track; KTF in particular have active educational development programme which includes plans to develop a major health worker and teacher training facility at Kokoda, which could provide significant benefit for the communities along the Track (and elsewhere in PNG), as well as generate additional economic activity at Kokoda. Trekking companies are also active in supporting health and educational services along the Track.

The Provincial Governments identify health and educational priorities through the Provincial Development Plans. The CPDP identifies the need to:

- Complete the District Hospital upgrade plan
- Deliver on the National Health Plan 2011 – 2020 proposal for the construction of Health Posts in strategic locations in the Province with two facilities per district to be identified and upgraded by 2016.

The CPDP also notes the positive impact that transport improvements will have on health services.

Consultations indicate there is a need to further build on recent improvements to health and educational infrastructure and services, as well as water and sanitation projects. This will require financial commitment from all stakeholders including national and provincial government, Provincial, local and district representatives, NGOs and donor partners.

The planning and endorsement of investments in line with Provincial, LLG and Ward Development Plan priorities is vital, to ensure priorities are agreed and investments can be sustained by the Provincial Governments. In the longer term there is a need to develop a Community Development Plan for the KI to include all investments in community facilities; this could bring together Provincial Government, District, LLG and Ward Development Plans, as well as donor, NGO and private sector commitments.

Strategic Objective Three – Enhanced Community Access to Water, Power and Telecommunications

Lead Agency – Provincial Governments - Secondary Agencies – PNG Power/Eda Ranu Telecoms Providers

Short to Medium Term Priorities

1. Facilitate the establishment of a mobile communications network along the Track in partnership with an existing provider.
2. Support enhanced access to safe, clean drinking water and sanitation facilities through the systematic planning and delivery of WASH facilities.
3. Support increased community access to power through solar, with a focus on community facilities including school classrooms and health facilities

Longer Term Priorities

Lead Agencies - PNG Power and Eda Ranu

1. Undertake staged development of new water treatment plant at Mount Eriama subject to feasibility study outcomes and government, donor and community negotiations.
2. Continue to undertake feasibility on new power investment in Brown River catchment area in tandem with Government, donor and community negotiations.
3. Complete plans to extend power supply to Kokoda Station and surrounding villages from Popondetta.
4. Extend the rural electrification north of Sogeri to the villages leading up to Owers' Corner and potentially to Varirata National Park (to support potential accommodation infrastructure investment).

Strategic Objective Four – Increased Delivery of Services in Health and Education

Lead Agency – Provincial Governments Secondary Agencies – NGOs and Private Sector

Short to Medium Term Priorities

1. Continue to support KI communities educational and health needs through Provincial Government, KIDP and NGO coordination and service delivery improvements
2. Conduct a baseline survey and develop and implement a Community Development Plan for the communities in the IPZ which identifies:
 - a. Existing facilities and services
 - b. Gaps and needs – staffing, services and infrastructure
 - c. Priority implementation programme including budget contributions, roles and technical assistance requirements
 - d. Performance evaluation and monitoring framework

Longer Term Priorities

3. Support establishment and recurrent funding of teacher and health worker training facility

Pillar Three – The Environment

Strategic Goal

The sustainable use of the catchment area

Environmental Protection

The 2008 decision by the PNG National Executive Council to protect the Brown River Catchment area and progress a potential World Heritage nomination for the Owen Stanley Range and Kokoda Track region underpins the environmental work of the KI. In parallel the development of a national Protected Area Policy for PNG, supported in large part from a Global Environment Facility (GEF) UNDP project, provides the strategic framework for protected area management in Papua New Guinea. The IPZ has high biodiversity values, contains important evidence of prior human occupation in PNG and encompasses the military heritage sites associated with the Kokoda campaign. The long term protection of this area through gazettal as a protected area and potential nomination of the broader Owen Stanley Range to the World Heritage List (WHL) remains an important priority for the Environment pillar of the Kokoda Initiative.

The new PNG Protected Area Policy provides a strong basis for the conservation of key environmental assets in the IPZ and broader region into the future. While the KI has been invaluable in supporting capacity building within CEPA to support the development and application of the Protected Area Policy, there is a need for this to continue to support the agency in its' broader environmental role as well as to specifically support the KI environmental protection related activities.

The PNG Government has the responsibility to balance social well-being and economic growth with protection of the environment and other special values of the region. The proposed new Biodiversity Trust Fund facility (as outlined in the PNG Protected Area Policy) could be used to fund environmental protection activities, with the KI providing a model that could be applied to other areas in PNG. CEPA will continue to work on the development of the Trust Fund and its' application to the KI.

At the same time, CEPA is undertaking social mapping and developing processes to ensure income streams (such as power and water production fees) from new developments in the IPZ, based around the Brown River Catchment, are directed fairly back to communities and customary land owners in the area. This work needs to continue to support conservation within the IPZ and increased community awareness and understanding on environmental issues and opportunities.

The process in relation to the longer term protection of the KI region through possible World Heritage Listing has been clearly documented⁶ and supporting the implementation of this process is a fundamental component of the KI. Whilst the WHL process is both lengthy and complex the Roadmap outlines individual action plans for five key areas, namely; Governance and Capacity, Heritage Values, Integrity and Authenticity, Life in the Community and Sustainable Tourism. The individual action plans of the Roadmap align with this KI Master Plan. The indicative timeframe for implementation is over a 10 year period, although the Roadmap indicates that the process will be adapted over time through an interactive approach. The implementation of the Roadmap will require considerable technical and financial support to CEPA over the longer term.

CEPA has commenced values mapping activity to record biodiversity, cultural and archaeological aspects of the IPZ. These are important steps to prepare for protected area gazettal and a possible World Heritage listing. These activities will identify the main natural and cultural values of the IPZ. Broader mapping and a wider sustainable management plan will be required for any areas proposed for WHL.

An Environmentally Sustainable Development Master Plan will initially be developed for the IPZ in accordance with 2008 NEC decision, to provide an overarching environmental policy framework. The ESDMP can provide a snapshot of the values and threats to the area and establish a management regime in the short term for the IPZ as well as support the gazettal of the IPZ to formalise the protection of the area.

Further documentation, assessment and protection of the military heritage assets of the Kokoda Track is critical and the development of a military heritage strategy for the Track would ensure a consistent and holistic approach to managing this heritage. Recent KI activities have commenced under NMAG to collect and document the military heritage aspects of the Track, following an expert workshop in late 2014. These will focus on the PNG as well as the Australian and Japanese sides. Planning has started for an inventory of military heritage along the Track. This is an important initiative that need to be implemented as a priority, to provide a stronger basis for the protection and management of the military heritage of the region (through the implementation of the National Cultural Property Preservation Act (1965) and the War Surplus Material Act (1952)). Developing a community heritage program which encourages and provides motivation and training for local involvement in the identification, recording and monitoring of significant heritage sites would also empower local people and directly engage them in its protection and management. Building an awareness of cultural heritage management amongst tour operators is also required, to ensure that impacts from trekkers are appropriately managed. In addition the NMAG has also been instrumental in piloting the oral history project to record and document the social history

⁶ Road Map for Potential World Heritage Nomination; Kokoda Track and Owen Stanley Ranges – Draft Report January 2015

along the Track, which will become an important record and component of an upgraded National Museum in Port Moresby.

