



Centre for Appropriate Technology

# ANNUAL REPORT 2012

# CAT's vision

**CAT is an Indigenous NGO** which works with remote communities.

**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 in our collective activities 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

# ANNUAL REPORT 2012

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# Chairman's report

This is my second year as the Chair of CAT. In 2011–2012 the CAT Board has continued to strengthen its governance. There have been two particular achievements — we have been more inclusive and flexible in our approach to Business Committee meetings, involving a broader range of Board members more regularly and we have made it a priority for the Board to visit regions where we have significant engagement with communities whereby Board priorities are informed by local feedback.

It is important for the Board of CAT to meet in the regions and engage with the communities we work with to understand their concerns and identify ways in which CAT can assist. We have also tried to strengthen our regional profile by diversifying our membership base to reflect the regions in which we work.

Chairing the CAT Board this year has been exciting, with many strategic initiatives being completed within CAT and with our partners.

In 2011–2012 we completed and commenced implementation of our Strategic Plan. This Plan will further strengthen our capabilities and ensure

that we continue to work effectively with our stakeholders and partners.

The launch of the Desert Peoples Centre Social Enterprise Hub in March 2012 was an outstanding success with many industry experts and Aboriginal enterprises in attendance. The launch facilitated networking between these two groups leading to knowledge and skills transfer that has continued and been much appreciated by the Aboriginal enterprises.

Returns in CAT's portfolio of investments over recent years have declined largely through the impact of international financial forces. This year we acted to get better results to underpin our long term security. We have therefore moved to a multiterm deposit strategy with multiple banks over varying time frames and interest rates. Regular monitoring of this strategy by the CEO with feedback to the Board through our Business Committee will ensure that the Board has the ability to make informed strategic decisions to protect our investments. Consolidation of our finances has been a priority over this financial year. We will continue to ensure that we place

financial security and the corporate governance of CAT as our priority.

Indicating confidence in our wholly owned subsidiary company Ekistica Pty Ltd, trading as CAT Projects, the CAT Board has agreed to expand its equity in the company, providing a stable and consistent environment for the company and strengthening our corporate governance even further.

**Peter Renehan**





# Chief Executive Officer's report

This year has been one of significant achievements for CAT with the completion of a new five-year Strategic Plan, the successful negotiation of a new CAT Enterprise Agreement and substantial progress in positioning CAT as a broker and promoter of good practice in community engagement and strengths-based approaches to community development.

It has also been a year of change and uncertainty in some of our key funding relationships. CAT was unsuccessful in tenders to deliver municipal and essential services support to remote communities in the West Kimberley. These services had been an increasingly large part of our work in WA, and it is particularly disappointing that the quality of our relationships with communities we worked with for a decade was outweighed by what we see as a narrow take on service and price.

Mid-year the CAT Board endorsed the new CAT Strategic Plan 2011–2016. The Plan was the result of a series of deliberations, with the Board reviewing CAT's high-level vision and purpose and managers defining strategy and intended outcomes. The Plan provides a strategic framework for us to continuously review and realign operational planning against the

inevitable changes in our operating environment. Two aspects of the Plan are particularly pleasing. Firstly it is accompanied by a program of monitoring and evaluation to connect strategic decisions with Board policy and priorities. Secondly, it incorporates a strong focus on building CAT's organisational capability to deliver on our other strategic priorities of client impact; national influence; and providing practical innovative responses in our work with communities.

A new CAT Enterprise Agreement (EA) was negotiated during the year and certified by FairWork Australia. This is a product of strong collaborative work between management and staff and I was delighted that the draft EA was endorsed by around 95% of staff voting on it.

CAT commenced discussions with the University of Newcastle on a collaboration in deploying asset-based community development skills and techniques as an element of our strengths based approach to working with communities. The organisational capacity development being pursued through this collaboration will strengthen our ability to drive our new Strategic Plan.

CAT continued to make strong, creative contributions at national and local policy and project levels, including contributions to the development of new policy thinking within Infrastructure Australia on remote community infrastructure; playing a central role in the early stages of forming a Broadband for the Bush Alliance; and winning a Queensland Reconciliation Award for our collaborative approach to planning, capacity and small-scale infrastructure development with the Kuku Nyungkul people of Cape York.

Our Bushlight program met its targets in delivering the latest round of renewable energy supports to remote communities. Importantly CAT has secured re-registration as an RTO to deliver training and skills transfer for the next five years.

Finally I'd like to express my gratitude to the CAT Board whose direction and support have been critical in CAT's positive responses to both uncertainty and opportunity over this year and into the future.

**Peter Taylor**  
Chief Executive Officer

## Our direction:

# CAT Strategic Plan 2011–2016

**Our new CAT Strategic Plan 2011–2016**, marks the next stage in our organisation's journey, as we are increasing our focus on client impacts and initiating innovative approaches to drive social change through appropriate technology and sustainable livelihoods development for communities of Aboriginal and Torres Strait Islander people across remote Australia.

Since its establishment in 1980, the Centre for Appropriate Technology (CAT) has been working at the nexus of livelihoods and technology 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 plans to bring our vision and purpose to life over the next five years by focusing on four

### **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 will develop and shape 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.





“

We have much to **contribute** to the world ...  
not only to improving **our own** lot,  
but helping Australia contribute to the  
**well being of all** the **world's peoples**

PATRICK DODSON



CAT 2011–2012

# highlights

## CAT Projects wins Sir William Hudson Engineering Excellence Award

CAT Projects' Bushlight India project was awarded the Sir William Hudson Engineering Excellence Award for 2011. This award recognises Australia's most outstanding engineering project and is the most prestigious accolade conferred by Engineers Australia. Bushlight India is a venture of CAT Projects, an engineering subsidiary for-profit company wholly owned by the Centre for Appropriate Technology Inc.

CAT Projects has worked in collaboration with Indian non-government and government partners to develop a scalable, replicable model for the electrification of remote villages using RE minigrids. The Bushlight India model uses a consultative energy planning process and a low-cost household energy meter to ensure that an agreed amount of power is available to consumers 24 hours a day.

The Bushlight India model was adapted from the Community Energy Planning model developed by the Bushlight program, which has delivered reliable energy services in over 130 remote Indigenous communities since 2002.



## Walungurru 30 year celebration: Proud to be Pintupi!

On the weekend of 15–16 October 2011, Walungurru Council (Kintore, NT) staged a festival to mark 30 years since the Pintupi moved back from Papunya and the surrounding region to establish their own communities on their own country. The festival was held at Kintore, 550km north-west of Alice Springs and close to the WA border. CAT has been involved with Kintore since the beginning, initially helping to establish access to potable water by installing hand water pumps and constructing pit toilets. For the festival, CAT contributed a drum oven and food, and provided some chair-making expertise and materials for festival participants. The festival was an amazing celebration of the community's vision and resilience, attracting more than 700 visitors, including Minister Peter Garrett (who had played at Kintore as a member of Midnight Oil), New York anthropologist Fred Myers, (author of *Pintupi Country, Pintupi Self*, instrumental in assisting the homelands movement), other NGOs and many friends from surrounding communities and beyond.



## CAT 2011–2012 highlights



Recycling cages constructed by Municipal Services Officers for Fitzroy Valley communities, West Kimberley.



CAT fire trailer built by the CAT social enterprise team for the South Australian Government.

### Exploring recycling options in the West Kimberley

Through three interlinked projects in the West Kimberley, CAT worked with communities and Municipal Services Officers (MSOs) to develop waste management plans; explore recycling options for the Fitzroy Valley communities; and conduct an extensive analysis of the success and problems of the MSO program hosted by CAT. The recycling pilot included construction of 100 recycling cages by the MSOs for use in their communities for recycling and reduction of beverage litter. The waste management planning in collaboration with the communities of Bayulu and Muludja meant more effective processes were identified, as well as prompting action on previously unrecognised health issues related to construction and demolition waste.

The overall evaluation of the programs, to be published in 2012, illuminated many of the complex aspects of service delivery in small communities, including conditions for successful local employee retention rates and the impacts of local obligation mixed with program accountability.

### Unemployment to Work: developing a CAT social enterprise

In the last financial year, CAT has continued to pursue creative approaches to training, learner retention and pathways into employment. In October 2011 we commenced a program called 'unemployment to work' which combined project-based learning, work experience and pathways to employment.

