

ANNEXES TO KOKODA INITIATIVE MID-TERM REVIEW

Annex 1: Evaluation Terms of Reference

PART A – STATEMENT OF REQUIREMENT ('Services')

PRN 1314-0261

1 Overview

The Government of Australia, in partnership with the Government of Papua New Guinea (PNG), is seeking to engage a consultant to carry out a Mid-term Review (Review) of the Second Joint Understanding between Papua New Guinea and Australia on the Owen Stanley Ranges, Brown River Catchment and Kokoda Track Region 2010 – 2015 (JU2).

Preservation of the Kokoda Track region brings together Papua New Guinea and Australia's national interests, promoting the economic and social development of Papua New Guinea while protecting the important natural, cultural and historic values of this region. The Kokoda Track symbolises the lasting bond of friendship and mutual understanding between the people of Papua New Guinea and Australia.

The Kokoda Initiative connects Papua New Guinea and Australian stakeholders, including all levels of government, local communities and landowners, the tourism industry and non-government organisations to support the vision of the sustainable development of the Owen Stanley Ranges, Brown River Catchment and Kokoda Track Region and protection of its special natural, cultural and historic values.

This diversity of partners and stakeholders reflects the broad range of objectives of the Kokoda Initiative, which include promotion and celebration of military heritage, a safe, accessible and 'authentic' trekking experience, improved delivery of basic services and opportunities to generate income from trekking, supporting the wise use and economic development of the region, identifying and conserving the key heritage values of the region and building the tourism potential of the region, including through a possible World Heritage nomination. The Initiative also seeks to strengthen the bilateral relationship between Australia and PNG, through working methods that are inclusive, consultative and complement and strengthen existing processes and capacity.

The Kokoda Initiative is delivered by both PNG and Australian Government agencies. In 2009, the Government of PNG (through the Development budget) committed 21 million Kina for the Kokoda Initiative. The Australian Government contribution (through the Official Development Assistance budget managed by DFAT) to the Kokoda Initiative between July 2008 and April 2013 was \$28.65 million. The Australian Government has committed a further \$12.5 million for the Kokoda Initiative from May 2013 to December 2015.

The Review will assess the success of the JU2 to date from both the PNG and the Australian Government perspectives with sensitivity to the different cultural attitudes that define 'success', and consider the practical constraints of program delivery in remote areas of a developing country through multiple agencies. In addition, the Review will inform program delivery to the end of the JU2 period.

The outcomes of the Review are expected to explore and inform any further mechanisms after the JU2 period that could enable the Australian Government and the Papua New Guinea Governments to focus and strengthen their role in delivering on their mutual commitments to the preservation of the Owen Stanley Ranges, Brown River Catchment and Kokoda Track in the longer term.

2 Background

The Kokoda Initiative has been implemented under two joint understandings between the Governments of Australia and Papua New Guinea (2008-2010 and 2010–15). These terms of reference are for the Mid-term Review of the Second Joint Understanding (JU2) from 2010–2015. The JU2 aims to achieve the following concurrent and mutually reinforcing five goals:

GOAL	Objectives
1. A safe and well-managed Kokoda Track, which honours its wartime historical significance and protects and promotes its special values	<ul style="list-style-type: none"> • Further supporting and enhancing the Kokoda Track Authority's management of the track and trekking operations. • Working with local communities and tourism operators to improve the trekking experience and track facilities. • Working with regulatory authorities to improve safety for local communities living along the track and tourists visiting the region.
2. Enhanced quality of life for landowners and communities through improved delivery of basic services, income generation and community development activities	<ul style="list-style-type: none"> • Continuing to sustainably improve the standard of health, education, water, sanitation and infrastructure services for communities along the Track. • Facilitating access to benefit streams, income generation and other community development projects for communities in the interim protection zone, including potential opportunities through development of renewable resources particularly hydropower and water, forest carbon and tourism. • Enabling communities and landowners to manage development opportunities and income streams generated through this Initiative. • Nurturing the alliance between all levels of government, tourism operators and not-for-profit organisations to provide strong and coordinated support for the sustainable development of the region and the well-being of its people.
3. The wise use and conservation of the catchment protection area, including the Kokoda Track and its natural and cultural resources and values	<ul style="list-style-type: none"> • Developing an integrated land use plan for the catchment protection area in partnership with key National, Provincial and Local Government stakeholders which provides an effective balance between environment conservation and development. • Identifying and conserving the key natural, cultural and historic values of the Owen Stanley Ranges for heritage conservation, protection and tourism development purposes.
4. Building national and international tourism potential of the Owen Stanley Ranges and Kokoda Track Region, supported by a possible future World Heritage nomination.	<ul style="list-style-type: none"> • Promoting the natural, cultural and historic military values of the Track. • Developing a strategic tourism plan and associated marketing activities. • Exploring the heritage conservation values and conducting a feasibility study for possible World Heritage nomination, consistent with its inclusion in the PNG Government World Heritage Tentative List (2006).

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| <p>5. Working with communities, landowners, industry and all levels of government to ensure that activities established under the Kokoda Initiative are sustained into the future.</p> | <ul style="list-style-type: none"> • Maximising the delivery and maintenance of services and activities through the responsible PNG provincial and local level governments. • Building capacity within key PNG and Australian Government agencies to ensure the goals of this initiative can be delivered and are sustainable. |
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In 2008 the PNG National Executive Council tasked the Department of Environment and Conservation (DEC) to create a “sustainable development master plan” for the Kokoda Track, Brown River Catchment and Owen Stanley region, and to establish a national taskforce. The PNG National Taskforce, chaired by the Secretary of DEC, took responsibility for the implementation of the Kokoda Initiative. An Australian Kokoda Taskforce, chaired by the First Assistant Secretary, Wildlife, Heritage and Marine Division (Department of the Environment) was then established as a counterpart in the governance structure. The PNG Program Management Committee (PMC chaired by DEC) and the International Heritage Section are responsible for implementing the day-to-day functions of the Initiative and coordinating the activities of partners.

There is a broad range of partners responsible for implementing the Kokoda Initiative in PNG. This includes the Department of Environment and Conservation (DEC), Kokoda Track Authority (KTA), Tourism Promotion Authority (TPA), the Australian aid program’s Kokoda Development Program (KDP), National Museum and Art Gallery (NMAG), Department of Provincial and Local Government Affairs (DPLGA), Department of National Planning and Monitoring (DNPM) and Northern and Central Provincial Governments.

The Australian Taskforce agencies consist of the Department of the Environment (DoE), Department of Foreign Affairs and Trade (DFAT) (including its function to deliver Australian aid), Department of Veterans’ Affairs (DVA) and the Department of Prime Minister and Cabinet (PMC). Tourism functions are represented by the Department of Foreign Affairs and Trade.

The Department of the Environment also engages a Senior Adviser to provide high level engagement with Kokoda Initiative partner agencies, the PNG Government and other key stakeholders, and to provide the Department advice on the outcomes.

The Senior Adviser will be responsible for managing the Review process on behalf of partners and the successful consultant will need to liaise with the Senior Adviser on a regular basis in order to ensure that the final report assesses and considers the variety of objectives of the Kokoda Initiative, which include military heritage, development, environment protection, tourism and bilateral diplomatic interests.

The consultant undertaking the Review will be directly engaged by the Department of the Environment.

3 Essential Requirements

Respondents must meet the following essential requirements:

1. Demonstrate the ability to deliver the Midterm Review within the required timeframe with the final report delivered on or before 2 June 2014.
2. Demonstrate the ability to conduct in-situ consultations with the relevant PNG organisations in the geographic region where the Kokoda Initiative is implemented.
3. Be able to consult with the following relevant partner agencies:

Key Stakeholders for Consultation in Australia:

- Australian Government Department of the Environment (4 Staff)
- Australian Government Department of Foreign Affairs and Trade (including in relation to its function to deliver the Australian aid program) (4 Staff)
- Australian Government Department of Veterans Affairs (2 Staff)
- Australian based Tour Operators (3-4 operators)
- PNG High Commission, Canberra (1 person)
- Australian-based Non-Government Organisations (2-3 organisation)

Key Stakeholders for Consultation in PNG:

- PNG Government Department of Environment and Conservation (3-4 Staff)
- Australian Government Department of Foreign Affairs and Trade (including in relation to its function to deliver the Australian aid program) (3-4 Staff)
- PNG Government Kokoda Track Authority (1 CEO plus 3-4 Board members)
- PNG Government Tourism Promotion Authority (2 Staff)
- PNG Government National Museum and Art Gallery (1 person)
- PNG Government Department of National Planning and Monitoring (1 person)
- PNG Government Department of Provincial and Local Government Affairs (1 person)
- Central Provincial Administration (2 people)
- Northern Provincial Administration (2 people)
- Sohe District Administration (1 person)
- Hiri District Administration (1 person)
- Koiari Rural Local Level Government (1 person)
- Kokoda Rural Local Level Government (1 person)
- PNG based Tour Operators (2-3 operators)
- Communities along the Kokoda Track (1 meeting, multiple people)
- Kokoda Track landowners

Outside Australia and PNG:

- Experts in projects involving cultural heritage (including military heritage), tourism, development and environment conservation.

4 Requirements / Services to be Performed

The Department has a requirement for the consultancy identified below:

Overview of the assessment

The review will focus on Kokoda Initiative activities undertaken since the JU2 came into effect in 2010. The aim of the Review is to assess the progress of the Initiative to date from the PNG and the Australian Government perspectives with sensitivity to the different cultural attitudes that define success and the complexity of the objectives of the Initiative. The Review should also consider the practical constraints of program delivery in remote areas of a developing country through multiple agencies. In addition, the Review will inform program delivery to the end of the JU2 period by

making recommendations on what additional actions, timing or resources may be necessary to achieve the objectives of the JU2.

The review shall assess the performance of the Kokoda Initiative since the commencement of the JU2 by reference to:

- the achievement, or likely achievement, of JU2 goals and objectives within the given timeframes and current resourcing
- the past, current and planned activities of the JU2 and whether they are consistent with the overall goals and objectives of the JU2
- the identification of major enablers and constraints of the Initiative and their influence on achieving the goals and objectives of the JU2
- the governance structure set in place to manage the Initiative in each country including the Taskforces, PNG Program Management Committee, Stakeholder and Tour Operator fora and the Joint Planning Meetings
- the longer term sustainability of change that has already occurred under the Initiative.

