

ANNUAL

CENTRE FOR APPROPRIATE TECHNOLOGY

REPORT

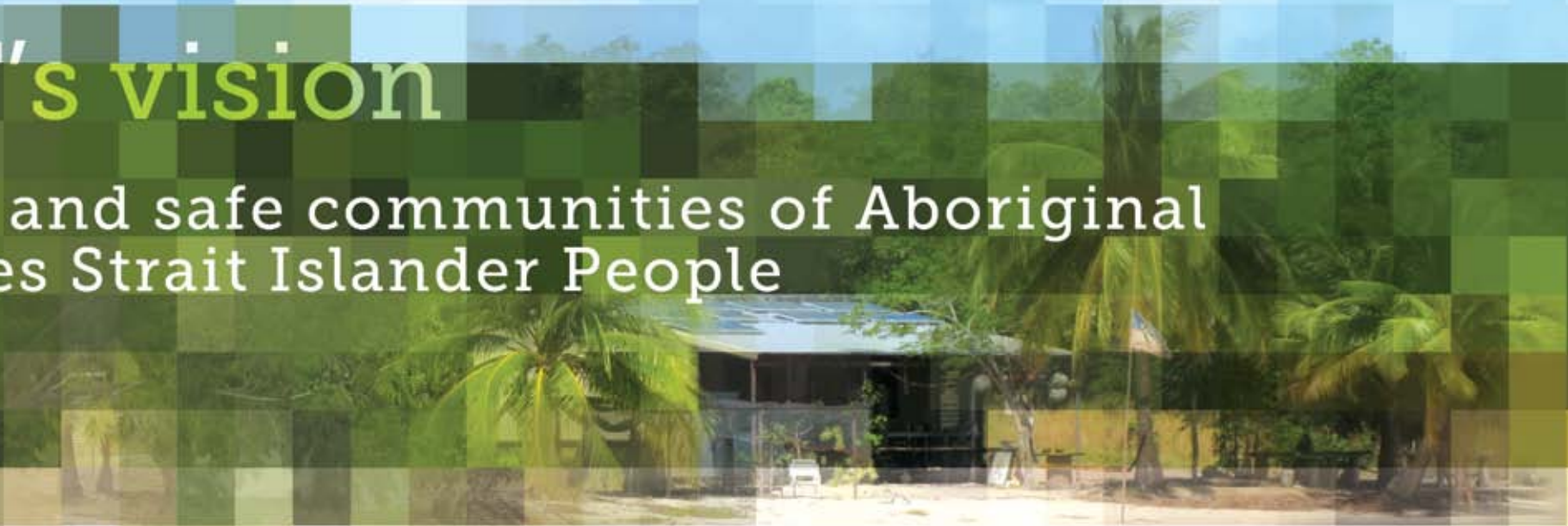
2014



**Centre for
Appropriate
Technology**

CAT's vision

Happy and safe communities of Aboriginal & Torres Strait Islander People



CAT's mission

Securing sustainable livelihoods through appropriate technology



The Centre for Appropriate Technology Ltd (CAT) is an Aboriginal and Torres Strait Islander Corporation

CAT provides technological solutions for communities across remote Australia. Accessible, reliable and affordable technology (power, water, telecommunications, housing and transport) is necessary to get kids to school, adults into work and improve community well-being and safety.

CAT has national reach through offices in Alice Springs, Broome, Darwin and Cairns and commercial and international experience through CAT Projects Pty Ltd.

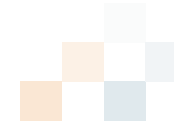
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Chairman's report



The Board of CAT has been active on a number of fronts over the past year.

We spent six months planning for, and on 1 January we led the organisation into a new era as a Company Limited by Guarantee under the Commonwealth Incorporations Act 2001. Previously CAT was an incorporated association set up under the NT Associations Incorporations Act.

This is a significant milestone and the Board has renewed confidence that we are now benchmarked with the best performers in the country and can deliver to these new high standards of governance and accountability.

The Board has approved the most significant restructure of the organisation through a period of heightened uncertainty and policy chaos.

Over the past few years we have witnessed a transformation in the policy and program arrangements that surround our work as an NGO. This marks a shift in Aboriginal affairs from a focus grounded in understandings of land and culture to a new model built around education, employment and economic development. In our view these changes exert a new emphasis on where peoples' 'place' might be. That is, 'place' becomes less defined by land and culture and more concerned with where you can find education and employment and an opportunity to engage with the economy free of the constraints of welfare.

The Board developed a three year financial plan to ensure CAT had the resources to see through the internal and external transitions. This will ensure the capacity and financial resources to take up the new opportunities that will emerge in the years to come.

We were able to finally secure long term leases on the CAT's Priest St property. We have also completed a 12 room Life Skills Camp facility on the Heath Road property to enable us to service Aboriginal needs and derive an income from that service.

The Board is now looking to other initiatives to further develop our land at Heath Road to deliver increased benefit to Aboriginal and Torres Strait Islanders and consolidate CAT's sustainability into the future.

As Chair I have worked closely with our Desert Peoples Centre (DPC) partner Batchelor Institute by serving on their governing Council and this has helped us consolidate our shared vision around the DPC.

We have done the hard work and now look forward to a bright and healthy future for CAT Ltd through 2014/2015 as we focus our attention on achieving real practical outcomes for the communities of Aboriginal and Torres Strait Islanders that we serve.

Peter Renehan, CAT Chairman

CEO report

I am pleased to be able to report on another year of CAT's activities through a difficult time of transition. CAT has undergone a substantial restructure and downsizing resulting in the need to let go many good and talented staff.

The downsizing was largely a consequence of the completion of a number of long term projects, such as Bushlight and its successor REIP as a result of the closure of the program by the Australian Government. In the middle of the year the Renewable Energy Maintenance program that CAT had spent the past 15 years researching, developing and implementing was awarded to another provider.

The transition has allowed CAT to refocus on our core capabilities whilst we have continued to achieve outstanding success on our major projects involving the delivery of benefit to Aboriginal people and the delivery of projects on time and on budget.

The Utopia Homelands Improving the Built Environment Project and the Laynhapuy and Marngarr Homelands Sustainable Living Project have both paved the way for future models of service delivery through local employment and participation as well

as engagement of householders.

Throughout this past year, and despite the transition and downsizing underway, CAT was able to lift its Aboriginal employment numbers to above 60% of our staff through the employment of local people on the two major housing projects.

