

The Kokoda Track Foundation

Eco-trekking Kokoda

A Plan for Sustainable Tourism





FOREWORD

by

Major The Hon Charlie Lynn, MLC, psc (Retd)

When I first trekked Kokoda in 1991 I was both surprised and disappointed at the neglect of such an important part of our military heritage. The track bypassed the infamous ‘golden staircase’ on Imita Ridge; major battlesite had been reclaimed by the jungle; ordnance from the campaign lay rusting in the mud; no official monuments or memorials had been erected; and the people who had supported us so selflessly during our hour of need had been forgotten.

It was evident that the Kokoda track had been ignored by successive Australian governments since the end of the Pacific War in 1945.

In 1992 I wrote a paper calling for the PNG Government to recognise the benefit of developing Kokoda as an adventure destination:

‘In the short term PNG should focus its tourist development on its natural assets – the country and its people. And it should develop policies to cater for the niche adventure market.

‘The Kokoda Trail is an ideal model. The trail has a special aura because of its significance in the war. The rugged beauty of the Owen Stanley Range and the nature and disposition of the villagers along the trail are unique attractions to the adventure tourist.

‘Tourism along the trail will create social and economic benefits for the villagers. Local guides will be employed, food will be procured, accommodation will be used, and artefacts will be purchased.

‘The 50th anniversary of the campaign across the Owen Stanley Range is a unique opportunity to refocus international attention to the challenge, the rigours, and the people of the Kokoda Trail. It provides an opportunity for the government of PNG to establish a model for adventure tourism which would otherwise take many years to establish’.

In 1994 I submitted a paper calling on our Federal government to seek to proclaim the Kokoda Trail as a National Memorial Park:

‘Any plan that is developed should consider the fact that PNG does not have a welfare system and the Koiari and Orokaiva people who live along the track operate a subsistence economy. They are also the custodians of the land on which the battles that saved Australia were fought.

‘If we develop our long term plan around providing a regular source of income for them we can be assured that they will protect and honour the battlesite we restore, the educational memorials we build and the village museums we assist with.

‘The objective of the master plan should therefore be to develop a self-sustaining eco-adventure trekking industry for the Koiari and Orokaiva people who live along the Kokoda Trail.’

It was difficult to progress the idea as the responsibility for such a plan did not fit neatly into a single Ministerial portfolio. I was advised by the Minister for Veterans Affairs that the government did not have a master plan for the development of the Kokoda track. With the concurrence of the Minister I volunteered to develop one.

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I enlisted the support of Kelvin Templeton of Templeton-Galt who later engaged Dr Stephen Wearing of the University of Technology Sydney and Mr Paul Chatterton of the World Wide Fund for Nature in PNG to conduct workshops in Sydney, Port Moresby, Efogi village and Kokoda.

In 2003 my company, Adventure Kokoda Pty Limited, funded the establishment of the Kokoda Track Foundation to raise funds for the strategic plan and to develop shorter term educational, health and sporting initiatives for the Koiari and Orokaiva people along the track.

We then engaged Colonel David Knaggs of Davendish Consulting to facilitate workshops and write the plan.

I am indebted to the Directors of the Foundation, namely Kelvin Templeton, Yahoo Serious, Peter Thomas, Patrick Lindsay, Paul Croll, Genevieve Nelson, Dr Michael Cooper, Andrew Schauble, Brett Kirk, Gillian Marks, Sue Hoopman and Tony Stewart who were generous with their time and expertise. We were ably supported by our Secretary, Natalie Shymko; our Treasurer, Tiffany Couch; our Solicitor, David Frecker and our Auditor, John Flynn who provided their services in an honorary capacity.

I am also indebted to the Chief Executive Officer of the PNG Kokoda Track Authority, Mr. Warren Bartlett and his Board Members; representatives of the PNG National Government, Central and Oro Provincial Governments; Koiari and Kokoda Local Level Government authorities; and the clan leaders, landowners and other stakeholders along the track who hosted and participated in our workshops in PNG.

I wish to thank the RSL and Services Clubs Association, the Victorian Branch of the RSL, Johnson and Johnson, Templeton-Galt, WWF, the University of Technology Sydney and Adventure Kokoda for their corporate support. I also wish to thank the numerous individual donors who have ensured that village students will now have a better chance of obtaining a proper education and that villagers along the track will benefit from some of the medical supplies and sporting equipment we have delivered to them.

This is the first step in the process of having the Kokoda Trail proclaimed as a National Memorial Park and achieving a World Heritage Listing. I commend it to the Australian and PNG governments and urge them to use it as a reference document in the development of Kokoda and other significant Pacific War battlesite as the basis of a sustainable eco-tourism industry for PNG.

Lest We Forget.

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30 June 2006

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EXECUTIVE SUMMARY

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

A paper proposing that the Track be declared a National Memorial Park was submitted to the Australian Government in 1994¹. The stated objective was ‘to develop a self-sustaining eco-adventure trekking industry for the Koiari and Orokaiva people who live along the Kokoda Trail’. Since that time, when there were few visitors to the area, the number of trekkers on the Kokoda Track has risen more than ten-fold. Over 2000 walked the track in 2005, and demand is increasing rapidly. Tourism is acknowledged by the PNG Government as having the potential to be a significant driver of the economy and a primary source of foreign exchange.

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

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

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

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

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

¹ A Proposal for a Master Plan to Develop the Kokoda Track as a National Memorial Park.
Charlie Lynn 26 August 1994

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Engagement of local communities is a fundamental and on-going process in the development of the plan. Several workshops involving representatives from local communities have been conducted over the past three years to ensure that the people are able to optimise the benefits from tourism and to take control of their own development plans. In December, 2004 the Kokoda Track Special Purpose Authority (KTA) was proclaimed by the PNG National Government as a statutory government body of the Koiari and Kokoda Local-level Governments. Its primary purpose is to administer developments along the track through revenues raised in trekking fees. The KTA committee of management includes representation from clan leaders, landowners, provincial and local level government authorities, the PNG Tourism Promotion Authority, the National Cultural Commission and PNG community organisations. Through a strong partnership with local government representatives, the intention is to hand over control of planning decisions and funding allocations to the host communities. Successful community development will primarily depend on good governance on the part of the KTA and community leaders who can exercise administrative responsibility, accountability and transparency in monetary transactions.

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

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

13. Ensure the financial viability of tourism along the track

14. Provide for the safety and security of visitors to the Kokoda Track.

This plan relies upon the active participation and commitment of stakeholders. Stakeholders are both numerous and diverse, and have been involved from the inception of the planning process. They include landowners and clan leaders, numerous Australian and PNG Government agencies, tour operators, tourists, service clubs and potential benefactors such as the PEDF (World Bank) and the PNG Sustainable Development Fund. In order to successfully implement a plan involving as many stakeholders as this, a strategic management team will be required to oversight its implementation and ensure that the development and execution of the subordinate action plans is carried out in a timely and effective manner.

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

INTRODUCTION

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

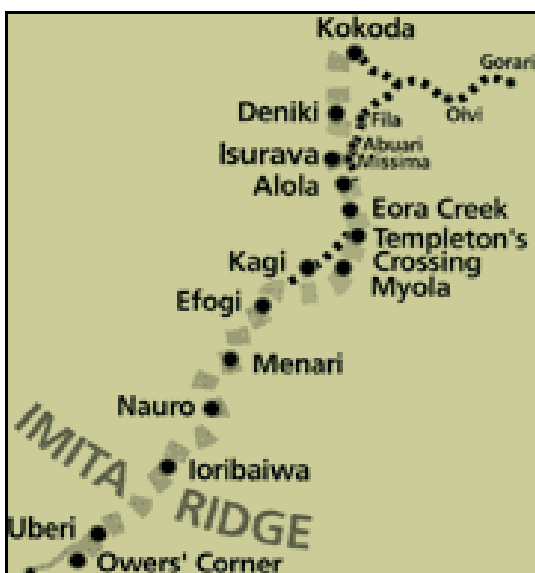


Figure 1: The Kokoda Track (DVA)

It was during the Second World War, when in 1942 the Japanese selected it as the axis for their advance on Port Moresby from Buna and Gona, that the Kokoda Track became a household name in Australia and PNG, if not throughout the world. In July 1942 the 39th Battalion, a poorly equipped and inexperienced Australian militia unit, was sent over the Track to Kokoda, where they faced an invading force of some 10,000 well-equipped Japanese troops highly trained in jungle warfare. Overwhelmed, the 39th Battalion was forced back to Isurava, where they conducted desperate defence until reinforced by veterans of the 21st Division AIF back from the Middle East. From there Maroubra Force, (as it was known), vastly outnumbered and poorly supplied, conducted a strategic withdrawal from Kokoda back to Imita Ridge.

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

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

In 1994, a submission was put to the Australian and PNG Governments that a project team be formed to develop a Master Plan to create a ‘self-sustaining eco-adventure trekking industry for the Koiari and Orokaiva people who live along the Kokoda Track’². Despite active lobbying, nothing eventuated.

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

² 2 A Proposal for a Master Plan to Develop the Kokoda Track as a National Memorial Park.
Charlie Lynn 26 August 1994

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Section 1: Introduction

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

Immediately following the formation of the Kokoda Track Foundation, a proposal for the development of a Strategic Plan for Tourism was prepared.³ The development of a sustainable tourism industry based on eco-trekking along the Kokoda Track has been identified as the highest priority for the KTF, as it will provide the primary source of income to support the planned socio-economic initiatives for villagers along the track. The intention is to engage and empower the host communities, enabling them to pursue the goals they have set themselves in the five year development plans drafted during the workshops held at Port Moresby, Efogi and Kokoda. Self-sufficiency will be gained through revenues generated from trekking fees, accommodation, food production and associated activities. The plan focuses on the environmental, economic, social and cultural aspects of tourism development.

As a result of a rapid increase in the number of trekkers on the Kokoda Track (from less than 100 in 2001 to over 1000 in 2003) and disputes among landowners regarding the distribution of benefits from tourism, the PNG Government decided to establish a local level government body to manage the burgeoning tourism industry. The Kokoda Track Special Purpose Authority (KTA) was proclaimed by the PNG National Government on 11 June 2003 as a statutory body of the Koiari and Kokoda Local-level Governments under the Local-level Governments Administration Act 1997. The KTA committee of management includes representation from clan leaders, landowners, provincial and local level government authorities, the Tourism Promotion Authority, the National Cultural Commission, community organisations and tour operators.

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

SUSTAINABLE TOURISM

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

³ KTF Proposal for a Strategic Plan: 6 August 2003 (Kelvin Templeton)

Sustainable tourism is defined as:

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

ECOTOURISM

Ecotourism (and eco-trekking) can be regarded as a subset of sustainable tourism. It is ecologically sustainable tourism with a primary focus on experiencing natural areas that fosters environmental and cultural understanding, appreciation and conservation.⁵

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

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

PLANNING APPROACH

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

Phase 1: The formation of a multi-disciplined team and the conduct of a series of workshops to determine the needs and expectations of the key stakeholders.

Phase 2: The formation of a Steering Committee to oversee the development of the tourism strategy and the preparation of the terms of reference for the plan for sustainable tourism.