Questions relating to the Kokoda Initiative under the JU2 that should be addressed by the Mid-term Review:

Relevance

- To what extent are the goals and objectives of the Initiative still valid
 - For both Governments?
 - For the intended beneficiaries?

Effectiveness

- Has the Initiative demonstrated progress towards the objectives?
- What are the enablers and constraints for progress?
- What are the options for overcoming the constraints?

Efficiency

- Do the management and governance structures support the efficient management of the Initiative?

Sustainability

- What are the major factors likely to influence the sustainability of the outcomes of the initiative?
- What should be considered in developing future strategies?

Data sources and collection

The review process will draw on existing documentation and data such as agency business and annual work plans, the Kokoda Initiative Design Document, activity reports, annual reporting (including financial statements), monitoring and evaluation conducted to date and a 2009 Review of the first Joint Understanding. It is also expected that the review process will incorporate the views of stakeholders in both countries, including landowners and communities along the Track. All relevant materials will be provided to the service provider as part of the initial briefing process.

Stakeholder engagement

The Kokoda Initiative engages with a large number of stakeholders at different levels within the PNG and Australian Governments, the tourism industry, the civil society and NGO sector and the community. The contractor will engage in consultation with the key delivery partners, beneficiaries

and key Taskforce members as per the following list. A secondary set of stakeholders may be consulted as agreed between the contractor and DoE/DEC officers.

5 Time Frame for the Delivery of Goods or Services

The resultant contract is expected to commence on Tuesday 28 January 2014 and conclude on Monday 16 June 2014.

The proposed timetable of deliverables is:

Activity	Indicative Dates
RFQ Closing Date and Time	10 January 2014 5:00pm EST
Respondents advised of RFQ outcome	18 January 2014
Contract signed by both parties	18 January 2014
Milestone 1. The provision of a detailed Final Project Plan that is: <ul style="list-style-type: none"> in accordance with the ToR as outlined in this document; specifies the evaluation methodology and approach; details the proposed evaluation questions and audience; includes a feasible timeline for undertaking the evaluation; specifies team member roles and responsibilities; and defines the required steps, methodologies, case studies communities and consultation, to the Department's satisfaction. 	7 February 2014
Consultation in PNG and Australia to: <ul style="list-style-type: none"> brief key PNG and Australian Government stakeholders in Canberra and Port Moresby as identified in Part A, Section 3; consult with key stakeholders identified in the ToR as identified in Part A, Section 3; and others as determined appropriate by the evaluation team and/or DoE, DEC and the Senior Adviser, and PNG consultation will need to coincide with consultation processes planned to be held with Kokoda Track communities between the 3-17 March 2014. Estimated time approximately 12 days + travel 	15 February-30 March 2014
Milestone 2. At the completion of the in-country mission, produce and present a Mission Report to discuss and seek verification of facts and assumptions, and the feasibility of initial recommendations in the program/country context for representatives of DoE, DFAT, PMC and DEC. The Mission Report should be no more than 5 pages in length and address: <ul style="list-style-type: none"> background on the Initiative, the type of evaluation and the objectives and method of evaluation; fieldwork activities undertaken, including key meetings and site visits initial findings and recommendations from the fieldwork for discussion/workshopping with DoE, DFAT, PMC and DEC; and next steps to finalise the evaluation. 	10 April
Evaluation of the activities of the Kokoda Initiative over the JU2 period. The evaluation would: <ul style="list-style-type: none"> be undertaken in accordance with the DoE, PMC and DEC approved project plan; 	20 April 2014

<ul style="list-style-type: none"> • assess the Kokoda Initiative over the JU2 period against the criteria of relevance, effectiveness, efficiency, sustainability and; • consider any specific lessons learned of relevance to inform the Australian and PNG governments on ways to enhance their mutual commitments to the preservation of the Owen Stanley Ranges, Brown River Catchment and Kokoda Track. 	
<p>Milestone 3. The provision of a progress report.</p> <p>Draft report for discussion with DoE, PNG Program Management Committee and the Australian aid program. This would:</p> <ul style="list-style-type: none"> • be written in accordance with the reporting requirements outlined in the ToR; • address the questions from Section 2; • discuss the results of the evaluation of the Kokoda Initiative; • provide specific recommendations that may inform program design changes or adjustments required to focus outcomes on the vision of the JU2; and • provide specific recommendations that may inform the planning, structure and implementation of the Australian and PNG government's mutual commitments to the preservation of the Owen Stanley Ranges, Brown River Catchment and Kokoda Track. 	30 April 2014
<p>Progress report revisions</p> <ul style="list-style-type: none"> • Peer review of draft report • Undertake revisions to report incorporating peer review feedback (as required). 	10 May 2014
<p>Milestone 4. The provision of the Final Report and Executive Summary, to the Department's satisfaction. Production of a final report for acceptance by DoE.</p> <p>DOE will coordinate input and acceptance of Australian and PNG partner agencies DFAT, PMC and DEC. This would revise the draft report to include comments from the Senior Adviser, DoE, DFAT, PMC and DEC.</p> <p>The Report would be in 'Word' format and the main body of the evaluation report would be a maximum of 25 pages. Key contents of the report would be:</p> <ul style="list-style-type: none"> • an executive summary (should be able to be read as a standalone document); • background on the activity; • an outline of the evaluation objectives and methods; • findings against the evaluation questions; • conclusion and recommendations; and • comments from key stakeholders identified in Part A, Section 3. 	16 June 2014

6 Accountability

The Mid-term Review consultant will report to the Director of the International Heritage Section. It is expected that the consultant will also liaise closely with the Kokoda Initiative Senior Adviser and the PNG Program Management Committee.

Reports to be produced include: a project plan; a mission report; a draft report and a final report. In addition fortnightly updates are to be provided to the DOE project officer identified in Section 4 of this RFQ.

7 Skills and experience

The contractor will be assessed against their knowledge of and familiarity with the delivery of long term, multi-agency, complex projects with the PNG context or within a similar context in developing countries. The consultant should also have experience in assessing projects from a cross cultural perspective, with an understanding of measuring and reporting success in the PNG context and from an Australian point of view. It is important that the Mid-term Review articulates and reports the balance required between cultural and logistical constraints of project delivery in PNG, and the

need to demonstrate ‘value for money’ to both the PNG and the Australian Governments. In addition, the consultant should have the ability to assess and consider the variety of objectives of the Kokoda Initiative, which include military heritage, development, environmental protection, tourism and bilateral diplomatic interests

It is therefore expected that the Review will be conducted by an evaluation team, consisting of:

- an independent evaluator(s) contracted to perform the role of team leader. They should possess a sound understanding of international development evaluation processes, the political and cultural context of development in PNG and the complementary nature of the variety of Kokoda Initiative objectives. The team leader would retain overall responsibility for synthesising evaluation material into a clear independent evaluation report; liaison with the Kokoda Initiative Senior Adviser; production of the evaluation plan; draft and final independent evaluation report; and representation at briefings for the Australian and PNG governments.

In addition the evaluation team will include the following Australian and Papua New Guinea Government staff:

- one evaluation team member from the PNG Department of Environment and Conservation with knowledge of the Kokoda Initiative, a strong understanding of PNG governance structures, and ability to consult in tok pisin (if required) to assist with consultation, and provide advice and information;
- one evaluation team member from the Department of the Environment with knowledge of the Kokoda Initiative, and experience in managing key relationships to assist with consultation, and provide advice and information;
- one evaluation team member from the PNG Department of National Planning and Monitoring with a strong understanding of PNG governance structures, and ability to consult in tok pisin (if required) to assist with consultation, and provide advice and information; and
- one DFAT sourced evaluation team member with knowledge of the Kokoda Development Program, a strong understanding of the Australia-PNG bilateral relationship and experience in managing key relationships to assist with consultation, and provide advice and information.

Expenses for Government team members will be covered under the Kokoda Initiative

8 Key performance indicators

The Successful Respondent will be evaluated throughout the engagement according to the:

- Delivery of Milestones in accordance with the designated timeframes;
- Quality of the deliverables produced; and
- Development of productive working relationship with internal and external stakeholders.

Annex 2: Meetings and People Met

Date	Location / Activity	People Met
19–21 Feb	Australia	Telephone interviews with non-government stakeholders
	Telephone interviews of trekking operators	Wayne Wetherill, Kokoda Spirit PNG Pty Ltd Mrs Sue Fitcher, Getaway Trekking (PNG) Ltd Paul Croll, Frontline Kokoda Peter Condon, Kokoda Brothers (Australia) David Howell, Kokoda Historical Richard James, On Track Expeditions Charlie Lynn, Adventure Kokoda
	Telecon	Bernie Egan, Acting CEO, Kokoda Track Foundation
20 Feb 13.00-16.00 16.30-17.30	Canberra Meetings Meetings	DoE KI team and managers. Dr Kate Feros, Director HIS, Susan Newling, Assistant Director, IHS Tim Savage, IHS DFAT KI team and managers Mat Kimberly (Assistant Secretary) and A/g Director, Heather Murphy, Director Policy. Both DFAT PNG and Solomon Islands Branch
21 Feb 9.00-10.00 10.30-12.00 14.00-15.30	Meetings	Kel Pearce. Deputy Director Operations, Office of Australian War Graves. DVA Dr Karl James. Australian War memorial DFAT Quality at Implementation review for Kokoda Initiative
23 Feb	Travel to POM	
24 Feb AM	POM Meeting	Mark Nizette, DEC management adviser
PM	Meeting	PNG based MTR team members to clarify roles / responsibilities and plan activities. Mrs Kay Kalim, DEC. James Sabi, DEC. Mark Nizette, DEC adviser. Ms Doreen Iga, DFAT Australian Aid, Ms Monica Lopyui, DNPM (PIP). Ms Sharon Lane, HIS DoE, Peter Okwechime, KTA business adviser. Deputy Director Nation Museum of PNG.
25 Feb 8.00 am 9.30 am 11.00	POM Telecon Meetings	Bill Farmer, DOE Kokoda Initiative Senior Adviser. Kate Fero, Susan Newling, DEC Kokoda Initiative team. James Sabi, Terrestrial Ecosystems Elton Kotokia, Social mapping. Malcolm GIS. Aloo. Values mapping Minister of DEC Mr Pundari
1 pm	Meetings	KDP team Michael Young, Team Leader. Mark Chambers, Development Adviser, Central, Gulf and Oro. Aileen Sagolo, KDP staff.
26 Feb 8.30 am 11.am 1.30 pm	POM Meeting Meeting (DEC) Meeting	Telephone interviews with trekking company operators Ms Emily Fajardo, GEF Technical Specialist Governor Joffu, Oro Province Ms Betty Laufa, consultant for KTA Livelihood study
	Tele-interviews	Florence Bulari, Buna Treks and Tours Helen Tuakara, Escape Trekking
27 Feb 9.30	POM Meeting	Kokoda Track Authority Rapsey Vagi, Operations and Safety manager, Northside. Tausi Alekevu, Finance manager. Hollen Mado, Livelihoods officer. Ms Lucy Miro, Permits and finance officer. Sharon Lane, IHS, DoE Canberra, leader of DoE KTA team.
3.00 pm	Meeting	DEC TEM James Sabi
28 Feb 10 am 12 noon	POM Meeting Meeting	Ms Alcinda Trawen. Director Policy and Planning. Tourist Promotion Authority Peter Okwechime, KTA business adviser
Afternoon		Reading, photocopying, report drafting
1 March	POM	Reading, report preparation

