

ANNUAL REPORT

Centre for Appropriate Technology

2013



CAT's support has given us the opportunity to create a sustainable ranger service business. This has reshaped the lives of our rangers and other Nyungkal people.

**MARILYN WALLACE
BANA YARRALJI BUBU CEO**



CAT's vision is for happy and safe communities of Aboriginal and Torres Strait Islander people.

CAT's purpose is to secure sustainable livelihoods through appropriate technology.

CAT values

Individually and collectively we will endeavour to be:

- » inclusive and respectful
- » independent and accountable
- » engaged and forward looking
- » honest and capable

CAT principles

- » Our actions and initiatives are valued by Aboriginal and Torres Strait Islander people
- » We appreciate what people have and do before we act
- » We see appropriate technology as a means to an end
- » We advance self-reliance and economic independence
- » Our independence is the basis for creative collaborations
- » We grow evidence and influence through our connectedness
- » We evolve and thrive through complexity and change

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Chairman's report

This has been a tumultuous year for CAT. The lack of certainty around our core funding and losing our major municipal program in the Kimberley would be reason enough. But the sudden and tragic passing of our CEO Peter Taylor after a short illness shocked and stunned us. Peter had spent 7 years at CAT and was held in the highest regard throughout the Public Sector and in Aboriginal Communities. His leadership and direction will be sadly missed. A chain of events have followed his passing, and the CAT Board have remained strong, in control and have continued to respond and deliver programs and projects with our valued and many clients. Dr Bruce Walker has been able to step in as CEO in our hour of need, and provide stability to CAT. He and I set about conducting an audit of the health of the organisation. Dr Walker was tasked with maintaining relationships with CAT's funders and preparing CAT to recruit an incoming CEO. In spite of our trying circumstances we have had an increase in enquiries around training and technical advice to communities and have taken on a number of community development projects on outstations through our strong relationship with the Central Land Council. Two major 'make safe and fix' house

projects combined with energy efficiency and water management programs in two homeland cluster regions in the Northern Territory have helped ensure that CAT can continue to deliver wherever the need is. Adjustments to our core response funding in our Technical Resources Group will ensure funding over the next 3 years. This is a welcome relief and gives us an opportunity to rebuild with some certainty. We are also hoping that early identification of Remote Indigenous Energy Program (RIEP) sites will create certainty and stability for CAT in the renewable energy space. Collectively these developments provide a much more attractive proposition for a new CEO. The Board acted quickly to ensure that the confidence in our organisation remained high with our Federal funders and have recommended a change in our organisational type from the Northern Territory Associations Act to Federal Corporations Law. The strong leadership and governance of CAT continues to remain positive and we have recruited two new Board members to ensure transitioning within the leadership keeps our balance fresh and relevant. I welcome Brian Singleton and Heron

Loban who both bring strong qualities from the Torres Strait and Cairns regions to our Board. I want to record my thanks to all Board members who have worked under an increased load in the latter stages of this year.

Our financial figures reflect the loss of the key WA contract and the generally tough year we have experienced. We will need to tighten our belts with regards to efficiencies in our daily work practices and will need to focus on the structure of the organisation to equip CAT for clearer and more flexible responses that are delivered in a uniform and succinct way. The CAT Board have agreed that a strategic focus on Aboriginal and Torres Strait Islander staff recruitment is also needed to re-strengthen the organisation. We look forward to a bright and healthy future at CAT through 2013/2014 to ensure that we able to respond to the needs of the Indigenous Communities that we serve.

Peter Renehan
CAT Chairman



Chief Executive Officer's report

The Chairman has reflected on the testing circumstances contributing to what he describes as a 'tumultuous' year — CAT's annus horribilis.

I thought I had written my last annual CEO report four years ago but the sudden and untimely death of my successor and friend Peter Taylor has changed that.

Under Peter's leadership and stewardship CAT had embarked on a process of refreshing its longstanding commitment to working with communities by engaging with and building on their undoubted strengths.

Peter was committed to growing CAT's capacity and capability to embrace the new era of Indigenous policy and practice without losing sight of the very capability that sits at the heart of CAT's core existence. People and community are the measure of technology. The process of appropriation is the measure of whether something is appropriate.

Community development principles sit at the heart of CAT's work and Peter was keen that CAT was able to bring together a number of like minded institutions and leaders nationally to bring a sharper focus to how those community

development principles might have a greater impact on the outcomes that we all aspire to in remote communities. He achieved this the week before he died.

In a year of extreme change and uncertainty CAT invested in its people. 93% of staff completed a series of strength based workshops which were led by key staff with support from the University of Newcastle.

It is a credit to the staff and leadership of CAT that the organisation has come through such a difficult year with a much stronger sense of its future and what it has to do to realise that future. The Chairman has outlined a number of key initiatives that provide the basis of opportunity for the organisation.

As you will read in this report CAT was able to achieve considerable outcomes through the year. Staff have remained focused on their tasks and the communities they are tasked to serve.

I returned to this role in the last month of the year but what stands out above the tragic events of the year is the resolve and leadership of the Board of CAT. Led by Chairman Renehan they have individually and collectively stepped up to

address what most textbooks would describe as the most difficult set of circumstances any Board should have to face. They also inspired a wonderful response from staff. That in itself is a lasting tribute to the way Peter Taylor had worked closely with the Board.

I can only record my own gratitude and congratulations for the way in which the governance and organisation of CAT have responded to the events of 2013.

Bruce Walker
Chief Executive Officer



We've got power, so we can have tourists, it's as simple as that ... Keep up the good work Bushlight.

Roma Puertollano in May 2013, after 6 years of living with her Bushlight RE system. Roma feels the Bushlight system has been a steady partner in ensuring the homeland and business can successfully grow and develop.

CAT Strategic Plan 2011–2016

Since its establishment in 1980, the Centre for Appropriate Technology (CAT) has been working at the nexus of technology and economy with communities of Aboriginal and Torres Strait Islander people. CAT's approach is to understand where people are at and work with them to understand their issues and aspirations. This means we apply our expertise in community engagement and leverage our capabilities in housing and infrastructure services, applied research, project management and capacity building to assist Aboriginal and Torres Strait Islander people build self-reliance and economic independence. It also means we operate at the interface of governments, policies, programs and communities, using our understanding and evidence base to influence and champion new approaches to service delivery, technology transfer and social change.

With leadership from our Aboriginal Board, the CEO and the Senior Management Team and incorporating feedback from stakeholders and staff, the Strategic Plan 2011–2016 outlines our approach to bring our vision and purpose to life through four Strategic Priority Areas.

Strategic Priority Areas

1. Client impact
2. Innovative, practical responses
3. National influence
4. Organisational development supporting client impact

These Strategic Priority Areas provide an overarching direction for the way in which we are developing and shaping our core organisational capabilities to achieve impact.

Our core capabilities being:

Housing and infrastructure services
Community engagement
Project management
Technology evaluation and research
Capacity building, training and employment.



CAT is good. We get to work with Ken and Shaun. We get to work at home in Utopia, in our community at 3 Bore and around the place.

DANNY DIXON

CAT 2012–2013

highlights



Peter Purvis, Gordan Purvis and Danny Dixon —
Utopia Homelands Project work crew.



Jermiah Corbett calculating totals from a table
he's just populated. Wherever possible maths are brought
into the coursework.

Utopia Homelands Project

CAT is working with the Urapuntja Aboriginal Corporation and Utopia homeland residents to improve the sustainability and self-sufficiency of living conditions in the homelands. The project involves housing repairs and maintenance, improving household energy efficiency and water management planning. The project is funded by the Department of Families and Housing, Community Services and Indigenous Affairs (FaHCSIA) until June 2014.

The first stage of the Utopia Homelands Project, involves CAT doing an audit of all housing in the 18 Homelands in Utopia. The audit is conducted with a 'no survey without fix' approach and five local men are employed to audit each house. After gaining permission from residents to enter their houses, the audit team assesses the building structure, electrics and plumbing. A builder, plumber and electrician are on site to undertake immediate repairs. The repairs conducted to make each house safe include fixing the powerboard, power points, lights, doors and locks, unblocking drains and installing smoke alarms. Information about further repairs is collected and will inform the second stage of the project. The immediate make safe works have been received really well by residents and have made a significant improvement to the amenity of each house.