The establishment of a social enterprise based on this program, called CAT Products, was agreed to by the Board in June 2012 and will develop in coming years. CAT is committed to building a sustainable social enterprise that provides pathways into employment increasing livelihood options for Aboriginal people living in remote communities.



Commonwealth Bank's Tristan Landers (left) and the Desert Peoples Centre Chair, Harold Furber (right) launch the DPC Desert Hub.



At the opening of the Desert Hub, a young boy adds his flag to the 'Sandbox of Ideas'.



Fashion and fabric feature at the opening of the DPC Art Training Facility.

### Desert Hub launched

March 19, 2012 was the official launch of the Desert Peoples Centre, Social Enterprise Hub, known as the 'Desert Hub'. The evening brought together 90 people across industry, government and social enterprise sectors and was launched by DPC Chair Harold Furber and Commonwealth Bank senior executive Tristan Landers, the two partners that have established The Desert Hub.

'Catch the Fly' performed, and people enjoyed sampling bush produce from local social entrepreneurs, Raylene Brown and Max and Ruth Emery. The Desert Hub acts as a catalyst for social entrepreneurship and enterprise in the Northern Territory and north Western Australia.

The Desert Peoples Centre is a joint venture between CAT and the Batchelor Institute of Indigenous and Tertiary Education.

### Desert Peoples Centre Art Training Facility official opening

On 22 June 2012, the Desert Peoples Centre Art Training Facility was officially opened before a large audience, with broad representation from the local creative economy and social sector. The audience was treated to a showcase of 'wearable art' and a gallery exhibition, which included printmaking, etching, painting and fashion design.

The new facility will provide a base for art programs and courses, with the gallery space regularly exhibiting new works and hosting events.

The building, designed by Aboriginal owned Tangentyere Design and built with the support of the Northern Territory Department of Education and Training (DET), is a great complement to the landscape of the Desert Knowledge Precinct, home of the Desert Peoples Centre and its precinct partners.

## CAT 2011–2012 highlights



Bushlight's award winning stand-alone power system at Raymangirr, NT.



CAT, Engineers Without Borders and Aurecon representatives at Queensland Reconciliation Awards ceremony.

### Clean Energy Council Industry Award

Bushlight took home the honours for the 'Best System and Installation, stand-alone power system greater than 10kW' at the Clean Energy Council Industry Awards held in Sydney on Friday 27 July 2012. The Clean Energy Council (CEC) Awards are an important part of Clean Energy Week and is Australia's largest event for the renewable energy and energy efficiency industries.

The awards are judged by a panel of industry peers and the CEC and provide an opportunity for demonstrated excellence and leadership in the industry to be recognised.

The system that won the award was installed at Raymangirr in the Top End of the Northern Territory. The judging panel highlighted the quality of the work done by Bushlight in the areas of community consultation, process documentation and the training for, and installation of, the system.

### The Queensland 2012 Reconciliation Awards win for Kuku Nyungkal people

Over the past four years, the Centre for Appropriate Technology (CAT) and Engineers Without Borders (EWB) Australia have been working together to develop and implement a partnership model to assist the linkage between the corporate engineering world, grass roots Indigenous organisations and communities to develop sustainable livelihoods on country. This partnership was awarded the 2012 Queensland Government Reconciliation Award (Partnerships) for its role in bringing together volunteers, engineering firms and community in an innovative way to construct the Bana Yarralji Ranger Base at Shipton's Flat.

Along with CAT and EWB, this partnership project involved Aboriginal enterprise Bana Yarralji Bubu Inc and extensive pro bono support from multinational engineering corporation Aurecon to plan, design and build the ranger base and associated essential services on Kuku Nyungkal Country. All four partners worked in collaboration for two years to overcome a huge array of planning and logistical hurdles. Once the design was approved, a team of volunteers worked hand in hand with the Bana Yarralji Rangers to build the ranger base — living, working, laughing and problem solving together on country for several weeks in 2011.





Stakeholders and community participants at newly completed Ranger Base at Shipton's Flat.



FaHCSIA, Bana Yaralji Bubu, and CAT partners at the ground-breaking ceremony at Shipton's Flat Ranger Base.



CAT's Chair, Peter Renehan giving a keynote address at Infrastructure Australia's 2012 Conference.

### Infrastructure Australia conference

CAT played a lead role in facilitating the 2012 Infrastructure Australia Conference, 'Connecting the Dots,' held in Alice Springs, NT, 5–7 February 2012.

The focus of the conference was on local service provision of water and waste water; power and renewable energy; roads and transport; and telecommunications.

The conference provided key participants from Indigenous communities, service providers, government and academia the opportunity to debate the planning, delivery and management of infrastructure in remote Indigenous communities.

CAT Chair Peter Renehan presented a keynote address on challenges and opportunities involving remote power, renewable energy systems and livelihood opportunities for remote Indigenous communities.

### Tjuwanpa Home Handywomen Project

In late 2011 training was conducted for a group of Indigenous women at the Tjuwanpa Outstation to improve their skills and knowledge that would help them to confidently and competently perform maintenance work and repairs to homes within their community and neighbouring outstations.

The women were supplied with a vehicle and an enclosed trailer equipped with the tools and equipment required to undertake any task.

The women were shown how to undertake basic homemaker tasks like cleaning a house, hanging curtains, proper disposing of rubbish and maintaining a hazard-free environment inside and around their homes.

The women were also trained in essential do-it-yourself handyperson tasks. They learned correct tool usage and how to prepare a house for painting, replace windows, re-hang doors, demolish and install new cupboards, fix a leaking tap and undertake minor plumbing repairs, re-tile floors and walls, repair furniture, and install new lights. They learned essential OH&S and how to work without harm to themselves or to their environment. Three months after the program finished a women's maintenance team was set up and operational.

## STRATEGIC PRIORITY AREA:

# Client impact



### Derby's municipal services program

The tenders for Municipal and Essential Services contracts for the Gibb River Road, Fitzroy Valley and Looma townships were let early this year. After 10 years of growing and providing this service, CAT was unsuccessful this time. CAT's municipal services operation in Derby closed on 1 July 2012.

CAT's Municipal Services Officers (MSOs) team in Derby were offered positions with the new provider but unfortunately we have had to retrench all our supervisory staff. CAT is very proud of the team we built and services that they delivered in the Kimberley communities.

As the new contract only services two out of eleven airstrips and provides no firebreak protection for any community, the communities previously serviced by CAT will have to find other resources to access these services.

In 2011–2012, CAT completed an evaluation of its municipal services program in the Kimberley. The research found that CAT's success in the area of retention of Municipal Services Officers had been achieved by a focus on close support and mentoring, coordinated by four dedicated field supervisors who had built strong relationships with their MSO teams. Importantly, two of the four supervisors were Indigenous, and all had decades of experience in the Kimberley. Further, the study suggested that the employee's relationship to the work roles, and particularly the opportunity for work involving travel and moving around the region, may have contributed to the low turnover.

## 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.

## STRATEGIC PRIORITY AREA:

### Client impact

#### Patji: developing a new homeland for the Uluru family

Patji is a remote homeland for Reggie and Cassidy Uluru and family, located south of Uluru-Kata Tjuta National Park boundary. CAT had previously completed two infrastructure upgrades to existing projects in Piyaltjara and Tjunanta, with Central Land Council (CLC) park access revenues. Based on the successful completion of these projects, CAT was asked to do a project proposal for Patji. The aim of this project was twofold. The first was to create a 'home away from home' for the family to visit, camp at and get away from the challenges of living in a community near Uluru.

The second was to develop a small scale tourism site that provided facilities for a hot air balloon tourism venture to be co-located at the site. The proposal was based on consultations that included CLC and traditional owner requirements for this homeland.

CAT developed and completed a shade structure, pit toilet, a new bore pump, a bore water tank, a rainwater tank, a portable toilet facility for tourists, lockable storage and a simple handwashing facility. A renewable energy system

(a Baby Bushlight) that could power a fridge was also installed. The project was scoped to be built and installed over a six month period. As of July 2012, three months after commencement, all components have been installed and setup, with the connecting of solar power to be completed by September 2012.

A key learning from this project was that the whole outstation, including the solar panels, the water and the building were constructed for \$120,000, a substantially low economic spend to produce a viable outstation on country which includes a livelihood opportunity.