⁴ World Tourism Organisation

⁵ Ecotourism Australia (2003)

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Section 1: Introduction

Phase 3: The preparation of a plan for sustainable tourism based on the outcomes of the workshops in Phase 1.

PHASE 1 (COMPLETED).

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

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

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

PHASE 2 (COMPLETED)

The Steering Group comprises:

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

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

PHASE 3

Phase 3, the preparation of the plan, has been guided by world's best practice in sustainable tourism, borrowing from the work of the World Tourism Organisation (WTO), the Australian Government Department of the Environment and Heritage (DEH) and the UN Environment Program (UNEP).

A schematic of the methodology used in developing the plan is shown at Appendix 1. It is intended that this planning methodology, once approved, will be adapted for other sustainable tourism projects in PNG.

Eco-trekking Kokoda – A Plan for Sustainable Tourism

Section 1: Introduction

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

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

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

VISION AND PURPOSE

VISION

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

STATEMENT OF PURPOSE

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

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

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

CONTEXT

CHARACTERISTICS OF THE KOKODA TRACK

ENVIRONMENTAL

The Owen Stanley Range, across which the Track winds, is a dramatic landform rising to over 3,800m ASL. It is one of the most important biological areas in the Asia Pacific region. On this Range alone are more species of plants than the entire World Heritage listed wet tropic



Figure 2: View of the Owen Stanley Range from Kokoda

rainforests of North Queensland. The Owen Stanley forests provide habitat for endemic birds of paradise, bowerbirds, finches, wallabies and numerous species of butterflies and plants. Features of aesthetic importance include waterfalls, gorges, rivers and large tracts of largely untouched forest. A report by the WWF on the South-East Papuan Rainforests is at Appendix 2.

These biological values have been neglected in the establishment of the Track Reserve and the trekking industry that it currently supports. The 10 metre wide reserve does very little to protect species or

habitats. The proposal for a more extensive Kokoda Track reserve that includes forest areas over a wider section of the Owen Stanley Range deserves urgent support. This extension should consider possible links to the 300,000 ha conservation area proposed for the nearby Managalas Plateau.

CULTURAL

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

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



Figure 3: Traditional Oro welcome

Throughout PNG, rural communities have a unique attachment to the land, and those along the Kokoda Track are no exception. Almost all the land through which the Track passes belongs to traditional owners and this tends to delineate cultural and heritage boundaries. While this system of customary tenure poses some challenges in the development of

sustainable tourism, with the cooperation of all communities on the Track it can serve to facilitate, rather than hinder, development.

HERITAGE

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

The Kokoda campaign might well have had a different outcome without the support of the magnificent ‘Fuzzy Wuzzy Angels’ – the Papuan stretcher-bearers and porters who evacuated the wounded ‘with the devotion of a mother and the care of a nurse’⁶ and carried forward vital supplies. Many believe that due recognition has never been made for the invaluable contribution made by the people of PNG to the war effort. It has been proposed that a medal should be struck to honour their role.

As the ranks of the survivors of the campaign dwindle, so an increasing number of young Australians seeks to honour their memory by trekking in their footsteps in search of the ‘Spirit of Kokoda’. Greater numbers of Japanese are also visiting the area where their ancestors fought and died.



Figure 4: Papuan carriers, drawn from the surrounding villages or brought into the mountains from coastal villages, carried the huge quantities of supplies and medical equipment necessary for the campaign. Sometimes they were also assisted by troops. [AWM 013002]

It is important that ‘experience’ of modern day trekkers offers some insight into the conditions endured on the Track by the Australian soldiers and their Papuan allies in those dark days of 1942. Most trekkers decide to walk the track for the personal challenge as much as to learn more of the military history. Improvements to the track should only be carried out in the interests of environmental protection or safety. Any new development projects (e.g. bridges, camping grounds, guest houses) should be subject to construction guidelines and only proceed in accordance with an overall development plan for the track.

SOCIAL AND ECONOMIC

Primarily subsistence farmers, the Orokaiva and Koiari people who live along the Track tend to rely on a diet of taro supplemented by coconut, sugar cane and occasionally, meat (pig, chicken and small game). As a result of their isolation, there is little economic activity. Tourism is by far the greatest source of income, partly through the impost of trekking and campground fees and partly through direct employment of guides and porters. Some local produce and artifacts are sold to trekkers.

Increasing population is placing ever greater demand on resources, and food security is becoming a significant issue. Tourism has the potential to stimulate new economic activity such as food production, accommodation, manufacture of artifacts and adventure activities.

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Section 3: Context

Ultimately surplus food production can be shipped to other markets for sale. At present, communities lack the know-how to capitalise on these opportunities. There is a clear need for an economic development plan and basic training in business skills.

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

ACCESS

The Kokoda Track is relatively easy to access from Port Moresby. At its southern end, Sogeri is only 70 km (1 hour) from the national capital by an all-weather road negotiable by buses. The final stretch to Owers Corner (the start of the Track), a further 25 km, is only recommended for four wheel drive vehicles, especially in wet weather. Kokoda, at its northern end, is only accessible from Port Moresby by air (25 min).

Kokoda airstrip was constructed in 1932 and was used during World War II. The central runway has a grass-covered gravel base which, with relatively minor upgrade, could be suitable for 36-seater Dash 8 aircraft. Airstrips exist near a number of villages on the Track, principally Kagi, Efogi, Menari, Naduri and Naoro. Charter flights are possible into these villages when the strips are properly maintained to CAA standards, although this is rarely the case.

THE PNG TOURISM MARKET

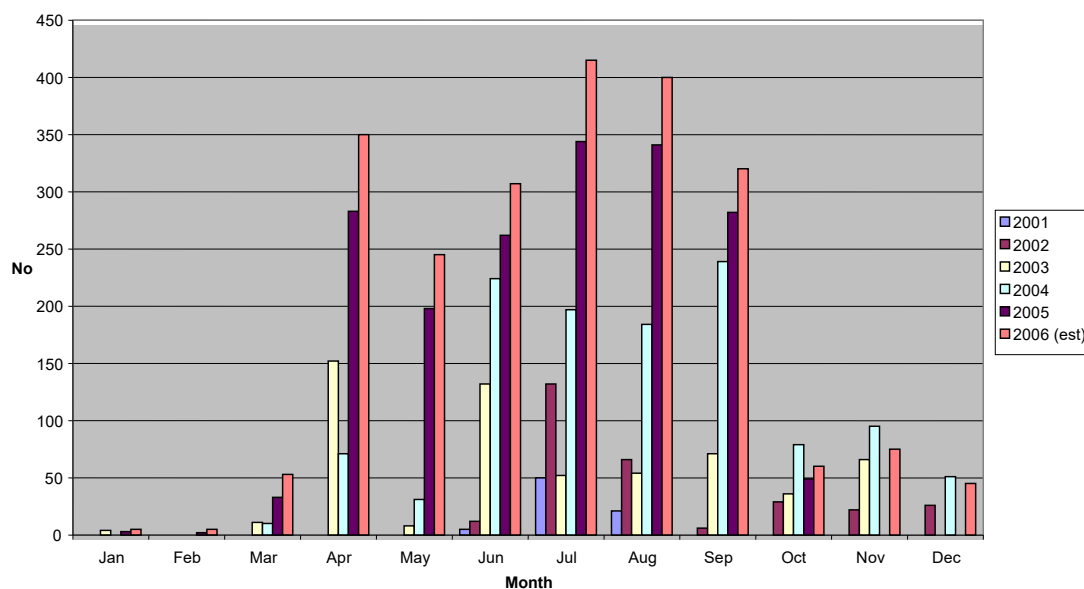
The PNG Government is well aware of the fact that tourism is one of the fastest growing sectors in the world economy. In November 2004, the government's Medium Term Development Strategy (MTDS) 2005 - 2010 was released. For the first time, tourism was included as a central plank in export-driven economic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

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

Over the period of the MTDS, the service industry should develop to be a significant driver of the economy, particularly in relation to tourism. Given PNG's abundant natural beauty, unique environment and cultural diversity, the potential for the tourism industry is considerable. In a number of niche markets, such as diving, trekking and village-based tourism, Papua New Guinea has the potential to be a world leader.⁷

⁷ Quote from PNG Govt MTDS

Table 1: Trekking Permits Issued



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

MARKET SEGMENTATION

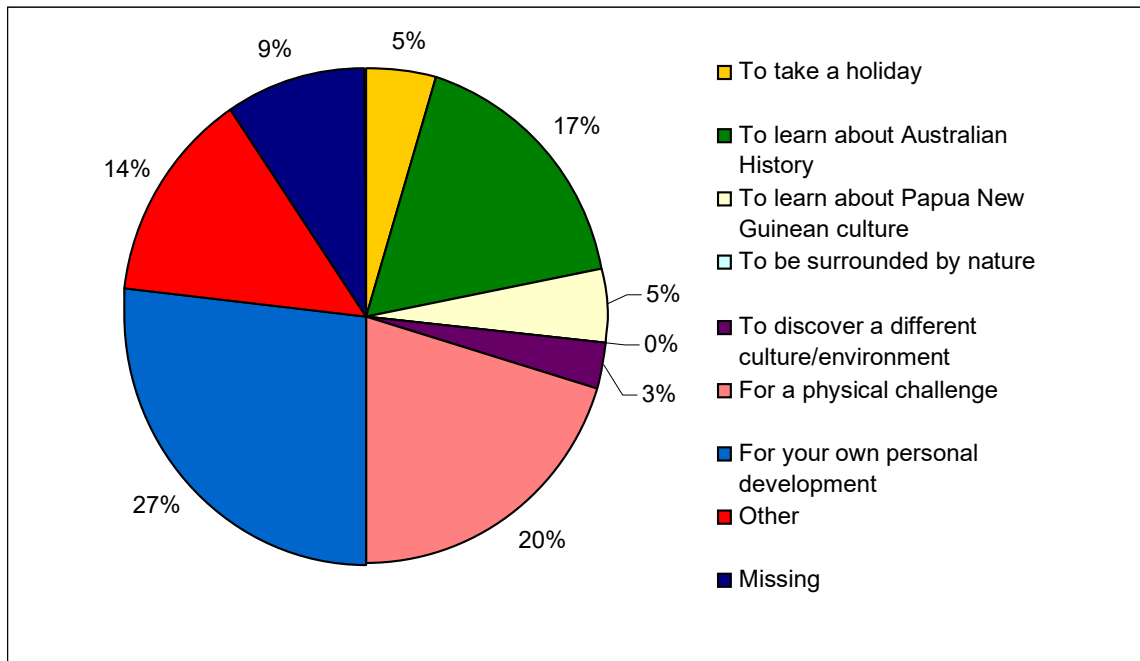
A recent study conducted by a student and based on a post-trek has produced the first statistics on trekkers’ responses to the Kokoda Track experience⁸. Table 2 summarises the reasons given for visiting the Kokoda Track.