Connecting to each other and the world

CAT ran units from the Certificate I in ICT Training Package for six learners at Canteen Creek. The course focused on developing skills in basic office productivity (Word and Powerpoint) and manipulating multimedia. Learners were able to demonstrate their capacity to edit and mix music, spoken word and video footage and adapt these for office programs and social networking sites. Learners have been utilizing Facebook, gmail accounts and publishing digital stories through these platforms as well as building their literacy and numeracy skills. There was great enthusiasm for interacting locally and globally via social networking sites to the extent that most are accessing internet cafes in Alice Springs or Tennant Creek when away from their community.

highlights

Life Skills Camp

In September 2012 CAT received a grant to construct a twelve bedroom accommodation complex with communal areas such as kitchen, living room and laundry. The short timeline for completion (till July 2013) was a challenge however teams across CAT rallied and deadlines were met. Architectural design, project management, landscape planning and fabrication of furniture were all undertaken by CAT with off site construction by external contractors.

We are especially proud of the great contributions of our Indigenous learners and social enterprise employees. They not only received qualifications in a real workplace but also demonstrated that they are able to work under enormous time pressure! Well done and thank you!

The result of their labour will contribute to the future of many young Indigenous people. It will be a place of intensive learning and preparation for careers in a wide variety of industries. If one wants to have a leading role in their community or aspires to work in the demanding conditions of the mining industry our programs will equip them with Technical Knowledge and Life Skills.



The completed Life Skills Camp.

Shipton's Flat — Award Winning Partnership lives on with CAT leadership

2012 saw CAT win the QLD reconciliation award for Partnerships alongside Engineers Without Borders, Aurecon and Bana Yarralji Bubu Inc. This partnership was led by CAT with volunteers from partner organisations and resulted in a new ranger base for the Kuku Nyungkal rangers. CAT has continued to facilitate ongoing support to the Kuku Nyungkal organisation Bana Yarralji Bubu with Aurecon and Engineers Without Borders. The next stage involves high level engineering support from Aurecon staff to secure full development approval of the Shipton's Flat site to meet the broader business aspirations of Bana Yarralji Bubu. The process to gain legal approval to develop full commercial camping and accommodation facilities, plus facilities for training, functions and events and healing programs is underway. The end result will be a cultural based social enterprise site to combine the business of land management, culturally based tourism and cultural healing.



Bana Yarralji Ranger Base at Shipton's flat.



CAT staff member and Community members using the Community Water Planner Field Guide.



Live and Thrive On Country — John Villiers Trust

The Community Water Planner Field Guide comes to life in QLD with the successful securing of a Philanthropic Grant from the John Villiers Trust. Co-funded by the Centre for Appropriate Technology, the 'Live and Thrive On-Country' program aims to assist Indigenous people to achieve a greater level of self-sufficiency in Indigenous Outstations and Homelands in remote Queensland. Rolling out over two years from early 2013, CAT has begun engagement with a number of remote outstations and their governance bodies to assist them in securing better managed water supplies.

Recognising the links between robust and appropriate technology and sustainable livelihoods, the program delivers participatory water planning and hands on work to upgrade water supplies as well as broader outstation infrastructure

assessments followed by targeted sustainable livelihoods planning for communities interested in a strategic dialogue around mobilising their existing assets, strengths and capabilities to help achieve long term aspirations. Representing a great new collaboration with a Philanthropic partner this project will help remote QLD Indigenous people to:

LIVE: Support safe, appropriate remote infrastructure development and self-management.

THRIVE: Support and foster the development of sustainable livelihoods, jobs and economic independence.

ON COUNTRY: on their traditional homelands.



CAT Board Members, Frank Curtis and James Bray receive NAIDOC awards

In July 2012 the NAIDOC Alice Springs Person of the Year was awarded to Mr Frank Curtis. Frank is passionate about finding ways for Aboriginal people to return to country and live on their homelands, in a sustainable manner. Frank enjoys working with young people to build their self-esteem and confidence. He strives to instill in these youth a vision that someday they will end up being leaders of their country. Frank recently retired from over 12 years of service in the Police Force and is now focused on advancing the capacity of and opportunities for young Indigenous Australians. Frank is a long-serving member of the Centre for Appropriate Technology Board.

The 2012 Elder (Male) of the year was awarded to Mr James Bray. As an advocate for social justice, education opportunities and the role of science and technology in supporting livelihood opportunities for Aboriginal people, Jim's commitment and work over the years has been exemplary. He is a shining example for the future generations of residents in Alice Springs and nearby communities. Jim served 20 years as Chairman on the Centre for Appropriate Technology Board, worked tirelessly for 15 years to secure the vision for the Desert Peoples Centre and provided inspiration and leadership for the Desert Knowledge movement.

Locals Renovate Learning Centre

In conjunction with Batchelor Institute, Central Desert Shire and ITEC Employment, CAT undertook a 10 week project in Lajamanu to deliver a pre-vocational program, Certificate I in Construction, that involved completing the restoration of the Lajamanu Learning Centre. Fifteen men enrolled in construction and white card training. They installed new skirting and doors and completed a range of maintenance tasks inside the Learning centre as well as painting. Outside they completed verandahs on the north and south ends of the centre which included installing frames, flashings, roof sheets and concreting. They also assembled and installed gates for the fence, honing their welding skills. Local Aboriginal resident Graham Dixon was employed as a mentor for the young trainees as well as undertaking the course himself. In between their busy schedule the students also successfully completed their classroom work. Many compliments were received from the local community on how good the Learning Centre renovations looked and most importantly on the opportunity for local people to work on local projects and gain skills. Graham has since secured employment at the local school as a woodwork teacher.



Birany Birany residents celebrating the installation of their Bushlight RE system in September 2012.

Bushlight marks a decade of achievement

Bushlight has been working with remote Indigenous communities to improve energy services in order to enhance community livelihood outcomes since 2002. This decade of work has seen 148 renewable energy systems installed in 130 communities across Central and Northern Australia.

Bushlight's Community Energy Planning (CEP) Model drives the process of supporting residents of Indigenous communities to access energy services and manage them sustainably. This model offers an end to end framework, from community engagement and planning through to system design and installation and follow up support and training. The CEP Model is based on the premise that the most positive outcomes for communities are arrived at through an integration of meaningful community engagement and decision making and best practice technical design.



CATFAB produces hundreds of digging sticks for women going bush hunting for bush tucker.

CAT's Social Enterprise — CATFAB

CATFAB provides transitional employment for Indigenous people in a Fabrication and Construction social enterprise. The enterprise has produced outdoor furniture for the Desert Knowledge Precinct, completed six CAT fire trailers for Western Australian Communities and has also produced hundreds of digging sticks for women going hunting for bush tucker. In the latter half of 2012 a Manager for the Social Enterprise was appointed. His knowledge, experience and passion has been crucial in its development.

The enterprise grew significantly over the year and now employs five Indigenous staff who undertake a wide variety of production projects and also support our CAT construction teams. The skills and personal development demonstrated by the Indigenous work team has been exceptional, underlining the impact of initiatives providing 'real' employment accompanied by on site mentors.

The team is now preparing to also assume roles as mentors for young Indigenous people who will be offered work experience, potentially leading to employment, through the CAT social enterprise and elsewhere.

STRATEGIC PRIORITY AREA

Client impact

STRATEGIC PRIORITY AREA 1

Client impact:

Our initiatives and endeavours will contribute to sustainable and positive impact for Aboriginal and Torres Strait Islander communities particularly through livelihoods development supported by appropriate technology and improved access to knowledge and networks.

This means we will:

- » Support Aboriginal and Torres Strait Islander people to increasingly take informed decisions, choices and actions about technology and livelihoods
- » Increase the reliability, functionality and appropriateness of our technology-based services
- » Enhance economic independence by identifying and fostering diverse livelihood opportunities
- » Provide tools and methods to enable Aboriginal and Torres Strait Islander people to use networks and improve relationships to increase self-reliance.



Interviews at an Alice Springs Town Camp.