The full project site, with storage, cooling, power and sanitation facilities will be completed by September 2012. Plans for the tourist venture are being further developed. Having provided a portable toilet facility for tourists, allows greater mobility to transport this facility around for various tourist ventures, as needed. The family of Reggie and Cassidy Uluru are using the facility, to spend time on their homeland and enjoy their country.



Reggie Uluru demonstrating how they used to drink water out of a soak before CAT built his outstation.





CAT staff build a shelter for Patji Outstation.



Tangentyere Council and CAT staff conduct a post-occupancy evaluation.



Bushlight System user training delivered in language at Mapuru community in Arnhem Land.

## Post Occupancy Evaluation

Under commission from Tangentyere Council, CAT is conducting a post occupancy evaluation of new and renovated housing in the Alice Springs Town Camps. The project is being conducted over 18 months, beginning in January 2012.

Working with Tangentyere Research Hub, CAT staff interviewed and surveyed over 50 households in a baseline study that established household composition and condition, as well as residents' perspectives on the effectiveness of the new housing in relation to needs and activities. The evaluation when completed will inform Tangentyere Council and Town Camp residents about current housing conditions and the establishment of improved procurement and design practices for future developments.

## Bushlight's Repair and Maintenance Program

Bushlight's Repair and Maintenance (R&M) Program is a solid example of CAT's work in increasing the reliability of technology-based services in remote areas. It provides scheduled annual servicing to 245 renewable energy systems in 207 communities across Central and Northern Australia. In addition to providing scheduled servicing to ensure systems are performing to the maximum benefit of residents, the R&M Program also provides unscheduled maintenance when requested for urgent repairs, trouble-shooting advice over the phone and user training. The Program includes all the systems installed by Bushlight since 2002 as well as systems that were installed by other service providers. This poses various challenges, particularly in relation to the varying system designs, components and approaches to installation.

## STRATEGIC PRIORITY AREA:

### Client impact



Raymangirr Community residents participating in Bushlight Community Energy Planning.

### Ten years of the Bushlight Program

In 2012 Bushlight celebrated 10 years of providing remote Indigenous communities with clean, reliable, and affordable energy services. Our capital works program has been operating across Central and Northern Australia since 2002.

CAT's Bushlight has carried out Community Energy Planning and subsequently installed 140 renewable energy systems in 125 communities. Our 10 year track record allows us to reflect on program learnings and continually implement improvements in our program design and delivery.

2011–2012 also heralded the installation of one of our largest stand-alone renewable energy systems to date. The system is designed to provide reliable 24 hour power to meet the needs of the 60 permanent community residents of Raymangirr in the Top End.

### Installation of Bushlight solar system at Mapuru

On 13 October 2011 Bushlight commissioned a renewable energy system in the Arnhem Land community of Mapuru. Mapuru is home to 106 Yolngu Matha speaking permanent residents.

The community has a very active school and clinic as well as a highly successful tourism business, [www arnhemweavers.com.au](http://www arnhemweavers.com.au).

Before the Bushlight system was installed residents were reliant on a diesel generator for power. Training for the community in how to operate and maintain the Bushlight system is a key aspect of installation. To assist residents, CAT organised for the training to be carried out in language by Phyllis Batumbil, community leader from nearby Mata Mata who has lived with a Bushlight system since 2005.



Bushlight service provider RE System Maintenance training in Ntaria.



Learners building a fence as part of the Elliott Training Program.

### Service Provider training for Ntaria region

Bushlight's service provider Renewable Energy (RE) System Maintenance training is non-accredited training aimed at the service provider network which plays a crucial role in supporting small remote communities. The two-day course is tailored to the audience whether it's CDEP workers, Essential Service Officers, or at times, electricians with no experience in solar technology.

The course provides basic technical information about how RE systems work, how to carry out troubleshooting with residents, and practical experience in conducting the regular maintenance tasks that keep the system working well. In late April 2012, this course was delivered in the Ntaria (Hermannsburg) region, 100km west of Alice Springs with a group of CDEP workers from Tjuwanpa Resource Centre.

### Elliott Training Program: an example of a highly engaged learner team

Developing a livelihood focus for Indigenous people living in a small remote town necessitates that we identify the skills people have and work with them to build these skills to a level that can be used to find employment.

90% of the population in the town of Elliott is Indigenous, many of whom are under-employed. CAT brought together key partners Barkly CDEP, Barkly Shire and Batchelor Institute to redress this imbalance. From this partnership, emerged a program for Indigenous people to strengthen skills and knowledge in the trades sector. Twelve men participated and completed the intensive training schedule .

A unique aspect of this program was the integration of training whereby CAT delivered training in the technical components and Batchelor provided the numeracy and literacy component.

As part of the training the learners planned, constructed and delivered a 600-meter long fence around the Elliott refuse dump which they planned and constructed. This program gave twelve Indigenous people from Elliott, the necessary tools and techniques to build greater self-reliance, in finding jobs in their own town, and possibly in the nearby mining project.



## 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.**

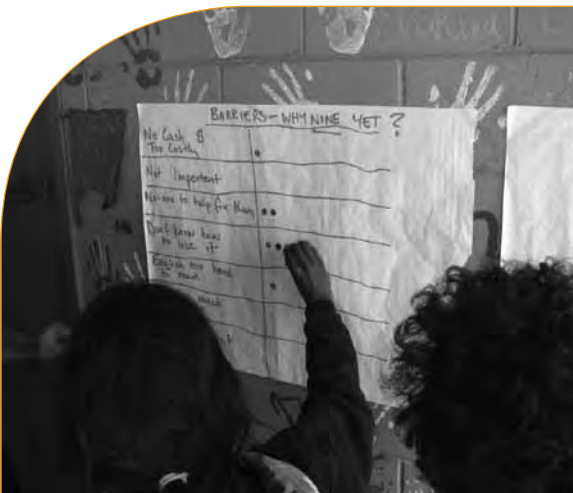
**This means we will:**

- » 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.

### Home Internet Project: 2nd phase in progress

To facilitate better access to information and telecommunications services for Indigenous people in remote Australia, the Home Internet Research Project has been exploring the factors affecting domestic access and use of computers and the internet in remote communities. In conjunction with Swinburne University and the Central Land Council, CAT has established research sites in collaboration with three outstation communities in the NT. The project's baseline study was published in mid-2011 and can be found on the CAT website. Computer and internet facilities were subsequently provided to each participating household, and the project is providing ongoing support and training for residents.

The project is collecting a range of data on technical and social factors, including the effect of the environment on hardware and the benefits of online access in the home. The project, due to be completed in 2014, has been funded through the Australian Communications Consumer Action Network, the Aboriginals Benefit Account, and the Australian Research Council.



Community residents identify barriers to internet access.



Tangentyere Nursery staff working on their CAT wicking bed garden.



Users being trained to operate the CAT Bushlight RE System.

## Wicking beds organically spread

CAT supports practical community development. One such process where we see this type of community development taking place occurred organically, as CAT installed wicking beds at five locations around Alice Springs over the last year. An interesting aspect of this process was that the institutions who have purchased the beds are interlinked. CAT is working with representatives from each organisation, forming a group centred around providing horticultural support, troubleshooting and maintenance provision. Essentially, we are growing gardeners at each of these sites. A small grass roots network/enterprise is forming to provide fresh food using appropriate gardening techniques whilst directly working with Indigenous organisations and individuals within the heart of Alice Springs.

One of the organisations that has purchased a CAT wicking bed is the Gap Youth Centre. The Youth Centre bought two wicking beds and is using them for their after school program, with the food supplementing the kids meals. The Karnte Town Camp Community Centre is using their garden beds as part of the women's program. Yipirinya Bi-lingual School is working with kids from grades 1–2, learning about food nutrition and growing veggies for use in their school kitchen. The Drug & Alcohol Services Association (DASA), a local drug rehabilitation centre, chose to install the beds themselves, gaining a real understanding of how it works through the installation, making mistakes and problem solving with CAT's advice. DASA has an extremely small fund for providing meals to the residents, so food produced in the CAT wicking beds goes directly to their kitchen.

## Upgrading existing renewable energy systems

CAT's Bushlight has a new program which involves upgrading existing underperforming renewable energy systems that were not installed by Bushlight.

The Upgrades Program contributes to Bushlight's strategic objectives by adapting the Community Energy Planning Model to work with communities to improve the reliability and maximise the sustainability of their energy services. For many of these communities, the upgrades have meant reducing their reliance on diesel.