We received excellent feedback around work undertaken in the Pitjantjatjara lands of South Australia developing an approach to energy demand management. We also furthered our history of partnership and collaboration with the Power Water Corporation in the Northern Territory through carrying out the community engagement and developing the BEEBox household energy display unit for the Low Income Energy Efficiency Project underway across east Arnhem Land.

We have consolidated strong relationships with Regional Councils in the Northern Territory providing upskilling and pathways towards required technical qualifications to 65 of their Aboriginal employees.

We have also managed to complete a number of smaller community development projects largely for small homelands funded by the CLC community development program.

With the arrival of a new government in Canberra and the most significant reworking of Aboriginal and Torres Strait Islander policy and service initiatives in the past 30 years there was little CAT could do but wait and prepare for change as a result of the new directions.

CAT has used the past 12 months to review our structures, processes and resources such that we are again more than capable of responding innovatively and quickly to the new Indigenous Advancement Strategy opportunities.

You will read more about our success and the changes throughout the year as you go through this report.

I would like to record my gratitude to the Board for their leadership through this difficult transition and also record my thanks to the many long serving staff whose positions were unfortunately made redundant over the year. I want to thank them for their many years of service to the organisation.



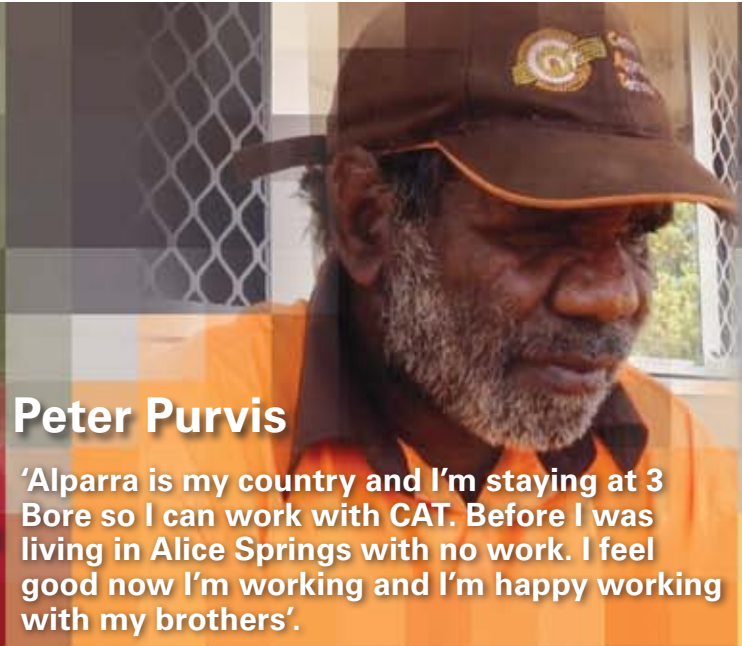
Bruce Walker, CAT CEO





Paul Garrawara
Wunungmurra, YALAKUN

'We need to really train our people, instead of us relying on contractors to build, we need our people to help the contractors.'



Peter Purvis

'Alparra is my country and I'm staying at 3 Bore so I can work with CAT. Before I was living in Alice Springs with no work. I feel good now I'm working and I'm happy working with my brothers'



Danny Dixon

'I'm happy about this work and I like to learn more things so I can fix my house.'



Burrmuruk Peter Mungungurr, BIRANY BIRANY

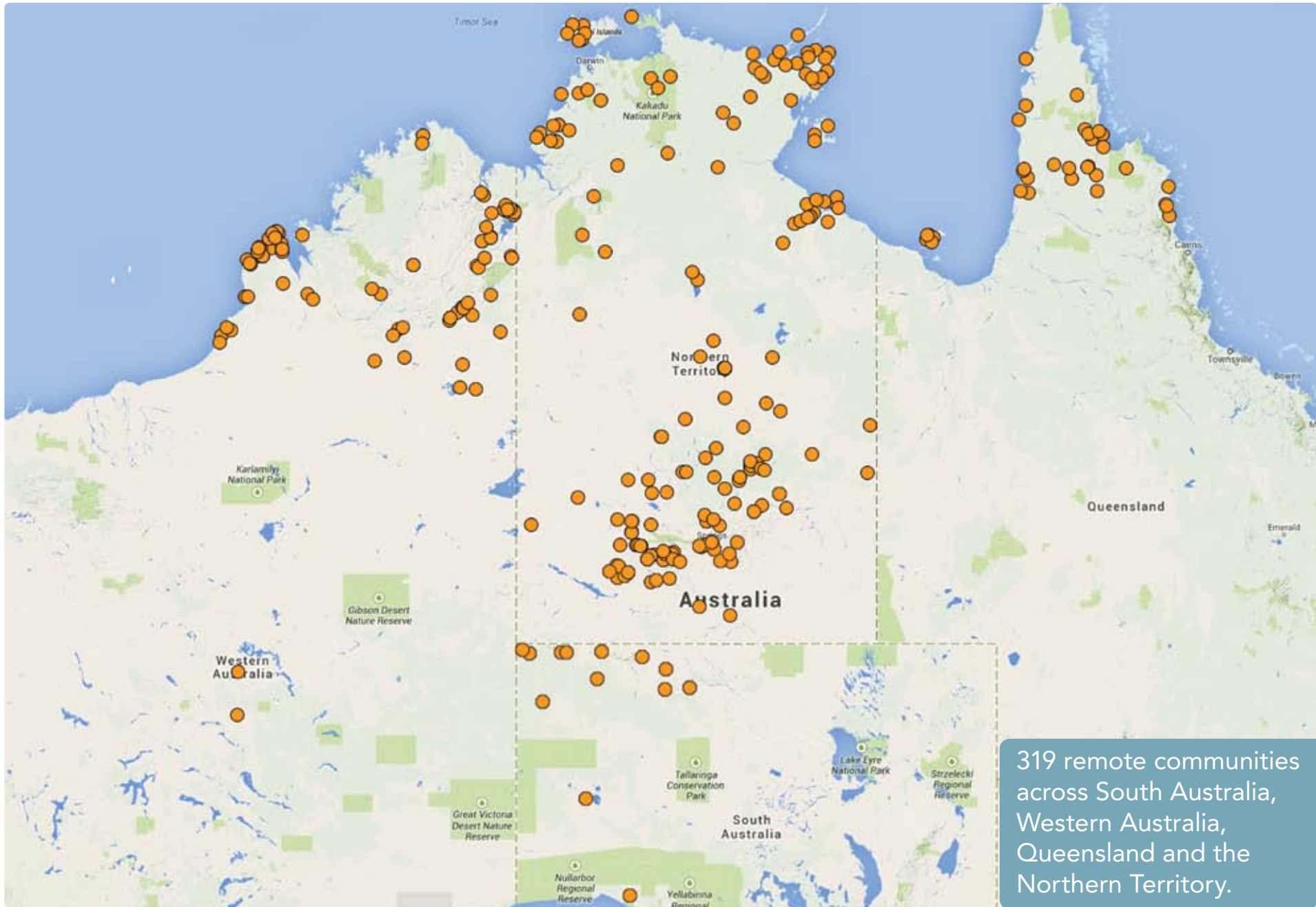
As soon as they recommended me I wanted that job. I felt like an important Yolngu person. With pride and dignity.