Date	Location / Activity	People Met
PM	Sogeri	Visit to Sogeri National High School supported by Kokoda Track Foundation
2 March	POM	
AM	Meeting	Kokoda Track Foundation. Chairman Patrick Lindsay. Acting CEO Bernie Egan. Bill James, Board member
PM	Telecon	Aaron Hayes, Ecotourism Melanesia. Secretary, Kokoda Trekking Operators Association (PNG) Drafting conclusions, recommendations
3 March AM	Kokoda, Meetings	Provincial and local government administration. Rueben Maleva. Chairman KTA Kokoda local government. Jackson Iriro, LLG President. Louis Kene, District officer. James Polega, Schools inspector. Concoel-Barai Muga, Member for Kokoda station Ward 5.
PM	Popondetta,	Tako Gwae Deputy Administrator, Oro Province, responsible for community development, education, health and agriculture. Pastor Peter Yoris, President SDA North East (Oro, Milne Bay) Conference. Alex Youth Liaison, Ocela, Women's activities / counselling
4 March	POM	
8.00 am	Telecon	Elizabeth Cox, Gender consultant for Kokoda Initiative Gender Review
2 pm	DEC	Meeting of MTR team. Presentation of initial conclusions and findings
5 March AM	POM	
8 am	Telecon	Bill Farmer, DOE Kokoda Initiative Senior Adviser. Dr Kate Feros, Director HIS, Ms Susan Newling, assistant Director
9.30 am	Meeting	DNPM PIP and Development Assistance group
11 am	Meeting	DFAT Ms Margaret Adamson, Deputy High Commissioner. James Hall, Minister Counsellor, Development Assistance. Robert Brink, Counsellor-Governance, Development Assistance. Issac Matia, Third Secretary, Political and Economics Section.
1.00 pm	Meeting	Andrew Moutu, director National Museum
2.00 pm	Meeting	Ilma Gani, Acting Assistant Secretary, Australian Aid Section, DNPM
4.00 pm	Meeting	Ms Alcinda Trawen, Director Policy and Planning. Tourist Promotion Authority
6 March AM	POM	KTA rangers. Donald Riga, Scott Eadova, Elizah Peter, Ivan Nitua, Landy Noel.
8.30	Meeting	Sharon Lane, IHS, DoE Canberra. Peter Okwechime, KTA business adviser
PM		Meeting with Central Province Administrator Gei Raga
7 March AM	POM	Wrap up meetings with: Kay Kalim, Deputy Secretary DEC. Presentation of aide memoire to DEC and PMC members
PM		Team leader departs for Australia
10 March	POM meeting	Pastor Simon Vetali, Family Life Director of SDA Central Papua Mission Hakaua Harry, First Assistant Secretary, Economic Sector
12 March	POM meeting	Ms Kay Kilam, Deputy Secretary, DEC. Ms Yvonne Tito, Coordinator of the Coral Triangle Initiative
13 March	POM meeting	James Enage, CEO of the KTA Michael Batia, Duty chairman of KTA
March–April	Australia and PNG	Ongoing follow-up with stakeholders, where needed
16 March		Submit finalised aide memoire and mission report to DoE.
30 April		Submit progress / draft evaluation report
9 May	Telecon	Peter Vincent, CEO of TPA Ms Alcinda, Director Policy and Planning, TPA
10 June		Submit final draft report

Annex 3: Kokoda Initiative Progress towards Outcomes at February 2014

(Outcomes under the JU2 have been agreed by both taskforces and are detailed in the Kokoda Initiative Design Document)

These assessments are based on information in the Kokoda Initiative annual reports, updated work plans and consultant discussions.

Objectives / Outcomes	Progress	Comments
Goal 1: A safe and well managed Kokoda Track, which honours its wartime historical significance and protects and promotes its special values Further supporting and enhancing the Kokoda Track Authority's management of the track and trekking operations		
The KTA (KTA) is managing the Track strategically and proficiently as a financially self-sustaining management authority	<ul style="list-style-type: none"> The broad KTA governance structure is in place. All positions are now staffed with enthusiastic staff committed to KTA activities. The board is working more effectively as the provinces have become more involved and understand their role. Currently work plans are largely being achieved with strong support from DoE staff, adviser and consultants. KTA does not operate at a profit as subsidized by GoA for some of its activities. Trekker management database is still in pilot phase with major effort needed to make it fully functional. Decision made to exclude guesthouse/camping site booking facility from database made. High priority to complete and use the database as basis for checking / monitoring trekkers on the Track. KTA training needs analysis has taken a long time to complete and suggested activities may be implemented in 2014. New track rangers recruited in early 2014 and given induction / update training by KTA management staff supported by G Beech. A KTA office, shed and staff house at Kokoda Station has been operational since the end of 2012. The adjacent shed houses the tractor-slasher, which is used to maintain the Kokoda airstrip. The staff house is occupied by the Deputy Operations Manager. Maintenance of the Owers' Corner ranger's hut was completed in December 2011 by local villagers with the support of Kokoda Track Authority. 	<p>The KTA will not generate enough revenue to cover all track maintenance/development or safety related costs. The current revenue streams from trekker fees may come close to covering the basic track management / booking / ranger support. The KTA is not reporting annually in a structured way on both trekker/operator activities nor on the use of trekker and GoPNG/GoA funds. Before Kokoda Initiative PU2 end, the institutional (GoPNG) arrangements for KTA should be reviewed.</p> <p>Core KTA functions (managing track and trekkers) are largely being met. Other activities such as Livelihoods have weaknesses being addressed.</p> <p>Trekker / operator fees are main source of income and cannot be arbitrarily increased. Issue is how KTA operate efficiently to maximise funds that can be paid to communities along the Track.</p>
The Kokoda Track remains open and used by trekkers	<ul style="list-style-type: none"> Track has not been closed for any reason. Number of trekkers has been increasing slowly from 2,871 in 2010 to 2,954 in 2013. In 2012, 3,597 trekkers visited the Track (probably due to 70th anniversary of original battles). 	<p>This is of great credit to the KTA CEO and staff, supported by Kokoda Initiative resources. The numbers are still well below the peak of 5,900 in 2008 before the GFC and plane crash near Kokoda. The Black Cat track incident has also created negative publicity.</p> <p>The strategic questions if KTA, with TPA, can or should be responsible for increasing trekker no.s</p>

Objectives / Outcomes	Progress	Comments
Working with local communities and tourism operators to improve the trekking experience and track facilities		
The natural, cultural and historic values of the Kokoda Track and region are effectively identified, communicated and managed to improve the trekking experience	<ul style="list-style-type: none"> There has been little structured inputs on how to improve this aspect. Anecdotal feedback from the trekker operators indicates a distinct difference between the operators with a military heritage focus and those with wider heritage perspectives. The military heritage aspects are seen as a marketing advantage which possibly should not be shared. There are differences between stakeholders on how well / and what type of signage should be used to identify important sites or perspectives. 	<p>This will be partially addressed through the oral history project being undertaken by the PNG Museum.</p> <p>The more important issue that needs to be explicitly addressed is the sharing of the military (and cultural) heritage between guides and leader of trekking groups. There is now a sound historic</p>
	<ul style="list-style-type: none"> The appointment of a KTA communications officer, working under the guidance of the more experienced Kokoda Initiative communications officer Information has been collected from 120 trekker survey responses but is awaiting analysis. 	
An effective partnership exists between local communities and tourism operators to improve and maintain track facilities to support needs of communities and trekkers	<ul style="list-style-type: none"> Track conservation work provided under community track maintenance agreements with 24 villages / communities along the Track. Each ward receives payments for track maintenance plus each ward is allocated an amount for investment in agreed community infrastructure. All 96 km of Track has been worked on. Constructed major cane bridge across Eora Creek Guesthouse certification process underway for 24 guesthouses along the Track Trekker fora held twice per year. PNG based fora working effectively with 30 attending PNG fora. Less interest (5 operators for spring 2013) in Australia 	<p>Anecdotal information from trekker fora.</p> <p>Trekker fora need to be revised and updated to make them more relevant (and useful) to all stakeholders.</p>
Working with regulatory authorities to improve safety for local communities living along the track and tourists visiting the region		
Risks to tourists and local communities have been identified and appropriate measures and resourcing have been put in place to minimise those that can be reasonably managed without significantly detracting from the Kokoda Track experience	<ul style="list-style-type: none"> Kokoda airstrip is being maintained by local community under supervision of KTA (KTA chairman based at Kokoda) Radio network base in Port Moresby at KTA used for regular communications with Track communities. Additional radios supplied for Isurava War Memorial Park and Madilogo. Compliance and enforcement systems have been reviewed by Graeme Beech in late 2013 and report followed up with inputs in February/March 2014. Upgraded toilet facilities at Ower's Corner and Depo 121 (2011-12) and 20 (2012-13) guides and porters trained in basic emergency or remote area first aid. Road maintenance on Sogeri to Ower's Corner road currently managed by KTA and funded by GoA under contract arrangements Issue of handing over responsibility for airstrips along the Track to provincial government. 	<p>Question of who is responsible for Ower's Corner Road as it may be a national road and should be maintained by Department of Works.</p>