*'Before the [Bushlight System] upgrade we had to pick up a drum of diesel each week from town to run the generator, now this last 'wet' one drum lasts us the whole season, it gets cloudy but you just try and use less and help out the batteries ... I reckon we'll use even less now we know how the system works. Since the upgrade people have moved back, we've got the internet and the school's getting up and running.'*

**Ahmuth Bin Omar, resident at RB River, WA.**

## STRATEGIC PRIORITY AREA:

### Innovative, practical responses



#### Everyone needs a working phone when living out bush

Livelihood opportunities for people living out on remote communities often need technical services and expertise to help them get underway. The CAT Community Phone Project is such an example. Phones are an essential communication tool that create strong impacts for Aboriginal people in remote Australia.

Contracted by the Department of Broadband, Communications and the Digital Economy (DBCDE) CAT monitors and maintains 245 phones in 106 communities across Central NT, Alice Springs Town Camps, Tennant Creek, Wadeye, Tiwi Islands, Arnhem Land, the East and West Kimberleys and Ceduna, SA.

Monitoring comprises of a staff member ringing each phone at least three times a month to determine their operational status. Visits twice a year to all phones for maintenance further ensures smooth operations. Both the monitoring calls and maintenance visits are an opportunity to consult with communities on their concerns which are not necessarily related to telecommunications, enabling us to work with communities to develop solutions to those particular issues. Issues are often addressed by other CAT business units or referred to relevant agencies as appropriate.

#### Developing a flat-packed self-build house suitable for remote locations

Focusing on appropriate problem-solving approaches that support livelihood development through applied research is one way of generating innovative practical responses. CAT adopted this approach using the findings from its 2011 Indigenous self-build study to successfully secure funding to design a low cost, flat-packed self-build house suitable for remote locations.

A grant from Northern Territory Research & Innovation Board helped develop this concept. The concept house is modular in design so that it can be expanded to cover a range of needs, changing from a small house to a meeting room, if needed. 'Plug and play' components for electricity and plumbing minimise the need for costly contractors to install the house on site, often in very remote locations. The house is tailored to the customers' needs during construction of the flat-pack. The simple, but certified construction techniques make the house ideal for self-build on homelands and outstations.

CAT will utilise its staff and its social enterprise 'CAT Products' to construct a demonstration house on the Desert Knowledge Precinct. And the cost of the house? Fifty thousand dollars!





# 2000

## Indigenous Learners

studied: Civil Construction, Social Enterprise, Pathways to Employment, ATWork, Automotive, Women in Trade, Construction and IT courses. Learners attended facilities in Alice Springs + twelve other remote locations \* Average of



# 4

## Industry awards

including:

The  
Sir  
William  
Hudson  
Award for  
Engineering  
Excellence

We received  
and responded to

# 180

requests for  
technical advice from  
remote communities  
and stakeholders

CAT  
worked on

# \$7M

worth of infrastructure &  
maintenance projects in remote communities

CAT maintained

# 245

COMMUNITY PHONES  
servicing

# 160

COMMUNITIES



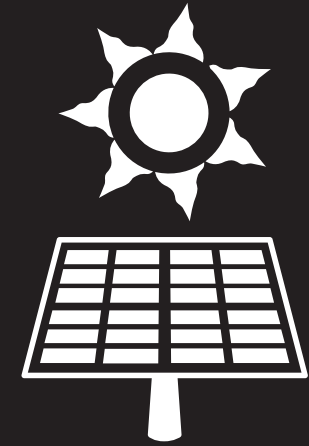
Last year CAT had  
**200,000 HITS**  
on [www.icat.org.au](http://www.icat.org.au)  
+ **22,000** media  
downloads monthly

CAT designed and built

# 14

## major construction projects

in remote communities:  
INCLUDING A TOTALLY NEW LOW-COST OUTSTATION



Across NT, WA, SA & QLD regions CAT worked with ...

# 348

remote

## Indigenous communities



CAT employed **40** Indigenous people  
across our regions this year and  
recruited 28 Indigenous staff members

## BUSHLIGHT:

visited &  
maintained

# 245

renewable  
energy systems

in

# 207

remote communities

## 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.

### Indigenous self-builder study a top media download

Introducing innovative ideas that influence policies to better support remote livelihoods and community sustainability is an important aspect of CAT's work. CAT's study 'Self-build: alternative housing procurement in remote Indigenous communities' is a clear demonstration of this. By learning from Indigenous self-builders themselves, the study documents people devising their own innovative and practical solutions to building their own home on country. The report further serves as a learning tool and paves the way for renewed opportunities, networking and resourcing in the Indigenous housing arena. CAT has been asked to share the findings of the self-build study at the National Housing Conference, being held in Brisbane, QLD in October 2012.

When posted on the CAT website, the study became one of the site's top media downloads, generating thousands of hits. A documentary-style video was uploaded in conjunction with the study, introducing viewers to some of the self-builders in Queensland, Western Australia and the Northern Territory. They share their stories, talking about how they started and built their own homes, the way they feel now about their achievements, the key learnings from the process and their aspirations for their future. They conclude their stories by offering encouragement and advice to other Indigenous people who are thinking about building their own homes on their homelands.

An interview with the self-builders and CAT researchers who undertook the study was conducted for an Our Place Radio segment. Indications are that the online report, video and radio program have been very well-received.



## STRATEGIC PRIORITY AREA: National influence



Our Place Radio programs from the last year.

### CAT a registered RTO under new national vocational training system

Over its 30-year history, CAT has trained thousands of Indigenous people through its training courses. Graduates have gained more skills, become job-ready and have often progressed to higher levels of VET education.

In April 2012 CAT's status as a Registered Training Organisation delivering accredited training was given a boost.

With a new national regulatory system for vocational training providers replacing the old state-based system, CAT has successfully met the requirements of the national regulator, and secured accreditation for the next five years. This places CAT in a strong position to continue to provide training and learning opportunities for Indigenous people in remote Australia.

### Farewell to Our Place Radio

From its suite of communication tools, CAT has found that radio continues to be a powerful means of communication, that is a respected resource for knowledge, innovation and relevance to remote communities. CAT's radio program, 'Our Place Radio', has won a variety of national awards for tackling issues concerning remote Aboriginal and Torres Strait Islander communities. Our Place radio segments have been produced for the last 10 years, sharing stories from remote Indigenous communities across the country. As funding has ceased, this is the last year of production.

We produced and distributed 21 shows to various community radio stations and national radio networks. This final year, saw an increase in the distribution of Our Place segments to 58 radio services nationally. Our Place Radio covered several topics including renewable energy, planning, communication, health, housing, water, training and transport. The radio program continues to generate further downloads on our website.

### New CAT website and social media presence launched

As part of a strategic move to leverage our networks, and enhance our collective impact, CAT redesigned and published its new website [www.icat.org.au](http://www.icat.org.au). The site offers multimedia content, in the form of podcasts and video downloads.

The CAT website is currently receiving on average 120,000 hits per month. Resources and publications downloads currently average 22,000 per month. A significant proportion of the downloads consist of Our Place magazines, BUSH TECHS and the National Indigenous Infrastructure Guide.

CAT has further developed its social media presence. We are now on Facebook and able to promote our work and impacts to a broader audience.



The new CAT website, [www.icat.org.au](http://www.icat.org.au), goes live.



CAT staff member facilitating water management planning at Wanmarra community using the Community Water Planner Field Guide.



Electrical contractors from Gully's Electrical, part of Bushlight's RE Electrical Contractors Network.  
Photo courtesy of Glen Parker, Gully's Electrical.

### Water management plans

A workshop to evaluate the implementation of the Community Water Planner Field Guide tools was organised and hosted by CAT in February 2012. The session was sponsored by the National Water Commission, which had funded the development of the Field Guide. Workshop participants included people with practical experience of using the tools in programs and those from institutions with an interest or accountability for water supply and management services. The Northern Territory, New South Wales, Queensland and the Australian Capital Territory were represented, and observations about implementation in the various jurisdictions compared. It was clear that the development of this water management planning approach for Indigenous communities across Australia had been well received, as much as resourcing had allowed. CAT remains the only organisation that has worked in multiple jurisdictions, having undertaken or assisted in delivering related training in WA, QLD, SA and the NT in 2011–2012.