Daniel Mangarrayun,
DHALINYBUY

Yes me (Memawuy) I'm looking forward. I want something extra so that I can learn everything about being a real tradesman.

Where we worked



What we did



Above: Fly screen repairs at Utopia Homelands.

Top right: Work crew with the newly installed stock trough at Apungalindum.

UTOPIA HOMELANDS PROJECT

The house upgrades, water management planning and household energy efficiency planning programs at Utopia are now complete. During 2013–2014, CAT worked with the Urapuntja Aboriginal Corporation to improve the sustainability and self-sufficiency of living conditions in the homelands

The first stage of the Utopia Homelands Project, involved CAT completing an audit of all housing in the 18 Homelands. The audit was conducted with a ‘no survey without fix’ approach and five local men were employed to audit each house. The audit provided CAT with the opportunity to engage the local people, understand the issues of remote services to the region and the current conditions. This information enabled CAT to design the approach for the next stage of major works to the houses, water infrastructure upgrades and management planning and energy efficiency programming.

The work crew steadily grew in numbers as we moved around the region.

The following was achieved during the project:

In total, 28 local people were employed on the project as trade assistants, digital media workers, power people and water assistants

White card training and IT media training was provided to the local people employed on the project

106 houses had ‘make safe’ and discretionary works as chosen by the residents.

Additional works to the houses including earth works to stabilize the foundations of the houses, electrical ‘make safe’ on additional structures across the Homelands and water storage at Apungalindum School.

Three Homelands previously abandoned due to broken down water supplies now have families living in them because the water supplies have been fixed and management plans completed. These Homelands have provided a home for up to 25 people.

People in 104 houses across Utopia participated in energy efficiency action and education programs.

17 Homelands completed water management plans with water quality, infrastructure information, asset

management and safety plans included

The location of the houses in the region has been mapped and each house in Utopia now has a house number mounted near the front door

Copies of the housing database, house location maps and water management plans have been provided to Urapuntja Aboriginal Corporation, Barkly Regional Council and The Department of Prime Minister and Cabinet to inform improved service delivery across the region.

The local residents of each Homeland participated in each stage of the project – they formed the majority in the steering committee, made decisions about what improvements were completed in their house, learnt about water supplies and energy efficiency as well as having a lead role in the evaluation process. They actively problem-solved strategies to keep work ongoing despite overlapping cultural obligations. On-site labour reduced mobilisation costs and increased employment outcomes.

LAYNHAPUY AND MARGARR HOMELANDS SUSTAINABLE LIVING PROJECT

The Laynhapuy and Margarr Sustainable Living Project commenced in August 2013 with a scoping report and needs analysis for sustainable living in the Laynhapuy and Margarr Homelands in the North East Arnhem Land region. The project has been developed through a co-design process with the Laynhapuy Aboriginal Homelands Corporation, the Margarr Resource Aboriginal Corporation and the Centre for Appropriate Technology with funding provided by The Department of Prime Minister and Cabinet.

Housing 'make safe' was completed during March to June 2014 in 167 houses across 32 Homelands. A key outcome envisaged by the elders of the region for this project has been to employ local people to carry out the works on the houses and in as many roles as possible. By 30th June 94 Yolngu had been trained and employed in the roles of trades assistants, data entry assistants, work crew supervisors and engagement officers.



MANYMAK ENERGY EFFICIENCY PROJECT

CAT is part of a consortium, led by Power Water Corporation and involving the NT Department of Housing, East Arnhem Regional Council and Charles Darwin University delivering the Manymak Energy Efficiency Project in East Arnhem Land. The project is funded through the Australian Government's Low Income Energy Efficiency Program (LIEEP). The Project supports 620 households in six communities to make informed choices about energy use and spend. CAT's role in the project focuses on training and mentoring local Yolngu workers to carry out household education and engagement. In conjunction with CAT Projects Pty Ltd, CAT will deliver 250 in-home energy displays (the 'BEEbox') providing real time energy use feedback for residents.



DEMAND MANAGEMENT COMMUNITY EDUCATION PROGRAM (ANANGU LANDS, SA)

In October 2012 to July 2013, CAT undertook a community education project on energy demand management in the Anangu Lands, South Australia. This is a region where energy use is high and rising and currently subsidised by government. CAT was contracted by the Department of Premier and Cabinet and worked with Indigenous stakeholders including the Anangu Pitjantjatjara Yankunytjara Executive Board, Community Councils and Anangu households. The project built local understanding of strategies to manage energy use through the employment of interpreters and the development of graphic resources. The project also investigated the factors driving the increasing demand for energy across the region. The project culminated in a report of recommendations to the government and a plain language version for participating communities.



Above: Marita Baker, Interpreter, at Kanpi Community meeting.

Top of page: LIEEP: Millingimbi-Manymak celebration.

Left: LIEEP: CAT's BEEbox in home display.

Far left: Laynhapuy 'make safe' work in progress.

COMMUNITY INFRASTRUCTURE PROJECTS

CAT has worked closely with the Central and Kimberley Land Councils to design and deliver small infrastructure projects (ranging from \$50,000-\$500,000) in remote communities. Community residents were involved in identifying their infrastructure needs and worked closely with CAT staff and land councils on the design brief and site selection. The projects provided the opportunity to support residents through training and local employment. Where possible products fabrication and fitout were undertaken by Aboriginal staff employed in the CAT Enterprise. CAT also completed two large projects including the design and construction of the Life Skills Camp on CAT's Heath Road property in Alice Springs as well as the upgrade of CAT's Priest St complex in Alice Springs, the latter is now leased as a residential facility for young Aboriginal people at risk.

Top-right: Michelle and Linda Dobbs using Skype.

Below: Refurbished shipping container accommodation and wicking bed at Urremerne.



