

**Proposal to produce  
a Development Plan for**

**The Kokoda Track Authority**

submitted by

**Paul Mitchell**

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## Summary

Following invitation by Charlie Lynn of Kokoda Track Foundation and Warren Bartlett of the Kokoda Track Authority, Paul Mitchell developed the attached overview of issues currently faced by KTA, and recommends a process to manage these issues. This proposal was developed following discussions with Charlie and Warren, and after reading all available information on the KTA. A draft of the proposal has been discussed by the KTA Management Committee who support its submission to PNGSDP (pers comm. Warren Bartlett), although due to time constraints this has not been formally ratified by the Committee.

The proposal recommends that 2 staged funding support be provided to KTA over a three year period, to develop stable and financially self supporting systems that ensure long term stability of this important tourism development.

### Stage 1. Nov- Feb 2005

A consultant is engaged to assist KTA to develop;

- A) Immediate capital requirements  
Costing of immediate funding to meet critical hygiene and safety needs of trekkers, prior to April 2006, including action matrix detailing actions, timeframes and responsible personnel.
  
- B) Development Plan  
A costed development plan, to manage the range of issues identified in the attached report, including cash flow projections to ascertain financial viability in year 4,
  
- C) KTA Governance Processes
  - i) Agreed KTA decision making processes,
  - ii) Agreed process to decide allocation of community benefit funds,
  - iii) Agreed community information strategy, including pictorial demonstration of cost/benefit of KTA activities.

### Stage 2. Jan 2006- Dec 2008

Three year funding to enable KTA to carry out the development plan leading to stable and self sustaining outcomes in year 4. Total funding requirement to be determined in stage 1.

## 1. Anticipated timeline and milestones to complete Stage 1

Paul Mitchell is available to complete stage 1 of the proposal, according to the following timeline and costing

Table 1: Steps, milestones and payment schedule

<b>Project Component</b>	<b>Milestone and payment</b>	<b>Schedule (Weeks)</b>
Awarding of contract and agreement on process, outcomes and timelines	Contract; Summary of timetable and approach ( <i>Step 1 Advance payment</i> )	Week 1 December 2005
<u>Step 1</u> Research details of; A) Immediate Capital requirements, B) Development Plan, and to ascertain the current status of C) Governance Processes, with KTA Executive Officer Warren Bartlett, and Management Committee Chairman Alfred Amuli, at Sogeri.		December 2005
<u>Step 2</u> Complete drafts of Components A & B for review by KTA and PNGSDP management.	Draft report submitted to KTA and PNDS DP. ( <i>Step 2 completion payment</i> )	31 December 2005
<u>Step 3</u> Facilitate a workshop with KTA Management Committee, Executive Officer, and other stakeholders to develop c) Governance Processes.		Week 4 January 2006
Draft Governance Processes report completed by 28 February, 2006.	Draft Governance Processes report	28 February 2006
Final reports completed (following receipt of comments by KTA and PNGSDP staff.	Final Development Plan and Governance Processes report. ( <i>Final Payment</i> )	31 March 2006

### **3. Assumptions and potential variations**

The process outlined above is considered the minimum requirement to effectively achieve stage 1 goals. It makes the following assumptions;

- Appropriate information is available through KTA sources. If not, then seeking further information will incur further expense or time delays.
- All relevant stakeholders will be present at the designated meetings. If not, site visits may need to be extended to coordinate attendance at meetings, or further meetings must be organised.
- KTA Management Committee members have the information and knowledge to contribute to development of governance processes, and to adhere to those processes. If not, a skills and resources gap audit will be required, and a training plan must be developed in collaboration with training providers and funding agencies. It is assumed that KTA will take the lead, but some support from PNGSDP and the consultant may be appropriate.
- 2 separate return flights Melbourne- Port Moresby will be required. The first to meet KTA Exec Officer and Chair at Sogeri in December, and the second to meet KTA Management Committee in January (Warren Suggests the management committee will not be available in December). If step 1 is delayed until late December, then it may be necessary to meet in Madang, to fit in with other stakeholder schedules. Further airfares will therefore be required.