### Developing a pool of electrical contractors

CAT's Bushlight has been instrumental in lifting both the numbers and the quality of the renewable energy technical services networks in remote Australia. Through our Capital Works and Repair & Maintenance programs we have established linkages with a large pool of specialist renewable energy (RE) electrical contractors. The contractors are based in Cairns, Darwin, Brisbane, Adelaide, Broome and Alice Springs and are able to deploy across Central and Northern Australia. This is a very different picture to that which existed when Bushlight was established in 2002. At that time there were only a handful of electrical contractors operating in remote Australia who were qualified to work on RE systems. For example, in the whole Central Australia region from Cooper Pedy to Tennant Creek, only two tradespeople were qualified to install and service RE systems. In 2005 we worked with the RE accreditation agency, the Business Council of Sustainable Energy (BCSE) to make available a new category of accreditation that would allow electrical tradespeople to become qualified in RE through a recognition of prior learning. In addition, our detailed specifications ensure that all of these contractors are operating to a best-practice standard, ensuring community residents benefit from the best possible level of service from their renewable energy systems.

## 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.**

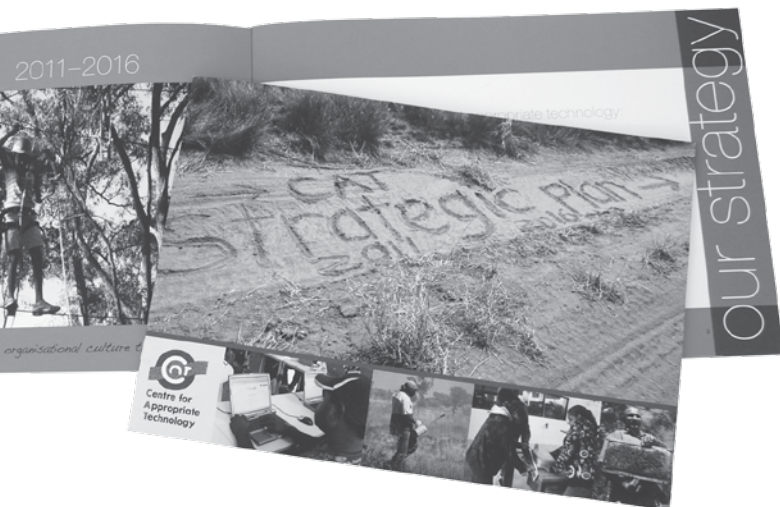
- » Cultivate an organisational culture that supports innovation, risk taking and information sharing
- » Work in ways that are results-focused and accountable
- » Ensure our business processes and structures support good governance and management practice
- » Implement a business model that will ensure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

### Governance

The CAT Strategic Plan (2011–2016) places renewed emphasis on ensuring that our business processes and structures support good governance and management practice. One aspect of this means developing and strengthening our internal governance. CAT is addressing these by undertaking a review of our internal governance committees. The Occupational Health & Safety committee made major progress reviewing our policies and procedures to meet CAT's current needs.

To further enhance our capacity, utilising our internal knowledge and capabilities, we are establishing cross-unit working groups for communities of practice, that will broker solutions to the challenges we face in continuing our work.





The CAT Strategic Plan 2011– 2016.



A CAT staff member visited First Nation community in Cowichan, British Columbia, Canada, as part of the Ian Potter Foundation Grant to learn about Comprehensive Community Planning (CCP).



### Consolidating our strengths based philosophy and practice

CAT is committed to maximising client impact, including enhancing strengths-based practice in how CAT works with communities and its partners. A proven approach amongst development practitioners is the Assets Based Community Development (ABCD) model. In 2012 CAT started planning for delivering a sustained course of training in ABCD. We will include partners in government, non-government and the community in the training. CAT intends to have several staff trained in ABCD and as trainers of the practice, to ensure our capability in strengths based practice is current and maintained. Working in ways that are results-focused and accountable means that we identify and utilise the strengths and capacities of Aboriginal people, families and communities to develop and implement solutions to their challenges.

Further strengthening our capabilities, we are instituting a process of Comprehensive Community Planning (CCP) a powerful and recognised community development tool utilised by Indigenous Nations in Canada. Recipient of the Ian Potter Foundation Grant, Andre Grant from CAT has been trained by Indigenous Canadians in this methodology which will be tested and adopted through CAT's work in community engagement and planning.

### New Enterprise Agreement

CAT has a new Enterprise Agreement that provides greater flexibility in managing work-life balance; greater transparency in setting remuneration across the organisation; and establishes ongoing formal staff consultative mechanisms to inform workplace change and organisational development. The Agreement is a product of collaborative discussion between the Board, management and a staff negotiating committee. It is a part of a whole-of-organisation approach to build our capacity to deliver better outcomes for the remote communities we work with. At the same time we expect that elements of the EA will make CAT a more attractive employer, as recruiting and retaining staff to work in remote regions is increasingly difficult.

# CAT activities and outcomes

TECHNICAL RESOURCE GROUP		
Activities		Outcomes
1	Implementation of the Community Water Planner Field Guide.	CAT was a key player in training and assisting with development of water management plans in SA, QLD, WA and NT across 12 communities involving 49 people. We ran a national workshop to evaluate the implementation of the Community Water Planner Field Guide and helped develop a national plan to continue implementation.
2	National promotion of the National Indigenous Infrastructure Guide (NIIG).	Information sessions on NIIG were held in 12 locations across NT, SA, QLD, WA. Approximately 180 shire workers, industry consultants, government agency representatives, ESOs, MSOs and stakeholders attended.
3	Continuation of the second phase of the research project on home internet access in remote communities in collaboration with Swinburne and CLC.	Communities involved in the project gained increased training and access to the internet. The project featured in the Broadband for the Bush 2 Forum, Our Place Magazine and Our Place Radio shows, receiving extensive national media coverage. The next phase of the research is already underway.
4	Post-occupancy Evaluation of Alice Springs Town Camp Housing developed with Tangentyere Council.	Extensive baseline study and report completed and accepted by Tangentyere Council.
5	Technical advice responses from Aboriginal and Torres Strait Islander individuals, communities, government and non-government service provider requests.	Over 180 requests for technical advice were fielded. Technical advice provided primarily across WA, SA, NT and QLD to a range of stakeholders requesting information about telecommunications (eg satellite connections), water (eg bore pump failure), wastewater (eg pit toilets), waste (eg recycling) and housing (eg structural integrity). Advice was provided from CAT's full team of experts, across our research, projects, and Bushlight (energy) teams.

## PROJECTS & REGIONAL SERVICES TEAM

Activities	Outcomes
1 Infrastructure, planning and design.	Design, planning and construction of 14 community infrastructure projects Including the Keringke Art Gallery Extension, set-up of a new outstation, Patji, and construction of a basketball court in Ukaka community using a compacted soil system.
2 Community Engagement and Planning.	Based on country, CAT staff have undertaken significant engagement and planning in the communities of Lockhart River, Qld to deliver projects in cultural and land management into the future; in Lama Lama, Cape York Qld to support organisational capacity building; and at Shipton's Flat to establish a ranger station.
3 Capacity building and continued community development.	Focused work on organisational capacity building and the expansion of the Lama Lama Ranger Program to include Sea Country Management and greater income stability in ranger programs. CAT assisted the Melsonby Land Trust to facilitate their AGM and submit funding applications under the Caring for our Country Program initiatives. Our work helped bring people together to talk about their interests in undertaking country based planning.
4 Municipal Services, Kimberley, WA.	CAT's Derby office employed 32 Indigenous municipal service officers (MSOs) through the FaHCSIA-funded National Job Creation Package. Municipal services delivered through this team and their supervisors included household and hard waste management, power supplies being monitored, fire breaks constructed, waste collection and recycling, and roads and airstrips being maintained.
5 The Torres Strait Regional Authority (TSRA) energy study into sustainable energy options for the Torres Straits.	A scoping paper was completed in 2011 looking at the existing situation in Torres Strait in regards to energy production. A partnership with CAT Projects to carry out a pre-feasibility study examining renewable options is currently underway.
6 Community Phones Project.	Contracted by the Department of Broadband, Communications and the Digital Economy (DBCDE) CAT maintained 245 phones in 106 communities across Central NT, Alice Springs Town Camps, Tennant Creek, Wadeye, Tiwi Islands, Arnhem Land, the East and West Kimberleys and Ceduna SA.