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

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

⁸ Simone Grabowski UTS

Table 2: Reasons for Visiting the Kokoda Track



STRATEGIC ISSUES

HOST COMMUNITIES

PARTICIPATION AND GOVERNANCE

Community participation and self-sufficiency are fundamental to achieving sustainable tourism. The Orokaiva and Koiari people who live along the Track still lead an essentially subsistence livelihood, clearing land to grow crops and raising animals (chicken and pigs) for consumption. The only source of income, apart from tourism, is from limited sale of produce to the markets in Port Moresby. This livelihood, already under threat from a shortage of labour, is not necessarily one that the younger generation (or their parents for that matter) would wish to pursue in future. Tourism-related employment can help stem the outflow of able-bodied young people and increase their future earning capacity through vocational training and improvement in business management skills.

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

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

LAND OWNERSHIP AND CONFLICT RESOLUTION

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

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

POTENTIAL NEGATIVE IMPACTS FROM TOURISM

Increasing pressure from tourists can have a negative influence on local communities giving rise to loss of identity and values. Ethnic ‘kastom’ and rituals can become trivialised and traditional art forms converted into cheap imitations to be traded. It is important that the strategic plan take into account the social and cultural carrying capacity of villages along the Track. Tourists can give rise to discontent through economic inequality and resentment amongst locals brought about by inappropriate behaviour (e.g. unruly behaviour on the Sabbath).

MILITARY HERITAGE



Figure 5: The ‘Golden Stairs’ rise towards Imita Ridge on the Kokoda Track, photographed in October 1942. [AWM 26837]

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

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

ENVIRONMENTAL PROTECTION

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

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

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Section 4: Strategic Issues

Owers Corner. One of the most urgent tasks is to have the Track and the surrounding areas adequately protected from mining and logging operations. In the longer term, the Kokoda Track is deserving of the status of a World Heritage site⁹, affording it a higher level of protection and international recognition. In the meantime, some landowners are proposing that areas adjoining the track be set aside as a Wildlife Management Areas under the PNG Fauna (Protection and Control) Act¹⁰. It is one of the simplest forms of protected area and one that gives full power to landowners in the management of their land.

TOUR OPERATORS

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

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

TOURISM PROMOTION

While the Kokoda Track is becoming well known as one of the world’s most challenging treks, it is not widely promoted for its environmental, cultural and heritage values. As a matter of conscience, increasing numbers of tourists are seeking out destinations which offer ecotourism. The Track should be more actively promoted by the PNG Tourism Promotion Authority, Tourism Australia and tour operators as an ecotourism destination.

MANAGEMENT OF SUSTAINABLE TOURISM

The strategy for sustainable tourism will require a great deal of cooperation and goodwill among the communities, landowners and LLGs. It will also require a strategic management organisation which can provide leadership for the implementation of the plan coordination among the stakeholders.

Responsibility for the administration of sustainable tourism has been vested in the Kokoda Track Special Purpose Authority (KTA). Its charter is to:

1. focus on the significance of the Kokoda Track due to its historic importance since World War II and to promote this legacy for present and future generations;
2. promote trekking and tourism related activities;
3. administer, facilitate, ensure and/or oversee the implementation of the developments and other projects in the Kokoda Track area;

⁹ Convention Concerning the Protection of the World Cultural and Natural Heritage

¹⁰ WWF: *Setting Up a Wildlife Management Area*

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Section 4: Strategic Issues

4. collect, manage and use development revenue from fee paying trekkers and other sources for approved projects;
5. consult with landowners on their needs and priorities; and
6. provide a point of contact for agencies, organizations or persons wanting to initiate activities along the Kokoda Track.

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

THREATS TO DEVELOPMENT OF TOURISM ON THE KOKODA TRACK

MINING

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

LOGGING

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

GARDENING AND HUNTING

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

HEALTH

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

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

TREKKER NUMBERS

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



Figure 6: Trekkers fording the Goldie River

Failure to control the number of trekkers on the Track at any given time can also lead to a disappointing experience and the potential for conflict between groups led by different tour operators. Protecting the environment and cultural integrity of the Kokoda Track, while encouraging more visitors and social development, are the greatest challenges to sustainable tourism.

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

SAFETY AND SECURITY

As with other parts of PNG, the Australian Department of Foreign Affairs and Trade (DFAT) advises that visitors should exercise a high degree of caution when walking the Kokoda Track and travelling through the areas adjacent to each end, because of the high levels of serious crime. DFAT further recommends that trekkers travel with guides from a reputable tour company. The appointment of rangers by the KTA to monitor and control activity on the Track may help alleviate this problem, but ultimately it is the responsibility of the PNG Government to ensure the safety and security of visitors.

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

IES PRINCIPLES OF ECOTOURISM

The strategy for sustainable tourism will be implemented in accordance with the key principles the International Ecotourism Standard (IES)¹¹. The IES was originally developed by Ecotourism Australia. Adopting the key principles of the IES will ensure that the development of eco-trekking on the Kokoda Track will meet world’s best practice and that at some time in the future it can be Green Globe 21 certified. The IES key principles are described in detail at Appendix 4 and summarised below:

1. Ecotourism Policy Performance and Framework
2. Natural Area Focus

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Section 4: Strategic Issues

3. Interpretation and Education
 - a. Interpretive Services
 - b. Interpretation Planning
 - c. Staff Training
4. Ecologically Compatible Infrastructure
 - a. Visual and Cultural Amenity
 - b. Sustainable Construction Plan
5. Ecologically Sustainable Practice
 - a. Environmental Management Plan
 - b. Waste Minimisation
 - c. Energy Efficiency
 - d. Water Conservation
 - e. Treatment of Wastewater and Effluent
 - f. Biodiversity Conservation
 - g. Air Quality
 - h. Lighting
 - i. Noise
6. Contributing to Conservation
7. Ecotourism Benefitting Local Communities
8. Cultural respect and Sensitivity
9. Customer Satisfaction
10. Responsible Marketing
11. Minimal Impact Codes of Conduct

STAKEHOLDERS

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

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

Primary stakeholders are those ultimately affected, either positively (beneficiaries) or negatively.

Secondary stakeholders are the project delivery agents, including organisations involved in funding, implementing, monitoring or advocacy.

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

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

HOST COMMUNITIES

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

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

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

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

VISITORS

Stakeholder Analysis: Visitors				
Status:	Role:	Interest:	Importance:	Influence:
Primary	Customer/Passive	Outcome	High	Positive

Eco-trekking Kokoda – A Plan for Sustainable Tourism

Section 5: Stakeholders

Visitors are drawn to the Kokoda Track for a variety of reasons, including the physical challenge, for personal development, military heritage and the local culture. Recent research¹² suggests that the average visitor is a well-educated, middle-aged Australian male motivated by a desire for personal development and keen to experience the natural environment.

INDUSTRY (TOUR OPERATORS)

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

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

PNG GOVERNMENT

Tourism is recognised as a major contributor to economic recovery in PNG, and a number of PNG national government agencies have an interest in the development of sustainable tourism on the Kokoda Track. The Ministry of Inter-governmental Relations has a particular interest, since the Track crosses both the Oro and Central provinces. Other organisations with a vested interest include are listed below.

NATIONAL CULTURAL COMMISSION (NCC)

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

The National Cultural Commission (NCC) administers the Kokoda Track Development Program. PGK3.4M¹³ was allocated in 2005 for projects over the period 2006 – 2009. In conjunction with the KTA, the NCC has identified the priorities for expenditure to be upgrade of camping grounds, repair and upgrade of dangerous suspension bridges and water supplies.

TOURISM PROMOTION AUTHORITY (TPA)

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

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

¹² Simone Grabowski UTS 2005

¹³ One AUD = PGK1.82

PROVINCIAL AND LOCAL-LEVEL GOVERNMENT

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

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

KOKODA TRACK SPECIAL PURPOSE AUTHORITY (KTA)

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

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

Koiari Rural LLG	Kokoda Rural LLG
Koiari Landowners	Kokoda Landowners
Kairuku Hiri District	Kokoda District
Tour Operators	PNG Tourism Promotion Authority
PNG National Cultural Commission	Returned and Services League (Port Moresby)

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

PNG FOREST AUTHORITY (PNGFA)

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

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

DEPARTMENT OF ENVIRONMENT AND CONSERVATION (DEC)

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

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

PNG DEFENCE FORCE

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

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

AUSTRALIAN GOVERNMENT

DEPARTMENT OF VETERANS AFFAIRS

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

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

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

DEPARTMENT OF FOREIGN AFFAIRS AND TRADE (AUSAID)

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

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

DEPARTMENT OF DEFENCE (DoD)

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

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

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Section 5: Stakeholders

WORLD WIDE FUND FOR NATURE (WWF)

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

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

UNIVERSITY OF TECHNOLOGY SYDNEY (UTS)

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

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

RETURNED AND SERVICES LEAGUE OF AUSTRALIA (RSL)

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

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

ROTARY INTERNATIONAL

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

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

OTHER

AUSTRALIAN WAR MEMORIAL

Stakeholder Analysis: Australian War Memorial				
Status	Role	Interest	Importance	Influence
Secondary	Advocate/Passive	Outcome	Medium	Positive

Eco-trekking Kokoda – A Plan for Sustainable Tourism

Section 5: Stakeholders

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

PACIFIC ENTERPRISE DEVELOPMENT FACILITY (PEDF)

Stakeholder Analysis: PEDF				
Status	Role	Interest	Importance	Influence
Secondary	Donor/Active	Process	Medium	Positive

PEDF and its finance arm, the International Finance Corporation (IFC) are part of the World Bank Group. During 2006, PEDF will launch a series of initiatives designed to assist the KTA develop a sound management basis for controlling the use and development of the track. This assistance will cover the development of a business plan, management and reporting structure and administrative procedures. These initiatives are designed to establish procedures that ensure accountability and transparency in the operations of the Authority and to position it to become an effective intermediary in the delivery of assistance to small and micro businesses dependent on the track.

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

PNG SUSTAINABLE DEVELOPMENT PROGRAM LTD (PNG SDP)

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

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

STAKEHOLDER RELATIONSHIPS

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

ENGAGING THE HOST COMMUNITIES

PROCESS

The techniques of Participatory Rural Appraisal (PRA)¹⁴ were employed to engage the host communities along the Kokoda Track. The purpose of PRA is to enable development practitioners, government officials and local people to work together to plan appropriate programs. PRA encourages participatory decision making, local capacity building, and community control of resources. It emphasises local knowledge and enables local people to make their own appraisal, analysis, and plans.

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

KEY TENETS OF PRA

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

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

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

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

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

COMMUNITY WORKSHOPS – OUTCOMES

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

Communities along the Track recognize the importance of 'good' (i.e. sustainable) tourism for their future prosperity and the need for cooperation to achieve this. The two community

¹⁴ World Bank Participation Workbook

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Section 6: Engaging the Host Communities

workshops so far conducted represent the first occasions that all the villages along the track have gathered together to address issues of mutual interest. The issues of highest importance to the communities are summarized below.