Post Occupancy Evaluation

Research staff completed an 18 month post occupancy evaluation of new and renovated housing in the Alice Springs Town Camps since 2008 for Tangentyere Council. Working with Tangentyere Research Hub Aboriginal researchers, CAT staff interviewed and surveyed over 50 households in March 2012 and again in March 2013 (with an interim set of interviews in September 2012) to establish how their house design, materials and management suited the residents over the year of occupation. The evaluation also assessed how the quality of construction was faring, the impact of healthy living practices design principles, and the role of housing management in tenant's housing experiences. The evaluation will be used by Tangentyere Council and town camp residents to guide decision making about future housing arrangements.



Fresh food from the wicking bed.



Re-fitted shipping container at Urremerne.



Bushbus - remote public transport.

Wicking beds at Nyangatjatjara College

CAT- designed wicking beds were installed at Nyangatjatjara College, a secondary school for Anangu students located just outside Yulara. Students planted the beds, using manure from the local camel farm. In 2012-13, they grew watermelons, beetroot, spinach, chillies, broccoli, radishes, lemongrass, spring onions, zucchinis, garlic, parsley and other herbs. The produce is used in student lunches and for cooking lessons. After watching CAT construct a wicking bed, staff from the college are now making their own wicking beds from recycled items (eg fridges, washing machine tubs), providing them with organic and inexpensive vegetables and a place to relax.

Planning and houses for Urremerne

In collaboration with the Central Land Council Community Development unit, CAT developed a community master plan with the owners of Urremerne outstation, near Alice Springs. The master plan details where and how people may build, given landscape restrictions, as well as management plans for the present and future built environment. In addition, a new affordable house, comprising an appropriately re-fitted shipping container, a large shade area and veranda, was installed in 2013, and a second will be completed in 2013-14.

Transport Alternatives and Alternatives to Transport

CAT, in collaboration with the CRC for Remote Economic Participation, has embarked on a four year research project to examine transport options for remote communities across Australia where the impact of increasing fuel and transport prices is and will be keenly felt in any future economic development. Very little research has been done in this area, particularly in the context of climate change. In this first year of the research, the major parameters of the project have been identified, including detail about current dynamics of transport, effects of demographic, economic and climate change, and impact of changes in transport systems on the sustainability of remote communities in Central and Northern Australia. One of the challenges of the project is to identify alternatives to needing transport, such as telecommunications options, as well as the cheaper, more reliable, secure, and efficient transport needed to keep people and services moving.

STRATEGIC PRIORITY AREA

Client impact



RE system maintenance training at Bawaka in Arnhem Land (left), and Sandridge near Borroloola, NT (right).

Regional capacity building in renewable energy

An integral part of Bushlight's work is the ongoing engagement, training and support that are provided, not only to community residents but also the service providers that support them. During the 2012-13 financial year Bushlight delivered four service provider RE system maintenance courses in the Northern Territory (NT), in the Borroloola, Central NT and Arnhem Land regions. Participants included rangers, CDEP workers, community residents and electricians.

The training is aimed specifically at how to carry out those maintenance tasks that do not require an electrical license.

The outcomes of the training include:

- » An understanding of the safety issues when working with electricity
- » A greater level of confidence in responding to problems with the system if they arise
- » Avoiding the expense of sending out electrical contractors for minor faults
- » Regular non-electrical system maintenance is provided in between electrical contractor's scheduled servicing, meaning that community energy services are more reliable and will stay working better for longer.

Homelands water access

Options for access to potable water were developed by CAT for families in the Barkly Region of the NT who wanted to return to country. Circumstances varied and included an assessment of old outstation infrastructure and upgrading options within set resources, a proposed excision from an existing pastoral property that required a consistent water supply without access to groundwater, and an instance where there is plentiful, existing ground water that needs better-tasting supplementation. In all cases, practical and affordable rainwater harvesting solutions were developed for consideration by the homelands residents.



Rainwater harvesting solutions are being developed by CAT for homelands residents.



The concept design for the BEEbox (Bushlight Energy Efficiency box) in-home display.



Community members reading Our Place Magazine.

Addressing energy poverty

Bushlight has joined a consortium led by Power and Water Corporation to partner on the Low Income Energy Efficiency Program funded by the Australian Government. The Manymak Power Use! Project will help participating Yolngu households reduce the proportion of their incomes spent on power. Manymak means 'good' in Yolngu Matha the group of languages spoken by Yolngu people in the five participating communities in north east Arnhem Land. Bushlight's role in the project focuses on mentoring and training local Aboriginal energy educators to carry out household engagement and training on energy efficiency and strategies for residents to reduce their power expenses. Bushlight will also provide a unique user-friendly in-home energy use display, the BEEbox as a tool to assist householders keep track of energy use.

Our Place Magazine

CAT's Our Place Magazine has been in production for 14 years and provides information, ideas and stories about people and technology in the bush. The magazine is distributed in print and digital formats. Two magazines were produced during the 2012-2013 year. Our Place Number 43 was a special edition on information and communications technology and remote communities and featured articles on the NBN, CAT's home internet project and the future of remote community television broadcasting. Our Place Number 44 featured articles on Outstation infrastructure development, Bushlight training programs and Comprehensive Community Planning approaches in Canadian First Nation communities. CAT's Our Place magazine is distributed in hard copy to around 1600 communities and organisations across remote Australia. Downloads of the magazine from the CAT website averaged 1000 per month over the twelve months.

Have a go, do it yourself, you never know what you can do if you never try.

HOMELAND RESIDENT , KIMBERLEY REGION WA



STRATEGIC PRIORITY AREA

Innovative, practical responses

STRATEGIC PRIORITY AREA 2

Innovative, practical responses

Our technology development, advice and services will be flexible and responsive to changing livelihood needs.

This means we will:

- » Ensure our research and technical advice generate innovative problem-solving applications and support practical community development
- » Focus our service approach on strengthening connections through effective Aboriginal and Torres Strait Islander participation and skills transfer
- » Generate sound advice to all our stakeholders based on accumulating knowledge and reflecting on our experience
- » Use our service initiatives to foster varied livelihood opportunities.

Coen Outstations Infrastructure Assessments

A real highlight of this year for the CAT was the development and delivery of a project to gather high quality data on several outstation locations in QLD for the Coen Regional Aboriginal Corporation (CRAC) and FAHCSIA. CAT has a long history of working with the different clan groups around the Coen region. CAT developed a methodology for assessing the condition of all infrastructure on the Coen outstations while delivering a range of recommendations on how to improve essential service hardware with more robust and appropriate technology. Accurate community layout maps, schematics of key hardware and detailed descriptions of key technology were provided. Care was taken to present the information appropriately for by non-technically skilled readers.

CAT was successful in securing additional funding to support CRAC in the delivery of outstation essential services while also leveraging attention on a number of important upgrades to regional outstation infrastructure. CAT looks forward to being able to spend even more time working alongside the Traditional Owner's around Coen.

STRATEGIC PRIORITY AREA

Innovative, practical responses



Tjuwanpa Tip under construction

Indigenous Learners build the Tjuwanpa Tip

Eleven learners have been engaged in a training course (Civil Construction Plant Operations Certificate III) in Tjuwanpa Outstation Resource Centre. The learners are putting finishing touches to their first major project, the completion of the new rubbish tip for the community. The tip is 2043 cubic metres and located just outside the boundaries of Ntaria community, west of Alice Springs. Rubbish to fill the tip will be collected from Tjuwanpa and Ntaria by CDEP work crews. Approximately four smaller outstations nearby will also bring in their rubbish. Next to the tip, separate bays have been created to sort and store steel, plastics, car batteries, recyclable items, etc. The life-span of the tip is estimated at over ten years, and dirt will be used to cover up the layers of rubbish and ward off the flies.

There has been high attendance, which can be difficult to achieve in courses run out in communities and they now feel confident in all aspects of earthworks. They are keen for employment opportunities in contracts building rubbish tips in other areas. Overall, this has been a big project for trainees. 'When you've got trainees who've never done earthworks before, I know from experience that it's confusing. But we've done one tip now so if we had to build another one, we'd know exactly from experience how to do it,' said the CAT trainer.