If these assumptions prove to be false, then the actions noted above will be necessary to ensure success of the KTA. These actions would be considered as variations to the project, subject to agreement between all stakeholders.

#### **4. Suitability, experience and ability to undertake Development Plan.**

Paul Mitchell specialises in natural resource management and enterprise development in a cross cultural context. He has eighteen years experience in rural resource management, including twelve years providing support to indigenous communities within Australia and internationally. He led a team that provided strategic governance and management support to Aboriginal pastoral enterprises that grossed \$5.93 million in the four years to June 1998. He has co-ordinated, developed and delivered training in corporate governance, resource and enterprise management, and community based land use planning. Paul has developed and published participatory approaches to economic feasibility analysis. He co-edited '*Planning for Country: cross cultural approaches to decision making on Aboriginal lands*', which recently won the Planning Institute of Australia 2005 national award for excellence in scholarship, research and training. Paul has tertiary and postgrad. qualifications in Agricultural Science and Environmental Science, and is a qualified workplace trainer and assessor. Paul has worked in many remote locations, and is accustomed to remote area difficulties including poor transport, accommodation and communications infrastructure.

Paul's key strengths include;

- Experience and knowledge of natural resource management,
- Capacity to focus on key issues and develop solutions,
- Capacity to write clear and concise reports,
- Cross cultural participatory and strategic planning,
- Group facilitation,
- Cross cultural development of governance processes,
- Participatory economic feasibility analysis,
- Creation of picture based reports that include detailed information in plain English.

Paul's recent relevant consultancies include;

**Current: Defence Peppan Employment Partnership Project.**

Developing mutually agreeable works contracts for Indigenous people to manage environmental threats on air force base RAAF Scherger on Cape York Peninsula (client: Department of Defence. Australian Government)

2005 **Partnerships for Regional Development Planning in South Fly District, Western Province.**

Facilitated workshop to develop partnerships for regional development planning between government, community and NGO service providers in South Fly District, Western Province. (client: WWF).

- 2005 **Joint Management Planning for Northern Territory National Parks**  
Delivered training in community based planning to staff of Parks and Wildlife Service, and facilitated a series of workshops to explore joint decision making and management processes of Mary River, Adelaide River, Flora River, and Gregory National Parks, with Aboriginal traditional owners and Parks and Wildlife Services (client: NT Parks and Wildlife Services)
- 2005 **Pastoral Development on Daguragu ALT: what are the options?**  
Completed a study on options for pastoral development on Daguragu Aboriginal Land Trust, including a structured program to take advantage of regional employment opportunities (client: Central Land Council).
- 2004 **Land needs and land based enterprise opportunities for Alpururulam community, NT.**  
Investigation of land needs for Alpururulam community to meet critical health, transport and community infrastructure requirements, in view of future demographic projections; and land needs to develop economic enterprises (client: Central Land Council).
- 2004 **South African Land Restitution Commissioners study tour**  
Arranged and conducted the Australian study tour of the South African Land Restitution Commissioners, whose task is to restore land to 3.5 million racially dispossessed people in South Africa. While in Australia they investigated legal mechanisms to restore land to indigenous people, and economic development experiences following land restitution. The Commissioners met with leaders of the National Native Title Tribunal, Indigenous Land Corporation, Land Councils, Attorney Generals Department, Australian Institute for Aboriginal and Torres Strait Islander Studies, Australian Indigenous Leadership Centre and Aboriginal pastoral managers and rural trainees in the Kimberley. (client: AusAID through Training Technology Transfer).
- 2004 **Training manual for Protected Area establishment in PNG.**  
Co-ordinated development of "Working with landowners to set up and manage protected areas in PNG", a picture based training manual for facilitators of community based resource management planning. (client: WWF Pacific Ecoregions Centre)
- 2003 **Ecotourism Strategy, Tonda PNG**  
Carried out a participatory Ecotourism Strategy for the Tonda Wildlife Management Area, PNG. Issues include potential attractions, impact analysis, tourist expectations, training needs, promotion, management, and logistics. (client: WWF South Pacific Program)
- 2002 **Roper River land use study**  
Evaluated 'Aboriginal Land Use Options and Enterprise Development Opportunities' on Indigenous Held Land in the Roper River Region of the Northern Territory, as part of a multidisciplinary team. (client: Indigenous Land Corporation)