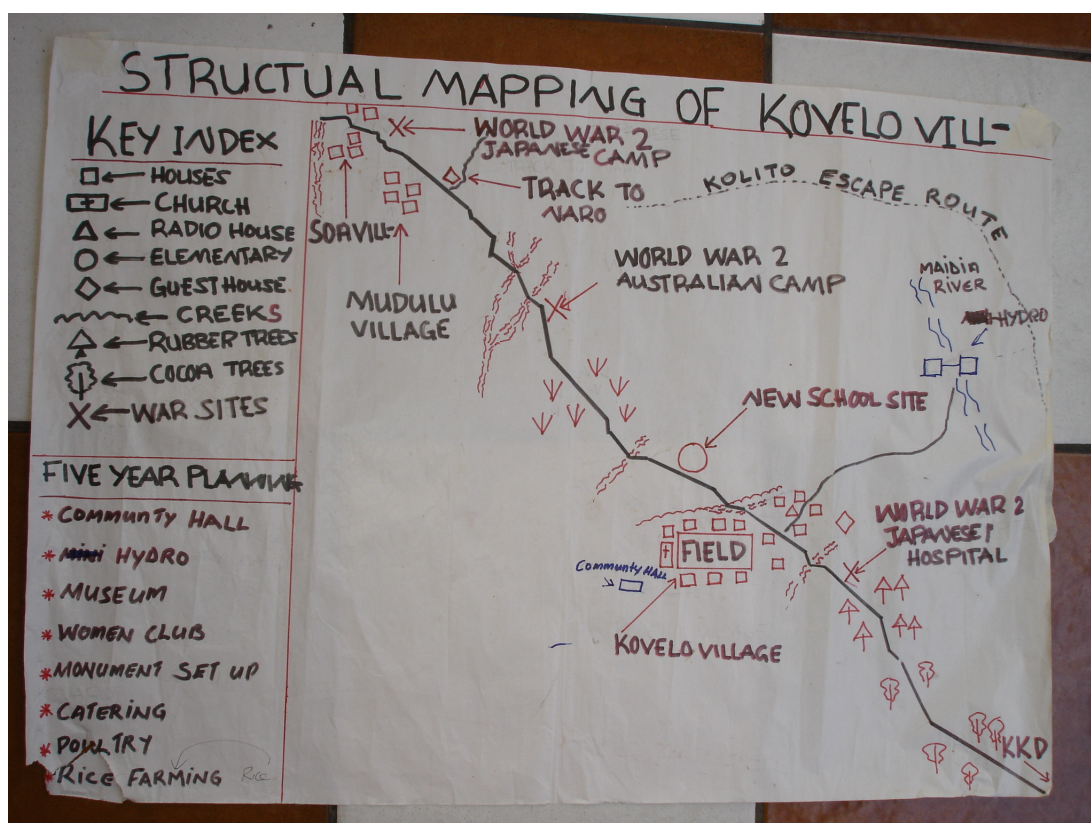


Figure 7: Koveilo village five year plan

GUEST HOUSES

Most communities recognised the need for dry, comfortable accommodation for trekkers as an alternative to camping and as a source of additional revenue. It is proposed that they be constructed in a style sympathetic to the surrounding traditional dwellings, using a combination of traditional and modern materials.

COMMUNITY MEETING PLACES

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

WATER SUPPLY

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

POWER SUPPLY (MINI-HYDRO)

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

WILDLIFE CONSERVATION

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

HEALTH CENTRES/AID POSTS

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

FOOD SUPPLY AND PREPARATION

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

SAFETY AND SECURITY

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



Figure 8: Participants in the Kokoda Workshop, July 2005, review five year development plans

MONITORING/REVIEW

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

INTERNAL AND EXTERNAL FACTORS

INTERNAL ENVIRONMENT – THE PRESENT

Strengths

Status of the Kokoda Track as a heritage site of national and international importance and an increasingly popular destination for eco-trekkers

Biological values and scenery of the Owen Stanley Ranges

Intact cultures and hospitality of the Orokaiva and Koiari villagers living along the Track

A clear vision enunciated by the Kokoda Track Foundation (KTF) established with a primary purpose of implementing sustainable tourism in the Kokoda Track area

Kokoda Track Special Purpose Authority (KTA), established by act of PNG parliament to administer projects in the Kokoda Track area, with representation from landowners

Involvement of local communities through an on-going series of workshops to draw up one year action plans and five year development plans

Access to the resources of the WWF and UTS School of Tourism for advice and best practice

Support and commitment from influential partners, including RSL and DVA

Weaknesses

Poor governance

Poor facilities and need for a comprehensive development and management plan

No funding secured for the development of infrastructure and human resources to support eco-trekking

Inability of KTA to fill all positions and need for a comprehensive business plan and operating procedures

Insufficient authority vested in the KTA to effectively monitor and police operations along the Kokoda Track

Disagreements and jealousies among traditional landowners and clan leaders leading to protracted disputes

Host communities lacking basic business skills and experience in tourism and supporting industries

Little coordination within the tourism sector

EXTERNAL ENVIRONMENT – THE FUTURE

Opportunities

Inclusion of the tourism industry in PNG's Medium Term Development Strategy

Support from the PNG Government owing to the status of the track as an area of historical importance

Willingness of local communities to cooperate in establishing a mutually beneficial tourism industry

International recognition of the Owen Stanley Range as a highly significant ecosystem because of its biodiversity and the proximity to Port Moresby of relatively intact rainforest

Increasing public awareness in Australia and overseas of the heritage value of the Kokoda Track and accompanying demand for the eco-trekking experience

Threats

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

Increasing population and numbers of trekkers placing greater demand on resources and the environment along the Track

Unrealistic expectations from communities of benefits flowing from increasing tourism

Pressure from international logging and mining operators (both legal and illegal) for access to resources in proximity to the Track

Authority of the KTA not fully understood or recognised

Failure to secure an adequate food supply for both villagers and trekkers

Rapidly expanding demand placing unacceptable pressure on the environment and devaluing the trekking experience

Continuing problems in law and order in PNG, creating security problems and deterring visitors

Relatively high cost of access

GAPS

1. Government financial support for administration
2. Fully operational and effective KTA
3. Environmental protection and management plan
4. Interpretive and commemorative plan
5. Engagement of AUSAid (Community Development Projects)
6. Accommodating forecast demand
7. Availability of camping grounds and guest house accommodation
8. Introduction of environmentally sound 'best practice' facilities
9. Profitable supporting village industries
10. Provision of training programs for communities
11. Effective agricultural programs
12. Education, health and sport
13. Law and order

FOCUS AREAS

IMPLEMENTATION

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

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

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

Goal 1.1 Successfully implement the plan for sustainable tourism on the Kokoda Track

SOCIO-ECONOMIC DEVELOPMENT

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

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

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

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

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

ENVIRONMENTAL PROTECTION

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

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

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

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

CULTURAL HERITAGE

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

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

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

MILITARY HERITAGE

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

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

GOVERNANCE AND MANAGEMENT

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

1. Participation and Transparency
2. Collective Responsibility
3. Accountability
4. Equity and Justice

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

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

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

Goal 6.2 Implement effective management systems for LLGs and communities

OPERATIONAL

The effectiveness of the KTA in carrying out its functions is critical to the success of sustainable tourism. It cannot be effective without the full support and cooperation of all key stakeholders, particularly the Provincial and Local-level Governments, landowners and clan leaders.

More can be done to improve the trekking experience. Facilities such as camping areas, guest houses, toilets, food preparation and ablution blocks require upgrading. Waste minimisation policies and management systems need to be implemented. Codes of conduct for both trekkers and tour operators need to be drawn up and adhered to. Host communities require training in such matters as food preparation, hygiene and small business management.

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

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

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

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

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Section 8: Focus Areas

PROMOTION

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

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

FINANCIAL

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

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

Goal 9.1 Ensure the financial viability of tourism along the track

LAW AND ORDER

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

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

PROPOSED STRATEGIES

FOCUS AREA 1: IMPLEMENTATION

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

FOCUS AREA 2: SOCIO-ECONOMIC DEVELOPMENT

GOAL 2.1			
Build capacity in local communities to empower them to effectively participate in, and support, sustainable tourism		<u>Performance Indicator:</u>	
Strategies		Who	When
2.1.1	Educate KTA, tour operators, guides, porters and communities in sound ecotourism practices (IES Principles)	Lead: KTA tour operators, communities	
2.1.2	Conduct workshops and education programs in the basic skills needed to support tourism	Lead: KTA TPA	How to bake Food selection, preparation and presentation Sales techniques Guest house management Basket weaving Artefact making and selling
2.1.3	Set up a leadership development program for local communities	Lead: KTA communities	
2.1.4	Diversify economic activities in communities in order to reduce dependency on tourism	Lead: communities KTA	Crop production for market
2.1.5	Conduct research and prepare a report on the social, environmental and recreational carrying capacity of the Track	Lead: AS/PNG Govts	

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GOAL 2.2			
Develop an integrated approach to land use management and trekking based on sustainable practices		<u>Performance Indicator:</u>	
Strategies		Who	When
2.2.1	Sponsor community representatives to participate in training courses that provide the skills necessary to manage community development projects	Lead: KTA communities	Orchid gardens Bird of paradise display trees Wildlife viewing (bird forests) Bower bird nest viewing sites Giant echidna viewing Night spotting of tree kangaroos and cuscus Stands of fragrant trees Butterfly gardens
2.2.2	Establish community operated nature reserves to showcase local flora and fauna	Lead: communities KTA, WWF, DEC	

FOCUS AREA 3: ENVIRONMENTAL PROTECTION

GOAL 3.1			
Provide protection for the Kokoda Track and the Owen Stanley Range as an area of outstanding biodiversity and universal natural heritage value		<u>Performance Indicator:</u>	
Strategies		Who	When
3.1.1	Obtain listing for the Kokoda track and parts of the Owen Stanley Range as a World Heritage site	Lead: WWF DEC, KTA, land-owners	Draft application has been prepared
3.1.2	Establish a research program to identify and document natural heritage values of the Owen Stanley range	Lead: KTA DEC, WWF	
3.1.3	Produce interpretive materials of the natural environment for trekkers	Lead: KTA DEC, WWF	
3.1.4	Conduct an environmental impact assessment of tourism on the Kokoda Track		
3.1.5			

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GOAL 3.2		Performance Indicator:		
Minimise the negative impacts of tourism				
Strategies		Who	When	
3.2.1	Apply to have contiguous areas adjacent to the Track declared as Wildlife Management Areas	Lead: landowners DEC, KTA, WWF		No cutting trees on track No gardens fringing track Waste removal by trek operators Education about graffiti No hunting along track No mining/logging Zonation plan
3.2.2	Implement a ranger training and development program for local communities	Lead: KTA communities		
3.2.3	Publish guidelines for ecologically sustainable practices to be adopted by tour operators, guides, porters, local communities and trekkers	Lead: KTA tour operators, communities, trekkers, WWF		Waste management and disposal Protection of waterways
3.2.4	Develop an action plan to eradicate invasive exotic plant species on the track	Lead: KTA LO, DEC, WCS		
3.2.5	Introduce a construction code to ensure new buildings, camp sites and facilities are functionally and environmentally appropriate	Lead: NCC KTA		