Understanding energy use practices in the APY Lands

Bushlight's Energy Efficiency Program is going from strength to strength. Prompted by rapidly rising diesel fuel bills, Bushlight was contracted by the South Australian Government to deliver the Demand Management Community Education Project in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands. After months of field work in 13 different communities, Bushlight was able to provide a report detailing our findings and providing recommendations for a way forward. Prior to this project there had been little research or data collection about power consumption in the APY Lands. Bushlight found a complex web of environmental, behavioural and technical factors contributing to high energy use. This work will provide stakeholders with a better understanding of energy use practices in Anangu homes and an increased awareness among Anangu about electrical safety and the value of energy. Bushlight valued this opportunity to apply our community engagement model in a new setting.



Interpreter Marita Baker with some of the Bushlight educational materials.



Community phone maintenance.



CAT staff with the modified commode.

Community phone project

CAT is contracted to the Department of Broadband, Communications and the Digital Economy (DBCDE) until 2015 to monitor and maintain community phones in remote Indigenous Communities. Currently there are 238 phones servicing 159 Communities. These phones are located in Central NT including Town Camps in Alice Springs and Tennant Creek, the Port Keats area, Tiwi Islands and Arnhem Land, East and West Kimberley's and two at Ceduna in SA.

Monitoring determines if the phone is working or if there are maintenance issues or a fault in the Telstra line. CAT is only responsible for the phone; Telstra is responsible for the phone line service. All phones receive maintenance twice a year which means that staff visit each phone to check that the phone is functioning, give it a clean and make sure that the

information poster is there and has all the relevant information.

Both the monitoring calls and maintenance visits are an opportunity to consult with communities about the phones and also any other matters. These may not necessarily be related to the phones but can raise questions that can be passed on to other areas within CAT to respond to.

Communities can request the installation of an external loud ringer so that the phone can be heard by a larger number of people within the community. They can also request that the phone is relocated if there are problems with the current location eg inside a locked building or causing problems for the community. This programme has significant impact on our clients as we are providing an essential communication tool that can be used for personal and emergency contact.

Commode for MJD sufferer

CAT, in collaboration with the CAT social enterprise workshop researched and designed a low mobile commode chair for a Machado Joseph Disease sufferer from a central Australian community. The client wished to continue independent living and therefore required a commode that fulfilled her specific needs. The result was a modification of an easily available commercial design which will serve as a prototype for other, similar needs in the context of an increasing incidence of the disease throughout the NT.

STRATEGIC PRIORITY AREA

National influence

STRATEGIC PRIORITY AREA 3

National influence

Our innovative approaches and ideas, developed through collaboration, will shape and lead practical and effective outcomes.

This means we will:

- » Influence policies and programs to better support remote livelihoods and community sustainability
- » Position our communications as a respected resource for knowledge, innovation and relevance to remote communities
- » Lead in understanding the relationship between technology, sustainability and livelihoods
- » Leverage partnerships and networks to enhance collective impact and sustain innovation.

Switchover to digital television

CAT was contracted to the Department of Broadband, Communications and Digital Economy to provide services in two States in relation to the Switchover to Digital Television.

In Western Australia we assisted with the implementation of the Digital Switchover Satellite Scheme (SSS) and the Household Assistance Scheme (HAS) providing information to 31 remote Indigenous communities in the East Kimberley, East Pilbara and the Upper Gascoyne. We engaged local people as Local Community Contacts (LCC) to assist residents to complete an application for the SSS and work with the installers to provide access to houses for satellite dish and set top installation. We also employed two Switchover Field Supervisors to provide information to local residents, train and support local LCC's. In total we completed approximately 900 applications for the SSS which meant that these communities have access to digital television now that the analogue signal is turned off.



Switchover Field Supervisors provide information to the public at Naidoc, Alice Springs.

In the Northern Territory we developed a communication strategy to prepare viewers of free-to-air television in each switchover region for a smooth transition to digital television in all areas in the NT excluding Darwin and immediate surrounds. Our role was to engage with local residents, organisations and institutions at the community level with a particular focus on reaching residents of rural and remote households, the elderly, disabled residents, low income households, Indigenous residents and residents from culturally and linguistically diverse communities. We provided information about the SSS and HAS schemes, switchover dates, how to prepare for switchover, how to overcome technical issues and accessing the VAST satellite service. Our strategy included attendance at town shows, community meetings, target group meetings, linking into networks, websites and other relevant avenues.



Students using solar powered laptops in Buluhkadaru classroom, Arnhem Land.



The CAT website.



CAT staff member at a housing conference.

Renewable energy repairs and maintenance program keeps rolling

Bushlight continues to deliver cost-effective repairs and maintenance to communities on a national basis. Across our footprint the Repair and Maintenance Program services over 240 RE systems, including approximately 100 installed by other service providers. In addition to providing scheduled servicing to ensure systems are performing to the maximum benefit of residents, the Program provides unscheduled maintenance when requested for urgent repairs, trouble-shooting advice over the phone, and user training.

CAT website — a portal of information about people, technology and economy in the bush

The CAT website, which went live at the beginning of the financial year, received a total of 1,338,279 hits. Total unique visitors to the site totaled 39,319. Some 80,165 reports, documents and multimedia resources were downloaded (viewed) from the site over the year. Top downloads were our series of BushTechs, which provide practical information and troubleshooting about the technologies in our lives, our Bushlight energy planning resources, our radio program podcasts and a range of reports and resources about water supplies and water management.

CAT's Facebook page received 250 Likes and a reach, over twelve months, of 16,432 people.

Conferences and presentations

In addition to contributions to CAT's national communications activities, CAT technical resource and research staff contributed to papers for the Communications Journal of Australia, the Australian Water Association's national Ozwater conference, and national conferences including the Broadband for the Bush; National Housing Conference (Self-built housing); Australasian Housing researchers conferences (Post Occupancy Evaluation in the Alice Springs Town Camps); and Sustainable International Leadership in Indigenous Research (Relationship of CAT technical experience to research).

STRATEGIC PRIORITY AREA

Organisational development supporting client impact

STRATEGIC PRIORITY AREA 4

Organisational development supporting client impact

Our organisational culture and business practices will be sustainable, accountable and supple in order to support innovation and achievement.

This means we will:

- » Cultivate an organisational culture that supports innovation, risk taking and information sharing
- » Work in ways that are results-focused and accountable
- » Ensure our business processes and structures support good governance and management practice
- » Implement a business model that will ensure long term viability and sustainability, and maximise client impact.

Strengths based approaches at CAT

In partnership with the University of Newcastle, CAT embarked on a process of refreshing its long standing commitment to working with communities based on engagement with their strengths. Significant resources have been invested in this organisational change and capacity building. An intensive training and development workshop held at Standley Chasm in November 2012 coached and guided a group of staff to champion the approach and take on the mantle of training and supporting other CAT staff along this journey. Between February and April 2013, five workshops were facilitated by this group and more than 90% of staff participated in these sessions. A research program involving three streams that will capture strengths based approaches has also commenced. The first captures stories about community strengths from the perspective of remote community residents; the second from practitioners' perspectives; and the third stream is assessing how CAT as an organisation has incorporated strengths practice as a result of this investment. Ethics approval for this research has been secured from four Human Research and Ethics Committees so that CAT can collect stories of community strengths and develop an evidence base that promotes the inherent, undoubted strengths of Aboriginal people to a broad audience.

New Enterprise Agreement

On 9 August 2012 Fair Work Australia approved and registered CAT's Enterprise Agreement (EA). The Agreement underpins our work and pay conditions and entitlements over the period 9 August 2012 to 1 August 2016. The EA is an important element in maintaining CAT as positive, safe and attractive work environment. In particular new provisions should help us manage our working lives better — a "toolbox" of flexible work; arrangements to draw from to better manage fluctuations in workloads and work/life balance; the establishment of a staff consultative committee to work with management in identifying and implementing changes in work practices and workplace change more generally; provision of an additional 3 days personal leave to cover the Christmas/New year shutdown period.



CAT's approach is that when we work with communities we engage with them by identifying and respecting our respective strengths.

PETER TAYLOR

Pictured: CAT staff members, University of Newcastle staff and CLC staff at Standley Chasm for a workshop on strength based approaches to community engagement.

It's marvellous working at CAT. I am furthering my skills and always learning. Working here has given me a job and helped me to set goals.