*Developing*

# **The Kokoda Track Authority**

*to encourage long term Sustainable Tourism*



Paul Mitchell  
15 November 2005

## **Contents**

Executive Summary 9

Introduction 10

The Kokoda Track Foundation 10

The Kokoda Track (Special Purpose) Authority (KTA) 11

Purpose of the Kokoda Track Authority .....	11
Sustainable Tourism Plan .....	11
Issues 12	
KTA governance .....	12
Long term economic viability of the KTA.....	12
Improved guesthouse/ campsite sanitation and accommodation facilities .....	13
Coordinated booking system .....	13
Collection of Trek fees .....	13
Office established in Port Moresby. ....	14
Office established at Kokoda .....	14
Vehicle.....	14
Staff funding support during development stage.....	14
VHF radio base station .....	14
Streamlined Guide/ porter payment system.....	14
Code of Conduct for trek operators.....	14
KTA 3 year Development Plan    16	
Support required to draft and implement plan.....	16
Proposed Outputs to be detailed in KTA Development Plan.....	18
Suggested framework for Development Plan and Economic Viability assessment.....	18
Suitability of KTA development Project to PNGSDP support criteria	19
Appendix 1: 20	
Preliminary Cost/ Benefit assessment of KTA activities.....	20

## **Executive Summary**

The Kokoda track is the site of an epic battle during World War II, when Australians and Papuans fought against overwhelming Japanese forces that were intent on taking Port Moresby and thereby controlling Australia and the Western Pacific. Despite suffering great hardships the Australians and Papuans finally pushed the Japanese back into the sea. The track has become increasingly popular as a trekking destination, and by 2005, over 2000 visitors trekked the route. The Kokoda Track Special Purposes Authority (KTA) was established in 2003 to promote the legacy of the Kokoda track, to develop sustainable tourism and benefits to landholders, and to manage the administrative and logistic issues surrounding tourism on the track. Despite substantial evidence of long term sustainable benefits to be derived from the proposed activities of the KTA, currently the KTA is critically under resourced to develop infrastructure and management processes to meet current tourist demand. Key needs prior to the heavy tourist influx during April 2006 include improved 'on track' ablution facilities, coordinated camp ground booking systems, and streamlined fee collection processes. Pressure to deal with these issues has meant that KTA is yet to develop adequate internal governance processes, a strategic management program and cash flow analysis, or effective systems to disseminate information to communities.

Over a three year period, KTA will develop, introduce, and 'bed down' stable systems to deal with this range of issues. These systems include stabilised cash flow processes, community benefit decision making and information dissemination processes, trekker management systems and corporate sponsorship to cover KTA administrative costs.

Although figures are incomplete, initial analysis indicates that annual benefit to Kokoda track landholders from KTA activities is likely to be in the order of 982,000 Kina. Further annual benefits to Port Moresby economy are in the order of 623,000 Kina. Current estimates of KTA annual operational costs are under 200,000 Kina.

It is recommended that 2 staged funding support be provided to KTA over a three year period, to develop stable and financially self supporting systems that ensure long term stability of this important tourism development.

### **Stage 1. Nov- Feb 2005**

A consultant is engaged to assist KTA to develop;

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## **Stage 2. Jan 2006- Dec 2008**

Three year funding to enable KTA to carry out the development plan leading to stable and self sustaining outcomes in year 4. Total funding requirement to be determined in stage 1.

## **Introduction**

In 1942, during World War 2, much of the Western Pacific was engulfed in terrible conflict. Australia's fighting resources were spread thinly throughout the world, and only two battalions of young, inexperienced and barely trained militia men were available to defend Australia and her territories against a mighty enemy. A strong force of well trained Japanese assault troops landed at Milne Bay, to march across the Owen Stanley Ranges and take Port Moresby. There they intended to establish a powerful base to dominate Papua and New Guinea and isolate Australia from the world.