FOCUS AREA 4: CULTURAL HERITAGE

GOAL 4.1		Performance Indicator:		
Preserve the cultural heritage of the people living along the Kokoda Track				
Strategies		Who	When	
4.1.1	Introduce community programs which nurture and promote cultural heritage	Lead: KTA NCC, communities		
4.1.2	Publish culturally sensitive design and construction principles for site developments and buildings	Lead: NCC KTA, communities		
4.1.3	Establish a monitoring and reporting system for the preservation of cultural heritage	Lead: KTA communities		

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FOCUS AREA 5: MILITARY HERITAGE

GOAL 5.1		<u>Performance Indicator:</u>		
Identify, preserve and promote the military heritage values of the track, to include the development of interpretive memorials at significant locations				
Strategies		Who	When	
5.1.1	Establish a body to oversee the preservation and promotion of the military heritage values of the Kokoda Track	Lead: AS/PNG Govts		Joint AS/PNG Govt organisation to relevant agencies, e.g. DVA, AWM, NCC
5.1.1	Enact appropriate legislation to protect and honour the military heritage of the Kokoda Track (e.g. World Heritage listing)	Lead: AS/PNG Govts		
5.1.2	Develop a plan for the listing, preservation and commemoration of all significant military sites along the track	Lead: AS/PNG Govts		
5.1.2	Have the track recognised as a “National Memorial Park”, owned and managed by the customary landowners	Lead: AS/PNG Govts		
5.1.3	Incorporate military history education into a porter’s/guide’s vocational training program	Lead: KTA tour operators, PNG TA		
5.1.5	Improve the standard of interpretive and commemorative facilities at appropriate sites	Lead: AS/PNG Govts KTA, DVA, KTF		
5.1.6	Incorporate WWII re-enactments into community cultural heritage presentations	Lead: communities KTA, NCC		

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FOCUS AREA 6: GOVERNANCE AND MANAGEMENT

GOAL 6.1			
Introduce effective governance, accountability and transparency to the KTA Committee of Management		<u>Performance Indicator:</u>	
Strategies		Who	When
6.1.1	Provide training in good governance and management for the KTA Committee of Management	Lead: AS Govt KTA	Appoint an independent consultant to the KTA Committee of Management
6.1.2	Implement effective business systems and standing operating procedures for the KTA Committee of Management	Lead: KTA	
6.1.3	Conduct regular external audits of accounts and reviews of procedures for the KTA	Lead: PNG Govt	
6.1.4	KTA to budget for, monitor and regularly report to PNG Govt on operating costs	Lead: KTA PNG Govt	
6.1.5	Establish effective communications between KTA, LLGs, landowners and tour operators	Lead: KTA	Regular meetings to be scheduled and newsletters published

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

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FOCUS AREA 7: OPERATIONAL

GOAL 7.1			
Implement and enforce standards and codes of conduct for tour operators, employees, trekkers and host communities		<u>Performance Indicator:</u>	
Strategies		Who	When
7.1.1	A Code of Conduct be developed and enforced outlining appropriate behaviour and protocols for language, litter, cultural and religious observance	Lead: KTA	
7.1.2	Ensure host communities compliance with guest house standards, protocols and procedures	Lead: KTA	Includes publishing trek itineraries and guest house/camping ground reservations
7.1.3	Implement an accreditation scheme for tour operators	KTA	Includes Public Liability insurance
7.1.4	Develop and enact minimum conditions of employment for trek leaders, guides, medics and porters	KTA	
7.1.5	Legislate to enforce compliance with KTA requirements such as payment of trek fees, appropriate behaviour and adherence to published trek itineraries		

GOAL 7.2			
Develop and implement training programs for people engaged in tourism-related activities		<u>Performance Indicator:</u>	
Strategies		Who	When
7.2.1	Appoint or employ a Registered Training Authority (RTA) to establish competencies and qualifications required of KTA approved trek leaders, medics, guides and porters	KTA	Determine the criteria and process for accreditation
7.2.2	Develop and implement training programs and an accreditation scheme for leaders, medics, guides and porters	KTA, RTA	Possible use of Kokoda Vocational Centre

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

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FOCUS AREA 8: PROMOTION

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

FOCUS AREA 9: FINANCIAL

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

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FOCUS AREA 10: LAW AND ORDER

GOAL 10.1			
Provide for the safety and security of visitors to the Kokoda Track		<u>Performance Indicator:</u>	
Strategies		Who	When
10.1.1	Develop standards of qualifications and competencies for trek leaders, medics, guides and porters	<u>Lead:</u> KTA TPA, tour operators	
10.1.2	Implement a community policing system to provide a secure environment for trekkers	<u>Lead:</u> PNG Govt KTA	

FINANCIAL IMPLICATIONS

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

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

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Section 10: Financial Implications

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

Other potential sources of funding include:

1. PGK1.0M from NCC for facilities development (PGK3.4M has been allocated over the period 2006-2009)
2. PGK50,000 from each of the Oro and Central Governments for development and maintenance projects (this money has been promised under the Joint Border Agreement and is ostensibly an annual allocation)
3. PGK250,000 from the PNG SDF for improvements to camping sites and hygiene
4. An undisclosed sum from the World Bank's PEDF to assist in establishing good governance and management procedures for the KTA Committee of Management
5. An allocation of PGK30,000 (PGK10,000 from each of the NCC, TPA and PNG SDP) for a KTA awareness patrol to be conducted in May 2006

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

Table 3 shows potential sources of funds and the uses to which they would be applied.

Potential Source of Funding	Applied to	Notes
PNG National Government	Social Development projects Infrastructure projects	NCC
Provincial Government	Infrastructure projects	Central and Oro Provinces
Trekking Fees	KTA Administration Facilities development Village industries	
Village Industry	Maintenance and improvement of facilities	Camp site and guest house fees Catering Artifacts Cultural displays
World Bank (PEDF)	Business systems Training	
AUSAid	Community Development	Community Development Scheme
RSL	Battlefield conservation Memorials	
KTF	Social welfare projects	Scholarships Health Sport
Corporate Donors		

Table 3: Sources of Funding and their Application

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Towards a Strategy for Sustainable Tourism on the Kokoda Track

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APPENDICES:

APPENDIX 1

Planning Model for Sustainable Tourism

APPENDIX 2

WWF Report: South East Papuan Rainforests

APPENDIX 3

Tour Operator Survey

APPENDIX 4

IES Key Principles of Ecotourism

APPENDIX 5

Kokoda Track Tour Operators

APPENDIX 6

Stakeholder Relationships

APPENDIX 7

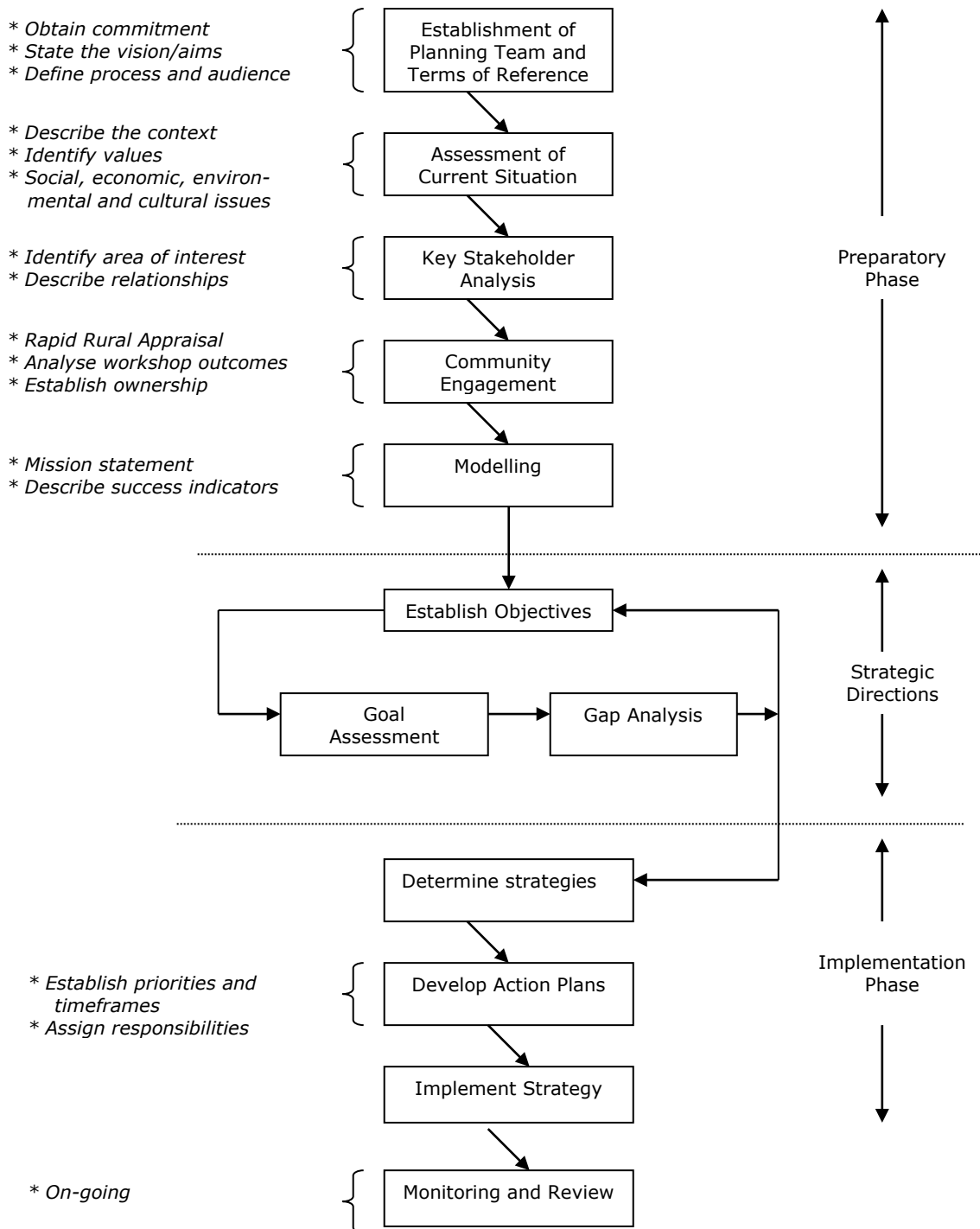
Community Action Plans

APPENDIX 8

Workshops

- 6A Report on Efogi Workshop 28 – 29 April 2004
- 6B Report on Kokoda Workshop 15 – 16 July 2005
- 6C Examples of Social Mapping

APPENDIX 1: PLANNING MODEL FOR SUSTAINABLE TOURISM



APPENDIX 2: WWF REPORT - SOUTHEASTERN PAPUAN RAINFORESTS

The Southeastern Papuan Rain Forests -dominated by the Owen Stanley highlands, the major mountain range in the ecoregion-contain vast tracts of pristine montane forests (Miller et al. 1994). Because of the dissected landscape and edaphic variations, the ecoregion is rich in endemic species with very local distributions. Although some of PNG's major population centers, including the capital, Port Moresby, are located in this ecoregion, major wilderness areas are still present. This ecoregion is extremely rich because of the diversity of its habitats: it includes coastal, lowland, and montane habitats.