**HUGH W.
ABORIGINAL EMPLOYEE,
CAT SOCIAL ENTERPRISE**



CAT activities and outcomes

TECHNICAL SKILLS GROUP		
Activities	Outcomes	
1	Cooperation with Power and Water Corporation	Extension of scope for Certificate II in Remote Area Essential Services; 21 Essential Services officers in training; 14 Indigenous ESO assistants undertaking Certificate I in Construction with the intention to become ESOs.
2	First complete year of Social Enterprise Activities	Staffing expanded from 3 to 5 Indigenous employees on different kinds of contracts; building a team with wide ranging capabilities; provision of seats for Alice Springs mall.
3	Civil Construction learners build waste dump	Negotiations with shires, LGANT, Department of Health about waste management training; extension of scope for Certificate II in Waste Management in 2013.
4	Livelihoods Pathways Team	Increased learner retention through mentoring and NLL support; participation in research for 'wrap around services' to create pathways from training to employment.
5	Close cooperation with Tangentyere	Construction programs achieved learning outcomes for participants and renovations of Community Centers in Town Camps.
6	Construction of Life Skills Camp	12 Bedroom accommodation facility for intensive training programs to prepare for employment.
7	Applied practical learning real work environment	Civil Construction Learners built a car park, pathways and under took general earthworks at the Life Skills Camp site.
8	2012-2013 statistics	Delivered accredited training in 23 communities to 302 Indigenous and 19 non-Indigenous learners. Total student contact hours were 49,597.

CAT activities and outcomes

TECHNICAL RESOURCE GROUP		
Activities		Outcomes
1	Technical advice responses from Aboriginal and Torres Strait Islander individuals, communities, government and non-government service provider requests.	Over 140 requests for technical advice from the research and projects teams were fielded primarily from the NT, Qld, and WA. The information requested included water (eg rainwater harvesting, reverse osmosis options, supply upgrades, wastewater (eg pit toilets), telecommunications (eg remote solar phones access), housing (eg prefab materials, purpose built facilities), livelihoods development (eg youth diversion facilities); waste (eg plastic recycling) and many 'miscellaneous' requests, such as dealing with the prevalence of leptospirosis in a remote community.
2	Continuation of second phase of research project on home internet access in remote communities in collaboration with Swinburne and CLC	Communities involved in this project continued to increase use of the computers with training and support from CAT, with the aim of full ownership and independence by September 2013 and research project completion in 2014. The project has featured in forums such as Broadband for the Bush and is the basis for further applications for research on increasing access to digital services in parallel with or part of the national Broadband Network.
3	Completion of Post Occupancy evaluation of Town Camp Housing developed with Tangentyere council	Extensive interviews with residents and physical surveys of new housing in Alice Springs town camps providing Tangentyere recommendations for remedial and future action.
4	Start-up of four year research program on transport alternatives for remote communities	Complex project plan developed and approved by collaborating partners CAT and CSIRO through CRC-REP and ethics application accepted by CSIRO and central Australian Human Research Ethics Committee.
5	Biological denitrification of groundwater for small Indigenous communities.	Proof of concept study using readily available equipment and plants yielded ambiguous results, but sufficient to indicate further research possibilities.

POLICY IMPACT & COMMUNICATIONS UNIT

Activities		Outcomes
1	Our Place Magazine	Two magazines were produced during the year. The first, Number 43 was a special edition on Information and Communications Technology and remote Australia and featured articles on the future of Indigenous community TV and the NBN and the bush. The second, Number 44, featured articles on Outstation development, renewable energy training for energy providers working in off grid communities, and comprehensive community planning Canadian First Nation style. Four BushTechs were also produced — Smart apps for Indigenous communities, how to set up internet banking and overviews of steel and wood building materials.
2	Resource development	We provided interpretive and graphic design for community engagement resources and publications across CAT. The following resources were developed during the year: Community Engagement Process maps — Utopia Homelands Project; CAT banners; trailer signage; office signage; T-shirt design.
3	CAT Website Social Enterprise Hub	PICU manages the activities of the DPC Social Enterprise Hub. The Hub has supported 60 individuals and organisations with their social enterprise ideas and start-ups, run eight events/workshops with 228 participants, supported the first ever remote based School for Social Entrepreneurs in Alice Springs in 2013, forged partnerships with Clayton Utz, Social Enterprise Finance Australia and is a member of the Social Innovation, Entrepreneurship and Enterprise Alliance.

BUSHLIGHT

Activities		Outcomes
1	Service provider training	Four courses delivered in four different regions of the NT, ensuring the building of regional capacity to respond to minor technical and maintenance issues on RE systems.
2	Repairs and Maintenance Program	244 RE systems in 206 communities continue to receive high quality scheduled and unscheduled servicing by our pool of specialist electrical contractors.
3	Energy Efficiency Program	Bushlight delivered a demand education program for the SA Government in the APY Lands and is partnering with Power & Water Corporation for a program targeted at Low Income Earners in Arnhem Land.
4	Development of the BEEbox, in-home energy display	Bushlight has collaborated with CAT Projects to develop a user-friendly in-home energy display to assist residents manage their power consumption and the associated costs.

PROJECTS & REGIONAL SERVICES TEAM

Activities		Outcomes
1	Infrastructure planning and design	Design, planning and construction of 16 community infrastructure projects including the New Mapoon Community Garden; housing repairs and maintenance, water infrastructure projects, shelters, pit toilets and shower blocks in locations such as Uluru, the Willowra region and Urremerne. Additionally, we designed and project managed the construction of the Life Skills facility for CAT and three ranger offices in Santa Teresa, Yuendumu and Docker River. CAT was involved in the facilities study and design development of a new regional office in Papunya (NT) and Turtle Camp (QLD). A proposal was been developed for the design and construction of an airstrip at Port Stewart (QLD) to allow medical and other services access.
2	Community Engagement and Planning	CAT has undertaken in-depth community consultations with a number of communities in the Roper Gulf Region to explore opportunities for Carbon Farming projects.
3	Capacity building and continued community development	CAT is increasing local employment capacity through the involvement of residents in infrastructure projects. CAT worked with three local residents at Hatches Creek Outstation delivering white card training and engaging them in the construction work. The traditional owners were consulted about project staging and the design and planning of the project. The builders were very impressed with skill level of the employees, opening new opportunities for future employment.
4	Infrastructure scoping studies	In partnership with CAT Projects, two pre-feasibility studies have been undertaken for mini grid renewable energy systems for TSRA and for a North Queensland location. An infrastructure assessment has also been conducted on seven outstations in the Coen region, and on Strathgordon.
5	Communications liaison and maintenance	CAT continues to be contracted by the Department of Broadband, Communication and the Digital Economy (DBCDE) to monitor and maintain 245 community phones in 106 communities. CAT also signed up 900 satellite eligible households in 5 North Western Australia Shires to allow the switchover from analog to digital TV in these remote communities. CAT is liaising with all communities, including remote Indigenous communities, in NT (except Darwin) and informing them through various means of what is required to enable switchover from analog to digital TV.
6	Remote Jobs and Communities Program	CAT has developed relationships with a number of Aboriginal organisations in the Top End and Central Australia with a view to providing support for the RJCP.
7	Relocation of CAT's offices	During this year all three of CAT's Regional Offices were relocated mostly because of leases coming to their end. Our office in Derby, after many years was sadly closed and our operations relocated to Broome.



CAT Projects is an asset to Central Australia, and has been a key player in the development and success of Alice Solar City. The success of Alice Solar City's iconic projects program can be in large part attributed to the efforts of Lyndon and his team.

SAM LATZ, ALICE SOLAR CITY

Pictured: Araluen cultural centre PV system



CAT PROJECTS

Ekistica Pty Ltd

2012/13 has been a challenging but rewarding year for CAT Projects, with the completion of several major construction projects and commencement of new work internationally.

In September 2012, CAT Projects won a contract with the Asian Development Bank (ADB) to prepare a detailed report identifying and documenting the structural barriers to electrification in South Asia and the Pacific. The report was developed over a six month period and included extensive discussions with a range of stakeholders in the Access to Energy community. CAT Projects presented the Key Note address at a two day workshop focusing on Minigrid deployment in South Asia in Nepal in February.