Objectives / Outcomes	Progress	Comments
Goal 2: Enhanced quality of life for landowners and communities through improved delivery of basic services, income generation and community development activities		
Continuing to sustainably improve the standard of health, education, water, sanitation and infrastructure services for communities along the Track		
Landowners and local communities have access to basic services which are being managed and maintained by Provincial Governments	<p>Activities undertaken under the Kokoda Development Project have included:</p> <p>Health</p> <ul style="list-style-type: none"> • Kokoda Health Centre. Six staff houses renovated, toilets, water system and wait house for expectant mothers constructed. (completed) • Abuari aid post. A staff house was constructed and related buildings also renovated. New staff houses (6) plus toilets, water system and wait house completed. • Kebara aid post. Substantial maintenance was carried out. New staff houses (6) plus toilets, water system and wait house to be completed by March 2014. • Naduri. New community health post built and commissioned in June 2013. New staff houses (6) plus toilets, water system and wait house to be completed by March 2014. • Manari aid post. New staff houses (6) plus toilets, water system and wait house to be completed by March 2014. • Sogeri aid post. Renovated to PNG minimum standards. • Health radios were procured and installed at the Naoro and Abuari Aid posts with repairs and maintenance to existing radios undertaken at Sogeri. • Village Health Volunteers (VHV). An additional 14 VHV trained and joined the VHV program. This program continues to engage community members by providing health promotion / education and support to complete primary health care activities to improve health and wellbeing in their villages. (see Kokoda Initiative 2012/13 annual report for details). • Two health workers trained for voluntary counselling testing undertook clinical attachments and assessments in Port Moresby. • Continued support was provided for the delivery of integrated outreach every six weeks through patrols. These patrols support and improve immunisation, maternal and child health and access to early treatment, as well as providing general health promotion and education. • Two health workers from Northern Province and the newly trained Sohe district village health volunteer coordinator were mentored on the VHV program. The KDP health adviser also mentored Oro provincial health office workers on the use of the new National Department of Health facility audit tool. • Health-related training was undertaken, including sessions on emergency management and patient care for 12 health workers at Kokoda General Hospital and on maternal and child health, minor surgery and oral health. • Clinical attachments were facilitated for the Naduri community health worker to Sogeri Health Centre, and two health workers from the Kokoda District Health Centre received additional training on maternal and child health, birthing, medicine, paediatric care and minor surgery. • A community health worker from Kokoda District Health Centre completed a clinical attachment to Popondetta General Hospital for an oral health program. 	<p>The Kokoda Track Foundation (KTF) is also providing support to the health clinics and staffing along the Track.</p> <p>There is not a combined database on the work that has been undertaken to allow assessment of the current situation and which activities (infrastructure, staff capacity, staff numbers, etc.) should be supported.</p>

iii

Objectives / Outcomes	Progress	Comments
	<ul style="list-style-type: none"> • In partnership with the Hiri district health manager, the KDP provided two health workers on six-weekly rotations to maintain health services in the region. • Postgraduate supervision was provided for four students from Veifa'a School of Nursing College and St Margaret's nursing school in partnership with the Kokoda Track Foundation (KTF), which provided scholarships for the community health workers' training and salaries for their internships. • Continued support for Integrated Outreach Patrols – overnight foot patrols every six weeks originating from Kokoda, Efogi or Sogeri. These patrols support and improve immunisation, maternal and child health and access to early treatment as well as general health promotion and education. • A range of health related training was undertaken including: "Emergency Management and Patient Care" for 12 health workers; general hospital training in the areas of maternal and child health, minor surgery and oral health; and tuberculosis treatment training for 30 participants. • Improved workforce and succession planning for Kokoda Track Health facilities has been achieved through the Community Health Worker undergraduate program. Four students from Veifa'a School of Nursing College and St Margaret's nursing school graduated and commenced a 12 month post-graduate supervision program in Kokoda Track health facilities. • The 'Village Health Volunteers' program continues to engage community members by providing training and support to complete health-related work to improve conditions in their villages including support for village health facilities. For 2011–12 this included activities such as: Health and hygiene household surveys in villages, including 63 households surveyed across the Sogeri, Mt Koiari and Kokoda catchments; and Village Health Volunteer training programs undertaken in 'Improved Health and Wellbeing' in Hoi and Vesologo villages. • HIV prevention awareness work continued, including activities such as: Training for Village Health Volunteers to become 'Peer Educators' to work with their communities to educate about aspects of HIV, including reducing risky behaviours; • Two health workers trained for Voluntary Counselling testing undertook clinical attachments and assessments in Port Moresby. 	
	<p>School infrastructure development follows a community-based process, particularly in remote areas, where the KDP delivers basic materials to the site and the community takes responsibility for construction. Infrastructure work included:</p> <ul style="list-style-type: none"> • Alola Elementary School. Materials for a double classroom– the KTF supported the community with construction but some work still to undertake. • Depo Elementary school. Not a good example of community inputs to planning as community satisfied with school building but funds to be used for renovation. • Efogi SDA Primary school. Staff house built. As community satisfied with current school, materials to be used for library. Unclear on progress. • Efogi SDA Elementary school. Construction completed. Some finishing work needed. • Envilogo. Materials for double classrooms at– the KTF supported the community to complete construction. KTF plans to put flooring in part of classroom and teacher's room. 	<p>KDP mainly provided materials for construction. It is not clear what role KDP took in organising construction as the KTF stepped in to support construction by the communities to finish the buildings.</p> <p>Coordination arrangements between the KDP, KTF and Kokoda Initiative are unclear.</p> <p style="text-align: right;">iv</p>

Objectives / Outcomes	Progress	Comments
	<ul style="list-style-type: none"> • Isurava Elementary school. Materials supplied for double classroom. Implementation progress unclear. • Kagi Primary school. Very brief report with no indication of what has been done. • Kavovo Primary. KDP not clear on status. Solar lighting handed over but not installed? • Kokoda Primary School. Completion of a kit set double classroom for– the classroom was provided by the Oro provincial administration and the KDP funded transportation to Kokoda and met construction costs • Kokoda skills vocational training centre. Completion of a kit set training room. Construction of four double classrooms, a teacher's house and a training room. • Kokoda Elementary School. Completion of renovations to some of the classrooms. • Kovelo Primary School. KDP assisted in constructing triple classroom donated to village. • Manari Elementary school. Supplied classroom used by primary school. Not clear on next steps. • Naduri. Materials for double classrooms – the KTF supported the community to complete construction. • Naoro 1 Elementary school. Planning process did not foresee community moving (after mine closure). Materials on site but probably not used. • Naoro 2 Elementary school. After completing roof and foundations, no progress. KDP indicated more support to be completed by March 2014 but what? • Vesulogo Elementary school. Confusing reporting by KDP on what assistance KDP has provided and what needs to be done. <p>Education related training was delivered to support teachers throughout the Kokoda region have included:</p> <ul style="list-style-type: none"> • Support for 24 elementary teachers to attend provincial workshops to obtain their 'Certificate in Elementary Teaching/Trainer Directed Training;' • Eleven teachers from primary schools along the Kokoda Track attended a refresher course in 'Diploma in Primary Education'; and • Sixty three individuals from 21 school boards in the Track region completed 'Roles and Responsibility' training. 	
Facilitating access to benefit streams, income generation and other community development projects for communities in the interim protection zone, including potential forest carbon, and tourism	opportunities through development of renewable resources particularly hydropower and water,	
Landowners and communities in the region have better access to income earning opportunities derived from the trekking industry	<ul style="list-style-type: none"> • The number of community based mentors increased from 19 in the previous year to 22. These mentors provide valuable locally based advice on basic business management, bookkeeping and the identification of potential business opportunities. • Twenty-five participants undertook refresher training in basic physiotherapy. • Guesthouse audits were conducted at 87 sites along the track to ensure that local villagers are able to provide an appropriate standard of accommodation to trekkers. The auditors also provided suggestions for improvements to facilities in line with PNG national standards. • Additional toilet facilities were provided by the KTA to 25 accredited guesthouses and campgrounds along the track. The TPA will take over the certification process under the 	The CBM activity is of interest as it is introducing support for business skill development. The Livelihoods activity review has not made an assessment on the success of otherwise of the CBM activity. Based on experience in other places, this is a relatively sophisticated project activity which needs close support for developing CBM skills and supervising their activities _v

Objectives / Outcomes	Progress	Comments
	<p>arrangements negotiated with the Kokoda Initiative for TPA inputs.</p> <ul style="list-style-type: none"> • Agriculture based livelihood activities introduced in the first years of JU2 were not successful due to a lack of follow-up and technical support. • Basic financial management training was provided for a number of track communities. • Planned (tourism) Industry Skills training for (i) tour operators / their representatives, (ii) porters and guides, and (iii) guest house managers / manageress has not commenced as the preferred contractor had tendered a price higher than the budget allowance. It is a relevant activity that could become part of the CBM program. • A simple timber milling activity has been introduced with necessary environmental guidelines, etc. It will produce sawn timber that can be used in constructing more community infrastructure and also for private construction, as appropriate. It will provide a good example of an environmentally sustainable activity and will also provide an income for community based operators. 	<p>The KTA Livelihoods Scoping Study undertaken in late 2013 (draft report received January 2014) did not provide any evidence of the activities the CBM were undertaking or the outcomes from them. A proposal has been made to improve support / supervision by employing a supervisor based on or close to the Track to regularly visit the CBMs.</p>
Landowners and communities in the region have better access to benefit streams and community development projects derived from renewable resources	<ul style="list-style-type: none"> • Little direct activities except for social mapping activities described below which are important step in managing possible income flows that may develop in future. • The PNG Department of the Environment and Conservation (DEC) continued to work closely with experts to develop an understanding of the genealogical make-up and land ownership systems of the communities within the Kokoda Initiative program area. • The objective of the social mapping program in the interim protection zone (IPZ) is to better understand the communities and their environment in order to guide an effective consultative process in the Kokoda Initiative for delivery of the JU2. This information will help to identify the men and women who need to be consulted regarding catchment protection and management plans. The fieldwork for the current program was completed in October 2012 and a final report of the Koiari social mapping project in Central Province has now been released. Plans are underway for similar social maps to be developed for the Orokaiva people from Northern Province. • A social mapping workshop was held in June 2013 in Port Moresby with the aim of comparing different methodologies used by practitioners of social mapping in scenarios across PNG. Participants in the workshop included prominent practitioners from both PNG and Australia. 	
Enabling communities and landowners to manage development opportunities and income streams generated through this Initiative		
Communities are assisted to identify and undertake new or revitalised income generation activities within the region	<ul style="list-style-type: none"> • KTA has provided some limited assistance to local trekking companies and village guesthouse entrepreneurs. • Little evidence yet of new income generating activities being developed. 	vi