LOCATION AND GENERAL DESCRIPTION

This lowland and montane ecoregion is made up of the Owen Stanley Range and surrounding lowland and coastal areas in southeastern PNG. The climate of the ecoregion is tropical wet, which is characteristic of this part of Melanesia, located in the western Pacific Ocean north of Australia (National Geographic Society 1999). The surface geology of the Central Cordillera, of which the Owen Stanleys are an extension, is generally composed of metamorphic and intrusive igneous rocks. More specifically, this ecoregion is composed of metamorphosed Mesozoic greywacke sandstone, siltstone, and marine volcanics overlain by Miocene intrusives, Pliocene marine and terrestrial fine-grained sediments, and Quaternary lavas and pyroclastics (Bleeker 1983).

Most of this ecoregion is composed of tropical wet evergreen forest, with a significant (25 percent) percentage of tropical montane evergreen forest. Smaller percentages of upper montane and freshwater swamp forest are also found (MacKinnon 1997). Coastal vegetation contains *Casuarina*, whereas mixed coastal vegetation contains *Calophyllum*, *Terminalia*, and *Anisoptera* (MacKinnon 1997).

Lowland forest up to 1,400 m on the north side of the Owen Stanleys is made up of *Pometia*, *Terminalia*, *Myristica*, *Horsfieldia*, *Celtis*, and *Ficus* (MacKinnon 1997). Lowland forest is made up of both alluvial and hill types (Paijmans 1975). Lowland alluvial forest has a canopy that is multitiered and irregular, with many emergents. The forest understory contains a shrub-and-herb layer with a variety of climbers, epiphytes, and ferns (Petocz 1989). Palms may be common in the shrub layer (Paijmans 1975). The somewhat lower-canopy, more closed lowland hill forest contains more open shrub layer but a denser herbaceous layer. Palms are fewer in number. The dominant canopy trees include species of *Pometia*, *Canarium*, *Anisoptera*, *Cryptocarya*, *Terminalia*, *Syzygium*, *Ficus*, *Celtis*, *Dysoxylum*, and *Buchanania*. *Koompassia*, *Dillenia*, *Eucalyptopsis*, *Vatica*, and *Hopea* are locally abundant. Dense stands of *Araucaria*, the tallest tropical trees in the world, are present in scattered locations (Paijmans 1975; Nightingale 1992).

Although they are subject to variable climates and topography, montane forests are smaller crowned and have more even canopies than lowland hill forest. Tree densities can be high, and the shrub density is also high (Paijmans 1975). Lower montane forest transitioning in from the lowlands is dominated by oaks such as *Castanopsis acuminatissima*, *Lithocarpus*, elaeocarps, and laurels. Seventy-meter *Araucaria* may form thick stands in lower areas. *Nothofagus*, sometimes in monotypic stands, is conspicuous in the moss-covered mid and upper zones of the ecoregion (Davis et al. 1995).

BIODIVERSITY FEATURES

Overall richness is generally high and endemism is generally moderate to high when compared with those of other ecoregions in Indo-Malaysia. Bird richness and reptile and amphibian richness and endemism are particularly high in this ecoregion.

The mammalian fauna consists of a wide variety of tropical Australasian marsupials, including tree kangaroos (Flannery 1995). There are 138 mammal species in the ecoregion, of which 28 are endemic or near endemic (Flannery 1995; Flannery and Groves 1998; Bonaccorso et al., in press) (table 1). Included are the critically endangered large-eared nyctophilus (*Pharotis imogene*) and long-footed hydromine (*Leptomys elegans*) and Van Deusen's rat (*Stenomys vandeuseni*) (IUCN 2000; Flannery 1995).



Figure 9: Tree kangaroo

The avifauna of the ecoregion has a clear Australasian flavour, including representatives of several Australasian families such as Ptilonorhynchidae, Eopsaltriidae, Meliphagidae, and Paradisaeidae. Because the ecoregion includes coastal, lowland, and montane areas, the number of birds found in the ecoregion is quite large (510 bird species). Forty of these are endemic or near endemic (table 2). This ecoregion constitutes the eastern end of the Central Papuan mountains EBA. Whereas the EBA contains a total of fifty-three restricted-range birds, this ecoregion contains only

some of them, twenty-seven of which are shared with the Central Ranges montane rain forests ecoregion, one of which is also found in the Central Ranges sub-alpine grasslands, and two of which are found nowhere else on Earth: the streaked bowerbird (*Amblyornis subalaris*) and eastern parotia (*Parotia helenae*) (Stattersfield et al. 1998; Beehler et al. 1986; Coates 1985). Within this ecoregion, the Kodama Range, with eight endemic species; the Western Owen Stanley Range, with seven endemic species; the Central Owen Stanley Range, with five endemic species; and the Southeastern Coastal area, with one endemic species, are all centers of butterfly endemism on the island of New Guinea (Parsons 1999).

There are seven recognized Centres of Plant Diversity located in this ecoregion, some of which are shared with the higher Central Ranges sub-alpine grasslands ecoregion. The Galley Reach CPD contains mangrove, lowland swamp, and *Nypa* communities. Galley Reach contains most of the mangrove species in Papuasia, which in turn has the most mangrove diversity. The Menyamya-Aseki-Amungwiwa-Bowutu Mountains-Lasanga Island CPD ranges from sea level to 3,278 m and represents the diversity of the altitudinal gradient on the north side of the Owen Stanley Range. Lowland rain forests (with extensive dipterocarp forest), lowland swamp forests, lower to upper montane forests, and sub-alpine forests are all represented here. Ultramafic vegetation is found in the Bowutu Mountains. Important lowland forest and ultramafic substrate endemics are found in the Milne Bay-Collinwood Bay to southern coast CPD. The Owen Stanley Mountains CPD contains many local endemics and is the center of diversity for *Agapetes* (Ericaceae). The Varirata and Astrolabe ranges, Safia Savanna, and Topographer's Range CPDs are all little-known areas that merit further study (Davis et al. 1995).

The lowland forests are home to the world's largest butterfly, *Ornithoptera alexandrae*, a globally threatened species (Miller et al. 1994).

TYPES AND SEVERITY OF THREATS

Although the threats to this ecoregion are low, potential threats include logging, nickel exploitation, and traditional agriculture (Johns 1993). The extension of the highway from the capital, Port Moresby, through to Milne Bay will increase accessibility of the coastal plain south of the Owen Stanley Ranges, opening this extensive forest area to exploitation (Beehler 1994).

JUSTIFICATION OF ECOREGION DELINEATION

Using Whitmore's (1984) map of the vegetation of Malesia and MacKinnon's (1997) reconstruction of the original vegetation, we delineated the large areas of distinct habitat types as ecoregions. The montane evergreen moist forests along the Central Cordillera, including the Snow Mountains, Star Mountains, Central Highlands, and Eastern Highlands, were placed in the Central Range Montane Rain Forests [[AA0105](#)]. This ecoregion roughly corresponds to MacKinnon's subunits P3g, P3h, and P3i. The moist forests in the southeastern peninsula were distinguished as the Southeastern Papuan Rain Forests [[AA0120](#)]. This ecoregion consists mostly of montane forests but also includes some lowland forests along the coasts and is roughly equivalent to MacKinnon's (1997) biounit P3n. We used the 1,000-m contour from a DEM (USGS 1996) to define the montane-lowland transition. All along the Central Cordillera and in the Huon Peninsula, we separated the alpine habitat into a distinct-Central Range Sub-Alpine Grasslands [[AA1002](#)]-ecoregion. Udvardy (1975) placed these ecoregions in the Papuan biogeographic province of the Oceanian Realm.

APPENDIX 3: TOUR OPERATOR SURVEY



Kokoda Track Authority:

Development of a Strategy for Sustainable Tourism

Tour Operator Survey

Responses should be forwarded to:

Kokoda Track Authority PO Box 545 Boroko NCD 111 Papua New Guinea Phone/Fax: 675 325 1887

Company Name: -----

Address: -----

Phone: -----

Email: -----

Note: Please check the appropriate box and comment where appropriate. Additional comments on any aspect of sustainable tourism on the Kokoda Track will be welcomed.

1 Please rate in order of importance (1-6) the tourist profiles for which your organisation principally caters:

- a. Eco-trekking/natural history
- b. Physical challenge
- c. Military history
- d. Cultural experience
- e. Personal development
- f. Other

Comment:

2 A strategy for sustainable tourism along the Track is necessary to conserve the environment and provide benefits for local communities over the long term

Agree	Unsure	Disagree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

Eco-trekking Kokoda – A Plan for Sustainable Tourism

Appendix 3: Tour Operator Survey

	Agree	Unsure	Disagree
3 Legislation should be enacted to protect the Track and its environs from environmental degradation and incursions by logging, mining and other potentially damaging industries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

	Agree	Unsure	Disagree
4 The Track should be listed as a world Heritage Area, with appropriate memorials and interpretive information provided at relevant sites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

	Agree	Unsure	Disagree
5 The collection of a K200 fee for international trekkers is an acceptable way to provide for the administration of the KTA, management of trekker activities and funding of development projects along the Track	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

	Agree	Unsure	Disagree
6 The Kokoda Track Special Purpose Authority (KTA) is an effective way to represent local communities and manage trekking activities and development projects along the Track (if you disagree, please explain)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

	Agree	Unsure	Disagree
7 The conduct of bi-annual community workshops for the development and monitoring of one year action plans and five-year development plans is the most effective way to ensure community ownership and that community needs and aspirations are met	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment:

Eco-trekking Kokoda – A Plan for Sustainable Tourism

Appendix 3: Tour Operator Survey

- | | | | | |
|---|--|--------------------------|--------------------------|--------------------------|
| 8 | A series of training workshops should be conducted for communities along the Track (such as the Aussie host scheme) to better enable them to service the needs of trekkers | Agree | Unsure | Disagree |
| | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

- | | | | | |
|---|--|--------------------------|--------------------------|--------------------------|
| 9 | A Code of Conduct should be drawn up for adoption by operators and trekkers in order to help protect the environment and ensure that the culture and privacy of communities is respected | Agree | Unsure | Disagree |
| | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

- | | | | |
|----|---|--------------------------|--------------------------|
| 10 | Would your organisation be willing to become an accredited tour operator on the Kokoda Track if such a scheme was introduced by the PNG Government and KTA? | Yes | No |
| | | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

- | | | | | |
|----|---|--------------------------|--------------------------|--------------------------|
| 11 | The total number of tourists using the Track needs to be restricted to prevent environmental degradation and ensure the optimal experience for trekkers | Agree | Unsure | Disagree |
| | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

- | | | | | | |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 12 | Excluding guides and porters, the number of trekkers in any one party should be restricted to a <u>maximum</u> of:
(Note: Please comment if you believe exceptions should be made for 'peak' periods, e.g. Anzac Day and school holidays) | <25 | 25-30 | 30-35 | >35 |
| | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

Eco-trekking Kokoda – A Plan for Sustainable Tourism

Appendix 3: Tour Operator Survey

- | | Agree | Unsure | Disagree |
|---|--------------------------|--------------------------|--------------------------|
| 13 Guides and porters should be protected through common conditions of employment, including a minimum wage, workers' compensation and benefits | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

- | | Agree | Unsure | Disagree |
|--|--------------------------|--------------------------|--------------------------|
| 15 A vocational training scheme and career path for porters should be implemented to better meet the needs of tourists and to provide the opportunity and incentive for them to become properly qualified guides | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comment:

-
- 16 Please indicate your preferred accommodation arrangements along the Track:

- | | |
|-------------------------------------|--------------------------|
| a. Campsites | <input type="checkbox"/> |
| b. Traditional village guest houses | <input type="checkbox"/> |
| c. Combination of a. and b. | <input type="checkbox"/> |
| d. Other | <input type="checkbox"/> |

Comment:

-
- 17 Priority for development projects will be focussed on hygiene, with improvements to latrines, food preparation areas, water reticulation and showers planned in the near future. While composting toilets are the preferred long-term option, improved pit latrines will be constructed in the short-term. Your comments on these issues would be particularly appreciated.