Strategic Objective One – Developing and Implementing a Sustainable Development Plan for the Region

Lead Agency – CEPA – Secondary Agencies - NMAG

Short to Medium Term Priorities

1. Continue spatial database development, social mapping, archaeological and biodiversity recording

Medium and Long Term Priorities

2. Implement the PNG Protected Area Policy and gazette protected areas in the IPZ to protect its natural and cultural heritage values based on a participatory planning approach with local landowners
3. Develop policy for valuation and distribution of ecosystem service payments.
4. Develop and implement an Environmentally Sustainable Development Master Plan for the IPZ region.

Strategic Objective Two – Supporting World Heritage Nomination for the Region

Lead Agency - CEPA

Short and Medium Term Priorities

1. Implement the World Heritage Roadmap recommendations including the identified focal areas of Governance and Capacity, Heritage Values, Integrity and Authenticity, Life in the Community and Sustainable Tourism to progress a potential World Heritage nomination.

4. Coordination and Monitoring

Governance and Reporting Arrangements

The KI was originally established with the following governance arrangements:

- In 2008 the PNG National Taskforce was established by the NEC as the high level PNG coordinating committee for the KI and chaired by the Secretary of CEPA;
- The Australia Kokoda Taskforce was established as the high level coordinating committee of the KI, chaired by the First Assistant Secretary, Heritage and Wildlife Division, DoE (then the Department of Sustainability, Environment, Water, Population and Communities).
- The PNG Program Management Committee was established to provide day to day responsibility for coordination of all partner activity and chaired by the head of the TEM Branch CEPA.
- Individual agency KI activities are incorporated into annual business plans which incorporate KI Goals into existing mandates and skill sets.

In 2013 the PNG Government established the KI Ministerial Committee (KIMC) which is chaired by the Minister for the Environment and Conservation. The KIMC composes relevant Ministers, Governors, MPs and a representative from DFAT to provide strategic direction to the KI key agencies. Community representatives from Oro and Central also attend meetings as observers. The KIMC reports to the Prime Minister and Cabinet of the Government of PNG through the National Executive Committee.

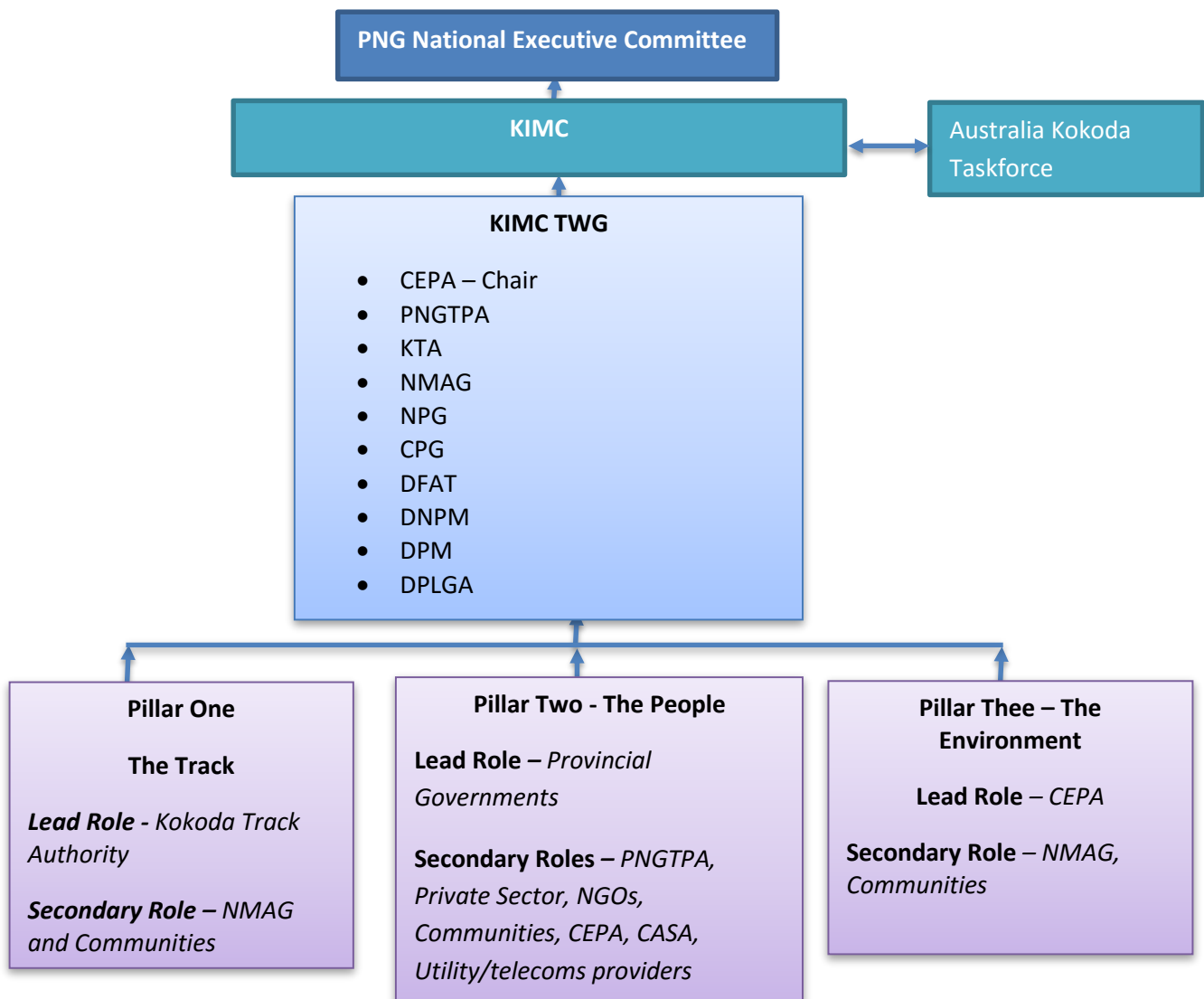
The KIMC will continue as the key high level body providing strategic oversight of the implementation of the KI Master Plan. The KIMC will meet regularly and secretariat services will be provided by CEPA in its role as coordinating agency for the Master Plan.

The KIMC will play a key role in reviewing progress by the lead agencies on the KI Master Plan priorities as well reviewing and endorsing the KI Annual Implementation Plans; these Annual Plans will outline the rolling implementation programme for the KI Master Plan including priorities for the next 12 months together with budgets and sources of funding. The KIMC will play a key role in pursuing funding from all potential sources including the PNG and Australian Governments.