In appalling conditions and desperate hand to hand fighting, a small band of Australian soldiers and Papuan carriers faced the Japanese on the Kokoda Track, finally defeated them, and drove them from Papua. The sacrifice of the Australians and Papuans has become legendary. The story of Papuan carriers suffering tremendous hardship to save Australian lives has particularly embedded itself in the minds of Australians, and cemented a continuing bond between the two countries.

In recognition of this history, many Australians have walked the Kokoda Track over the years. In recent years Trekker numbers have increased dramatically and further opportunities are recognized. But the increasing traffic also brings the need for better coordination, better marketing and greater local control of strategic direction and management of impacts. In recognition of this need, the Kokoda Track Foundation and the Kokoda Track Authority have been formed.

## **The Kokoda Track Foundation**

The Kokoda Track Foundation was established in Australia 2003 to;

- Establish the Kokoda Track and environs as a National Memorial Park, commemorating those who defended Australia and New Guinea against the invading Japanese forces during World War II;

- Educate young Australians in the significance of the Kokoda campaign and to promote the Kokoda Track as a 'pilgrimage' destination';
- Develop and improve the Kokoda Track experience for trekkers from the historical, environmental and cultural perspectives;
- Build a world class self sustaining ecotourism industry for the people of the Kokoda Track which is capable of being modeled and replicated elsewhere in PNG and the South West Pacific; and
- Assist the socio-economic development of villages along the track, specifically in the field of education.

The Kokoda Foundation has worked with the PNG Government to establish the Kokoda Track Authority, and now works closely with the Authority to develop their shared goals.

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

The Kokoda Track Authority is a statutory body of the Kokoda and Koiari Rural Local Governments. Its Management Committee of nine members was sworn in on 9 December 2004. Four members represent two LLG's, two represent the administration of the two districts, and the remaining three represent the National Cultural Commission, Tourism Promotion Authority and Returned Services League. The present chairman is Mr Alfred Amuli from Abuari Village, Deputy Chairman is Mr Norris James from Kagi village, and CEO is Mr Warren Bartlett.

#### **Purpose of the Kokoda Track Authority**

The purpose of the Kokoda Track Authority is to assist both governments in carrying out their functions within the Kokoda Track area as follows;

- a. Focus on the significance of the Kokoda track due to its part in world war 2 and present this legacy for present and future generations;
- b. Promote trekking and tourism related activities in the Kokoda Track area;
- c. Administer, facilitate, ensure and or oversee the implementation of the developments and other projects in the Kokoda Track area;
- d. Collect, manage and use development revenue from fee paying trekkers and other sources for approved projects;
- e. Consult with landowners on their needs and priorities, and;
- f. Provide a point of contact for agencies, organizations or persons wanting to initiate activities along the Kokoda Track.

#### **Sustainable Tourism Plan**

Kokoda Track Foundation and Kokoda Track Authority are currently working with landowners and communities along the Track, government, and other stakeholders to develop a Sustainable Tourism Plan for the Track. Planning has involved a number of workshops with Australian and PNG partners including workshops with communities at Kokoda and Efogi villages. These workshops have developed goals and action plans to achieve these goals. The strategic Plan is scheduled for completion by May 2006. The aims of the plan are to;

- facilitate resource protection;
- develop an integrated approach to land management and trekking,
- streamline the application of resources to provide interpretation of Kokoda;
- focus visitor use on appropriate areas;
- develop clear take home messages for visitors;
- ensure that developments are tailored to meet the needs of defined audiences or groups;
- develop cooperative relationships with Kokoda neighbours; and develop an evaluation and visitor research programme to gain a better understanding of visitor expectations and desired experiences.

## **Issues**

While the Sustainable Tourism Plan is being developed, there are a number of critical short term issues that the KTA is facing. These must be dealt with immediately, to ensure a smooth transition towards achieving the long term strategy.