Comment:

Additional Comments (Please feel free to comment on any aspect of the development of sustainable tourism along the Kokoda Track):

APPENDIX 4: IES KEY PRINCIPLES OF ECOTOURISM

	Principle	Description
1	ECOTOURISM POLICY, PERFORMANCE AND FRAMEWORK	Ecotourism operators make a public commitment to uphold the principles of ecotourism and put in place management systems to ensure their performance.
2	NATURAL AREA FOCUS	Ecotourism requires a direct personal experience of nature.
3	INTERPRETATION AND EDUCATION	<p>Ecotourism provides opportunities to experience nature and culture in ways that lead to a greater understanding, appreciation and enjoyment.</p> <p>Supporting Principles:</p> <ol style="list-style-type: none"> 1. Ecotourism products provide visitors with the opportunity to receive quality interpretive services. (Interpretive Services) 2. Adequate planning of interpretation is undertaken so that accurate information is effectively communicated. (Interpretation Planning) 3. Service staff in contact with customers are competent to provide accurate information on the natural values, cultural heritage and conservation issues of the sites visited, and guides can provide quality interpretive experiences. (Staff Training)
4	ECOLOGICALLY COMPATIBLE INFRASTRUCTURE	<p>Ecotourism operations are developed appropriately on the basis of ecological sustainability and an understanding of the potential environmental impacts.</p> <p>Supporting Principles:</p> <ol style="list-style-type: none"> 1. Ecotourism buildings and infrastructure do not dominate the visual landscape and are compatible with the local cultural character. (Visual and Cultural Amenity) 2. Construction methods have minimised negative environmental impacts. (Sustainable Construction Plan)

Eco-trekking Kokoda – A Plan for Sustainable Tourism
Appendix 4: IES Key Principles of Ecotourism

5	ECOLOGICALLY SUSTAINABLE PRACTICE	<p>The product employs ecologically sustainable practices in operational management to ensure that its activities do not degrade the environment.</p> <p>Supporting Principles:</p> <ol style="list-style-type: none"> 1. The ecotourism operator has identified the environmental risks that its activities may cause, and has consequently prepared and implemented relevant management actions. (Environmental Management Plan) 2. The waste minimisation hierarchy of REDUCE, REUSE and RECYCLE underpins operation of the ecotourism product. (Waste Minimisation) 3. The ecotourism product shall strive for maximum energy-efficiency and use a minimum of non-renewable energy. (Energy Efficiency) 4. Water consumption is minimised and supply of water is ecologically sustainable. (Water Conservation)
		<ol style="list-style-type: none"> 5. Sewage and effluent is minimised and treated to a level such that no environmental harm results from discharges. (Treatment of Wastewater and Effluent) 6. A program of work is prepared and implemented that has the goal of protecting endangered species, biodiversity, native vegetation, natural water flows, and landscape of the site during the operation of the product. (Biodiversity Conservation) 7. The ecotourism product has minimal impact on local air quality, and on global greenhouse gas emissions. (Air Quality) 8. The ecotourism product shall minimise the impact on the environment caused by artificial lighting. (Lighting) <p>Customers have the opportunity to experience natural quiet when they are in natural settings. (Noise)</p>
6	CONTRIBUTING TO CONSERVATION	Ecotourism shall provide a tangible contribution to conservation.
7	ECOTOURISM BENEFITING LOCAL COMMUNITIES	Ecotourism shall provide ongoing contributions to the local community
8	CULTURAL RESPECT AND SENSITIVITY	An ecotourism product in both its development and operation phases must be respectful of, and sensitive to, local cultures. To ensure cultural values are treated appropriately, there is a need to consult with local people so that their legitimate aspirations are met and to allow presentation of authentic cultural values.
	CUSTOMER SATISFACTION	Ecotourism products meet or exceed customer's expectations
	RESPONSIBLE MARKETING	Ecotourism provides accurate and responsible information about the product that leads to realistic expectations

Eco-trekking Kokoda – A Plan for Sustainable Tourism
Appendix 4: IES Key Principles of Ecotourism

	MINIMAL IMPACT CODES OF CONDUCT	Ecotourism products have minimal impacts on the natural, social and cultural environment, and are undertaken in accordance with a defined code of practice
--	--	--

Eco-trekking Kokoda – A Plan for Sustainable Tourism
Appendix 5: Kokoda Track Tour Operators

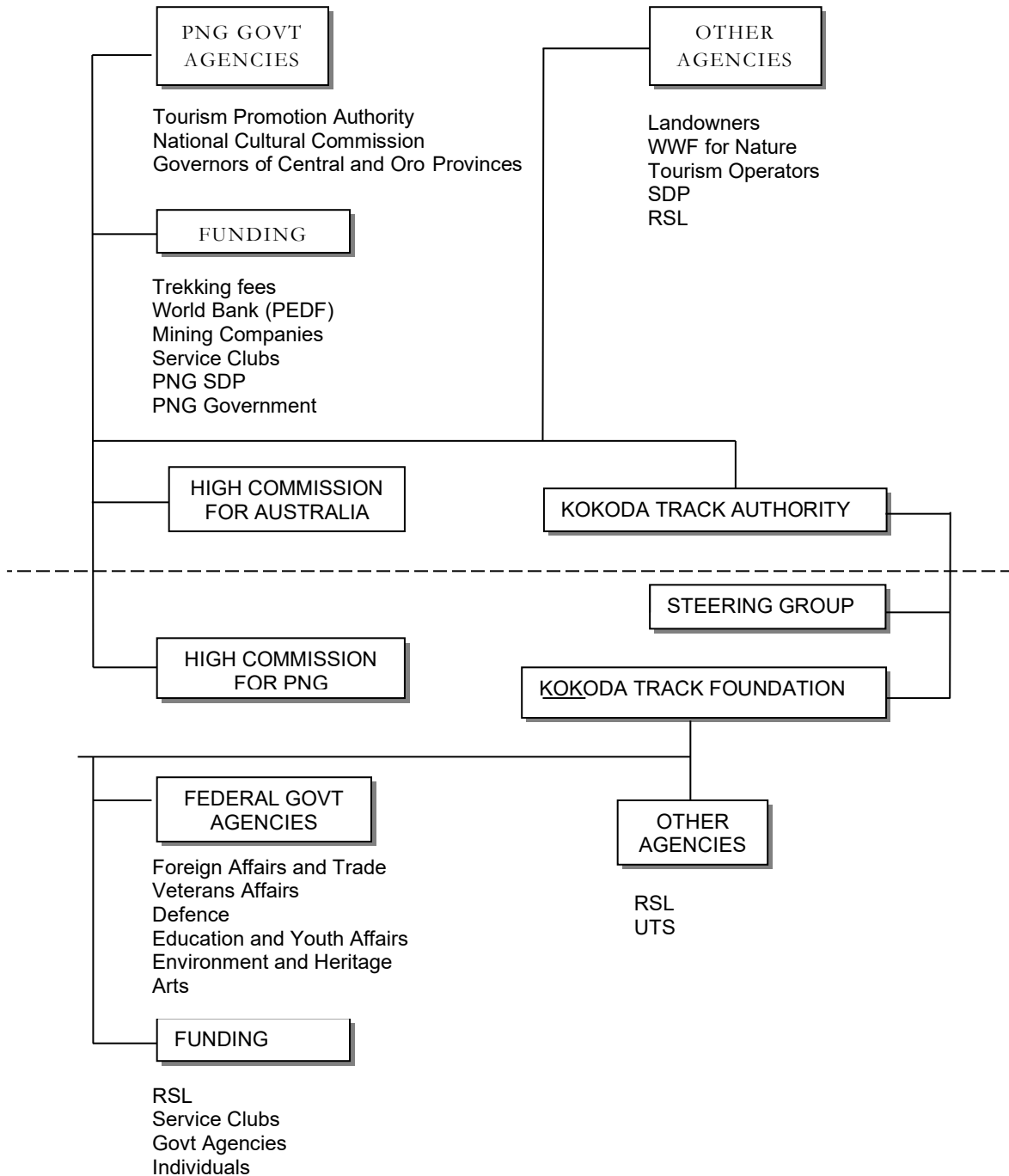
APPENDIX 5: KOKODA TRACK TOUR OPERATORS

<p>Kokoda Trekking Ltd P O Box 7541, Boroko, NCD 111 Papua New Guinea Attn: Gail Thomas (Manager/Trek Organiser) Attn: Russell Eroro (Operations Manager) Phone: (675) 325 4423 or 323 6650 Mobile: (675) 683 1146 Australian Phone: 1300 766 288 Email: trekking@kokodatrail.com.au Websites: www.pngbd.com; www.kokodatrail.com.au; www.kokodatrail.com.pg</p>	<p>Koiari Treks & Tours Ltd P O Box 4529, Boroko, NCD 111 Papua New Guinea Attn: Narai Billy (Principal) Phone/Fax: (675) 325 1887 Email: koiaritreks@global.net.pg Web: www.pngtourism.org.pg/koiaritreks</p>
<p>Elei Guide & Tour Services P O Box 62, Kokoda, Oro Prov, PNG Attn: David Soru (Principal) Phone/Fax: (675) 329 7335 or 325 1887 C/- Frontier Travel PNG. Phone: (675) 325 7371 Email: frontier@global.net.pg Or: kokodatrackauthority@global.net.pg</p>	<p>Kokoda Treks & Tours Pty Ltd 7 Laga Court, Sterling Western Australia Attn: Frank Taylor (Principal) Phone/Fax: (61 8) 9446 9856 Email: kokoda@arach.net.au Web: www.arach.net.au/users/kokoda</p>
<p>Niugini Holidays 100 Clarence Street, GPO Box 2002, Sydney NSW 2001, Australia Attn: Ruth Dicker (Principal) Phone: (02) 9290 2055 Fax: (02) 9267 6118 Email: info@ngholidays.com Web: www.nghols.com</p>	<p>South Pacific Tours Ltd PO Box 195, Boroko, NCD 111 Papua New Guinea Attn: Taisi Taule (Manager) Phone: (675) 323 5245 Fax: (675) 323 5246 Email: spt@global.net.pg Web: www.nghols.com</p>
<p>Adventure Kokoda Pty Limited P O Box 303, Camden, NSW 2570 Australia Attn: Charlie Lynn MLC (Chairman) Phone: (61 2) 4655 1389 Fax: (61 2) 4655 9433 Mobile: (61) 419 257 462 Email: adventurekokoda@nexon.com.au Web: www.kokodatreks.com</p>	<p>Kokoda Experience Ltd c/. P O Box 545, Boroko, NCD 111 Papua New Guinea Attn: Alex Rama (Director) Phone/Fax: c/. (675) 325 1887 Mobile: (675) 684 1901 Email: kokodaexperience@global.net.pg Web: www.kokodatreks.com</p>
<p>Papua New Guinea Trekking Adventures P O Box 91 Gordons NCD Papua New Guinea Attention: Pam Christie (Principal) Phone: (675) 325 1284 Fax : (675) 323 0984 Mobile: (675) 686 6171 Email: info@pngtrekking.com.pg Web: www.pngtrekking.com.pg</p>	<p>Ecotourism Melanesia Ltd P O Box 24, Waigani, NCD Papua New Guinea Attn: Aaron Hayes (Director), Priscilla Ogomeni Phone/Fax: (675) 323 4518 or 325 8606 Email: ecomel@online.net.pg Web: www.em.com.pg</p>
<p>Executive Excellence – Davidson Group Level 8, 344 Queen St, Brisbane, Queensland 4001, Australia Attn: Brian Freeman (Director) Phone: (61 7) 3221 0044 Fax: (61 7) 3221 5810 Email: bf@d-r.com.au Web: www.executiveexcellence.com.au</p>	<p>Owers' Corner Treks & Tours Owers' Corner, C/. Koiari Holdings Ltd P O Box 8228, Boroko, NCD 111, PNG Attn: Aaron Adave Orio (Principal) or Allan Miria Phone: (675) 328 1818 or 325 1887 Fax: (675) 328 1819 or 325 1887 Email: c/. koiari@global.net.pg</p>