All KI agencies will report to the KIMC on implementation progress at each meeting; an enhanced reporting framework and performance measures will be developed as part of the rolling Annual KI Plans. All agencies should be required to provide the Chair of the KIMC with a written six monthly report indicating activities progressed and any issues effecting implementation.

Overall reporting and coordination will be improved by revising the governance and reporting arrangements for the KTA, so that the KTA shall reports directly to the Minister of Environment and Conservation.

The KIMC receives advice from the KI TWG which facilitate coordination of KI initiatives at a technical level and membership comprises of the heads of the key KI agencies in PNG. Membership of the TWG comprises of the senior executives of the CEPA, PNGTPA, KTA, NMAG, CPG, NPG and DFAT. Secretariat services to both the KIMC and the KI TWG are provided by CEPA.



The Australian Kokoda Taskforce has also been established as the high level coordinating committee of the KI in Australia. The KIMC will provide the AKT with an update on progress of the implementation of the KI Master Plan every six months.

Stakeholder Roles

The KI is delivered by both PNG and Australian stakeholders. A number of key PNG agencies, as well as the private sector and NGOs, have a critical role to play in the implementation of this Plan. The roles undertaken by the key stakeholders to date through JU1 and JU2 are outlined in Appendix D.

With limited resources there is a need for each stakeholder to clearly focus on their core role and to provide resources towards the implementation priorities outlined in this Plan. Following JU1 and JU2, there is a need to clarify some of the roles in the implementation process; duplication and lack of clarity of roles has led to inefficient use of scarce resources and places management demands on agencies which cannot be achieved due to these reasons. The lead agency appointed to oversee and report on the implementation of each pillar is illustrated in the Diagram above as follows:

Pillar	Lead Agency
The Track	Objective One – Track Management and Maintenance Lead Agency – KTA Objective Two – Preserving Military Heritage and Values Lead Agency - NMAG
The People	Objective One – Transport Services/Infrastructure Lead Agency – Provincial Governments Objective Two – Income Opportunities Lead Agencies Sub Objective 2.1 - PNGTPA Sub Objective 2.2 – Provincial Governments Sub Objective 2.3 – CEPA Objective Three – Water/Power/Telecoms Lead Agency – Provincial Governments Objective Four – Health and Education Lead Agency – Provincial Governments
Pillar Three – Conserving the Region	Objective One – Sustainable Use of Catchment Area Lead Agency – CEPA Objective Two – Supporting World Heritage Nomination Lead Agency - CEPA

To facilitate this the Master Plan clearly identifies the key lead agency roles for each recommendation, as well as secondary roles where appropriate. The core role and responsibilities of the main implementing agencies are summarised below and further description is provided in Appendix D.

Stakeholder/Agency	KI Role
CEPA	<ul style="list-style-type: none"> • KI Secretariat/Project Management • Developing and implementing an environmentally sustainable development master plan for the region • Gazettal of part or all of the IPZ as a protected area • Supporting World Heritage nomination process • Improving community income opportunities through PES
KTA	<ul style="list-style-type: none"> • Coordination of and reporting on track management and maintenance activities • Liaison and regulation of the trekking industry
PNGTPA	<ul style="list-style-type: none"> • Improving tourism experience and facilities • Improved tourism income opportunities for communities • Promotion and marketing of the Track
NMAG	<ul style="list-style-type: none"> • Protection of heritage and cultural assets in the region • Developing and implementing a Military Heritage Strategy for the Track • Supporting World Heritage nomination (Heritage/Culture)
Provincial Governments	<ul style="list-style-type: none"> • Enhanced community services to water, power and telecommunications • Improving key road and aviation infrastructure and services • Maximizing the delivery of services in health and education
Private Sector/NGOs	<ul style="list-style-type: none"> • Providing and supporting income opportunities for communities through <ul style="list-style-type: none"> -Tourism - Agriculture • Operating, marketing and investing in tourism products and facilities • Supporting the delivery of services in health and education • Supporting enhanced community services to water, power and telecommunications

Stakeholder Communications

Managing stakeholder expectations will be critical to the future success of the KI; this is particularly important for the communities that live along the Track. Whilst the KI has delivered a wide range of activities under JU1 and

JU2, there needs to be better communication to describe what the KI is about and of the development outcomes being proposed and achieved in the region; the local communities need to ‘see and feel’ the presence of the KI. Existing mechanisms for communications with communities need to be reinforced and additional resourcing committed to facilitate enhanced community engagement and planning through Ward, Local Level Government and Provincial Government planning. Community liaison officers working through CEPA as the overall coordination agency, could enhance community awareness and support input into broader KI initiatives.

Greater communication is also needed across and between all KI partners and CEPA will be responsible for this as the overall agency with the responsibility for KI coordination. Reporting to stakeholders on the activities and outcomes will be a key role for CEPA as the Secretariat to KITWG. Regular dialogue should be undertaken between CEPA and communities along the Track as well as other key stakeholders including NGOs and private sector tourism operators, as part of the overall coordination effort. The Tour Operators Forums, which are run by the KTA and are held every six months in Australia and PNG should be re-focussed to become a more useful mechanism for engaging with the private sector to enhance their potential role in the KI Master Plan implementation as well as provide an update on relevant activities being implemented under the KI.

Coordination and Monitoring of Activities

CEPA has the key role in terms of coordination of the KI Master Plan, providing both Secretariat Services to the KIMC and as Chair of the KITWG. CEPA through the TEM Division will support the overarching project management of the KI implementation. This role will require both progression of CEPA led activities and support to other lead and secondary agencies to facilitate their role. This support will include technical advice and support with contracting and implementation of activities. Additional technical assistance and resourcing will be required for TEM to fulfil this project management role which will be a key aspect of implementation.

The requirements for greater coordination has been built into the implementation of this Plan; several key activities will also enhance coordination through their implementation, including the Community development Plan and the Track Management Plan. The Community Development Plan in particular will focus on community and infrastructure development in the region and bring together Provincial Government, District, Local Level Government and Ward development committees and reflect opportunities for investment by various stakeholders.

In addition the KI should support the strengthening of existing mechanisms including the Provincial Coordination and Monitoring Committee (PCMC). District Development Authorities (DDAs) can also provide a central focus for supporting development and further options in this regard need to be considered as part of the Master Plan development.

The KIs effectiveness has benefitted from being responsive to GoPNG priorities structured through bi annual updates, continual reassessment of strategies between GoA and GoPNG and an ability to flexibly allocate funds. Whilst the Master Plan will provide a strategic framework for the longer term development of the KI area, there is a need to continue with a flexible shorter term action planning approach which is responsive and can adjust to changing circumstances and resourcing. A rolling Annual Implementation Plan can provide the basis for this approach. The Annual Implementation Plans should indicate:

- Priority Annual Activities
- Implementation Roles
- Key Performance Indicators
- Resources and Budget required

- Source of Funds

Funding KI Priorities

The KI Annual Plans should be utilised to ensure funding commitments are provided by the PNG Government agencies (and other PNG government stakeholders utilising their Parliamentary allocations) and the Australian Government and other stakeholders for implementation of scheduled activities.