Objectives / Outcomes	Progress	Comments
Nurturing the alliance between all levels of government, tourism operators and not-for-profit organisations to provide strong and coordinated support for the sustainable development of the region and the well-being of its people		
Provincial Government and local-level government (LLG)'s ability to deliver priority services to communities is enhanced through capacity building and improved systems for resource allocation from national government	<ul style="list-style-type: none"> • New Ministerial Committee has reintroduced provincial governments as major stakeholders and designated implanting agencies (under PNG decentralisation policies). • Apart from inclusion in Ministerial Committee, participation in regular planning meetings and seats on board of KTA, limited capacity building of implementing level resources (provincial, district, ward) has been undertaken to date. • There have been few structured efforts supported by Kokoda Initiative resources to assist local governments to increase their share of central government funding directed to local government activities. In particular the funds needed to maintain and operate community facilities: schools, health centres, track access and airstrips constructed and/or supported under the Kokoda Initiative. 	
Sustainable development activities are coordinated through development of effective partnerships between the Program Management Committee (PMC) and relevant NGOs to ensure activities support the best interests of the region and the communities.	<ul style="list-style-type: none"> • Little progress made in this area as partnerships have not been developed through pressure of project implementation and also institutional constraints. • The planned run-of-river hydro-electric development in the Brown River catchment close to the Track is making slow progress through the development phase. There are plans to increase the work on test drilling of the proposed site for dam wall foundations. • If the development proceeds as planned, the small storage developed to balance flows into the hydro-electric plant will provide alternative access to the central part of the track using the dam site access road (which is largely in place) linking to across water access to the top end of the storage area which will be very close to the Track. 	<p>The PMC will need assistance from GoPNG / DFAT / DoE to initiate and manage initial discussions with relevant NGOs working along the Track. Initial discussions with the main stakeholders indicate that this will be a good time to restart this activity.</p> <p>Formation of a Kokoda Track working group or similar with members from the PMC, provinces, KTA, DEC and NGOs should be a priority activity in the remaining two years of the Kokoda Initiative PU2.</p>
Goal 3: The wise use and conservation of the catchment protection area, including Kokoda Track and its natural and cultural resources and values		
Developing an integrated land use plan (management plan) for the catchment protection area including the Kokoda Track, in partnership with key National, Provincial and Local Government stakeholders, which provides an effective balance between environment conservation and development		
Spatial mapping systems, values databases, land use databases and decision support tools are developed and inform land use planning for wise use and conservation of the catchment protection area including the Track	<ul style="list-style-type: none"> • DEC continued to work closely with the Australian Cooperative Research Centre for Spatial Information (CRC-SI) through capacity building to support and improve the technical skills of DEC officers, who have learned to interrogate datasets to develop a range of maps to be used for effective future management of the region. These maps can show land use change, land cover and a range of other high-resolution features necessary for effective land use planning. • The spatial mapping of the area has been upgraded (to a 5 m x 5 m resolution), ground-truthed, including for assessment of primary or secondary forestry cover, and incorporated into DEC land management activities. This imagery from 2007 and 2010 has allowed assessment of land use changes but may now require updating. • Staff from other sections in DEC have participated in the GIS training, building DEC capacity and providing back-up for the TEM specialist. A JICA forestry project is using the same imagery. • A Spatial Mapping Working Group has been established and is providing inputs to wider issues 	<p>The images being used for the GIS work are now up to eight years old and are becoming much less useful for assessing changes in land-use in the protected area.</p> <p>Consideration should possibly be given to putting in place a process to regularly update the images available.</p> <p>Twinning arrangements for specialised technical staff to develop the DEC staff capacity have not proceeded as planned because of staff constraints in DEC.</p>

Objectives / Outcomes	Progress	Comments
	<p>of spatial mapping. Chaired by DEC and including PNG GIS specialists it is planned to encourage information and data sharing among agencies and to work towards the development of national standards.</p> <ul style="list-style-type: none"> • The Kokoda Initiative Spatial Mapping Workshop held in conjunction with CRC-SI in June 2013 was attended by geographic information system (GIS) technicians across PNG agencies, research institutions and universities. The workshop demonstrated the up to date technology used to produce a digital elevation model for the Kokoda IPZ and how remotely sensed data was used to classify land cover for management purposes. • A consultant has been contracted to assist DEC continue to update the DEC spatial information management system biodiversity database. 	
<p>The catchment protection area is clearly identified, formally protected and a community-based management plan for wise use and conservation is agreed by communities and all levels of government</p>	<ul style="list-style-type: none"> • DEC released a discussion paper for a policy guiding a national protected areas system in Papua New Guinea. This policy paper provides valuable guidance for Kokoda Initiative programs and is a vital step towards ensuring more sustainable protection of diverse areas including the Owen Stanley Ranges, Brown River catchment and Kokoda Track region. • The paper continued to stimulate national debate on the final form of the national protected areas policy. In May 2013 a draft policy was finalised and circulated for further discussion. • Ms Maureen Ewai was engaged as the Land Use Planning and Biodiversity Assessments Officer. Ms Ewai, a doctoral candidate from the University of Queensland in biodiversity management, has helped progress the biodiversity program this year, including running two biodiversity workshops and scoping terms of reference for biodiversity studies in the region. The position has proven invaluable for the success of the Kokoda Initiative. • Biodiversity workshops were held in Goroka, PNG (April 2013) and Cairns (July 2013) to develop standardised methodologies in biodiversity surveys, data analysis and species information management for application in PNG. The Goroka meeting encouraged PNG field practitioners to share experiences and prepared them to engage in discussions with international experts in Cairns. The final report from the workshop has been reviewed by DoE specialist staff and the report and recommendations have been accepted. • A bio-diversity reference group has been formed to advise on technical matters. TORs are being finalised with the first meetings scheduled for March 2014. 	<p>The recently appointed land use specialist in DEC has resigned and is working in another agency in PNG. This vacancy has yet to be filled.</p> <p>DEC / CEPA is still awaiting information / development plans from PNG Power to allow an environmental impact statement to be developed for the proposed hydro-power and water supply initiative being at Madilogo. It is unclear when / how this work will proceed.</p>
<p>Robust policy, legislative, governance and administrative frameworks for protected areas are agreed, in place and support community-based land management for wise use and conservation outcomes</p>	<ul style="list-style-type: none"> • Final draft area protection policy completed July in 2013 and released for public comment. Drafting process identified the need to refine the areas of the policy relating to sustainable financing. The issue of Payment for Environmental Services (PES) addressed as this is an important aspect for community based land management. • Social mapping processes have been addressed and have identified different approaches. Contracting for mapping Koiari LLG ward are in process. • Central Agencies Coordinating Committee submission not completed yet. • Consultation process with communities and agencies in progress. 	

Objectives / Outcomes	Progress	Comments
Key natural values of the Owen Stanley Ranges (OSR) are identified	<ul style="list-style-type: none"> • Work on the identification of cultural, historic and natural values in the IPZ in advance of developing a sustainable development management plan for the region. Contracts let for: • Madilogo (possible hydroelectricity dam site) rapid biodiversity site surveys before further exploratory/development work takes place. • Exotic species survey along the Track • A gap analysis natural values of the OSR being undertaken by the Bishop University. • The above activities are identifying the main natural values in the IPZ. New activities are starting to collect and document military heritage aspects of the Track. These will focus on heritage from the PNG side as well as the much better known Australian side. The first stage of the Oral History project managed by the NMAG should be finished by June 2014. Planning has started for an inventory of Australian military heritage along the Track. 	
Key cultural and historic values of the Owen Stanley Ranges are identified	<ul style="list-style-type: none"> • A scoping study of the historical and military values of area outside Port Moresby known as Blamey's Garden, which was established by General Blamey during the Kokoda campaign in the Sogeri area. Contracting for management plans for Blamey's Garden and the 'Lost' Battlefields is in progress. • A preliminary assessment of the World War II military collection at PNG National Museum (PNMAG) was undertaken, with emphasis on the Kokoda Campaign Collection. DEC, together with NMAG, is in the process of progressing recommendations from the study to improve conservation and preservation of these materials and to develop the skills and technical expertise of museum staff. • Exploration of the archaeological values of the region commenced with an initial desktop study of the IPZ to collect archival literature and relevant reference site records as part of the values mapping of the area. • This was followed by a rapid survey of the proposed hydro project at Madilogo and the surrounding area to identify sites of local cultural significance. • A pilot of an oral history project is being implemented at four sites along the Track to capture the PNG experiences. IT is being managed by the Museum of PNG using consultants from 	
	<ul style="list-style-type: none"> • DoE has supported the "Lost Battlefields Project." The vision of this project was "to keep the site as a living battlefield and as a safe and traditional place for locals." It concluded in March 2012 and included an archaeological investigation with extensive community consultation and scoped a future oral history project near the site. • In 2011, DoE organised a stakeholder forum in Sydney in March 2012 which attracted representatives from academia, the tour industry, government and philanthropic organisations. The forum focused on the values (cultural, natural and military) of the Kokoda experience and engaged participants on the development of an interpretation plan for the Track. • In 2012, a consultant undertook a scoping study for interpretation planning for the heritage values of the region to guide future work. 	
Development and land use activities in the catchment area are consistent with protection of	Incorporated in earlier activities described above.	ix