Eco-trekking Kokoda – A Plan for Sustainable Tourism
Appendix 5: Kokoda Track Tour Operators

<p>Dosoho Treks & Guide Kagi Village, P O Box 6421, Boroko, NCD 111 Papua New Guinea Attn: Bevan Surina (Principal) Phone: (675) 311 2710 or 324 4245 or 325 1887 Fax: (675) 323 1081 or 325 1887 Email: c/. kokodatrackauthority@global.net.pg</p>	<p>Kokoda Tours Kovelo Village, c/. Benstead Lovi, Divn of Education, Free Mail Bag, Popondetta, Oro P, PNG Attn: Wilma or Benstead Lovi (Principals) Phone: (675) 329 7517 or 329 7350 or 325 1887 Fax: (675) 329 7236 or 325 1887 Email c/. kokodatrackauthority@global.net.pg</p>
<p>Kokoda Legends (Wellbeing Solutions Pty Ltd) 38 Kirralee Drive, Robina, Qld 4226 Australia Attn: Aidan Grimes (Director) PNG: Mathew Geita and John Belemi Ph/Fx: (61 7) 5593 3378 or c/. (675) 325 1887 Mobile: (61) 414 521 531 Email: aidan@wellbeingsolutions.com.au</p>	<p>Fuzzy Wuzzy Expedition Ltd P O Box 870, Waigani, NCD Papua New Guinea Attn: Josef Awuki (Manager), Osbourne Bogaijiwai Phone: (675) 327 3520 or 324 4245 Mobile: (675) 687 0678 or 687 7210 Email: fuzzywuzzy@datec.com.pg</p>
<p>Lalava Treks & Tours Kovelo Village, Post Office, Kokoda, Oro Province Papua New Guinea Attn: Sidni Toroi (Principal) or Bill James Phone: (61 2) 9428 1898 or c/. (675) 325 1887 Email: c/. kokodatrackauthority@global.net.pg</p>	<p>Kokoda Memorial Tours Abuari Village, P O Box 15, Kokoda, Oro Province Papua New Guinea Attn: Joel Adave (Principal) Phone : (675) 325 1321 or c/. 325 1887 Email: c/. kokodatrackauthority@global.net.pg</p>
<p>Vioribaiva Adventure Tours & Entertainers Ioribaiwa Village, P O Box 1119, Waigani, NCD 131, Papua New Guinea Attn: Agnes Malik Yambune (Manager) Phone/Fax: c/. (675) 325 1887 Email: c/. kokodatrackauthority@global.net.pg</p>	<p>Expedition Kokoda Efogi Village, c/. Koiari LLG SPA P O Box 7757, Boroko, NCD 111 Papua New Guinea Attn: Philip Batia (Principal) Phone: (675) 321 5942 Fax: (675) 321 5940 Email: kllgspa@online.net.pg</p>
<p>Kokoda Misima Tours Hagutawa Village, P O Box 29, Kokoda, Oro Province, Papua New Guinea Attn: Seli Dadi (Principal) Phone/Fax: c/. (675) 325 1887 Email: c/. kokodatrackauthority@global.net.pg</p>	<p>Kokoda Rock Tours Kaele Village, P O Box 39, Kokoda, Oro Province, Papua New Guinea Attn: Jerod Leva (Principal) Phone/Fax: c/. (675) 325 1887 Email: c/. kokodatrackauthority@global.net.pg</p>
<p>Tropic Tours P O Box 1892, Boroko, NCD 111 Papua New Guinea Attn: Gwen Ung Ogil (Manager) Phone: (675) 321 3688 Fax: (675) 321 3828 Mobile: (675) 685 2772 Email: tropictours@daltron.com.pg</p>	<p>Historic Kokoda Tracking (HTK) Ltd PO Box 484, WAIGANI, NCD Att: Lily Klapat (Manageress) Phone: (675) 323 4812 Mobile: (675) 686 7974 Email: hiskotrek@yahoo.com</p>
<p>Bykoea Tours Abuari Village, P O Box 43, Kokoda, Oro Province, Papua New Guinea Attn: John Tatua (Principal) Phone/Fax: c/. (675) 325 1887 Email: c/. kokodatrackauthority@global.net.pg</p>	

APPENDIX 6: STAKEHOLDER RELATIONSHIPS



Eco-trekking Kokoda – A Plan for Sustainable Tourism
Appendix 7: Community Action Plans

APPENDIX 7: COMMUNITY ACTION PLANS

Village	Action Plan (Efogi Workshop April 2004)	Progress (Kokoda Workshop July 2005)
IORIBAIWA VILLAGE	<ol style="list-style-type: none"> 1. Marketing: <ul style="list-style-type: none"> - Fruits - Garden food 2. Craft: <ul style="list-style-type: none"> - Bags (Bilum) - Cane baskets (souvenirs) 3. Sell soft drinks 4. Welcoming 	<p>Marketing fruits (bananas)</p> <p>Bilum making Cane baskets</p> <p>Selling soft drinks</p>
NAORO VILLAGE	<ol style="list-style-type: none"> 1. Welcome song 2. Hand crafts: <ul style="list-style-type: none"> - String bags (bilum) - Hats (caps) - Baskets (souvenirs) 3. Marketing: <ul style="list-style-type: none"> - Fruits - Garden foods - Selling soft drinks 	<p>Bilum making</p> <p>Selling garden vegetables, fruits, soft drinks</p>
MANARI VILLAGE COMMUNITY DEVELOPMENT	<p>Youth/women and children</p> <ul style="list-style-type: none"> - Singing - Sports <p>Who will run the program?</p> <ul style="list-style-type: none"> - Combined group <p>Cooking and catering service</p> <p>Rice farming</p> <p>Museum</p> <p>Who will run the program?</p> <ul style="list-style-type: none"> - Community group 	<p>Singing</p> <p>Sports</p>
EFOGI YOUTH GROUP	<p>We will stock all store supplies (food) for all porters/trekkers at our trade store (No need for food drop off)</p>	
EFOGI WOMENS GROUP	<p>We will bake scones and bread to sell to tourists</p>	OK
LAUNUMU WOMENS GROUP - EFOGI 1	<p>We will make billums from bush twine and other materials for sale to tourists</p>	OK
LAUNUMU COMMUNITY GROUP - EFOGI 1	<p>We will build a new guesthouse using bush materials</p>	
KAGI	<ul style="list-style-type: none"> - Welcoming Choir - SDA - Fruit and Vegetable Sales - Poultry - Sales of Traditional Items - Catering Services - Visit to War Sites - Guesthouses 	OK

Eco-trekking Kokoda – A Plan for Sustainable Tourism
Appendix 7: Community Action Plans

ALOLA VILLAGE	Museum Wildlife Conservation Area Community Based Project Selling of Soft Drinks	OK OK
OWERS CORNER	Construct an Information Centre at Owers Corner and clean up surrounding areas Construct Police Station- Bush materials to be supplied by the community Hardware materials to be supplied by KTA from track fees	Cleaning up only
UBERI VILLAGE	Re-establish Uberi Village at original site Materials and labour supply by community - Includes water supply Guesthouse Restore flying fox over Goldie River to carry people and cargo Seek donor funding for this project	No No
COMMUNITY GROUP	Build a trade store	No
NATALIE SHYMKO - KOKODA TRACK FOUNDATION	Writing up the report from the Workshop	Completion Date: - 2 weeks
FRANK TAYLOR - TOUR OPERATOR	Will continue the employment of young men	Ongoing
RUTH DICKER - TOUR OPERATOR	Will provide ongoing employment on the track Will provide safety on the track Will ensure quality & lift the quality of treks	Ongoing

APPENDIX 8: WORKSHOPS

APPENDIX 8.1

Towards a Strategy for Sustainable Tourism on the Kokoda Track
Sydney Workshop UTS 8 December 2003

APPENDIX 8.2

Learning from Each Other for Good Tourism on the Kokoda Track
Efogi Clan leader and Land Owner Workshop 28-29 April 2004

APPENDIX 8.3

Towards a Strategy for Sustainable Tourism on the Kokoda Track
Port Moresby Stakeholder Workshop 15 June 2004

APPENDIX 8.4

Development of a Sustainable Ecotourism Plan 2005 – 2008
Workshop held at Kokoda 15–16 July 2005

APPENDIX 8.5

Eco-trekking Kokoda: A Plan for Sustainable Tourism
Workshop held at Port Moresby 21-23 February 2006

***APPENDIX 8.1: SYDNEY WORKSHOP UTS
8 DECEMBER 2003***

TOWARDS A STRATEGY FOR SUSTAINABLE TOURISM ON THE KOKODA TRACK

***APPENDIX 8.2: EFOGI CLAN LEADER AND LAND OWNER WORKSHOP
28-29 APRIL 2004***

LEARNING FROM EACH OTHER FOR GOOD TOURISM ON THE KOKODA TRACK

***APPENDIX 8.3: PORT MORESBY STAKEHOLDER WORKSHOP
15 JUNE 2004***

TOWARDS A STRATEGY FOR SUSTAINABLE TOURISM ON THE KOKODA TRACK

***APPENDIX 8.4: WORKSHOP HELD AT KOKODA
15–16 JULY 2005***

DEVELOPMENT OF A SUSTAINABLE ECOTOURISM PLAN 2005 – 2008

***APPENDIX 8.5 WORKSHOP HELD AT PORT MORESBY
21-23 FEBRUARY 2006***

ECO-TREKKING KOKODA: A PLAN FOR SUSTAINABLE TOURISM