### **KTA governance**

It is important that KTA is fully transparent in management of trek fees and other funds. KTA must present an annual budget for presentation to the board, and should produce an annual report for distribution to local and provincial government, trek operators, clan leaders, landowners and other stakeholders. KTA should consider presenting financial information in graphical format, to ensure that all landholders understand the distribution of funds.

KTA must also prepare a development budget, demonstrating how they will achieve financial viability over the next three years, and demonstrating the cost benefit of their activities to landowners and the PNG economy (in the long term, it is proposed that KTA administrative costs can be covered through commercial sponsorship).

A structured system to distribute benefits to communities must be developed, in cooperation with the full board and landowner representatives. This system must be transparent, simple and easy to administer.

### **Long term economic viability of the KTA**

Information currently available suggests that with adequate initial funding, operations of the KTA are economically sustainable in the long term. However detailed economic projections have not been completed. Kokoda track community representatives have acknowledged that up to 10% of trek fees should be made available to cover KTA admin costs, but in the long term it is hoped that KTA can become self funded through corporate sponsorship. One of the key tasks of the KTA is to develop this corporate sponsorship program.

Appendix 1 contains a framework for assessing financial viability of the KTA, however completion of this assessment requires further development with KTA officers.

#### **Improved guesthouse/ campsite sanitation and accommodation facilities**

There is no co-ordination of campsites and inappropriate 'guesthouses' continue to be built while sanitation (toilet/ablution areas) continues to be neglected. This could lead to serious health and environmental problems. This must be addressed prior to Anzac Day 2006, when more than 300 trekkers are expected to converge on the Kokoda Track.

#### **Coordinated booking system**

A Coordinated booking system for campsites has not yet been developed. This must be done prior to the Anzac period next year as a matter of urgency. Currently many of the campsites are not large enough for more than one or two groups. If people are not able to camp in a predetermined location, it will lead to disputes between trek operators and local landowners.

#### **Collection of Trek fees**

While more than 2000 people are expected to trek the Kokoda in 2005-06, many of them will not pay the K200 trek fee. KTA does not currently have the personnel support or the legislative power to enforce the collection of fees from rogue operators. It also appears that some rogue operators are taking advantage of the vacuum in community understanding of KTA cost/ benefits, to undermine support for KTA amongst some landholders.

The following processes must be established to ensure that all trek operators and trekkers pay the appropriate fee.

##### **Legislation**

The process of enacting the legislation required for the KTA to operate effectively is in train. While there have been some delays, it is believed that this legislation should soon be in force.

##### **Rangers**

A KTA Ranger needs to be employed at both ends of the track, and in Efogi Village, to check that each trekker has an authorised trek Permit.

##### **Effective communication to landholders**

The KTA development plan must be clearly presented to Kokoda landholders, demonstrating the accumulated benefits arising out of KTA activities, including a cost/ benefit analysis. The only way to counter misleading information provided by rogue tour operators is by provision of clear, honest and well presented information showing the benefits of KTA. A poster may be the most effective form of information presentation. Financial information should be presented pictorially where possible.

**Office established in Port Moresby.**

The current office location in Sogeri is an interim solution. It is difficult to attract staff to the Sogeri location and staff accommodation is not available. The office must be established in Port Moresby, to promote better liaison with tour booking agents, PNG Tourism Promotion Authority and suppliers. When located at Port Moresby, KTA will be able to attract quality staff who can commute to work.

**Office established at Kokoda**

An office must also be established at Kokoda, to coordinate trekkers who begin the trek there, and trek towards Port Moresby.

**Vehicle**

A vehicle is required to improve effectiveness of all KTA activities.

**Staff funding support during development stage**

The administrative workload required to coordinate an anticipated 2000 trekkers in 2006 is significant, and additional staff are urgently required.

Suggested staff include;

Executive Officer	
Assistant Manager	
Accounts Clerk	
Projects Coordinator	
Ranger	Sogeri
Ranger	Kokoda
Ranger	Kagi
Driver	
KBO	

**VHF radio base station**

A VHF base station must be established in the KTA head office. The net would be monitored by KTA CEO who will be liaison officer in the event of an emergency on the track.