The presentation featured a proposed alternative model for scaling up mini-grids. The report was received exceptionally well, and has now lead to further work with the ADB developing pilot minigrid projects for fifteen villages in the Philippines and seven villages in Nepal.

This work compliments our work in the Cook Islands where CAT Projects received an expanded contract to undertake detailed design and documentation work for a further four isolated power systems on three remote islands. The end result of these projects will be that more a third of the remote villages within the Cook Islands will have renewable power systems designed by CAT Projects.

Recognition of the work of CAT Projects was further enhanced by a developing relationship with Google. Their interest in electrification projects in India resulted in a series of meetings on the Google Campus in San Francisco in October 2012.

Major projects completed in Australia included the long awaited Mutitjulu Swimming pool. This project has taken nearly five years to move from the earliest concept through to detailed design, construction and commissioning. It was completed in May 2013, and will be open for the first swimming season in late September.

The Alice Springs CBD redevelopment also commenced construction under CAT Projects supervision in November 2012 and was completed at the end of June, with a formal opening in July 2013. This significant project for Alice Springs had its challenges, not least of which involved excavation of 30 years of undocumented services. The project was completed on time and on budget and highlighted CAT Projects capabilities in managing complex projects, in challenging environments.

CAT Projects achieved an operational earnings before tax of greater than 10% on gross revenue and over 18% against fee revenue, meeting and exceeding the goals established in its three year business plan.



Alice Springs CBD redevelopment.

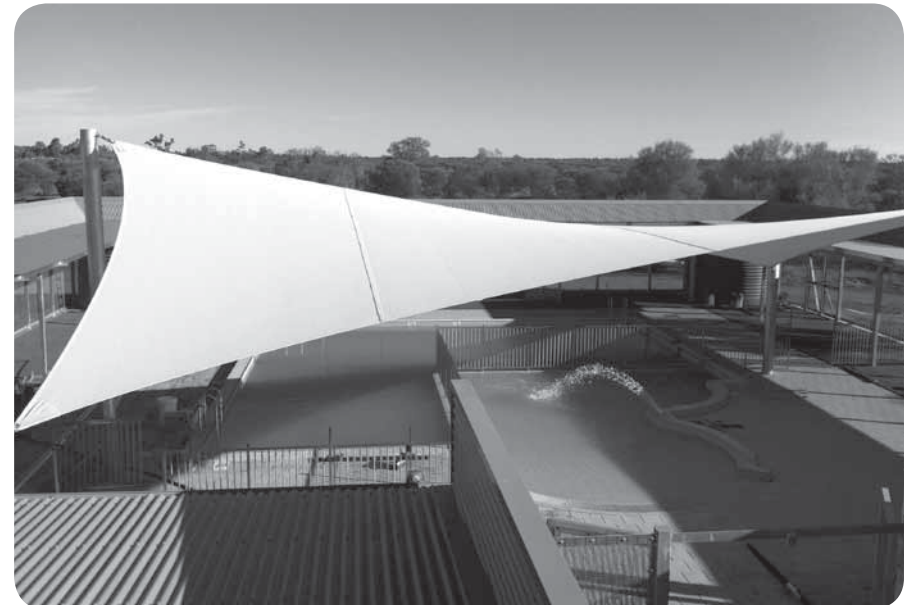


On behalf of all of us at CLC we'd really like to thank you and the team at CAT Projects for all of the hard work in delivering the pool at Mutitjulu.

It's been a long process, and there were a lot of obstacles that had to be overcome and we really appreciate the way that you have gone about managing the project.



Tyree Energy Technology Building UNSW.



Mutitjulu pool.

Financial report

The Board is pleased to present an abridged set of accounts of the Centre for Appropriate Technology and its consolidated entities for the year ending 30 June 2013. The comparative period is for the 12 months to 30 June 2012. A set of audited accounts is available upon request. The accounts have been prepared to satisfy the requirements of the Associations Incorporation Act and have been audited by LBW & Partners. The financial summary is presented in two parts:

Statement of income and expenditure

The 2012/13 results have been influenced by a significant reduction in income from the levels received in previous years, specifically there was a reduction in income from grant funded sources relating to our operations in the Western Australia region and the Bushlight program.

This drop in grant funded income has changed the percentage of funding received from grant funded sources to 60% of CAT's total income whereas in prior years the average income from grant funded sources accounted for 70% of CAT's income, with the remaining income being received from self-generated sources.

	CONSOLIDATED (CAT & EKISTICA PTY LTD)		PARENT (CAT INC)	
	2013 \$	2012 \$	2013 \$	2012 \$
INCOME				
Sales revenue	187,120	208,341	187,120	
Other	14,264,978	25,393,314	12,798,785	23,826,882
TOTAL INCOME	14,452,098	25,601,655	12,985,905	24,035,223
EXPENDITURE	2013 \$	2012 \$	2013 \$	2012 \$
Employee benefits expense	8,244,301	8,643,234	7,490,039	8,050,419
Depreciation and amortisation expenses	355,798	562,803	349,729	556,353
Communities infrastructure	1,522,646	2,965,608	1,432,721	2,854,360
Other expenses	6,403,541	10,833,149	5,896,952	10,065,573
Finance costs	0	63,063	0	63,063
Loss on disposal of fixed assets – Derby	44,515	664,965	44,515	664,965
Powerhouse Fuel Debts Write Off to Grant	0	279,287	0	279,287
TOTAL EXPENDITURE	16,570,801	24,012,109	15,213,956	22,534,020
SURPLUS/(DEFICIT) FOR THE YEAR	(2,118,703)	1,589,546	(2,228,051)	1,501,203

Balance sheet

The Balance Sheet details the end of year state of CAT's finances. It records what CAT owns as assets, its cash and investment position and the money owed to its creditors and debtors.

	CONSOLIDATED		PARENT	
	2013 \$	2012 \$	2013 \$	2012 \$
CURRENT ASSETS				
Cash, investments, receivables, other	13,592,759	14,744,044	13,101,837	14,378,093
NON CURRENT ASSETS				
Property, plant and equipment	9,152,570	9,470,776	9,252,186	9,464,313
Other assets	-	-	-	100,010
TOTAL ASSETS	22,745,329	24,214,820	22,354,023	23,942,416
CURRENT LIABILITIES				
Creditors, accruals, provisions	2,202,558	1,693,823	2,039,449	1,547,173
Other liabilities (incl unexpended grants)	7,442,764	7,242,419	7,437,271	7,230,021
NON CURRENT LIABILITIES				
Provision for long service leave	202,416	201,815	202,416	201,815
Loan	-	-	-	-
TOTAL LIABILITIES	9,847,738	9,138,057	9,679,136	8,979,009
NET ASSETS	12,897,591	15,076,763	12,674,887	14,963,407
EQUITY				
Accumulated funds	3,293,503	5,347,455	3,070,799	5,234,099
Reserves	9,604,088	9,729,308	9,604,088	9,729,308
TOTAL EQUITY	12,897,591	15,076,763	12,674,887	14,963,407

During the 2011/12 year after a review of CAT's investment policy, all market investments were sold and loans paid out. As at 30th June 2013 CAT has a strong balance sheet position having \$1.41 in current assets available to pay for each \$1 of current liabilities owed, but showing a decline from \$1.65 at the end of 2011/12.

Notes to the Financial Statements

The financial statements cover Centre for Appropriate Technology Inc as a consolidated entity. Centre for Appropriate Technology Inc is an association incorporated in the Northern Territory under the Associations Act.

1. Summary of Significant Accounting Policies

(a) Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards, Australian Accounting Interpretations and the Associations Incorporation Act 2003 (NT).

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in a financial report containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of this financial report are presented below and have been consistently applied unless otherwise stated.

The financial report has been prepared on an accruals basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements are rounded to the nearest dollar.

(b) Comparative Figures

Comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(c) Revenue and Other Income

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets, is the rate inherent in the instrument.

Revenue from grant funding is recognised once the right to this revenue has been established. If the right has not been established, this funding is deferred to future financial years.

Revenue from rental properties is recognised on a straight-line basis for leases with fixed rental increases. For all other leases, revenue is recognised when the Association has a right to receive the rent in accordance with the lease agreement.