HOME INTERNET PROJECT

The Home Internet project was a three year investigation into the use of internet with three Homeland communities in central Australia. The project was a partnership between CAT, Swinburne University, Central Land Council and ACCAN. The support and training phase of the project provided by CAT concluded at the end of 2013. By this time, residents engaged in the project had taken ownership of their computers, and most opted to maintain the computers and individual household Internet services at their own cost, with CAT assisting householders to make the transitional arrangements. Since the beginning of the project in 2010, connecting to the Internet using WiFi has become very popular, and a number of participating residents now connect additional devices such as smartphones and iPads in this way. In April, residents spoke at an Indigenous telecommunications workshop in Alice Springs of their positive experiences with the project.

KINGS CANYON PROJECT

CAT worked with outstation residents in the Kings Canyon area (Akanta, Lilla, Wanmarra and Ulpanyali) to develop plans to support and enhance enterprise activities by identifying, and where possible implementing, the needed infrastructure and undertaking water management planning. The area is a popular tourist destination and most of the enterprise plans have a tourism focus, such as development of cultural tours, expansion of links to existing tourism operators, and further development of art and craft production. The project also enhanced the enterprise infrastructure in the communities — residents prioritised the construction or refurbishment of buildings to build on their tourism activities.



CAT TOP-END

CAT provided technical advice and local support to the Manymak Energy Efficiency Project, the Remote Indigenous Energy Project, and the Community Phone Maintenance Program. We also provided discrete support to a number of Top End homelands to assist them to pursue economic development aspirations. This included securing funds for a power upgrade for the arts centre at Mata Mata, technical and logistics advice for the expansion of power systems at Paradise Farm, Kewulyi, the Women's centre and Bush medicine enterprise at King Valley and in support of Lirriwi Tourism operations at Bukadal.



OLKOLA SUSTAINABLE LIVELIHOODS PROJECT

With funding secured through the QLD Department of Aboriginal Torres Strait Islander and Multicultural Affairs (DATSIMA) CAT has been heavily involved in running the Olkola Sustainable Livelihoods Project in Partnership with the Olkola Aboriginal Corporation (OAC). The project undertook detailed technical assessments of five ex-pastoral stations and their infrastructure in preparation for a land transfer deal bringing the lands back into the ownership of the Olkola people (approximately 900,000ha). In preparation for the land transfer, CAT worked with both DATSIMA and the OAC to improve infrastructure on these properties based on recommendations from the infrastructure assessments while also facilitating enterprise and economic development planning with the OAC.

Left: Akanta Community members install a new sign to direct visitors to their Bush Campground.

Top-right: CAT supported the arts centre at Mata Mata.

Bottom-right: Managing water infrastructure.





Above: Planning new water infrastructure on country at Strathgordon, Qld.

Far-right: Conrad and Maria fueling genset at Cockatoo Springs.

CAT WA

CAT worked closely with residents of three East Kimberley communities to design renewable energy systems for the supply of reliable 24 hour power. Previously each of these communities were reliant upon intermittent access to power from diesel generators and the fuel costs posed a very significant financial burden for residents. Senior traditional owner Ben Ward from the community of Cockatoo Springs reports that the money saved on diesel costs will be redirected toward longstanding and realistic community development aims and enterprise development within his community. CAT also worked: on the Bushlight repairs and maintenance program until December 31st 2013.

CAT QLD

CAT worked with the local Coen Region Aboriginal Corporation to support essential service delivery and especially focused on contract development and management for roads maintenance.

We reinstated the water supply and establish a new solar power energy system at Strathgordon Station with the Thaa-Nguigarr Strathgordon Aboriginal Corporation.

We supported the Lama Lama People at Port Stewart in resolving an emergency water supply situation in late 2013 and in developing proposals for a long term sustainable solution.

CAT assisted the Aak Puul Ngantam in developing a family based planning process as well as a range of infrastructure issues and upgrades at Wathaniin station.

We completed full design briefs for two new solar power systems at Wathaniin and Strathgordon under the Remote Indigenous Energy Program.

With assistance from Aurecon we finalised a development application for a cultural tourism initiative on Kuku Nyungkal country near Rossville.

We also facilitated Healthy Country planning sessions with Ranger groups in partnership with the Nature Conservancy.

We undertook field and concept design work in three Mid-West communities and three East Kimberley communities for the Remote Indigenous Energy Program.

We also completed the design, build, commissioning and training for implementation of a renewable energy system at the community of Bow River under the Remote Indigenous Energy Program.





WORKFORCE DEVELOPMENT WITH REGIONAL COUNCILS

The Centre for Appropriate Technology partnered with MacDonnell and Central Desert Regional Councils to upskill employees through delivering the Certificate II in Rural Operations.

The course has been designed to assist employees to develop the skills and knowledge required to fulfil their 'field officers/works Assistants' roles in both Regional Councils.

Training was delivered 'onsite' through a series of workshops focussing on the key areas of:

- Parks and gardens
- Machine maintenance
- Waste management
- Roads maintenance
- Landscape construction
- Waste water

Since the start of the year, CAT has been busy delivering the program to workers in Papunya, Haasts Bluff, Mt Liebig, Yuendumu, Yuelamu, Ntaria, Wallace Rockhole, Areyonga, Ti Tree and Laramba.

These qualifications provide an opportunity for learners to consolidate their already considerable skills as well providing a pathway to further employment and training opportunities.

KEEPING COMMUNITIES SAFE AND CONNECTED

CAT monitored and maintained 236 community phones servicing 154 communities. These phones are located in communities in central Australia including town camps in Alice Springs and Tennant Creek, the Port Keats area, the Tiwi Islands, across Arnhem Land, East and West Kimberley communities and Ceduna in SA.

Monitoring determines if the phone is working or if there are maintenance issues or a fault in the Telstra line. All phones receive maintenance twice a year which means that staff visit each community to ensure the phone is functioning and consult with communities. Community phones provide an essential facility for communicating in emergencies or about work and family matters.

SUPPORTING COMMUNITY ENTERPRISE

With support from the Commonwealth Bank of Australia CAT, through our Desert Peoples Centre Joint Venture, provided support to 60 individuals and organisations in central Australia involved with startups or growing enterprises geared to deliver social and economic benefit to communities. We assisted with business planning, marketing, online sales, governance and seed and growth funding opportunities. In April 2013 we partnered with the School for Social Entrepreneurs to deliver the first ever regional program in central Australia.