# CAT activities and outcomes

TECHNICAL SKILLS GROUP		
Activities		Outcomes
1	Delivery of training programs in cooperation with Batchelor Institute integrating numeracy and literacy.	We worked with 200+ learners across remote locations. Improved retention of learners and completion of qualifications.
2	Professional development activities, engaging our trainers in numeracy and literacy, Australian Core Skills Framework and validation of assessment tools.	Improved service delivery to Indigenous clients and higher completion rates through adequate assessment methods and tools.
3	Our 'unemployment to work program' offered learners pathways to employment.	We employed three Indigenous men to start CAT Products, our social enterprise.
4	Production started in our Social Enterprise.	The first fire trailer sold to the South Australian Government was designed and built by CAT.
5	Training of our Municipal Services Officers (MSOs) in Western Australia.	Our team achieved competencies in automotive trades which will allow them to expand their pathways to future employment.
6	Delivery of Certificate II in Remote Area Power Supply Maintenance for VET in Schools in Ntaria.	Using an inter-generational approach to learning, CAT supported children from Ntaria school to accompany workers of the Tjuwampa Outstation Resource Centre as they applied their newly acquired skills on outstations.

## BUSHLIGHT

Activities		Outcomes
1	Community Energy Planning	Community Energy Planning was carried out in ten communities (including for both new systems and significant upgrades sites).
2	Capital Works Program	Bushlight's Capital Works Program installed six new RE systems.
3	Maintenance Program	Scheduled and unscheduled servicing to 245 renewable energy systems in 207 communities.
4	Development of the 'Level 2' Service Provider RE System Maintenance Training course.	Aimed at ensuring community residents and service providers are equipped to carry out basic maintenance on their renewable energy systems.
5	Significant Upgrades Program	Bushlight upgraded poorly performing systems that weren't installed by Bushlight so that residents can enjoy more reliable energy services at a level on par with a standard Bushlight system.

## POLICY IMPACT & COMMUNICATIONS UNIT

Activities		Outcomes
1	Our Place Radio and Our Place Magazine	CAT produced 15 Our Place Radio programs around infrastructure, remote community and livelihood issues. Distribution increased to 58 community radio stations across Australia. We printed three editions of Our Place magazine, numbers 39–41 which has a circulation of 1497.
2	My Future, My Way Social Youth Media Competition	CAT completed a video/social media competition with MacDonnell Shire youth, across 13 remote Indigenous communities in the Shire. Winning entries will be published on the new CAT website.
3	CAT website redesign	CAT's website was redesigned. New content was developed including podcasts and videos. The CAT website averages 120,000 hits per month. There were 184,826 media downloads of our resources and publications this financial year. A significant proportion of the downloads were of Our Place magazines, BUSH TECHs and the National Indigenous Infrastructure Guide.



**CAT PROJECTS**

# Ekistica Pty Ltd

The last 12 months have been a significant year in the history of CAT Projects with several major projects being completed, some new projects commencing and the recognition of CAT Projects by its peers on the national stage, propelling it to a new level of growth and achievement.

For our major work, the implementation of our Bushlight India Model, CAT Projects was awarded the Sir William Hudson Award for Engineering Excellence from the Institute of Engineers in November 2011. This most prestigious engineering award was presented at a ceremony in the Great Hall of Parliament House. The award conferred by Engineers Australia, recognised the significant innovation and engineering required to develop the robust and practical system for providing energy services to people in remote areas of South Asia. The award has been noted by a number of important international groups and has been an important factor in the development of new projects by CAT Projects with the Asian Development Bank.

Earlier on, the year commenced with the opening of the Uterne Power station — the largest

tracking PhotoVoltaics (PV) system in Australia. CAT Projects has been involved in developing this project for over four years from the first discussion papers through to the international procurement and onsite construction supervision.

Further to this, CAT Projects has completed authoring a major report for the NT Government's Green Energy Taskforce that explores the opportunities and barriers for renewable energy across the NT. This report has been widely recognised and has reinforced CAT Projects' reputation within the renewable energy and energy policy space.

Another major project completed last year was the design and construction of a 150kW PV System on the roof of the new Tyree Energy Technology Building at the University of New South Wales (UNSW). While the size of the project is considerable in its own right, the project required significant design integration with the architects, engineers and construction company in order to achieve the quality of outcome that the University was after.

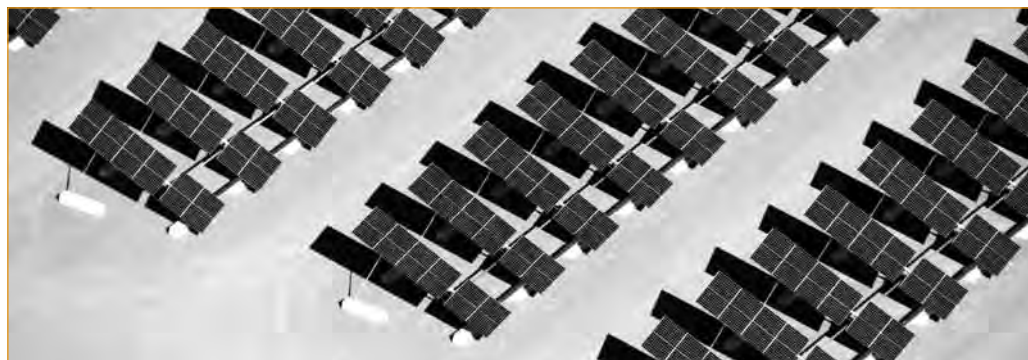
In an extremely competitive environment, CAT Projects were delighted to be awarded the

contract. Interestingly, UNSW is regarded by many as the birthplace of PV in Australia, and is indeed recognised throughout the world as one of the pre-eminent research institutes for PV. CAT Projects can now claim to have been selected to build a PV system on its home turf. The project was completed on time, and on budget, in January 2012.

The Desert Knowledge Australia Solar Centre (DKASC) continues to be recognised for the quality of the data generated being consistently utilised by researchers around the world. CAT Projects had two papers accepted at EuroPVSEC 2011 in Hamburg based on research from the DKASC. Further cementing our reputation, at least three other papers based on research using data from the DKASC were presented at the conference. This has been further enhanced by a major research paper on the effects of solar intermittency on the national grid being released by CSIRO. The paper was largely based on work undertaken at the DKASC and is being used as a foundational reference document in the development of energy network planning by bodies such as the Australian Energy Market Operator (AEMO).



CAT Projects' staff consulting with locals in the Cook Islands to design power systems.



The Uterne Power station, the largest tracking PhotoVoltaics (PV) system in Australia was opened this year. CAT Projects has been involved in its development and construction.



Torres Strait Regional Authority workshop led by CAT Projects.

This recognition of the DKASC has led to the awarding of two research grants, with a total value of approximately \$700,000 over three years from the Australian Solar Institute to CAT Projects. In partnership with Power and Water Corporation, CSIRO and the National Renewable Energy Laboratories in the United States, these projects present an exciting opportunity to enhance the value of DKASC and build CAT Projects' reputation and experience.

Additionally CAT Projects has been awarded contracts with the Alice Springs Town Council to project manage the redevelopment of the Alice Springs CBD and the construction of a new regional recycling facility, which along with the project management of the construction of a swimming pool in Mutitjulu reinforce our project management credentials.

Towards the end of the year CAT Projects received the exciting news that it had, after a very competitive tender process, been appointed by the Government of the Cook Islands to design

and document power systems for several of its outer islands. Work commenced on this project in May, and has involved detailed financial modeling and policy analysis as well as technical design. A series of site visits over three weeks by the project team, including briefings to the Prime Minister and NZ High Commissioner highlighted the many challenges shared by the people of the Cook Islands and remote indigenous communities throughout Northern Australia.

Finally, the year also provided the opportunity for CAT Projects to refine its areas of activities and values through the development of its three year strategic plan. After an extensive period of review and consultation the new strategic plan identifies three values for which CAT Projects should be recognised:

» Excellence in Engineering: CAT Projects will be known for excellence in engineering, showing a high level of technical rigour and pragmatism in all of its work leading to high quality and innovative solutions that are recognised by its peers.