Objectives / Outcomes	Progress	Comments
its significant values		
Goal 4: Building national and international tourism potential of the OSR and KTR, supported by a possible future World Heritage nomination		
Increased national and international awareness of the values and attractions of the Kokoda Track and broader region	<ul style="list-style-type: none"> • A Heritage Interpretation working group formed to provide guidance on interpretation planning. • Funding agreement in place between Kokoda Initiative and the TPA (TPA) to support a programme of activities including guesthouse accreditation, tourism training, bird watching training (to broaden Track trekking experiences) and interpretive signage on the northern beaches. • A Kokoda marketing Strategy has been developed by TPA and is process of being rolled out by TPA. • The TPA was invited to become a member of the Central Province Economic Sector Coordination Monitoring Committee to ensure that tourism has a voice in provincial development, particularly in relation to the Owen Stanley Ranges. The TPA's presence on this committee ensures that KI tourism development activities are aligned with priorities and resources of the Central Provincial Administration. • The TPA, in conjunction with the KTA, agreed to the inclusion of Kokoda guesthouses and campsites in the National Accommodation Accreditation System. This will ensure that accommodation sites along the track meet nationally agreed minimum standards. • This follows on from guesthouse certification training carried out in May 2012. This included three training sessions in Efogi, Manari and Kokoda in preparation for the 2013 launch of the KTA Guesthouse Certification program. A total of 57 guesthouse owners participated in the training. The Guesthouse Certification program consists of independent assessments of campsites, trekkers' huts, guesthouses and lodges against a set of criteria. The program is a mechanism to upgrade and improve guest house services along the Track. • The TPA convened the Sustainable Cultural Tourism Conference in Kokopo, PNG, in October 2012. The conference achieved wide industry participation, with representatives from tourism businesses, cultural tourism site management authorities, education facilities, government agencies and NGOs. The objective of the conference was to take a solutions-based approach to addressing identified challenges of cultural heritage tourism that can be applied at a varying scale, from small business to broader strategies at provincial or national levels. • The conference strengthened regional networks between tourism professionals operating in PNG, the Solomon Islands and Vanuatu and encouraged sharing of information and lessons learnt in areas of common challenges, including sustainable cultural heritage tourism practices that might be applicable in the Kokoda Track region. • The KTA, in association with other KI partners, assisted in honouring the 70th anniversary of the Kokoda campaign. • The Kokoda Initiative supported representatives from PNG, Vanuatu and the Solomon Islands to attend the inaugural Pacific Asia Indigenous Tourism Conference in Darwin in March 2012. 	<p>The MTR team do not believe that appointment of the tourism coordinator is appropriate, given the difficulties that KTA has in managing its core functions.</p> <p>Discussions with the TPA to consider alternative approaches did not identify a solution that would reduce the management requirements in KTA.</p> <p>A proposed review of existing KTA tourism funding and activities has been delayed until a tourism coordinator is appointed. This is inappropriate as this would require a newly appointed person reviewing their own position and responsibilities.</p> <p>A similar issue arises from the Tourism Action Plan where it is proposed that the new tourism coordinator would drive the process for a document which they have had no input into.</p>

x

Objectives / Outcomes	Progress	Comments
	<ul style="list-style-type: none"> • The KTA commissioned research into the economic value of trekking to the local and PNG economy. Completed in March 2012, the research report provides an important baseline and understanding of the distribution of profit from the trekking industry. • Tour Operator Forums were held biannually at the beginning and end of the 2011–12 trekker season in Port Moresby and Australia. KTA Tour Operator Forums were held in October 2011 in Port Moresby and Brisbane and in March 2012 in Port Moresby and Sydney. Over 50 participants attended the March Tour Operator Forum. • Fuzzy Wuzzy Angels' Day is a nationally gazetted day in Papua New Guinea to commemorate the 50,000 Papua New Guineans who aided Australian troops during World War II. The KTA supported the Kokoda Station community's commemorations of Fuzzy Wuzzy Angels' Day in 2012. 	
Developing a strategic tourism plan and associated marketing activities		
<p>Sustainable growth in national and international tourism to the broader Kokoda Track region that benefits local communities and industry.</p> <p><i>See Goal 2 for indicators of benefits to local communities</i></p>	<ul style="list-style-type: none"> • A Kokoda marketing Strategy has been developed by TPA and is process of being rolled out by TPA. • The KTA worked with the PNG TPA to develop a Kokoda Track Region Action Plan. This planning document builds on the Kokoda Tourism Framework developed in previous years, collates the tourism priorities of the Tourism Promotion Authority, Department of Environment and Conservation and Provincial Governments, and identifies priority actions for immediate investment and implementation. • Tourism Action Plan has been drafted but has not been tabled at PMC. • Early 2014 KTA was in process of recruiting a tourism coordinator to work with TPA. • The TPA and the Northern Provincial Governor's Office undertook a review of the Oro Provincial Plan to identify possible activities at the Northern Beaches (Buna, Gona and Sanananda) where the Japanese advance across the Kokoda Track began in July 1942 and where the Japanese were finally defeated in January 1943. • The Kokoda Initiative supported representatives from PNG, Vanuatu and the Solomon Islands to attend the inaugural Pacific Asia Indigenous Tourism Conference in Darwin in March 2012. • The KTA worked with the PNG TPA to develop a Kokoda Track Region Action Plan. This planning document builds on the Kokoda Tourism Framework developed in previous years, collates the tourism priorities of the Tourism Promotion Authority, Department of Environment and Conservation and Provincial Governments, and identifies priority actions for immediate investment and implementation. 	
Exploring the heritage conservation values and conducting a feasibility study for a possible World Heritage nomination, consistent with its		
<p>World Heritage is understood by key stakeholders and potential outstanding universal value is agreed for possible nomination</p>	<ul style="list-style-type: none"> • A World Heritage nomination road map and implementation plan was to be developed by the DEC World Heritage secretariat. The secretariat will now develop the terms of reference for consultants to undertake the work. • The Owen Stanley Ranges and Kokoda Track region was initially nominated for UNESCO World Heritage Tentative Listing by DEC in conjunction with the World Wide Fund for Nature in 2006. 	<p>There is an issue of the capacity of the WH nomination secretariat to implement this activity. Close guidance and monitoring may be required to achieve a satisfactory outcome from the proposed studies.</p>

Objectives / Outcomes	Progress	Comments
	<p>In 2012–13 some effort was made to develop a plan for exploring whether the region could claim the 'outstanding universal values' required for a World Heritage listing, with desktop studies which revealed some intriguing possibilities as summarized in the 1012/13 annual report (Under Goal 4).</p> <ul style="list-style-type: none"> This study had built on a desktop scoping study in 2011 to identify potentially outstanding heritage values of the region. 	
Goal 5: Working with communities, landowners, industry and all levels of government to ensure that activities established under the Kokoda Initiative are sustained into the future		
Maximising the delivery and maintenance of services and activities through the responsible PNG provincial and local level governments		
Building capacity within the key PNG and Australian Government agencies to ensure the goals of this initiative can be delivered and are sustainable		
<p>Goals 1-4 of the JU2 are achieved and, with reduced ongoing Australian Government investment, the Kokoda Track remains:</p> <ul style="list-style-type: none"> accessible, safe and authentic; an integrated land use plan for the region balances protection of the key values and development; and, the tourism potential of the region is developed, supported by a possible World Heritage nomination 	<p>This component / goal is addressed through several activities:</p> <p>The Kokoda Initiative Senior Adviser role (initially Mr Howard Bamsey, now Mr Bill Farmer AO) highlights the importance of the Kokoda Initiative to the Australian Government. These advisers provide strategic advice to both governments on progressing the high level objectives of the Initiative.</p> <p>Joint Planning Meetings – Regular joint planning meetings are held with high level participants. These have been supported by signing of a high level Memorandum of Understanding between DEC and DoE for continued cooperation on environmental matters, of which the Kokoda Initiative is a key element.</p> <p>Leadership Management Training</p> <p>An extensive program of leadership training was delivered during 2011–12. This successful program involved senior management from all PNG-based Kokoda Initiative partner agencies and the program advisers. Training was delivered in three modules and included tailored leadership and management training, joint adviser / counterpart training and practical leadership and management skills.</p> <p>A weakness of the Initiative have been the slow start to structured capacity building activities. A formal capacity building assessment / plan has not been undertaken for the TEM or other parts of DEC. A capacity building needs assessment and implementation plan has only recently been completed for the KTA. Given the importance of capacity development and team building in each organisation, this delayed and less structured approach is disappointing.</p> <p>Work Exchanges</p> <p>Supporting staff exchanges between Australia and Papua New Guinea is an important part of program delivery. These exchanges provide opportunities for staff to improve their capacity in delivering the program, as well as to strengthen relationships between the two countries.</p> <ul style="list-style-type: none"> James Enage (KTA, CEO) and Michael O'Kave, (KTA, Operations Manager) visited and worked in Canberra. 	<p>The Senior Adviser will take a leading role is now responsible for progressing the joint Ministerial Agreement that the Kokoda Initiative activities should continue beyond the 2nd Joint Understanding. These consultations and negotiations will need to start during 2014 to ensure implementation can proceed smoothly into the next phase.</p>

Objectives / Outcomes	Progress	Comments
	<ul style="list-style-type: none"> • Six DEC staff and one officer from the PNG Forestry Research Institute worked with CSIRO, the Australian National University, the Australian National Botanical Gardens, the Atlas of Living Australia and other agencies including within DoE to further understand the biodiversity collections held in Australian agencies, spatial mapping capabilities and opportunities for potential support for future activities. • Tausi Alekevu (Finance and Administration Manager, KTA) visited Canberra to build a better understanding of funding systems and processes and of work practices within the Australian partner offices. • Malcolm Keako and Frederick Ohmana (GIS specialists, DEC) attended a two week professional update training at the University of New South Wales, followed by a short placement with the DE's Environment Resources Information Network, which has worked closely with DEC. • Staff from the Canberra DE office visited PNG on a number of occasions to assist partners with Kokoda Initiative work and to liaise with stakeholders. <p>Forums and Events</p> <p>These have facilitated interaction with a wide range of stakeholders both in Australia and PNG.</p> <ul style="list-style-type: none"> • The KTA and TPA routinely host (with strong support from DoE) pre and post trekking season fora in PNG and Australia. 	
	<p>Programme communications</p> <ul style="list-style-type: none"> • After a good progress in the initial stages of JU2 as shown in the production of the DVD, "One Journey, Many Stories" presenting stories about the many people involved in the Kokoda Initiative including the Track communities, the incumbent communications officer based in DEC resigned. The position was vacant for more than 12 months until filled again in late 2013. • With the DoE advisers, the communications officer is now working with the less experienced KTA communication adviser and TPA on a regular basis <p>Programme design and monitoring and evaluation</p> <ul style="list-style-type: none"> • The complexity of the design, and range of stakeholders and the implementation arrangements between DFAT and DoE and with DFAT implementation of the community infrastructure activities complicated the completion of the design. It also makes implementation more complex than most development projects. • It is disappointing to find that the design was not finalised until almost two years after JU2 started. This was also accentuated by the (necessary) alignment with PNG requirements. • The broad project design (as summarized in the logical framework matrix) was an 'aspirational' design which would need much more than the planned five year period to achieve. • DoE has been satisfying DFAT/AusAID design requirements and standards while meeting internal DoE requirements. This has increased the workload on the DoE implementation team. • This increased complexity has also been reflected in development of the M&E plan for the project which has taken too long and has resulted in a complex M&E system which does not have enough resources to implement as planned. 	<p>The planned Initiative M&E activity will require additional resources to implement</p>