TRAINING FOR EMPLOYMENT IN THE DIGITAL AGE

In November 2013, CAT Training delivered a Certificate I in Information, Digital Media & Technology to a group of local women from Homelands in the Utopia region. Training was focused around equipping the women with multimedia skills using iPads and iMovie for video capture and editing. Two graduates from the training were then employed by CAT as Digital Media Workers on the Utopia Homelands Project, capturing stories about residents and local work crew members' satisfaction with the project. The training provided the women with skills and knowledge appropriate for employment in today's ever changing digital society.

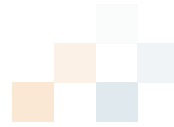


Above: iPad training at Arlparra.

Top: CAT community phone at Karrajarrri Ranger Office in Bidyadanga, WA.

Top-left: Rural Operations training.

What we learnt



Above: CAT Enterprise employees building a CAT Chip Heater.



Top: Enterprise activity at Wanmarra.

PARTNERING FOR OUTCOMES

Partnership models underpinned by co-design practices and continuous improvement principles build organisational capacity and deliver outcomes. Each agency can contribute to their specific areas of expertise and local employment can be maximised. CAT's contribution to the Manymak Energy Efficiency Project focused on one of our core organisational strengths, that is, education, training and employment of Aboriginal workers on household energy efficiency engagement. Our involvement in the Utopia and Laynhapuy Homelands projects delivered significant efficiencies in project logistics and maximised local employment ensuring significant returns on investment for the communities and government.

Our ongoing partnerships with volunteer organisations deliver significant value for money when such partnerships are well managed and efforts are coordinated. This has been particularly evidenced in our active management of partnerships between community and the private sector at Shipton's Flat.

TECHNOLOGY, ECONOMY AND ABORIGINAL DEVELOPMENT

The development of the BEEbox, CAT's in-home energy display, demonstrates CAT's approach in action. Through working closely with Aboriginal and Torres Strait Islander communities on energy issues over the years, a need was identified for residence to be able

to receive feedback about the amount of energy being used. The majority of communities living with 'grid power' use prepayment meters to access their energy. A power card is purchased from the store and power is activated in the house when the meter is credited. In this situation residents receive no feedback about how much energy they're using, how much it's costing, and how fast they're using it. The BEEbox tells people all of these things. It is purpose built, robust, and aimed at supporting community residents to make informed decisions about things that affect their lives.

Energy is the ability to do work of one kind or another. The provision of affordable and reliable power can help to consolidate and grow enterprises creating sustained economic and employment outcomes. A poorly designed energy service is a significant barrier to success for many remote Indigenous businesses, committing them to decades of costly fuel provision.

Ten years ago Bushlight RE systems were commissioned in seven small communities on the Dampier peninsula WA. Installation was coupled with sophisticated energy demand planning for expected current and future uses and training in system management was provided. Each of these communities now have thriving eco-tourism and accommodation enterprises enabled through the cost savings on diesel and

by having 24 hour reliable power. In addition, residents skills in managing their RE system has effectively extended the life of RE components such as batteries.

OUTCOME DRIVEN ENGAGEMENT

CAT's experience in engaging with small Aboriginal and Torres Strait Islander communities around energy issues was modified for use in large grid-connected communities. The Demand Management Community Education Program across communities in remote SA established new approaches to communications and engagement enabling informed decision making about energy use by Indigenous residents in larger on-grid communities. Our nuanced understanding of remote Australia contexts provides the ability to address structural and social barriers to change through engagement with residents, service providers and governments.

Community based participatory planning can be a powerful tool for bringing people together around a common goal and vision. Good engagement helps develop place-based solutions that advance enterprise and business development. Planning and engagement has been critical to establishing Ranger programs and tourism developments in our work with the Lama Lama people, the Olkola Aboriginal Corporation and in participatory training sessions with Ranger groups.

SERVICE DELIVERY MODELS

Service delivery approaches leverage good outcomes when engagement processes underpin project design and local decision making is incorporated to achieve project outcomes. Feedback loops and iterative design within agreed parameters are key tools for service delivery where unknowns need to be uncovered, old processes and habits reviewed and people enabled the experience and possibility of new opportunities. The built-in engagement process in the Utopia Homelands Projects was streamlined and sharp. With approximately 106 houses on scope engagement activities equated to less than one-fifth of the project time and less than 10% of the total project budget. Ultimately, effective engagement is more about skill, care and project design and less about cost.

Sixty per cent of the staff on the Utopia and Laynhapuy Homelands Projects were Aboriginal, far exceeding the targets achieved in projects such as SIHIP. If local Aboriginal people are desired and valued as part of the workforce, then the service delivery model has to be different from the usual contractor or Alliance driven models. Project staff need to be able to work effectively with Aboriginal people, provide enabling environments that recognize existing skills, offer opportunities to gain new skills and value local knowledge understanding. It also requires a nuanced focus on identifying the nature of work tasks on the project and categorising these into streams that prioritise tasks for work crews and limit contractors' tasks to those requiring certification or specialisation.



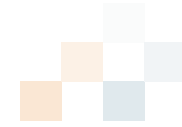
Above: White Card training at Wandawuy.

CAT brings experience and knowledge of appropriate technical solutions to support remote infrastructure management avoiding costly mistakes, improving accountability while also building the capacity of local groups to manage their own affairs. This has been prominent in work with the Olkola people and in supporting essential service delivery around Coen outstations.

Below-left: Housing audit at Yilpara.



The Infrastructure for Enterprise project in the King's Canyon region emphasised the importance of outstation infrastructure, particularly water and energy supplies being able to cater for both domestic and enterprise needs of the communities. Public policy does acknowledge this importance, but often the funding channels are separate and distinct between domestic and enterprise needs which tend to encourage separate and parallel infrastructures. This is likely to lead to inefficient use of funds, duplication and additional cost, so an integrated approach to infrastructure capital and maintenance funding is desirable.



The past year has been our most successful year as well as one of our most challenging. At the end of 2013/14 CAT Projects had:

- Achieved Earnings before tax and abnormals of over \$240,000 — our highest earnings to date;
- Grown the number of employees to 11 on a range of part time and full time contracts;
- Completed the redevelopment of the Alice Springs CBD and the Alice Springs Waste Management Facility;
- Completed the design and construction of one of Australia’s largest 100% privately financed solar PV projects.

Won new tenders with:

- the Kenyan Tea Development Agency;

- the Australian Renewable Energy Agency;
- the Secretariat of the Pacific Regional Environment Program;
- The Northern Territory Department of Corrections.