Funding for the implementation of the KI Master Plan will need to come from both the PNG and Australian national governments and from the PNG sub-national level, with provincial Administrations, District and Local Level Governments and MP's providing resources as appropriate. The development of a fully funded rolling Annual Implementation Programme will be central to the delivery of KI activities in the future. The national agencies will have to fund KI initiatives in line with their own national priorities and programmes and additional resources will be required to fund many of the proposed Master Plan initiatives. Both the PNG and the Australian Governments will therefore play a key role in resourcing and supporting the implementation of this Plan.

Appendix A – KI Snapshot of Achievements –Joint Planning Meeting Paper (March 2015)

Appendix B – List of Documents Consulted

Central Province Development Plan - 2013 – 2017

CEPA Interim Protection Zone (IPZ) Project – Sustainable Development Master Plan (SDMP) – Proposed Outline and Next Step – CEPA (Undated)

Discussion Paper – Kokoda and Beyond 2015 – Initial Ideas – Department of Environment – Mar 2015

Draft Protected Area Policy for PNG – CEPA – May 2013

Eco-trekking Kokoda – A Plan for Sustainable Tourism – KTF - 2006

Eco-trekking; A Viable Development Alternative for the Kokoda Track – S Grabowski – 2007

Interim Kokoda Track Management Guidelines – Implementation Schedule – KTA – 2012

Kokoda Track Transport Study – August 2009

KI Annual Report – 2012 - 2013

KI Annual Report – 2011 – 2012

KI Annual Report – 2010 - 2011

KI Design Document – November 2012

KI Newsletter Jun 2012

KI Second Joint Understanding – 2010 – 2015

KI Second Joint Understanding – Mid Term Review – Draft Report- June 2014

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Kokoda Track Sustainable Development Plan Scoping Study – March 2007

Kokoda Track Guest Haus Certification Program – Audit Report 2013

KTA Commercial Operators Licence – Handbook 2012

KTA Governance Diagnostic and Training Workshop – PEP Pacific 2006

KTF Annual Report – 2013

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KTA Governance Review – Final Governance Options Paper - KPMG – 2011

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KTA Draft Constitution - 2011

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PNG Tourism Accommodation Accreditation Scheme – Category Four - PNGTPA

Road Map for Potential World Heritage Nomination: Kokoda Track and Owen Stanley Ranges – Draft Report – January 2015 – GML Heritage Pty Ltd

Setting up of Landowners Firm – Kokoda Track Corporation Limited’ – KTA Paper provided to the JPM March 2015

Terms of Reference for a World Heritage nomination road map for the Kokoda Track – CEPA – Undated

The Economic Significance of Trekking Along the Kokoda Track – J Carlsen - 2012

Appendix C – List of Stakeholders Consulted

Name	Organisation/Position
Hon John Pundari	Minister for the Environment
Hon Gary Juffa	Governor – Northern Province
Gunther Joku	Secretary CEPA
Hon Kila Haoda	Governor Central Province
Tako Gwae	Deputy Provincial Administrator Northern Province
Hon Peter Isoaimo	Kairuku Hiri Member of Parliament
Edward Kila	Deputy Provincial Administrator Central Province
Hon David Ogi	President of the Koiari LLG
Munari Uyassi	Acting Secretary Department of Provincial and Local Government
Dr Fifaia Matainahao	Chief Operating Officer Eda Ranu
Lot Gedisa Zauya	General Manager Technical Eda Ranu
Gei Guni Raga	Provincial Administrator Central Provincial Administration
Mark Nizette	KI Management Advisor
Dr Andrew Moutu	Director NMAG
Gregory Babilis	Senior Program Officer NMAG
Monica Lopyui	Assistant Secretary DNPM
Sumasy Singin	PNG Consul General
Ilma Gani	Assistant Secretary DNPM
Lina Luingi	Senior Aid Coordinator DNPM
John Tangit	Chief Executive Officer PNG Power
Janet Sape	CEO PNG Women in Business
Kelly Kabilo	Acting Deputy Secretary (PIP) DNPM
Isaac Matia	Second Secretary AHC
James Enage	CEO KTA
Rod Hilton	Minister-Counsellor AHC
Steve Hogg	Counsellor AHC
Joanne Reynolds	First Secretary AHC
Dr Stephen McElhinney	Assistant Director DFAT
Dr Genevieve Nelson	CEO KTF
Cory Steinhauer	General Manager KTF
James Sabi	Manager TES CEPA
Michael O’kave	Operations and Safety Manager KTA
Kay Kalim	Deputy Secretary CEPA
Ruben Malave	Chairman KTA
Robert Batia	Deputy Chairman KTA
Peter Vincent	CEO PNGTPA
Alcinda Trewen	Manager Planning and Policy PNGTPA
Daphne Ibia	Manager Marketing PNGTPA
Elton Kaitokai	Senior Programme Office CEPA
Jocelyn Pipike	Project Officer PNGTPA
Shane Goodwill	Owner Escape Trekking Adventures
Terry Hewitt	Owner Adventure Out Australia
Mick Omalley	Owner Australia Kokoda Tours
Peter Miller	Director No Roads Expeditions
David Howell	Kokoda Historical
Frank Taylor	Owner Kokoda Treks and Tours

Kokoda Initiative Master Plan – Final Report

Beth Newman	Project Officer DoE
Artie Jacobsen	Assistant Director DoE
Cate McElroy	Assistant Director DoE
Sharon Lane	Director DoE
Mat Wolnicki	Project Officer DoE
Peter Onorato	Project Officer DoE
Chris Schweizer	Assistant Secretary DoE
Tegan Sharwood	Project Officer DoE
David Peedom	Kokoda Development Programme Manager
Charlie Lynn	Owner Adventure Kokoda (Written Response)

Appendix D – KI Key Agency Roles

The KI is delivered by both GoPNG and GoA agencies. The role and responsibilities of the main implementing agencies are summarised below;

Government of Papua New Guinea Agencies

The Conservation and Environment Protection Agency (CEPA)

Key Role

The CEPA was formed in 2015 as an autonomous government agency to replace the Department of Environment and Conservation. CEPA is the main implementing agency for the KI through the Terrestrial Environment Management (TEM) Branch and is the Secretariat for the KI Taskforce as mandated by the NEC. CEPAs mandate is the sustainable management of PNGs environmental resources, to sustain human wellbeing and support improved standards of living, which supports the KI Vision outlined in JU2.

Current KI Related Initiatives

CEPA has undertaken a number of activities relating to Goal Two under JU2 including social mapping to support better consultation and an understanding of genealogy and land use systems.