**Streamlined Guide/ porter payment system**

Trek leaders currently have to carry large amounts of cash on the trek to pay landowners for campsites. It is not always clear whether the right person is being paid, and disputes sometimes occur. Consideration should be given to establishing village cooperatives with bank accounts in Port Moresby. Each village can coordinate porters, guides and campsites, and trek operators can pay these fees into their bank accounts at the same time as they pay for trek permits. Distribution of the funds would be determined in the village.

This system would be transparent as deposits could be checked against the number of trek permits issued.

**Code of Conduct for trek operators**

A code of conduct for trek operators should include;  
-minimum rates of pay for guides and porters,

- maximum weight to be carried,
- removal, of rubbish from the track,
- provision of basic gear (sleeping bag and mat) to porters and guides,
- training of Guides and Porters.

## **KTA 3 year Development Plan**

### **Support required to draft and implement plan**

Over a three year period, KTA intends to develop, introduce, and 'bed down' stable systems to deal with this range of issues. These systems include stabilised cash flow processes, community benefit decision making and information dissemination processes, trekker management systems and corporate sponsorship to cover KTA administrative costs.

At present KTA does not have the financial and administrative resources to both manage day to day issues, and to develop stable management and consultation processes. KTA requires support in the initial three year development phase. It is anticipated that once systems have been developed, trialled and 'bedded down', either pressure on management will subside, or the income generated will sustain a continued level of intensive management.

Although figures are incomplete, initial analysis (Appendix 1) indicates that annual benefit to Kokoda track landholders from KTA activities is likely to be in the order of 982,000 Kina. Further annual benefits to the Port Moresby economy are in the order of 623,000 Kina. Current estimates of KTA annual operational costs are under 200,000 Kina.

KTA requires 2 staged funding support over a three year period to develop stable and financially self supporting systems that ensure long term stability of this important tourism development.

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### **Stage 2. Jan 2006- Dec 2008**

Three year funding to enable KTA to carry out the development plan leading to stable and self sustaining outcomes in year 4. Total funding requirement to be determined in stage 1.

### **Proposed Outputs to be detailed in KTA Development Plan**

- KTA governance stabilised, including;
  - Annual Budgets (including pictorial presentation)
  - Annual reports
  - Development plan completed
  - Development budget completed, demonstrating cost/ benefit.
  - Structured, transparent benefit distribution system developed
- Hygienic toilet/ ablution blocks constructed
- Improved guesthouse accommodation constructed
- Coordinated booking system operative
- All trek fees are being collected
  - Legislation
  - Rangers
  - Effective communication to landholders
- Office established in Port Moresby.
- Office established at Kokoda
- Vehicle operative
- Staff established
- VHF radio base station established
- Streamlined Guide/ porter payment system in place
- Code of Conduct for trek operators in place
- Corporate sponsorship secured to cover administrative costs of the KTA

### **Suggested framework for Development Plan and Economic Viability assessment.**

1. Executive Summary
2. Background and History
3. Goals of KTA
4. Management issues to be addressed
5. Strategy to address management issues
6. Project Milestones and Timelines
7. Project costing to achieve milestones
8. Cash flow analysis, demonstrating (if possible) economic viability at conclusion of project funding.
9. Cost/ (community) benefit analysis.
10. KTA Governance and management processes

Note: All financial projections will be reported in media suitable for presentation to landholders and community members.

## **Suitability of KTA development Project to PNGSDP support criteria**

PNG Sustainable Development Program has outlined the four main principles and objectives guiding its support program. These are;

1. Effective participation of local communities in the project,
2. Demonstrated benefits to the local communities,
3. Demonstrated managerial, financial, technical, marketing and environmental capability to sustain operations or continuation of the benefits from the project for the long term.
4. Compliance with international best practice and human rights, cultural, social, economic, gender and environmental standards.

### **Effective participation of local communities in the project,**

Communities are represented on the KTA committee. KTA has involved communities in a number of planning workshops, including a two day workshop in Efogi in April 2004, a two day workshop in Kokoda in July 2005 and a number of information patrols along the track.