Undertaken projects in:

- Kenya,
- India;
- Nepal;
- Philippines;
- Solomon Islands;
- Cooks Islands
- Succeeded in designing and developing a large project for Voyages indigenous Tourism Pty Ltd involving 1.8MW of Solar PV being integrated into the Yulara grid. This included successfully applying for funding from ARENA for Voyages.

- Was awarded the NT Regional Exporter of the Year and was a National Finalist in the Export Industry Awards;
- Completed a full recertification for ISO9000.

These milestones have all occurred in an environment of ongoing uncertainty and change, including dramatically lower capital works expenditure in the Northern Territory, and continued uncertainty in renewable energy policy. As such they reflect the strength of the company’s overall strategic plan as established by the Board, and more significantly the dedication, professionalism and technical credibility of staff.

A key priority of the organisation has to be to grow its overall skill base and to build a higher level of resilience in its structure. To achieve this CAT Projects has developed an environment that supports and encourages flexible employment conditions, resulting in CAT Projects being able to increase the number of staff, and thus the overall skill level, while allowing the capacity of the team to expand and contract depending on the organisational workload.

This has increased the overall resilience of the company too, with a larger number of projects being initiated, led and successfully

delivered independent of day to day engagement by the General Manager.

CAT Projects continues to be recognised as a leader within the field of remote energy provision and has been invited to present at a range of fora including an APEC forum on Appropriate Technology in Seoul and most recently a G20 Energy Working Group meeting in Brisbane.

The year ahead is not likely to provide any greater certainty in the external environment than is currently present, however the efforts made the past year prepare CAT Projects well for the challenges ahead.

LEFT: Kagwe tea production facility in Kenya, owned by Kenyan Tea Development Agency, the world’s largest tea producer. CAT Projects have been evaluating the feasibility of installing ~1MW of PV on site.

TOP RIGHT: Voyages indigenous Tourism Pty Ltd Yulara Resort where 1.8MW of distributed solar PV is planned to be installed.

CENTRE RIGHT: Alice Springs Airport Solar PV power plant (343kWp) — located in their long term carpark.

BOTTOM RIGHT: In May 2014, Ben Smede from CAT Projects visited 8 remote communities in the Solomon Islands to develop solar PV system designs for powering critical communications infrastructure for the Secretariat of the Pacific Regional Environment Program.



Partners



Australian Government
Northern Territory Government
South Australian Government
Queensland Government
Central Land Council
Kimberley Land Council
Urapuntja Aboriginal Corporation
Laynhapuy Homelands Aboriginal Corporation
Marrngarr Resource Centre Aboriginal Corporation
Batchelor Institute of Indigenous Tertiary Education
Charles Darwin University
Power Water Corporation
Central Desert, McDonnell,
East Arnhem and Barkly Regional Councils
Cooperative Research Centre for Remote Economic Participation
John Villiers Trust
Commonwealth Bank of Australia
Desert Knowledge Australia
Aurecon
The Nature Conservancy
Olkola Aboriginal Corporation
Coen Region Aboriginal Corporation
Karijarri Rangers
Swinburne University
ACCAN
Tangentyere Council
Marthakal Homelands Resource Centre
Foundation for Regional and Rural Renewal.
Civil Train
Indigenous Land Corporation
Cape York Land Council
Thaa-Nguigarr Strathgordon Aboriginal Corporation
Aak Puul Ngantam (APN Cape York)

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 2014. The comparative period is for the 12 months to 30 June 2013. A set of audited accounts is available upon request. The accounts have been prepared to satisfy the requirements of the Corporations Act and have been audited by LBW & Partners. The financial summary is presented in two parts:

Statement of income and expenditure

The 2013–14 result has been influenced by a consolidation of the organisation's resources in the face of uncertain revenues and lack of clarity relating to future government funding policy. This ongoing consolidation is expected to result in a breakeven position for the 2014–15 financial year. The increase in grant funded income is due to two significant homelands housing maintenance programs in Utopia and the Laynhapuy homelands. The increase in grant funding has changed the percentage of funding received from grant funded sources to 72% of CAT's total income from 67% in the 2012–13 financial year. The remaining income being received from self-generated sources.

	CONSOLIDATED		PARENT	
	2014 \$	2013 \$	2014 \$	2013 \$
INCOME				
Sales revenue	163,740	187,120	163,740	187,120
Other	16,379,120	14,264,978	15,323,898	12,798,785
TOTAL INCOME	16,542,860	14,452,098	15,487,638	12,985,905
EXPENDITURE	2014 \$	2013 \$	2014 \$	2013 \$
Employee benefits expense	7,936,342	8,244,301	7,036,462	7,490,039
Depreciation and amortisation expenses	364,038	355,798	363,832	349,729
Communities infrastructure	485,136	1,522,646	391,323	1,432,721
Other expenses	8,409,551	6,403,541	8,500,973	5,896,952
Finance costs	0	0	0	0
Loss on Disposal of Fixed Assets	1,705	44,515	1,705	44,515
TOTAL EXPENDITURE	17,131,255	16,570,801	16,294,295	15,213,956
SURPLUS/(DEFICIT) FOR THE YEAR	(653,912)	(2,118,703)	(806,657)	(2,228,051)

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	
	2014 \$	2013 \$	2014 \$	2013 \$
CURRENT ASSETS				
Cash, investments, receivables, other	7,181,919	13,592,759	6,789,750	13,101,837
NON CURRENT ASSETS				
Property, plant and equipment	10,681,234	9,152,570	10,781,055	9,252,186
Other assets	-	-	-	-
TOTAL ASSETS	17,863,153	22,745,329	17,570,805	22,354,023
CURRENT LIABILITIES				
Creditors, accruals, provisions	1,299,119	2,202,558	1,414,403	2,039,449
Other liabilities (incl unexpended grants)	2,599,843	7,442,764	2,593,506	7,437,271
NON CURRENT LIABILITIES				
Provision for long service leave	249,812	202,416	223,967	202,416
Loan	-	-	-	-
TOTAL LIABILITIES	4,148,774	9,847,738	4,231,875	9,679,136
NET ASSETS	13,714,379	12,897,591	13,338,930	12,674,887
EQUITY				
Accumulated funds	2,639,591	3,293,503	2264,142	3,070,799
Reserves	11,074,788	9,604,088	11,074,788	9,604,088
TOTAL EQUITY	13,714,379	12,897,591	13,338,930	12,674,887

As at 30th June 2014 CAT has a strong balance sheet position having \$1.84 in current assets available to pay for each \$1 of current liabilities owed, and showing an improvement from \$1.41 at 30th June 2013.

Notes to the Financial Statements

The financial statements cover Centre for Appropriate Technology Ltd and its controlled entity.