CEPA has also undertaken a range of activities relating to Goal Three including:

- Undertaking a biodiversity gap analysis, biodiversity and exotic species surveys, spatial mapping and archaeology studies. The development and endorsement of the National Protected Area Policy.
- Work on establishing an oral history programme and potential to establish cultural field workers.
- Social mapping for all wards in the IPZ.
- Work on the identification of cultural, historic and natural values in the IPZ in advance of the development of an Environmentally Sustainable Development Master Plan for the region including development of conservation management plans for the Lost Battlefield and Blamey's Garden, an assessment of the World War II military collection at NMAG and exploration of the archaeological values of the region.
- A desktop study on the potential outstanding natural heritage in the Owen Stanley Ranges and the development of a roadmap for progressing a potential World Heritage nomination for the Kokoda region and Owen Stanley Ranges.

CEPA is also leading work on the development of a Framework for the Sustainable Development Master Plan and the upgrading of the National Biodiversity Information System, as well as the KI Master Plan development.

In addition CEPA provides the Secretariat to the KIMC and chairs the KITWG. CEPA is responsible for the overall project management and reporting of the KI to stakeholders.

Future Role in KI Master Plan

CEPA will continue to play a key role in the KI by initiating and managing activities relating to the conservation and environmental management of the IPZ and broader area proposed for World Heritage listing. In addition CEPA will continue to play the key role in terms of coordination of the KI through the provision of Secretariat Services to the KITWG and the KIMC as well as overall coordination and project management of the KI Master Plan through the TEM Branch.

Kokoda Track Authority (KTA)

Key Role

The KTA is a Special Purposes Authority and a statutory government body approved by the National Executive Council under the Local Level Governments Administration Act 1991. The KTA was established in 2003 for the general purpose of assisting with implementation of the functions of the Kokoda and Koiari Rural Local Level Governments.

The primary function of the KTA is *‘to focus on the significance of the Kokoda Track due to its part in World War II and promote this legacy for present and future generations and promote tourism related activities and ‘in addition as may be determined from time to time as an agent for the National Government as provided under Section 48 (4) of the Local Level Governments Administration Act 1997’.*

KTAs core role is track management⁷ and their mission is *‘To manage the Track with trust, respect and pride’⁸*. This role includes preserving the legacy of the Track, administering the revenue from trekking, supervising track related projects and consulting landowners on their needs and priorities.

Over time due to lack of service delivery by Provincial and Local Government, KTA has become viewed as a de-facto local administrator by some communities; KTA is unable to fulfil this role due to lack of capacity and funding. The KI MTR⁹ also identifies that KTA needs to focus on the core business of regulating the Track which is supported by the KTA Governance review findings.

KTA is unlike other SPAs in PNG; it is responsible for managing a significant national and international environmental and heritage asset and yet has a very small revenue source. Most other SPAs have a substantial revenue source (from mining royalties for example) and their role relates more to the investment of that income in local services and facilities as a de-facto local administrator. For other SPAs, reporting and performance measures relate more to the delivery of services than the management of an asset.

This lack of income and broad mandate which the SPA structure imposes on KTA, creates a difficult operating and governance environment for management and the board, with major competing demands for funding and services and limited resources available to deliver. There is a requirement for KTA to focus first and foremost on track management if the outcomes established through the KI are to be achieved.

Internationally management of significant protected areas is often undertaken by a body within the national agency responsible for the protection of the asset. In this case of PNG this could mean having the Track managed by KTA but reporting to the Minister of the Environment.

Current KI Related Initiatives

KTA is integral to the KI and has a key role in terms of:

- Issuing operator licences and trekker permits and monitoring and enforcing regulations
- Providing payments to communities from trekking fees
- Community consultation including an annual management trek

⁷ KTA Governance Review – KPMG 2011

⁸ KTA Business Plan 2012 - 2015

⁹ The Kokoda Initiative Second Joint Understanding – Mid Term Review – Draft Report – June 2014 – Cardno

- Management of the Track maintenance and conservation program
- Track facility improvements (ie toilets)
- Maintenance of Track radio network
- Training of guides and porters
- Employment of Track rangers

In addition under JU2, KTA was nominally been responsible for some infrastructure maintenance including the supervision of airstrip maintenance and the maintenance of Owers' Corner Road; these infrastructure maintenance activities would normally be undertaken by the respective Provincial Government as part of their overarching infrastructure maintenance function.

In addition the KI Livelihoods Project was initiated through KTA in 2010, with the aim to increase the capacity of Kokoda Track communities to generate income from tourism and other identified opportunities. Livelihoods activities have been delivered by providing training a supporting community based mentors, as well as specific training relating to potential income opportunities including physiotherapy, timber mill training, guest house standards and financial management. Minor improvements to accommodation facilities have been supported through the provision of toilets.

Future Role in KI Master Plan

KTA has a critical role to play in track management and improvements, which will become increasingly important to the implementation of the KI Master Plan, as pressures on the sustainable use of the Track increases with potential increased number of trekkers and unsustainable land use pressures. There will be a need to ensure that KTA has an enhanced role on track management is working closely with CEPA and other stakeholders to achieve the integrated outcomes identified in the KI Master Plan. Facilitating direct reporting to the Minister of the Environment and Conservation would assist KTA to access additional resources and facilitate more coordinated management of the asset, as well as ensure greater coordination across the other two goals of the KI Master Plan which support the realisation of community benefits and asset protection.

The enhanced focus on Track Management envisaged under the KI Master Plan, will require additional resourcing and technical support to improve the Track facilities and maintenance planning and scheduling, as well as enhanced stakeholder reporting and communications.

Tourism Promotion Authority (PNGTPA)

Key Role

The PNGTPA is a statutory body responsible for the marketing and planning of PNG as a tourism destination. PNGTPA also undertakes national tourism policy development and supports product development and training initiatives.

Kokoda activities are part of broader national PNGTPA tourism programmes. PNGTPA has been supporting existing accommodation providers along the Track with the development of minimum standards and inspection and advice on basic facility upgrades, as well as training for accommodation operators. PNGTPA takes the lead role in marketing the Track for tourism and coordinates an annual Kokoda Campaign in the Australian market. PNGTPA has recently employed a dedicated KI staff member on contract to support KI activities.

Current KI Initiatives

The PNGTPA has led and partnered on a number of KI initiatives as follows:

- PNGTPA has undertaken an audit of guest house and campground facilities and provided training to guest house operators on facility standards and briefings on the national Accommodation Certification Program in readiness for accreditation of operators along the Track.
- PNGTPA undertakes an Annual Kokoda Campaign aimed at highlighting the Kokoda Track experience in the Australian market through a mix of PR and advertising.
- PNGTPA has partnered with KTA to develop the Draft Tourism Action Plan (2012 – 2015) for the Kokoda region, although implementation has been limited.
- Convened the Sustainable Cultural Tourism Conference
- PNGTPA is on the Central Province Economic Sector Coordination Monitoring Committee and has reviewed the Or Provincial Plan to identify possible activities in the Northern Beaches area.