- » Active Engagement: CAT Projects will demonstrate a practical understanding of the critical relationship between people, place and the role of high quality engagement that informs all elements of the technical design and project management that CAT Projects undertakes.
- » Continuous learning: CAT Projects operates in an environment influenced by rapid technological change, requiring it to undertake active knowledge development of both its staff and its stakeholders thus ensuring that it can remain flexible and responsive, delivering to our clients quality outcomes in a competitive environment.

In line with this, CAT Projects also refined its areas of operation, focusing principally on :

- » Remote area project management
- » Power and renewable energy systems engineering
- » Community engagement and stakeholder management.



# 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 2012. The comparative period is for the 12 months to 30 June 2011. 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 Perks Audit and Assurance. The financial summary is presented in two parts:

## Statement of income and expenditure

The 2011/12 results has been influenced by the recognition of \$1.6m of income previously recorded within liabilities and by a loss on disposal of Derby grant funded assets passed on at no cost to the new service provider. Looking back over the last three years average income from grant funded sources accounts for 70% of CAT's income, with the remaining 30% being received from self-generated sources.

	CONSOLIDATED		PARENT	
	2012 \$	2011 \$	2012 \$	2011 \$
<b>INCOME</b>				
Sales revenue	208,341	47,846	208,341	47,846
Other	25,393,314	25,551,198	23,826,882	24,118,961
<b>TOTAL INCOME</b>	<b>25,601,655</b>	<b>25,599,044</b>	<b>24,035,223</b>	<b>24,166,807</b>
<b>EXPENDITURE</b>				
Employee benefits expense	8,643,234	8,422,163	8,050,419	7,754,657
Depreciation and amortisation expenses	562,803	555,315	556,353	548,837
Communities infrastructure	2,965,608	4,169,232	2,854,360	3,851,763
Other expenses	10,833,149	11,480,632	10,065,573	11,056,412
Finance costs	63,063	79,237	63,063	79,237
Loss on disposal of fixed assets – Derby	664,965	–	664,965	–
Powerhouse Fuel Debts Write Off to Grant	279,287	–	279,287	–
<b>TOTAL EXPENDITURE</b>	<b>24,012,109</b>	<b>24,706,579</b>	<b>22,534,020</b>	<b>23,290,906</b>
<b>SURPLUS FOR THE YEAR</b>	<b>1,589,546</b>	<b>892,465</b>	<b>1,501,203</b>	<b>875,901</b>

## 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	
	2012 \$	2011 \$	2012 \$	2011 \$
<b>CURRENT ASSETS</b>				
Cash, investments, receivables, other	14,744,044	10,120,713	14,378,093	9,786,104
<b>NON CURRENT ASSETS</b>				
Property, plant and equipment	9,470,776	10,518,576	9,464,313	10,505,663
Other assets	–	–	100,010	100,010
<b>TOTAL ASSETS</b>	<b>24,214,820</b>	<b>20,639,289</b>	<b>23,942,416</b>	<b>20,391,777</b>
<b>CURRENT LIABILITIES</b>				
Creditors, accruals, provisions	1,693,823	1,993,278	1,547,173	1,781,775
Other liabilities (incl unexpended grants)	7,242,419	4,309,709	7,230,021	4,298,713
<b>NON CURRENT LIABILITIES</b>				
Provision for long service leave	201,815	146,198	201,815	146,198
Loan	–	702,887	–	702,887
<b>TOTAL LIABILITIES</b>	<b>9,138,057</b>	<b>7,152,072</b>	<b>8,979,009</b>	<b>6,929,573</b>
<b>NET ASSETS</b>	<b>15,076,763</b>	<b>13,487,217</b>	<b>14,963,407</b>	<b>13,462,204</b>
<b>EQUITY</b>				
Accumulated funds	5,347,455	5,414,617	5,234,099	5,389,604
Reserves	9,729,308	8,072,600	9,729,308	8,072,600
<b>TOTAL EQUITY</b>	<b>15,076,763</b>	<b>13,487,217</b>	<b>14,963,407</b>	<b>13,462,204</b>

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 2012 CAT has a strong balance sheet position having \$1.65 in current assets available to pay for each \$1 of current liabilities owed, improved from \$1.61 at the end of 2010/11.

# 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 Act.

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. Compliance with Australian Accounting Standards ensures that the financial statements and notes also comply with International Financial Reporting Standards. 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 are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

### (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. Any consideration deferred is treated as the provision of finance and is discounted at a rate of interest that is generally accepted in the market for similar arrangements. The difference between the amount initially recognised and the amount ultimately received is interest revenue.

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.

### (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.

#### 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. 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) 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. A provision for impairment of receivables for the amount of \$51,820 has been raised to allow for amounts which may not be received.

##### KEY JUDGMENTS — AVAILABLE FOR SALE INVESTMENTS

The Association maintained a portfolio of securities which has a carrying value of \$71,883 at the end of the reporting period. This was largely cashed in during the year, with remaining investments valued at market value, hence no impairment has been recognised. The overall investments have experienced a decrease in market value by (\$74,005) during the financial year.



# Partners

## Desert Peoples Centre

The Desert Peoples Centre is a joint venture between the Centre for Appropriate Technology (CAT) and Batchelor Institute of Indigenous Tertiary Education (BIITE).

### **Social Enterprise Hub**

The Desert Peoples Centre (DPC) Social Enterprise Hub was officially launched on 20 March 2012. Before a large crowd, Tristan Landers, from the Commonwealth Bank of Australia and Harold Furber, Chair of the DPC, invited guests to share their ideas for social change, by planting flags in a sandbox — the sandbox being a co-opted tool long-used by CAT for community planning. Working to achieve social impact through enterprise, the Desert Hub now provides support for social enterprise from inception through to scaling and replication.

Directly following the launch in March, the Desert Hub held a workshop that brought together thought leaders and practitioners from around Australia. With a keynote speech from Ian Trust, Deputy Chair of ILC and IBA, and panel discussions on enterprise, impact and finance, the workshop demonstrated the thriving nature of the sector and the importance of supporting this emerging model for social change.

With funding from the NT Research and Innovation Board, the Desert Hub has embarked on a partnership with the University of Sydney's Innovation and Entrepreneurship Research Group, to explore 'enterprise value creation in remote Australia'.

The Desert Hub is working with the School for Social Entrepreneurs, based in Melbourne and Sydney, to map prospective and current social networks for social entrepreneurs in Central Australia. The Desert Hub is working with a number of local social enterprises, in varying stages of development, including a community-owned 'bush food' agri-business looking to share their model with other remote communities, a 'bush medicine' enterprise seeking growth and capacity building and a tourism hub in remote WA.



Desert Hub presents its core capabilities at the Hub launch.

## Broadband for the Bush Alliance

An outcome of the Broadband for the Bush Forum, held over the past two years, was the formation in July 2012 of the 'Alliance for Broadband in the Bush.' This Alliance consists of: Indigenous Remote Communities Association (IRCA), Australian Communications Consumer Action Network (ACCAN), CAT, Desert Knowledge Australia, Centre for Remote Health and Ninti One Ltd. The aim of the Alliance is to help develop a critical mass of shared voices to advocate for the best possible access, social and economic outcomes for remote Australians and remote communities. The Forum looked at a range of ICT issues impacting remote communities including: what the NBN will achieve, government policy and planning for remote Australia, outcomes of the regional telecommunications review and digital divide, social inclusion and access issues. Overall, the forum brought together a wide range of views, creating networking, advocacy, enterprise opportunities and linkages for remote communities and stakeholders.



Participants at the Desert Hub launch.



Sinclair Review committee member, Heron Loban (left), attends Broadband in the Bush Forum 2.



WQRA Summer Student, Chris Smithies presents his report on Rainwater Harvesting in Arid Areas, to staff at CAT.

## Water Quality Research Australia

CAT is a founding research member of Water Quality Research Australia (WQRA). CAT's work provides WQRA with a link between urban water/wastewater research and remote area needs. It contributes to WQRA's research directions with regard to improving water quality and public health in remote areas, particularly access to appropriate drinking water for remote Indigenous communities.

In 2011–2012, CAT hosted a WQRA summer student, who under CAT's supervision completed a study of rainwater harvesting options in arid areas, with a focus on small, remote Aboriginal communities. Sadly, this was the last year of the summer students, a program CAT has been participating in for over a decade with WQRA and its predecessor, the CRCWQT. The program has ceased due to ongoing issues of liability for WQRA.