### **Demonstrated benefits to the local communities,**

KTA has worked with the Kokoda Track Foundation to provide many benefits to Kokoda communities, including;

- A number of track maintenance contracts to local villages;
- Supply of lawn mowers to Girinumi, Depo, Manari, Kovelov, Kokoda Hospital and Kokoda LLG;
- Supply of poultry projects to Veselogo, Nauro, Launumu, Efogi, Kagi;
- Supply medical kits to Nauro, Manari, Kagi, Alola;
- School sponsorships to 52 students in grades 9, 10, 11, and 12;
- School supplies to Manari, Kauovo, Efogi, Nauro, Kokoda, Alolo and Kovelov;
- Water, shower and toilet improvements to Isurava Memorial Hospital;
- Other, including supply of drum ovens, coffee pulpers and sports equipment.

### **Demonstrated managerial, financial, technical, marketing and environmental capability to sustain operations or continuation of the benefits from the project for the long term.**

The development plan will outline management processes and long term financial projections to demonstrate long term sustainability. Current indications are that the KTA can demonstrate sustainability and substantial cost/ benefit.

### **Compliance with international best practice and human rights, cultural, social, economic, gender and environmental standards.**

Further information will be required before KTA can be assessed against this Guiding Principle.

## Appendix 1:

### Preliminary Cost/ Benefit assessment of KTA activities

Throughput for 2005 was approximately 2000 trekkers. This level of use has seriously strained current infrastructure and coordination, and it is fair to assume that without the improved coordination that KTA can offer, a throughput of more than 2000 trekkers per year is likely to cause implosion of the system, with a consequent loss of benefits to all.

The optimal throughput of trekkers within a fully coordinated system is not known, but for the purposes of an evaluation exercise, we will assume an optimum throughput of 3000. An analysis of the cost of supporting KTA should be balanced against the economic benefit to PNG economy in attracting this 1000 extra trekkers.

#### Benefit per trekker

<b>Benefit to Community</b>	<b>Kina</b>
Trek permit	200
Village guest house of campsite (x 9)	180
Village attractions, museums, relics, culture (estimate)	25
Guide (based on 1 guide per 10 trekkers)	7
Porter (based on 1 porter per 2 trekkers)	30
Trekkers Food (K40 x 9 days)	360
Porters food (K20 x 9 days)	180
<b>TOTAL BENEFIT TO COMMUNITY</b>	<b>982</b>
<b>Benefit to PNG economy</b>	
Airfare POM- Kokoda (or reverse)	198
Transport- Owers Corner to POM	25
Accom. POM (minimum 2 nights)	400
<b>TOTAL BENEFIT TO POM ECONOMY</b>	<b>623</b>

The extra income generated in landholding communities through the stability provided by KTA is therefore 982,000 K per year. It is important to note that this is almost 100% profit, as village people need invest virtually no capital.

At the minimal levels of trekker activity addressed in the table below, 623,000 K per year will be generated for the Port Moresby economy. But of course many of these trekkers will take advantage of other attractions while in PNG, generating further income for PNG economy.

**Estimated recurrent costs of KTA**

<b>Component</b>	<b>Estimated Cost (K) 2006</b>	<b>2007</b>	<b>2008</b>
Salary, Gr. 15- Executive Officer	25,965		
Salary, Gr. 12- Assistant Manager	17,232		
Salary, Gr. 6- Projects Coordinator	8,863		
Salary, Gr. 3- Accounts Clerk (x2?)	12,290		
Salary, Gr. 1- Ranger x 3	15348		
Salary, Gr. 1- Driver	5,116		
Salary, Gr. 2- KBO	5486		
Salary sub-total 90,300 K			
Salary On costs- 15% (?)	13545		
Annual Board member allowances 4200 + 3000 + 2400 x 9	28,800		
Office rental			
Telephone			
Electricity			
Office costs			
Fuel & oil Vehicle maintenance costs			
VHF radio servicing			
Plant- Depreciation			
Vehicle- Depreciation			
<b>TOTAL RECURRENT COSTS</b>	<b>132, 645 +</b>		