1. Summary of Significant Accounting Policies

Basis of Preparation

Although the company was incorporated on 1 January 2014, when the former Incorporated Company converted to a Company Limited by Guarantee, under the Associations Act section 62, the new entity is 'considered to be the same entity as the body corporate constituted by the incorporated association'. The accounts have been prepared as if the company existed prior to that date and the comparative figures of the Incorporated Association have been included in the Financial Statements.

The consolidated general purpose financial statements have been prepared in accordance with the Corporations Act 2001 and the Australian Accounting Standards and Interpretations of the Australian Accounting Standards Board.

The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

Principles of Consolidation

The consolidated financial statements incorporate all the assets, liabilities and results of the parent and the controlled entity. Controlled entities are entities the parent controls. The parent controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The assets, liabilities and results of the controlled entity are fully consolidated into the financial statements of the Group from the date on which control is obtained by the Group. The consolidation of a controlled entity is discontinued from the date that control ceases. Intercompany transactions, balances and unrealised gains or losses on transactions between group entities are fully eliminated on consolidation. Accounting policies of the controlled entity have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the Group.

The financial statements, except for the cash flow information, have been prepared on the accruals basis and are based on historic costs, modified where applicable, by the measurement of fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been 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 rendering of a service is recognised upon delivery of the service to a customer.

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 Company 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 Company 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) and deferred tax expense (income).

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

Short-term employee provisions

Provision is made for the company's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages and salaries. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

Long-term employee provisions

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the

related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the re-measurement of obligations for other long-term employee benefits, the net change in the obligation is recognised in profit or loss as a part of employee benefits expense.

The company's obligations for long-term employee benefits are presented as non-current employee provisions in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

(j) Provisions

Provisions are recognised when the Company 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 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 Company 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.

Amortised cost is calculated as:

1. The amount at which the financial asset or financial liability is measured at initial recognition;
2. Less principal repayments;
3. Plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the amount calculated using the effective interest method; and
4. Less any reduction of impairment.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

The classification of financial instruments depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and at the end of each reporting period for held-to-maturity assets.

The Group does not designate any interests in subsidiaries, associates or joint venture entities as being subject to the requirements of accounting standards specifically applicable to financial instruments.

Financial assets at fair value through profit or loss

Financial assets are classified at 'fair value through profit or loss' when they are held for trading for the purpose of short-term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

The Group did not hold financial assets at fair value through profit or loss either in the current or comparative financial years.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Group's intention to hold these investments to maturity. They are subsequently measured at

amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised. Held-to-maturity investments are included in non-current assets, except for those which are expected to be realised within 12 months after the end of the reporting period, which will be classified as current assets.

If during the period the Group sold or reclassified more than an insignificant amount of the held-to-maturity investments before maturity, the entire held-to-maturity investments category would be tainted and reclassified as available-for-sale.

Available-for-sale investments

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

Available-for-sale financial assets are included in non-current assets, except for those which are expected to be realised within 12 months after the end of the reporting period.

Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised. Fees payable on the establishment of loan facilities are recognised as transaction costs of the loan.

Impairment

Objective evidence that a financial asset is impaired includes default by a debtor or evidence that the debtor is likely to enter bankruptcy. At the end of each reporting period, the Group assesses whether there is objective evidence that a financial asset has been impaired through the occurrence of a loss event. In the case of available-for-sale financial instruments, a significant or prolonged decline in the value of the instrument is considered to indicate that an impairment has arisen.

Where a subsequent event causes the amount of the impairment loss to decrease (e.g. payment received), the reduction in the allowance account (provision for impairment of receivables) is taken through profit and loss.

Impairment losses are recognised through an allowance account for loans and receivables in the statement of comprehensive income.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

(n) Work in Progress

Work in Progress in the balance sheet represents expenditure on the construction of new buildings which had not been completed as at 30th June 2013. The Work in Progress represents the costs of the contractors, labour and materials. The construction is now complete and the building has commenced to be used for the purpose for which it was constructed,

the new building has now been recognised in the Balance Sheet as a fixed asset.

(o) Economic Dependence

Centre for Appropriate Technology Ltd is dependent on the Department of Prime Minister and Cabinet for the majority of its revenue used to operate the business. At the date of this report, the Board of Directors has no reason to believe the Department of Prime Minister and Cabinet will not continue to support the Centre for Appropriate Technology Ltd.

(p) New Accounting Standards and Interpretations

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for current and future reporting periods. The Company has decided not to early adopt any of the new and amended pronouncements. The Company's assessment of the new and amended pronouncements that are relevant to the Company but applicable in future reporting periods is set out below:

AASB 9: Financial Instruments (December 2010) and associated Amending Standards (applicable for annual reporting periods commencing on or after 1 January 2017).

These Standards will be applicable retrospectively and include revised requirements for the classification and measurement of financial instruments, revised recognition and derecognition requirements for financial instruments, and simplified requirements for hedge accounting.

The key changes that may affect the company on initial application of AASB 9 and associated Amending Standards include certain simplifications to the classification of financial assets and the irrevocable election to recognise gains and losses on investments in equity instruments that are not held for trading in other comprehensive income.

The directors do not anticipate that the adoption of AASB 9 will have a significant impact on the company's financial instruments, it is impracticable at this stage to provide a reasonable estimate of such impact.

AASB 10: Consolidated Financial Statements / AASB 11 Joint Arrangements / AASB 12 Disclosures of Interests in Other Entities, AASB 127 Separate Financial Statements (August 2011) and AASB 128: Investments in Associates and Joint Ventures (August 2011) (as amended by AASB 2012-10: Amendments to Australian Accounting Standards - Transition Guidance and Other Amendments), and AASB 2011-7: Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (applicable for annual reporting periods commencing on or after 1 January 2013).

AASB 10 replaces parts of AASB 127: Consolidated and Separate Financial Statements (March 2008, as amended) and Interpretation 112: Consolidation - Special Purpose Entities. AASB 10 provides a revised definition of control and additional application guidance so that a single control model will apply to all investees. This Standard does not significantly impact the company's financial statements.

AASB 11 replaces AASB 131: Interests in Joint Ventures (July 2004, as amended). AASB 11 requires joint arrangements to be classified as either 'joint operations' (where the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities) or 'joint ventures' (where the parties that have joint control of the arrangement have rights to the net assets of the arrangement). Joint ventures are required to adopt the equity method of accounting

(proportionate consolidation is no longer allowed). This Standard does not significantly impact the company's financial statements.