Future Role in KI Master Plan

PNGTPA will have a critical role to play in the implementation of the KI Master Plan through facilitating improvements to tourism products along and around the Track, as well as enhancing awareness and demand to Track related products. This enhanced role will require additional resourcing and technical capacity focussed on KI initiatives.

The Provincial Governments

Key Role

The IPZ falls within the Provinces of Northern Province and Central Province. The two provincial administrations are responsible for initiatives which complement central government, LLGs and District level services and these are documented within their respective Five Year Development Plans. The Provinces are responsible for local level infrastructure and community services including infrastructure and service delivery in the health and education sector. The KI planning process is integrated with the provincial planning processes and available resources.

The Goal of the Central Province is *'to improve living standards for the people of the Central Province making it five times better than it is now by 2017'*. The Provincial goals include:

- Concerted 'road to market' transport infrastructure improvement
- Ensure there is basic elementary education in all ward areas
- Promote small scale agriculture and livestock and inland fisheries projects in ward areas
- Provision of basic health service and aid posts in all ward areas
- Provide adequate water supply to villages/communities and service centres
- Rural electrification programs to enlighten homes
- Establish community welfare centre to promote sports, youth, women, literacy and numeracy, disability and services for the aged in Koiari area
- Promote law and order to sustain harmonious peace loving communities
- Maintenance of spiritual and cultural values in the communities

At the time of preparation of this Report the Northern Province Development Plan had not been supplied to the Consultant.

Current KI Initiatives

In relation to the Koiari Track area and Koiari LLG, the Central Province Administration identifies their major achievements over the last three years as:

- Maintained health services in the area
- Maintained education services in the area
- Increased school inspectors visits, mostly elementary and community schools
- CPG tertiary students school fee support
- Training of village court officials and supply of court uniforms and court forms
- Conduct of Village court sittings

Future priorities identified by CPA include:

- CPA Budgetary support
- Improvements to education visitation and capacity and school mapping
- Open and stock existing and new community health posts
- Encourage and facilitate scheduled air services
- Revitalise small agricultural projects for cash income
- Establish and expand on clean drinking water supply
- Construct semi-permanent courthouse
- Educate families on land awareness
- Promote participatory and interactive education

Activities identified by Northern Province include:

- The construction of Girua Airport
- Rehabilitation of four bridges (destroyed in 2007)
 - Eroro Bridge
 - Girua Bridge
 - Double Cross Bridge
 - Kumusi Bridge
- Sealing of Mumuni to Kokoda Road
- Health and education projects as determined through MOU with KIDP including:
 - Asimba – elementary school classroom
 - Kanga – elementary school double classroom
 - Isurawa – elementary school double classroom
 - Abuari – elementary school double classroom
 - Havaki Hovea – elementary school double classroom

Future priorities include:

- The establishment of Kokoda Station as a place of reflection and integrated tourism hub for the Kokoda Track

Kokoda Initiative Master Plan – Final Report

- Establishing a monument at Kokoda to those who fought and died on the Track and the Northern Beaches campaign
- Establishing a Kokoda Museum
- Establishing and promoting a 'Kokoda Day' as a day of reflection and remembrance
- Facilitating the installation of telecommunications and radio towers in the Province
- Supporting the export of products from Oro to Port Moresby including coffee and cocoa
- Establishment and staffing of Kokoda Track Patrol post at Isurawa and Asimba Northern Province Historical Committee
- Linking and further development of Kokoda to Northern beaches tourism products
- Recording and documentation of Oro history
- Supporting training to facilitate livelihoods opportunities including microbusiness training for communities

Future Role in KI Master Plan

The two Provincial Governments will have an increasingly important role to play in supporting the implementation of KI activities, particularly in regards to the implementation of the two Development Plans and specifically in regards to infrastructure development and enhanced service delivery in health and education for communities in the IPZ. Additional technical and financial resources will be required to achieve this enhanced KI role.

Department of Provincial and Local Government Affairs (DPLGA)

Key Role

DPLGAs main function is to provide effective liaison with and coordinate assistance to provincial and local administrations, including the KTA, as a Special Purposes Authority.

Current KI Initiatives

DPLGA has had limited engagement with KI but is a member of the KI TWG. DPLGA is not active in regularly monitoring KTA as an SPA.

Future Role in KI Master Plan

There is a need for DPLGA to be more actively engaged in the KI Master Plan implementation. DPLGA has a critical role to play in supporting the KI TWG and the KIMC through liaising with the Provincial Governments.

Department of National Planning and Monitoring (DNPM)

Key Role

DNPM has the primary role in development planning and administering the development budget. PNG funding for the Kokoda Initiative is administered through DNPM which also monitors the expenditure of funds and the effectiveness of activities.

Current KI Initiatives

The DNPM assesses the KI PIP funding submissions and monitors the use of development budget funds. DNPM is engaged with KI as a member of the KI TWG and has approved funding of 100 million Kina for the KI to be provided through CEPA.

Future Role in KI Master Plan

DNPM has a critical role to play in monitoring the use of development budget resources, supporting coordination of the Plan and liaising with donors.

The Papua New Guinea National Museum and Art Gallery (NMAG)

Key Role

The NMAG is PNGs custodian of national historic and cultural heritage collections and provides a cultural focal point for the KI. NMAG administers the National Cultural Property Preservation Act (1965) and the War Surplus Materials Act (1952) as well as maintaining the modern history collection which includes objects from the Kokoda campaign.

Current KI Initiatives

The NMAG is an active member of the KI TWG and has worked through the KI to commence the pilot oral history program to capture WWII and the Kokoda campaign from the perspective of the local communities and villages and commenced work on identifying the military and archaeological values of the region to enable a draft sustainable management plan to be developed.

Future Role in KI Master Plan

NMAG has a critical role to play in documenting and protecting the national heritage assets of Kokoda including the oral history and WWII heritage, as well as the display, communication and facilitation of community education on the history of the region.

Department of Transport

Key Role

DOT through the Civil Aviation Safety Authority has responsibility for the operation of Popondetta Airport as well as certification and monitoring of safety standards at the airstrip at Kokoda and along the Track.

Current KI Initiatives

Monitoring and application of CASA airports standards at Popondetta and Kokoda airstrip.

Future Role in KI Master Plan

CASA has a critical role to play in continued monitoring of aviation safety standards.

Government of Australia Agencies

Department of the Environment (DoE)

Key Role

DoE has been the lead Australian agency for the KI under JU1 and JU2. Its International Heritage Section (Wildlife, Heritage and Marine Division) undertakes the secretariat role for the Australian Kokoda Initiative Taskforce. DoE's contribution to achieving the outcomes of the KI is through strategic and deliberate building of PNG partner capacity and relationships as well as through its responsibility for heritage places, recognising the importance of the Kokoda Track as a place of heritage significance for Australians.

Current Initiatives

DoE provides both long and short term technical assistance to the KI through staff attachments and specific project based inputs, as well as overall coordination of Australian management of the KI under JU1 and JU2.