Annex 4: Kokoda Initiative M&E Framework

Outcomes	Indicator	Method of Capture	Method of Calculation	Assumptions
<i>Outcomes under the Second Joint Understanding have been agreed by both taskforces and are detailed in the Kokoda Initiative Design Document</i>	<i>What is the indicator of change?:</i> ST Short Term MT Medium Term LT Long Term	<i>What reporting tool will be used:</i> SCA Stakeholder Capacity Assessment TOS Tour Operator Survey	<i>How the information will inform of progress against the Indicators</i>	<i>The main assumptions about this indicator and its measure</i>
Goal 1: A safe and well managed Kokoda Track, which honours its wartime historical significance and protects and promotes its special values				
Further supporting and enhancing the Kokoda Track Authority's management of the track and trekking operations				
The Kokoda Track Authority (KTA) is managing the Track strategically and proficiently as a financially self sustaining management authority	1.1 (ST) The KTA has a clear and effective governance structure in place	SCA	Score on the SCA of progress towards developing governance systems	That MSFA-funded activities support progress towards developing governance systems.
	1.2 (ST/MT) Level of achievement against workplans	KTA Progress Reports	Progress towards developing track management plans and operations	That MSFA-funded activities support effective implementation of track management and operations.
	1.3 (MT) A strategic plan for track management is in place.	KTA Progress Reports	Progress towards developing track management plans and operations	That MSFA-funded activities support effective implementation of track management and operations.
	1.4 (LT) Annual KTA profit increases	KTA Progress Reports	Progress towards indicators	That the KTA is working toward a self-sustaining model
The Kokoda Track remains open and used by trekkers	1.5 (ST/MT/LT) Number of days the track remains open	KTA input to biannual planning meeting reports	Data on days track is open	That the KTA is aware of all track closures
	1.6 (ST/MT/LT) Annual number of trekkers along the track	KTA input to biannual planning meeting reports	Data on number of trekkers	That the KTA issues permits to all trekkers
Working with local communities and tourism operators to improve the trekking experience and track facilities				
The natural, cultural and historic values of the Kokoda Track and region are effectively identified,	<i>See Goal 3 for values identification and management</i>	<i>See Goal 3 for values identification and management</i>	<i>See Goal 3 for values identification and management</i>	<i>See Goal 3 for values identification and management</i>

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communicated and managed to improve the trekking experience	1.7 (MT/LT) Change in number of tour operators and visitors reporting an understanding of the natural, cultural and historic values of the track.	TOS & Trekker Survey	Data on total number of tour operators and trekker understanding of values	That the tour operator survey and trekker survey can adequately measure the number of tour operators and trekkers with an understanding of the values
	1.8 (MT/LT) Number of porters and guides participating in training relating to track values	KTA Progress Report Biannual Planning Meeting Report (TPA / DEC)	Data on porters and guides participating in training relating to track values	Participation in training means improved understanding of values
An effective partnership exists between local communities and tourism operators to improve and maintain track facilities to support needs of communities and trekkers	1.9 (ST/MT) Number of tour operators reporting effective community partnerships	TOS	Data from tour operators on effectiveness of community partnerships	That those surveyed are willing to share information about their partnerships with local communities
	1.10 (ST/MT) Community attitudes about their relationship with tour operators	KAP Survey	Advice on community attitudes	That the views captured in the KAP Survey are accurate reflections of community attitudes
	1.11 (ST/MT) Level of satisfaction by tour operators / communities and trekkers with track facilities	TOS, Trekker survey and KAP survey	Rating of satisfaction with track facilities	That the TOS will accurately reflect the views of tour operators
Working with regulatory authorities to improve safety for local communities living along the track and tourists visiting the region				
Risks to tourists and local communities have been	1.12 (ST) Risk management plan for	KTA Progress Reports / Biannual Planning Meeting	Progress towards development of risk plan.	That the KTA has capacity to development KTA.

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identified and appropriate measures and resourcing have been put in place to minimise those that can be reasonably managed without significantly detracting from the Kokoda Track experience	the track is developed and adopted by KTA.	Report		
	1.13 (ST/MT/LT) Number of safety risks reported to and dealt with by KTA	KAP Survey / TOS	Data on safety risks and KTA response.	That safety risks will be reported to the KTA; and KTA will report risks to tour operators. That the KTA has the resourcing and capacity to effectively manage safety risks
	1.14 (ST/MT/LT) Number of incidents reported to and dealt with by KTA	TOS / KTA Progress Report SCA	Data on incidents and response.	That tour operators will provide the KTA with incident reports and that KTA documents actions taken to respond to incidents. That the SCA can measure the effectiveness of the KTA's management measures
	1.15 (MT/LT) Level of community, operator and trekker satisfaction with the way safety risks are managed	KAP Survey, TOS, Trekker survey	Attitudes towards the management of risk along the track.	That stakeholder consensus can be reached on management measures
	1.16 (ST/MT/LT) Safety risks are managed without significantly detracting from the Kokoda Track experience	Trekker Survey	Level of trekker satisfaction with the Kokoda Track experience	That trekkers are willing to report their level of satisfaction
Goal 2: Enhanced quality of life for landowners and communities through improved delivery of basic services, income generation and community development activities				
Continuing to sustainably improve the standard of health, education, water, sanitation and infrastructure services for communities along the Track				
Landowners and local	2.1 (ST/MT) Number of	KDP Progress Report / refer	Data on school enrolments shows	That provincial governments are

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communities have access to basic services which are being managed and maintained by Provincial Governments	school enrolments	KDP MEF	change over time.	willing and able to manage and maintain KDP initiatives
	2.2 (ST/MT) Number of health facility attendees	KDP Progress Report / refer KDP MEF	Data on health facility attendees shows change over time.	That provincial governments are willing and able to manage and maintain KDP initiatives
	2.3 (ST/MT) Number of facilities constructed and maintained	KDP Progress Report / refer KDP MEF	Data of facilities shows change over time.	That provincial governments are willing and able to manage and maintain KDP initiatives
	2.4 (ST/MT) Number of capacity building activities – Education.	KDP Progress Report / refer KDP MEF	Data on capacity building activities shows change over time.	That provincial governments are willing and able to manage and maintain KDP initiatives
	2.5 (ST/MT) Number of capacity building activities – Health	KDP Progress Report / refer KDP MEF	Data on capacity building activities shows change over time.	That provincial governments are willing and able to manage and maintain KDP initiatives
	2.6 (ST/MT) Level of community satisfaction with basic services	KAP Survey	Level of community engagement and satisfaction with basic services shows change over time.	That communities are adequately engaged in service provision and willing to report on their level of satisfaction
Facilitating access to benefit streams, income generation and other community development projects for communities in the interim protection zone, including potential opportunities through development of renewable resources particularly hydropower and water, forest carbon, and tourism				
Landowners and communities in the region have better access to income earning opportunities derived from the trekking industry	2.7 (MT/LT) Ratio of income attributable to tourism versus other income generating activities	KAP Survey	Data on income shows change over time.	That communities are able and willing to report on income
	2.8 (ST/MT) Number of income-generating activities derived from trekking by land owners and local communities	KTA Progress Report KAP Survey	Number of activities supporting income generation by landowners and track communities	That livelihoods activities increase access to benefit streams derived from the trekking industry

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	2.9 (MT/LT) Percent of community members/landowners who say their access to income earning opportunities has improved/same/worse (linked to Kokoda Initiative)	KAP Survey	Data shows change over time in access to income earning opportunities	That landowners and communities will be willing to report on their views about income
Landowners and communities in the region have better access to benefit streams and community development projects derived from renewable resources	2.10 (MT/LT) Ratio of income attributable to renewable resources versus other income generating activities	DEC Progress Report	Data on income earned from renewable resources	That landowners and communities will be willing to report on their views about income
	2.11 (MT/LT) Landowner and community satisfaction with access to income earning activities derived from the renewable resources	KAP Survey	Rating of satisfaction with income earning opportunities	That landowners and communities will be willing to report on their satisfaction
Enabling communities and landowners to manage development opportunities and income streams generated through this Initiative				
Communities are assisted to identify and undertake new or revitalised income generation activities within the region	2.12 (ST/MT) Number of livelihood training workshops provided to communities through Kokoda Initiative & number of participants	KTA Progress Report / KAP Survey	Number of livelihoods training workshops provided to communities through the Kokoda Initiative Data on trained community members	That the training workshops will be useful and appropriate for the communities considering the constraints of the region and its potential That the workshops will enable communities to undertake or

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				revitalise income generation activities
	2.13 (ST/MT) Number of small enterprise activities supported through the Kokoda Initiative and percent still operating after 12 months	KTA Progress Report	Data on small enterprise activities.	That the activities will be viable
	2.14 (ST/MT) (LT) Level of community satisfaction with income generating activities	KAP Survey	Rating of community satisfaction with activities	That over time the activities remain viable
Nurturing the alliance between all levels of government, tourism operators and not-for-profit organisations to provide strong and coordinated support for the sustainable development of the region and the well-being of its people				
Provincial Government and local-level government (LLG)'s ability to deliver priority services to communities is enhanced through capacity building and improved systems for resource allocation from national government	2.15 (ST/MT) Number of capacity building opportunities provided to the Provincial and Local Level governments & number of participants.	KDP Progress Report / refer KDP MEF	Data on capacity building activities	That the Provincial and Local Level Governments have the resourcing to engage in such activities
	2.16 (MT/LT) Community view on whether delivery of priority services by government improved/same/worse	KAP Survey	Data on community views	That the community will be willing to comment on their view of service delivery
	2.17 (MT) Level of	Biannual Planning Meeting	Level of Provincial Government	That the Provincial Governments