AASB 12 contains the disclosure requirements applicable to entities that hold an interest in a subsidiary, joint venture, joint operation or associate. AASB 12 also introduces the concept of a 'structured entity', replacing the 'special purpose entity' concept currently used in Interpretation 112, and requires specific disclosures in respect of any investments in unconsolidated structured entities. This Standard affects disclosures only but does not significantly impact the company's financial statements.

To facilitate the application of AASBs 10, 11 and 12, revised versions of AASB 127 and AASB 128 have also been issued. These Standards do not significantly impact the company's financial statements.

AASB 2012-3: Amendments to Australian Accounting Standards – Offsetting Financial Assets and Financial Liabilities (applicable for annual reporting periods commencing on or after 1 January 2014).

This Standard provides clarifying guidance relating to the offsetting of financial instruments and is not expected to significantly impact the company's financial statements.

Interpretation 21: Levies (applicable for annual reporting periods commencing on or after 1 January 2014).

Interpretation 21 clarifies the circumstances under which a liability to pay a levy imposed by a government should be recognised, and whether that liability should be recognised in full at a specific date or progressively over a period of time. This Interpretation is not expected to significantly impact the company's financial statements.

AASB 2013-3: Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets (applicable for annual reporting periods commencing on or after 1 January 2014).

This Standard amends the disclosure requirements in AASB 136: Impairment of Assets pertaining to the use of fair value in impairment assessment and is not expected to significantly impact the company's financial statements.

AASB 2013-5: Amendments to Australian Accounting Standards – Investment Entities (applicable for annual reporting periods commencing on or after 1 January 2014).

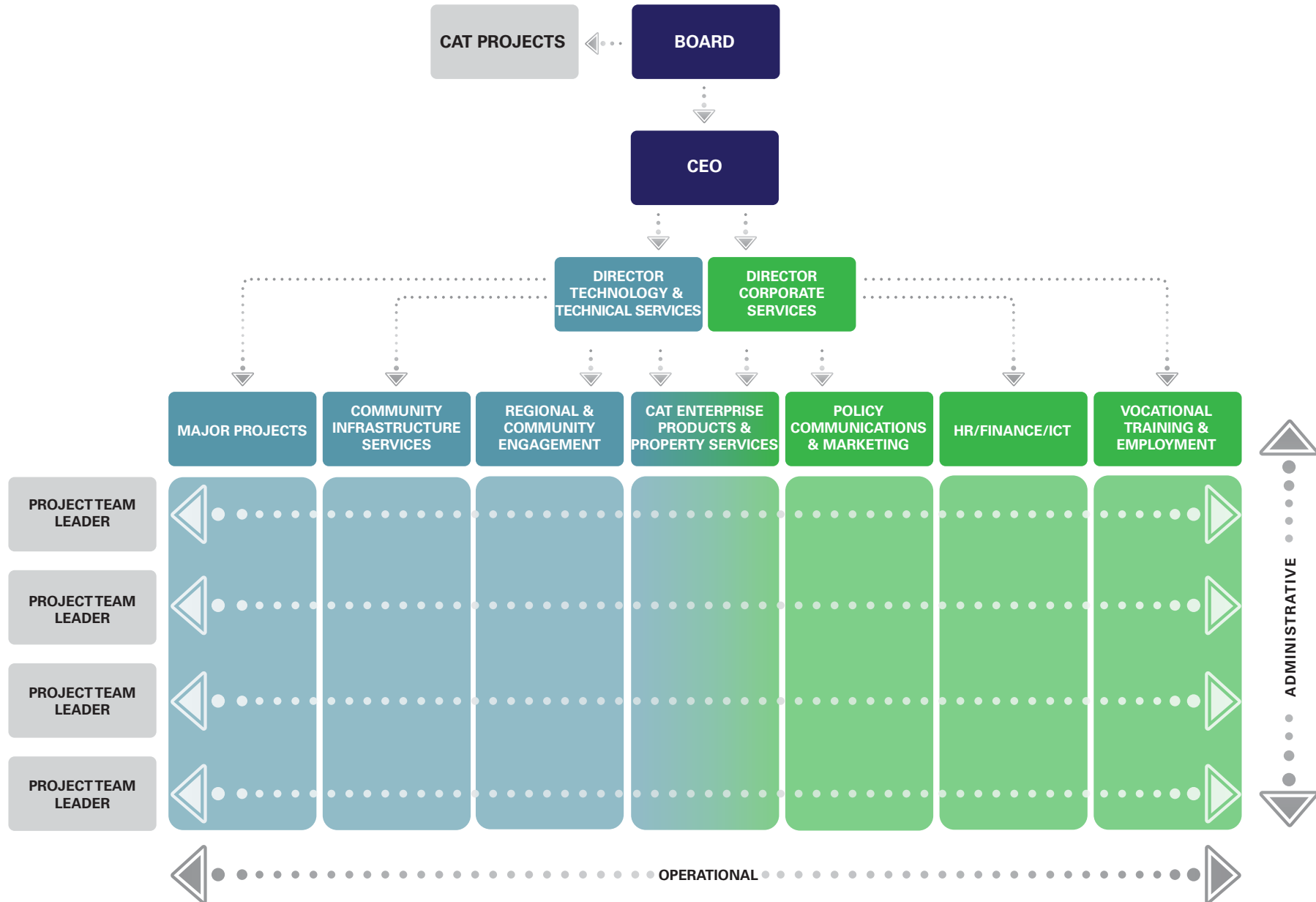
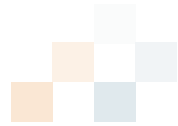
AASB 2013-5 amends AASB 10: Consolidated Financial Statements to define an 'investment entity' and requires, with limited exceptions, that the subsidiary of such entities be accounted for at fair value through profit or loss in accordance with AASB 9 and not be consolidated. Additional disclosures are also required. As neither the parent nor its subsidiary meet the definition of an investment entity, this Standard is not expected to significantly impact the company's financial statements.

Critical Accounting Estimates and judgements

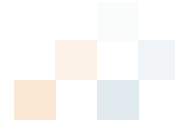
Key Estimates — Impairment

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

Our structure



CAT 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.



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.



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.



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.



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.



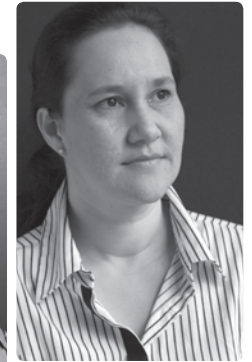
Brian Singleton

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 Mabuia 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 Mabuia 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.

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

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