All revenue is stated net of the amount of goods and services tax (GST).

(d) Income Tax

The Association is exempt from paying income tax.

The controlled entity is subject to income tax. The income tax expense (income) for the year comprises the current income tax expense (income). The company does not apply deferred tax.

The current income tax expense charged to profit or loss is the tax payable on taxable income.

Current liabilities (assets) are measured at the amounts expected to be paid to (recovered from) the relevant tax authority.

(e) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities in the Statement of Financial Position.

(f) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value as indicated, less, where applicable, any accumulated depreciation and impairment losses.

Freehold property

Freehold land and buildings are shown at their fair value based on periodic valuations by external independent valuers, less subsequent depreciation for buildings.

In periods when the freehold land and buildings are not subject to an independent valuation, the directors conduct a directors' valuation to ensure the carrying amount of the land and buildings is not materially different to fair value.

Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated in the revaluation surplus in equity. Revaluation decreases that offset previous increases in the same class of assets shall be recognised in other comprehensive income under the heading of revaluation surplus. All other decreases are recognised in profit and loss.

Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated in the revalued amount of the asset.

Plant and Equipment

Plant and equipment are measured on the cost basis less depreciation and impairment losses.

The carrying amount of plant and equipment is reviewed annually by committee members to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset's employment and subsequent disposal.

Depreciation

The depreciable amount of all fixed assets including buildings and capitalised leased assets, is depreciated on a straight-line basis over the asset's useful life commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

CLASS OF FIXED ASSET	DEPRECIATION RATE
Buildings	2.5%
Plant and Equipment	10%-50%
Motor Vehicles	10%-25%
Office Equipment	5%-33%
Computer Equipment	33%

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the income statement. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

(g) Impairment of Assets

At the end of each reporting period, the Association reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the assets, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the income statement.

Where it is not possible to estimate the recoverable amount of an individual asset, the Association estimates the recoverable amount of the cash-generating unit to which the asset belongs.

(h) Trade and Other Payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Association during the reporting period which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

(i) Employee Benefits

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled. Employee benefits payable later than one year have been measured at present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements.

(j) Provisions

Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(k) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(l) Leases

Lease payments for operating leases, where substantially all of the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the life of the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

(m) Financial Instruments

Initial Recognition and Measurement

Financial assets and liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument. For financial assets, this is the equivalent to the date that the Association commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified 'at fair value through profit or loss' in which case transaction costs are expensed to profit and loss immediately.

Classification and Subsequent Measurement

Financial instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method, or cost. Fair Value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in arm's length transaction. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Critical Accounting Estimates and judgements

Key Estimates - Impairment

The Association assesses impairment at the end of each reporting period by evaluating conditions specific to the Association that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key Judgments - Provision for Impairment of Receivables

Included in trade receivables and other receivables at the end of the reporting period are amounts receivable from various debtors that have been outstanding for more than 90 days. No provision for impairment of receivables for the 2012-13 year has been raised as all amounts have been deemed as receivable in full.

Partners

Desert Peoples Centre

The Desert Peoples Centre is a joint venture between the Centre for Appropriate Technology and Batchelor Institute of Indigenous Tertiary Education. The Technical Skills Group (TSG) at CAT were involved in a DPC research project, funded by the Northern Territory Department of Business, about 'wrap around support services for learners'. The DPC and CAT has significant experience in delivering these services through the Livelihoods pathway program. TSG was also involved in the on-going development of the Community Engagement Learning Framework (a repository of resources to support improved engagement and learning) and the development of a Mentoring Training Program as well as a Cultural Awareness Training program.

Social Enterprise Hub

The Desert Peoples Centre's Social Enterprise Hub supports social enterprise in remote Australia, with the majority of work being carried out in and around Alice Springs. Designed to create 'social impact through enterprise', the Hub has sought to raise the profile of social enterprise as a business model for achieving positive social change, while providing direct tailored support for new and existing enterprises. To fulfil this objective, the Hub has initiated a number of major projects and partnerships.

With the School for Social Entrepreneurs, we delivered a four month incubator for local social entrepreneurs. Participants' projects covered challenges including food security, digital communication, textile printing and employment. Funding was contributed by the Steve Lawrence Social Innovation Sub-fund and the DPC; and in-kind support was provided by the Central Land Council, Bendigo Bank, Matrix On Board, Olive Pink Botanic Garden and Atlassian.

Through funding from the NT Government, the Hub has established a research project with the University of Sydney focused on measuring social value in enterprises operating in remote Australia. The challenges of understanding the social outcomes of activities are important to improving the impact of social enterprise.

In March, the Hub hosted Social Enterprise Finance Australia to promote the \$20 million in investment opportunities they offer for social enterprise. The Hub is working with SEFA to develop a pipeline of investment-ready enterprises from Central Australia.

CAT is the lead agent under the DPC joint venture for the Social Enterprise Hub and it is managed by the Policy, Impact and Communications Unit.

Water Research Australia

CAT is a founding research member of Water Research Australia (WaterRA, previously Water Quality Research Australia). CAT's work provides WaterRA with a link to remote community water needs. It contributes to WaterRA's research directions with input into and voting on major research proposals and directions that will have an impact on regional and remote areas.

CAT was selected in 2012-13 to be part of a major WaterRA research project led by the University of NSW that focuses on the water quality impacts of extreme events. The bulk of the project will be conducted in 2014, with CAT's primary contribution being the likely impact of extreme events on access to potable water in remote communities across the Top End and Desert Australia.



Social Enterprise incubator participant Peter Gleeson receives his certificate from DPC Chairman Harold Furber and DPC Social Enterprise Hub manager Jason Quin.



Social Enterprise Incubator participants with Social Enterprise Hub manager Jason Quin (centre).



Transport and transport alternatives research.

Broadband for the Bush Alliance

CAT is a foundation member of the Broadband for the Bush Alliance (B4BA). Established following a Broadband for the Bush Forum in July 2012, the Alliance advocates for the best possible telecommunications infrastructure and services to advance the economic and social outcomes for remote Australian communities, businesses and dwellings, including Indigenous communities.

The Alliance developed a series of policy positions during 2013 that call for the development of a well-resourced, dedicated telecommunications strategy for remote Australia. CAT has been active in developing the details of the strategy for an enhanced Indigenous Communications Program, plans for greater remote area cellular mobile coverage, expanding and making best use of existing infrastructure, and developing smart 'last-mile solutions' for small towns and communities. These policies have been actively promoted to the Australian Government and major political parties.

The Alliance includes CAT, Desert Knowledge Australia, Australian Communications Consumers Action Network (ACCAN), Central Desert Shire Council, Central Land Council, Centre for Remote Health, Frontier Services, Indigenous Remote Communications Association (IRCA), Katherine Town Council, Ninti One, Regional Development Australia Northern Territory, Remote Area Planning and Development Board (RAPAD), and The Swinburne Institute for Social Research.

CRC for Remote Economic Participation

CAT is an Essential Partner in the Cooperative Research Centre for Remote Economic Participation (CRC-REP), which has completed its third year of operations under the management of Ninti One Ltd. CAT has participated in many of the CRC's research development sessions, providing input into research directions for the CRC, particularly in Central Australia. A full time research position supported by both CAT and the CRC-REP was initiated in 2012 to investigate transport alternatives in a 'carbon- constrained' economy, where increasing price rises constitute a threat to livelihoods in remote areas. The research is being conducted as part of the 'Energy Futures' component of the CRC REP's Regional Economies program and will be completed in 2016. The project will cover at least six sites in WA, Qld and the NT, with three primary sites in the NT, including the town of Tennant Creek and a non-Indigenous business for purposes of comparison.



We are resolute in our ongoing commitment to deliver outcomes for Aboriginal and Torres Strait Islander people and their communities.

PETER RENEHAN

CAT Board

CAT Board Members ensure good governance, financial integrity and organisational focus on our intended purpose.

BOARD BIOGRAPHIES

Peter Renehan



Peter Renehan was born and raised in Alice Springs. He has been CAT Chair since October 2010. He brings to CAT strong community

engagement skills and practical hands-on abilities. Peter's leadership underpins the strength of the CAT Board and their focus on achieving positive outcomes for Aboriginal and Torres Strait Islander people.