With the Community Water Planner Field Guide, a joint WQRA and CAT collaboration, completed in early 2011, the implementation of the approach has devolved to the States and Territories, with WQRA stepping back from direct involvement. CAT continues to work with WQRA to identify further research project collaborations with both research and industry members.

## 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 second 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 research position supported by both CAT and the CRC-REP was initially envisaged with a focus on livelihood pathways, but further investigation of research gaps demonstrated a need for applied research in transport alternatives in a 'carbon constrained' economy, in which increasing price rises constitute an increasing threat to livelihoods in remote areas. The research will be conducted as part of the 'Energy Futures' component of the CRC-REP's Regional Economies program and will be completed in 2016. The project is planning to cover at least three sites in WA, Qld and the NT, providing comparative data about transport issues experienced by remote Aboriginal and Torres Strait Islander communities occupying widely different terrain.

# CAT Board

Our CAT Board Members ensure good governance, financial integrity and that the organisation's focus remains true to its intended purpose.

## BOARD BIOGRAPHIES

### Peter Renehan



Peter Renehan was born and raised in Alice Springs. Peter took on the role of CAT Chair in October 2010. He brings to CAT strong community engagement and practical hands-on abilities built up over a long period of time of interacting and working with

Aboriginal people. Leading by example, Peter is committed to strong governance practices and is keen to get strong focused outcomes and input from Board members, to add their strengths and understanding of issues confronting Aboriginal communities.

His experience, knowledge and involvement in community and organisations has had critical impact in local non-profits and commercial organisations.

### 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 years with Rio Tinto

supervising large teams that tackled complex mining projects. These days, Dale acts as a carer for her father and is looking to begin mentoring Aboriginal youth. 95% of the Australian population have never seen a remote community and so have difficulty grasping the real conditions that people experience. Dale seeks to address this, by helping the next generation of Aboriginal youth, while educating the wider community about Indigenous people and culture.

### Peter Taylor



Peter Taylor is CEO and Public Officer for the CAT Board. He brings a wealth of prior experience working at the interface of Indigenous communities, policy and programs, particularly in the areas of energy, water, housing and

community development. Peter is currently helping drive a strategic direction for the organisation that will enable it to continue to deliver innovative and sustainable services to communities of Indigenous people and drive positive social impact.

### Jim Bray



James Bray served as Chair of the CAT Board between 1980 and October 2010, bringing extraordinary vision and tenacity to the role. He remains a member of the CAT Board ensuring his skills, knowledge and experience can be harnessed to support

the new Chair, CEO and the next stages of CAT's work. Jim's belief in the value of science and technology for Indigenous people and his passion for education continue to drive his commitment to the organisation.

### Steve Hirvonen



Steve Hirvonen is the first Aboriginal man to complete a Bachelor of Science in Aviation and obtain a commercial pilot license. Descended from Kija and Wakaya people, Steve works in Mt. Isa as CEO for Catholic Social Services. For Steve, completing his degree was a

family accomplishment — even his grandmother got involved, making bread to sell at the markets to help pay for his flying lessons. Steve was the youngest elected chairperson at ATSIC. He is dedicated to helping those who have disadvantages receive the help they need to get ahead in life.

### 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. Jenny is committed to supporting Indigenous men and women, and giving them opportunities to achieve their aspirations.



### 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.

### Frank Curtis



A local Arrernte man, Frank Curtis serves the people of central Australia as an Aboriginal Community Police Officer, a role he's enjoyed for the past 12 years. 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, in a sustainable manner.

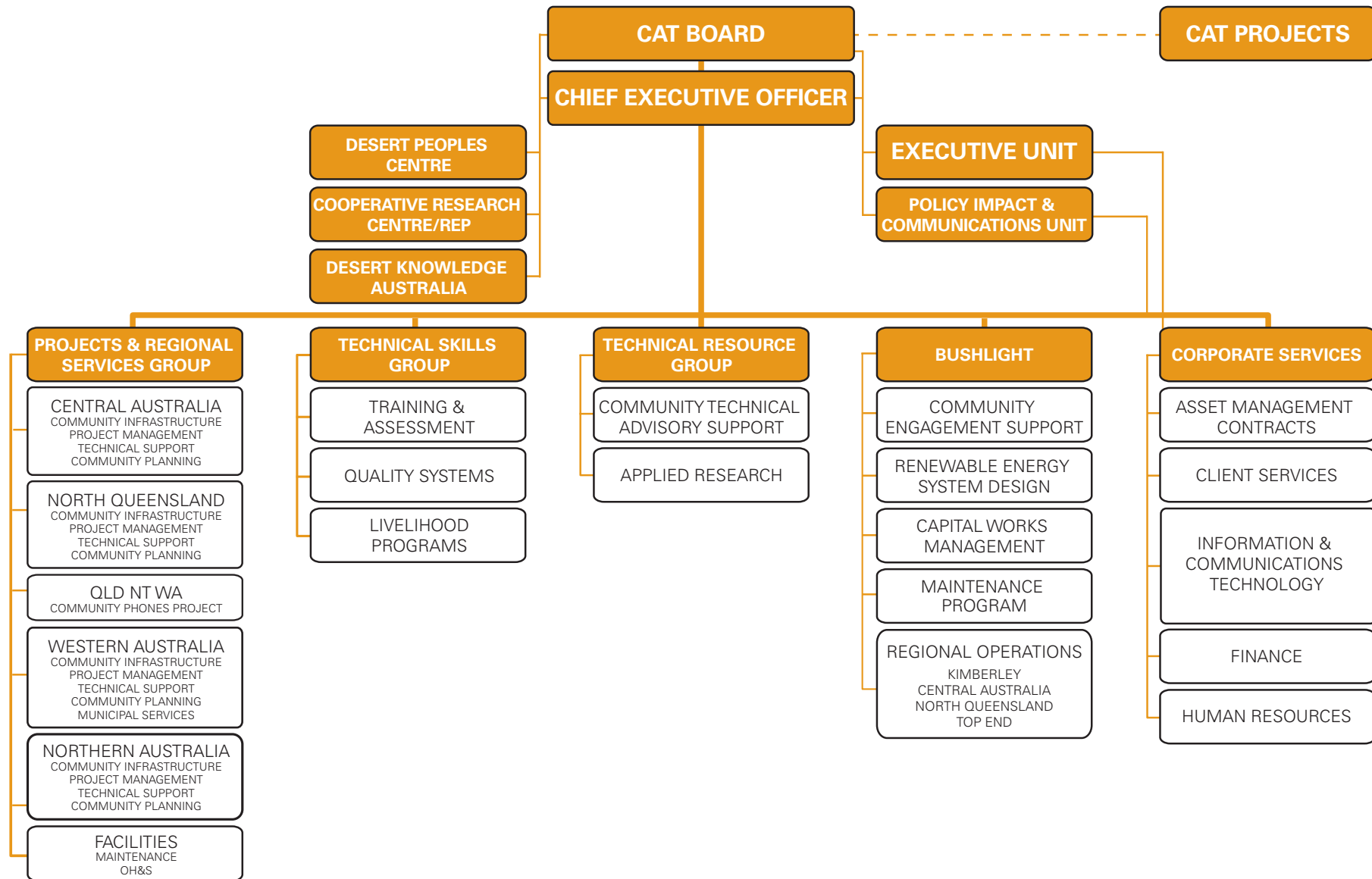
### Jeannie Liddle

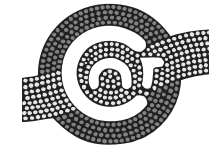


Jeannie Liddle is experienced in welfare issues and education. An Arrernte woman, she trained in nursing, later spending years working in welfare and education. In these areas she enjoyed working with young people to help them forge a lifestyle that would

improve their lives. Travelling a lot these days, Jeannie notices there's too much of a gap between the haves and have-nots and wants to address this. She says, 'You notice there's a lot of disadvantage out there that shouldn't happen. Australia being the country it is, it shouldn't be like that.'

# CAT organisational structure





**Centre for  
Appropriate  
Technology**

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Water's very precious,  
especially in the desert.

And these are the waters that my people lived on  
before bores, tanks and taps were put in.

Water doesn't just come out of tanks and taps.

All people out on communities are  
concerned about the water.

Water is really precious,  
it's on the land.

Veronica Dobson, OAM