Recent assistance has included:

- Providing advice through DoE staff to KTA to support Track management and livelihoods projects
- Coordination of a military heritage workshop to explore issues for military heritage audit on the Track
- Completion of the Kokoda Oral History Pilot project
- Support for long term KI Management Adviser within CEPA
- Short term technical assistance attachments to CEPA to build agency capacity
- Support for Protected Area Policy development
- Providing technical support for identifying heritage values in the region.
- Development of a funding agreement with KTA and support through short term TA to support Track management and livelihoods development

Department of Foreign Affairs and Trade (DFAT)

Key Role

DFAT delivers the Kokoda Initiative Development Programme, which supports the sustainable development of communities in the region through assistance to provincial administrations in basic service delivery in the areas of education and health. DFAT is also funding infrastructure components, including the Kokoda Highway upgrading project, linking Kokoda to Popondetta and the Northern Beaches. DFAT funds the Australian component of the KI through its development assistance program and ensures it is aligned to Australian development priorities in PNG.

The third phase of KI will be led by DFAT through the Australian High Commission in Port Moresby. The DoE will continue to have a role in supporting specific activities relevant to its interests and expertise.

Activities

Through the KIDP recent activities have included:

Health

- Construction and renovation of health and educational facilities including staff houses, aid posts, health posts and supply of health radios.

Kokoda Initiative Master Plan – Final Report

- Training of community health volunteers, clinical attachments and community health programme support
- HIV prevention awareness including access to preventative measures, training of health workers and community awareness
- Outreach patrols every six weeks to villages along the Track
- Broader mentoring and training of health workers in the region
- Support for KTF scholarships programme participants

Education

The KIDP has undertaken a two staged infrastructure programme including renovations and supply of kit set materials for classrooms and training centres.

The following stakeholders also contribute to the KI:

- Landowners and communities in the region, especially along the Track
- Tour operators and trekkers
- Charity groups and NGOs including the KTF who have been active in supporting educational initiatives for communities along the Track.
- The Returned Services League (RSL)
- Department of Veterans Affairs (DVA)

Appendix E– Background Information on the Kokoda Track

The Kokoda Track was surveyed at the end of the 1890's and came into regular use after Kokoda Station was established in 1904. The Track runs in a north-easterly direction across the Owen Stanley Ranges; extending approximately 96 kilometres from Owers' Corner in Central Province to Kokoda Township in Northern Province. The Kokoda Track Campaign region extends along a broader area from Bomana Cemetery in the South to the Northern battlefields of Buna and Gona in the North.

In 1942 as part of the Pacific campaign, Japanese forces initiated an operation to attack Port Moresby overland via the Kokoda Track. Since the end of WWII the Kokoda campaign has been immortalised in Australian and PNG military history and holds a special significance in the relationship between Australia and PNG.

Outside of the Track corridor which links the government administration centres of Sogeri in Central Province to Kokoda in Northern Province, settlement in the Brown River Catchment is sparse, Koiari clans make up the bulk of the population living along the Track. Subsistence agriculture and hunting and gathering underpin the livelihoods of most households living along the Track. These activities are supplemented by incomes generated from servicing the trekking industry, and, for these communities living closer to Sogeri and Kokoda, from casual employment in plantation estates and smallholder agriculture and livestock activities. Remittances from relatives in Port Moresby can also be an important source of income.

The Owen Stanley Ranges, through which the Track passes is considered by the WWF to be the largest area of relatively intact rainforest close to PNG's capital Port Moresby. The 3,800 m high Ranges are a significant element of the globally outstanding South East Papua Rainforest Region. The Owen Stanley Mountains region contains more than 4,000 plant species including many endemic found only in these mountains or shared with the nearby Mount Suckling massif. Mount Albert Edward includes some of the largest uplands in PNG including some of the least disturbed sub alpine grassland in the country. These ranges are also of high importance for mammal species and contain a number of endemic or near endemic species. The Owen Stanley Ranges are in the eastern third of the Central Papuan Mountains Endemic Bird Area (EBA) which is one of the richest areas of endemic birds in the World, with an estimated 510 bird species and 40 endemic or near endemic contained within the region.

The main source of income for many communities along the Track is from trekking. Between 2005 and 2010 an average of 4,000 Australians per annum trekked the Kokoda Track. The number peaked at 5,621 in 2008 but has levelled off to just over 3,000 in 2013 and 2014. Direct expenditure along the Track from trekking in 2011 was estimated at around AU\$ 2 million.

The south-west part of the Track is located within the Koiari LLG area of Kairuku-Hiri District (Central Province); running from the Sogeri plateau's fertile volcanic soils to the less productive inland ranges. Population densities are low, access to services varied and income levels moderate. Altitudes range from around 600 metres to 4,000 metres on Mt Victoria. Rainfall averages around 3000 mm/year, with a long dry season from April to November. There is a significant out-migration of landowners to Port Moresby seeking better services and employment opportunities.

The north-west part of the Track is located within the Kokoda LLG area of Sohe District (Northern Province); running from the Mambare Valley's fertile volcanic plains to the less productive inland ranges. Population densities are moderate with most people residing around Kokoda and the Mambare Valley, which have better access to services. Altitudes range from around 400 metres to 4,000 metres on Mt Victoria. Rainfall averages around 4,000 mm/year.

Within the Track area, there are around six villages in Central Province and 12 villages in Northern Province, which lie within one hours walking distance from a road that leads to the district and/or provincial capital.

Appendix F – Kokoda Initiative Master Plan Priority Action Plans

Kokoda Initiative Master Plan Priority Actions – The Track

Strategy: A safe and well managed Track			
<i>Actions</i>	<i>Key Actions</i>	<i>Responsibility</i>	<i>Priority</i>
<i>KEY OBJECTIVE</i>			
<i>Enhancing the management, maintenance and capacity of the Track</i>	• Conduct evaluation of Track Carrying Capacity	KTA	HIGH
	• Development and implementation of Track Management Plan	KTA	HIGH
	• Strengthening KTA role in Track management	KTA	HIGH
	• Revise KTA governance arrangements to facilitate improved reporting to the Minister of Environment and Conservation	KTA	HIGH
	• Review the KTA functions to support enhanced Track Management including enforcement of operators licences and regulations and regulatory options	KTA	HIGH
	• Facilitate greater community and operator engagement on Track management activities	KTA	HIGH

Strategy: A safe and well managed Track

<i>Actions</i>	<i>Key Actions</i>	<i>Responsibility</i>	<i>Priority</i>
<i>Protecting the special military values and historic integrity of the Track</i>	<ul style="list-style-type: none"> Develop and implement a Military heritage Strategy including: <ul style="list-style-type: none"> Identification and assessment of sites of significance Protection of sites through relevant legislation Undertake site protection and visitor management measures 	NMAG	HIGH
	<ul style="list-style-type: none"> Develop a community based heritage programme to encourage community protection of heritage assets 	KTA NMAG	MEDIUM
	<ul style="list-style-type: none"> Develop and implement a training programme for tour operators to raise awareness of cultural heritage management practices and site management 	PNGTPA	MEDIUM