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	Provincial Government satisfaction with systems for resource allocation from the National Government	Report	satisfaction with systems for resource allocation from the National Government	are willing to work with the KI to improve business systems
Sustainable development activities are coordinated through development of effective partnerships between the Program Management Committee (PMC) and relevant NGOs to ensure activities support the best interests of the region and the communities.	2.18 (ST/MT) Number of sustainable development activities delivered through partnership between PMC & NGO	Biannual Planning Meeting Reports	Data on projects identified and implemented	That NGOs are willing to work in partnership with the KI in the best interests of the community
	2.18 (MT/LT) Level of satisfaction by PMC with partnerships between PMC / NGOs	Biannual Planning Meeting Reports	Level of satisfaction with Kokoda Initiative activities	That government, community, NGO and KI priorities can be effectively aligned
Goal 3: The wise use and conservation of the catchment protection area, including Kokoda Track and its natural and cultural resources and values				
Developing an integrated land use plan (management plan) for the catchment protection area including the Kokoda Track, in partnership with key National, Provincial and Local Government stakeholders, which provides an effective balance between environment conservation and development				
Spatial mapping systems, values databases, land use databases and decision support tools are developed and inform land use planning for wise use and conservation of the catchment protection area including the Track	3.1 (ST/MT) Spatial mapping systems, databases and decision support tools are developed	DEC Progress Reports	Progress on developing spatial mapping systems, databases and decision support tools	That the most appropriate systems, databases and decision support tools are developed
	3.2 (MT) Spatial mapping systems, databases and decision support tools are effectively used to inform land use planning	DEC Progress Reports	Use of spatial systems, databases and decision support tools in reporting period	That spatial mapping technicians have access to accurate and representative data
		SCA	Findings of the SCA	That the SCA can effectively measure the capacity of spatial systems and their operators

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The catchment protection area is clearly identified, formally protected and a community- based management plan for wise use and conservation is agreed by communities and all levels of government	3.3 (ST/MT) Boundary of the catchment protection area is mapped	DEC Progress Reports	Progress on clearly identifying the catchment protection area	That spatial mapping technicians have access to accurate and representative data
	3.4 (MT) The agreed area is formally gazetted as a protected area	DEC Progress Reports	Progress on gazetting the area	Community consensus is reached on the need to gazette the area
	3.5 (MT/LT) Number of stakeholder workshops held to develop management plan (by stakeholder type)	DEC Progress Reports	Progress on stakeholder engagement for Management Plan	That the appropriate community members and government representatives are supportive
		KAP Survey	Survey samples of stakeholders	That stakeholders are reflecting honest opinions in the survey
	3.6 (LT) Management Plan for the catchment protection area is adopted and implemented.	DEC Progress Reports	Progress on completing the Management Plan	That the Management Plan will enable the wise use and conservation of the area
			Progress on implementing Management Plan	That the Management Plan is being implemented as designed and is effective
		SCA	Findings of the SCA	That the SCA can measure how effectively the plan is being implemented
Robust policy, legislative, governance and administrative frameworks for protected areas are agreed, in place and support community-based land management for wise use and conservation outcomes	3.7 (MT/LT) Protected Area Policy is developed and endorsed by PNG Government.	DEC Progress Report	Progress on finalising PNG Protected Area Policies	That the policy will enable effective community-based management of the region
	3.8 (MT/LT) Legislative framework is agreed for	DEC Progress Report	Progress on legislative reform	That the PNG National executive Council will support the proposed

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	protected areas and in place.			legislative amendments
	3.9 (MT/LT) Governance structure and administrative arrangements for implementing the protected area legislation are defined and implemented by PNG government	DEC Progress Report	Progress towards implementing effective governance and administrative systems	That DEC has the capacity and skills to implement and enforce governance and administrative systems
		SCA	Findings of the SCA	That the SCA can measure the robustness of the PNG Government's governance and administrative arrangements
Identifying and conserving the key natural, cultural and historic values of the Owen Stanley Ranges for heritage conservation, protection and tourism development				
Key natural values of the Owen Stanley Ranges (OSR) are identified	3.10 (ST/MT) Survey and mapping of natural resources and biodiversity values to support the gazettal of the IPZ is completed.	DEC Progress Report	Progress towards identifying the natural and biodiversity values of the OSR	That sufficient potential exists within the natural values of the region to warrant protection and gazettal as a protected area
Key cultural and historic values of the Owen Stanley Ranges are identified	3.11 (ST/MT) Survey and mapping of cultural and historic values of the OSR to support gazettal of the IPZ is completed.	DEC Progress Report	Progress towards identifying the cultural and historic values of the OSR	That the historic values still require further articulation and that there may be sufficient potential in the cultural values to warrant protection The community will share their cultural values

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Development and land use activities in the catchment area are consistent with protection of its significant values	3.11 (MT/LT) Management Plans for the natural, cultural and historic values are in place	DEC Progress Report	Progress towards developing management plans for the natural, cultural and historic values of the region	The management plans contain and use and development provisions consistent with the protection of significant values
	3.12 (MT/LT) Environmental review procedures for development are in place.	DEC Progress Report	Progress towards finalising environmental review procedures	That DEC has the capacity and resources to regulate development activities to ensure values are conserved
Goal 4: Building national and international tourism potential of the OSR and KTR, supported by a possible future World Heritage nomination				
Promoting the natural, cultural and historic military (NCHM) values of the Track				
Increased national and international awareness of the values and attractions of the Kokoda Track and broader region	4.1 (MT) Change in the number of national and international visitors to Kokoda Track.	Trekker Surveys	Data on trekker numbers	That the KTA issues permits to all trekkers and that trekker origin is recorded.
	4.2 (MT) Change in level of awareness of the natural/ cultural/ historic values of the Kokoda Track	Trekker Surveys	Level of awareness of the NCHM values reported through survey	That the survey accurately reflects the level of understanding
Developing a strategic tourism plan and associated marketing activities				
Sustainable growth in national and international tourism to the broader Kokoda Track region that benefits local communities and industry.	4.3 (ST/MT) Strategic tourism and marketing plan developed and implemented	Biannual Planning Meeting Report (KTA report)	Progress towards developing and implementing the strategic tourism plans	That the plan can address the needs of all stakeholders including the KTA, tourists, communities and landowners
	4.4 (MT/LT) Increase in number of visitors to the Kokoda Track.	Biannual Planning Meeting Report (KTA report)	Data on visitor numbers to region	That the KTA issues permits to all trekkers
	4.5 (MT/LT) Increase in	Biannual Planning Meeting	Data on tourist numbers	That the TPA can accurately

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	number of visitors to the Kokoda region	Report (KDP report)		measure the number of tourists to the Kokoda area of interest
	See Goal 2 for indicators of benefits to local communities	See Goal 2 for indicators of benefits to local communities	See Goal 2 for indicators of benefits to local communities	See Goal 2 for indicators of benefits to local communities
Exploring the heritage conservation values and conducting feasibility study for possible World Heritage nomination, consistent with its inclusion in the PNG government World Heritage Tentative List (2006)				
World Heritage is understood by key stakeholders and potential outstanding universal value is agreed for possible nomination	4.6 (ST/MT) Number of awareness raising workshops held with stakeholder groups (by group)	DEC Progress Report	Data on workshop numbers	That DEC the awareness raising workshops will be attended by key stakeholders
	4.7 (MT/LT) Level of understanding of concept of World Heritage by key stakeholders	KAP Survey	Data on stakeholder understanding	That key stakeholders will support a possible world heritage nomination
	4.8 (MT/LT) Feasibility study of WH listing, including potential outstanding universal values, is completed	DEC Progress Report	Progress towards a feasibility study, including identifying potential outstanding universal values for proposed world heritage area	That the region holds values which may be of universal significance
Goal 5: Working with communities, landowners, industry and all levels of government to ensure that activities established under the Kokoda Initiative are sustained into the future				
Maximising the delivery and maintenance of services and activities through the responsible PNG provincial and local level governments				
Building capacity within the key PNG and Australian Government agencies to ensure the goals of this initiative can be delivered and are sustainable				
Goals 1-4 of the JU2 are achieved and, with reduced ongoing Australian Government investment,	5.1 (ST) Kokoda Initiative partners agree and implement a collaborative,	Biannual Planning Meeting Reports (all)	Level of consensus on collaborative, streamlined program management tool (implementation plans)	That all stakeholders are accounted for in the collaborative, streamlined program management tool

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the Kokoda Track remains accessible, safe and authentic; communities in the region have improved access to basic services; an integrated land use plan for the region balances protection of the key values and development; and the tourism potential of the region is developed, supported by a possible World Heritage nomination	streamlined program management tool (including the Design Document and implementation plans)		Progress towards completing activities agreed within the implementation plans	That the implementation plans effectively capture project activities, and are viable within available resources
			Level of consensus on implementation plans for upcoming reporting periods	That all stakeholders are willing to provide input to the implementation plans
		Mid-Term Review	Progress towards delivering the goals of the JU2	That progress can be quantifiably measured for all aspects of the program
	5.2 (ST) Monitoring and Evaluation Framework for the Kokoda Initiative is agreed by key stakeholders and implemented.	Biannual Planning Meeting Report	Progress towards developing a Monitoring and Evaluation Framework	Monitoring and Evaluation Framework will be implemented given capacity and resourcing constraints
			Level of consensus on Monitoring and Evaluation Framework	Stakeholders can agree on an Initiative-wide Monitoring and Evaluation Framework and reporting schedule.
			Progress towards implementing the Monitoring and Evaluation Framework	Initiative partners have the capacity and resourcing to implement Monitoring and Evaluation Framework and reports completed on schedule.
	5.3 (MT) Kokoda Initiative Partners are implementing agreed capacity building activities according to capacity building strategy	Biannual Planning Meeting Report	Level of consensus on Capacity Building Strategy and identified activities	That all partners are included in the Capacity Building Strategy and have resources to implement activities.
		DEC / KTA / KDP Progress Reports	Number of capacity building activities	That capacity building activities will empower PNG leadership
		Biannual Planning Meeting	Number of capacity building	That capacity building activities will

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		Report	activities	empower PNG leadership
		SCA	Findings of the SCA	That the SCA can accurately measure how effective agreed capacity building activities are
	5.4 (LT) PNG Government stakeholders have assumed responsibility for Kokoda Initiative activities beyond 2015	SCA	Findings of the SCA	That the SCA can effectively measure the effectiveness of PNG Government leadership of Kokoda Initiative activities beyond 2015
		Biannual Planning Meeting Reports	Progress towards completing the activities under the Implementation Plans, with all ongoing responsibility of assets/services under the program managed by PNG Government	That PNG Government has committed to continuing the aims of the KI and has the resources and ability to maintain assets/services
		Biannual Planning Meeting Report	Progress towards embedding PNG Government leadership of the program activities	That PNG Government agencies will have the resources and capacity to sustain activities beyond 2015