Dale Jones



Dale Jones is a Noongar woman from Karolup, WA. As Vice-Chair of the CAT Board, she brings strong project-

management expertise from her work in the construction and mining industries. Dale worked for many years with Rio Tinto supervising large teams that tackled complex mining projects. Dale is committed to supporting and mentoring the next generation of Aboriginal people, while also educating the wider community about Indigenous people and culture.

Jenny Kroker



Jenny is an Eastern Arrernte woman, who serves as CAT's Executive Officer and plays a critical role linking the Board with the

senior management of CAT. Jenny has a practical background in cross-cultural education and uses this to nurture the organisational culture at CAT. She has integrated Indigenous Knowledge into science curriculum in schools. She is a strong advocate for women in technology.

Noel Hayes



Noel Hayes is a Kaytetye man from Ali Curung, central Australia. For ten years, he served as an ATSIC

commissioner. He currently serves on the Barkly Shire Council in the NT. Noel has been involved in a leadership capacity for a range of social programs and community justice initiatives. He brings strong expertise in working with government.

CAT Board

Brian Singleton



Brian Singleton is a Yirraganydji Rainforest Bama (People) whose people Ancestral Traditional Lands are from the Cairns region to Port Douglas. Brian works for the Great Barrier Reef Marine

Park as an Indigenous Community Compliance Liaison Officer. He brings more than 15 years' experience in engaging Traditional Owners and Indigenous Communities in Land and Sea Management. Brian is passionate about providing training and knowledge exchange to communities and Traditional Owners to manage their own sea country.

Frank Curtis



A local Arrernte man, Frank Curtis served the people of central Australia for a period of twenty years in his role as an Aboriginal Community Police Officer, Frank is currently working at the Ali Curung

Health Centre and is in the process of developing a Youth rehabilitation camp at Umbussa Amurra outstation. Frank enjoys working with young people to build up their self esteem and confidence. He strives to instill in these youth a vision that someday they will end up being leaders of their country. As a member of the CAT Board, Frank is passionate about finding ways for Aboriginal people to return to country and live on their homelands.

Heron Loban



Heron Loban was born on Thursday Island in the Torres Strait. Her family comes from Mabuig and Boigu islands. She studied Law / Arts at the University of Queensland.

Working as a solicitor for traditional owners in native title claims gave Heron an opportunity to talk to and learn from Elders about our ways. A highlight of this work was representing the people of Mabuig in the Federal Court at the determination of native title. Heron also worked in a Cairns-based Indigenous consumer organisation, resulting in her election to the board of ACCAN, a national body, which has as its primary focus consumer and communications issues. Heron is passionate about people and equality of opportunity for all people.

Jeanne Liddle



Jeanne Liddle is experienced in welfare issues and education. An Arrernte woman, she trained in

nursing, later spending years working in welfare and education. In these areas she enjoyed working with young people to help them forge a lifestyle that would improve their lives.

Steve Hirvonen



Steve Hirvonen resigned from the CAT Board in December 2012. We take this opportunity to thank him for

his contribution to CAT and for his commitment to improving the lives and livelihoods of Aboriginal and Torres Strait Islander people.

Peter Taylor



Peter Taylor was CEO and Public Officer of the CAT Board from 2010 until 5 May 2013 when he tragically passed

away after a period of illness. Peter's commitment to CAT and Aboriginal and Torres Strait Islander people was unwavering. He will be remembered and honoured for his vision, intelligence and wit.

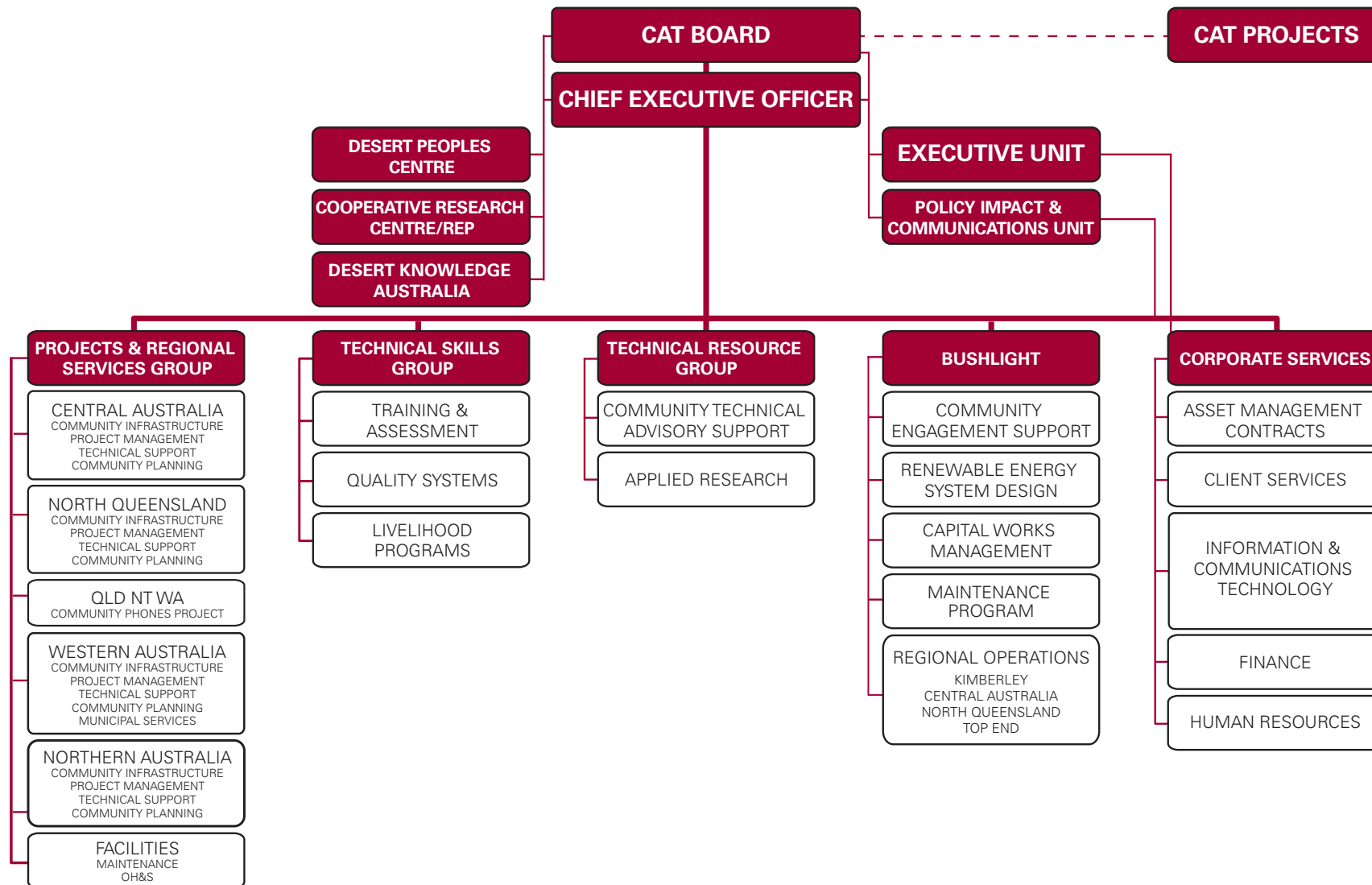
Bruce Walker

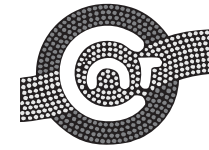


Bruce Walker AM, founding and long serving CEO of CAT from 1980 to 2010, assumed the position of CEO in June 2013 after the tragic

death of Peter Taylor. Bruce's intimate understanding of CAT and the contexts in which CAT works provides direction and support for the Board as it leads the organisation into a new era of challenges and opportunities. Bruce's immense contribution to remote Australia and Aboriginal and Torres Strait Islander communities was recognised in January 2013 when he was made a Member of the Order of Australia.

CAT organisational structure





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Appropriate
Technology**

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**The Vision of CAT reflects
a compassionate and personal
understanding of the condition
Aboriginal people would
like to sustain.**

BRUCE WALKER