Kokoda Initiative Master Plan Priority Actions– The People

Strategy: Enhanced quality of life for landowners and communities in the region

<i>Actions</i>	<i>Key Actions</i>	<i>Responsibility</i>	<i>Priority</i>
KEY OBJECTIVE			
Improved income opportunities for local communities Tourism	Increasing tourist numbers <ul style="list-style-type: none"> Implement enhanced Kokoda Marketing Plan and media campaigns Support 75th Kokoda Anniversary events Enhance Kokoda online information 	PNGTPA/Private Sector	HIGH
	Increasing tourism expenditure and product options <ul style="list-style-type: none"> Support marketing and development of enhanced tourism product options: <ul style="list-style-type: none"> Day trips from POM Short duration Track trips (subject to regular flight services) Extended duration trips (Kokoda Trail and Northern Beaches) New product development – birdwatching tours, Fuzzy Wuzzy Angels Trek 	PNGTPA/Private Sector	MEDIUM
	Retaining tourism expenditure locally <ul style="list-style-type: none"> Support increased local participation in tour operators through training, mentoring and business support 	PNGTPA/Private Sector	HIGH
	<ul style="list-style-type: none"> Improve supply and increase local food content on tours (below) 	NGOs	HIGH

Strategy: Enhanced quality of life for landowners and communities in the region

<i>Actions</i>	<i>Key Actions</i>	<i>Responsibility</i>	<i>Priority</i>
	<p><i>Improve tourism experience and facilities</i></p> <ul style="list-style-type: none"> • Improve village accommodation and facilities to minimum standards – toilets, showers, campsites and guesthouses • Development of accommodation options in Trail Head vicinity – Varirata National Park Retreat and Kokoda <ul style="list-style-type: none"> • Secure site and design concept facility • Conduct feasibility study • Negotiate JV with established private sector operator • Develop commemorative sites at Trail Heads – Owers’ Corner Peace Park and Museum/Cultural Centre • Develop broader Kokoda Campaign Trail products – Bomana to Northern Beaches • Develop Kokoda Track living knowledge and oral history centre at NMAG 	<p>PNGTPA</p> <p>PNGTPA/CEPA/NPG/Private Sector</p> <p>NPG/CPG/NMAG/KTA</p> <p>PNGTPA/Private Sector</p> <p>NMAG</p>	<p>HIGH</p> <p>HIGH</p> <p>MEDIUM</p> <p>MEDIUM</p> <p>MEDIUM</p>
<i>Improved income opportunities for local communities</i>	<ul style="list-style-type: none"> • Exporting higher value primary produce 	NPG/CPG/NGOs	HIGH

Strategy: Enhanced quality of life for landowners and communities in the region

<i>Actions</i>	<i>Key Actions</i>	<i>Responsibility</i>	<i>Priority</i>
Agriculture	<ul style="list-style-type: none"> Support small scale low input market led crop diversification Improve supply and increase local food content on tours 	NPG/CPG/NGOs	HIGH
		NPG/CPG/NGOs/Private Sector	HIGH
Improved income opportunities for local communities Environmental Services	<ul style="list-style-type: none"> Continue to build biodiversity database and social mapping of communities Identify PES models which may be applicable in the IPZ and develop appropriate policy Facilitate PES negotiations between PNG Power and local communities for Brown River Catchment investment 	CEPA	MEDIUM
		CEPA	MEDIUM
		CEPA	MEDIUM
Enhanced community access to water, power and telecommunications	Water <ul style="list-style-type: none"> Systematically plan and deliver community WASH programme Undertake staged development of Mt Erima water treatment plan Power <ul style="list-style-type: none"> Continue with feasibility and negotiations in regard to the new power generation investment plant in Brown River catchment area and invest accordingly Complete rural electrification from Popondetta to Kokoda Station area 	NPG/CPG/NGOs	HIGH
		EDA RANU	MEDIUM
		PNG Power/CPG	HIGH
		NPG/PNG Power	MEDIUM

Strategy: Enhanced quality of life for landowners and communities in the region

<i>Actions</i>	<i>Key Actions</i>	<i>Responsibility</i>	<i>Priority</i>
	<ul style="list-style-type: none"> Support community facilities solar power provision Extend rural electrification north of Sogeri to villages up to Owers' Corner <p>Telecommunications</p> <ul style="list-style-type: none"> Facilitate Track mobile communications (solar power) network 	<p>NPG/CPG/NGOs</p> <p>CPG/PNG Power</p> <p>NPG/CPG/ Telecomm Providers</p>	<p>HIGH</p> <p>MEDIUM</p> <p>HIGH</p>
Improving key road and aviation transport infrastructure and services	<p>Aviation</p> <ul style="list-style-type: none"> Undertake safety audits and upgrade airstrips (Kokoda, Manari, Kagi, Melei, Efogi and Naduri) to CAA compliance levels Conduct air services feasibility to establish cost of CSO provision Tender and contract scheduled air services to upgraded airstrips by registered operator Build storage/terminal area for each air strip <p>Roads</p> <ul style="list-style-type: none"> Upgrade and maintain road infrastructure: <ul style="list-style-type: none"> Owers' corner gravel road maintenance Repair bridge and damaged section of Owers' Corner Road 	<p>NPG/CPG/CAA</p> <p>NPG/CPG/CAA</p> <p>NPG/CPG/CAA</p> <p>NPG/CPG/CAA</p> <p>NPG/CPG</p>	<p>HIGH</p> <p>HIGH</p> <p>HIGH</p> <p>HIGH</p> <p>HIGH</p>

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Kokoda Initiative Master Plan Priority Actions – The Environment

Strategy: The sustainable use of the catchment area			
<i>Actions</i>	<i>Key Actions</i>	<i>Responsibility</i>	<i>Priority</i>
KEY OBJECTIVE			
<i>Developing and implementing a sustainable development plan for the region</i>	<ul style="list-style-type: none"> Continue spatial database development, social mapping and biodiversity surveys 	CEPA	MEDIUM
	<ul style="list-style-type: none"> Implement the PNG Protected Areas Policy and gazette protected areas in the IPZ to protect its natural and cultural heritage values, based on a participatory planning approach with local land owners 	CEPA	MEDIUM
	<ul style="list-style-type: none"> Develop policy for valuation and distribution of ecosystem service payments (see above) 	CEPA	MEDIUM
	<ul style="list-style-type: none"> Develop and implement an Environmentally Sustainable Development Master Plan for the IPZ region 	CEPA	MEDIUM
<i>Supporting World Heritage nomination for the region</i>	<ul style="list-style-type: none"> Implement the World Heritage Roadmap recommendations including the identified focal areas to progress a potential World Heritage nomination 	CEPA	MEDIUM