



# ABOUT NINTI ONE

Ninti One is an independent, national not-for-profit company that builds opportunities for people in remote Australia through applied on-ground research, innovation and community development.

We operate at the nexus of research, policy and practice, with an emphasis on the practical application of research. We do this at a community level in remote Australia, which sees us frequently working with and through Aboriginal and Torres Strait Islander communities and associated organisations.

We also provide independent, proven, professional research and consulting services to a wide range of organisations and enterprises with an interest in remote Australia and manage the Cooperative Research Centre for Remote Economic Participation.

Ninti One has a national network of 46 staff and a formal collaboration of 65 government, private sector and community organisations across the country.

# OUR VALUES

We respect the cultural diversity and cultural authority of Aboriginal and Torres Strait Islander people. We will exhibit courage, innovation and entrepreneurship in our work. Integrity, accountability, empathy, listening and learning will characterise our dealing with people.

**People involved in Ninti One will:**

- Serve remote Australia with passion, integrity and imagination
- Openly embrace diversity
- Think creatively
- Be professional in our approach and in all our dealings
- Communicate respectfully with others
- Value and support our colleagues
- Abide by Ninti One Limited Ethical Practices and Principles.





PHOTO: DAVID RICHIE

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# NINTI ONE

ANNUAL REVIEW  
2013-14





PHOTO: TIM ACKER



It is a pleasure for me to outline Ninti One's endeavours and achievements in the year of our tenth anniversary. The Ninti One Board has continued to take a steady and sustainable approach to the advancement of its program of work and organisational management.

**DR TOM CALMA AO**  
**CHAIR**  
**NINTI ONE LIMITED BOARD**

## FROM THE CHAIR

In August 2013, we celebrated Ninti One's tenth anniversary with a major event in Canberra, where our researchers and practitioners presented highlights of our work. At the event, we affirmed our commitment to be an ongoing not-for-profit research, innovation and community development organisation. Good progress has been made this year with the completion of the Ninti One Strategic Direction and the implementation of key activities, including the establishment of the Ninti One Foundation to attract philanthropic funding in addition to our contract revenue. I take this opportunity to thank all our partners and Ninti One staff for their involvement and hard work in growing Ninti One into the company it is today. Importantly, this would not have occurred without the vision and leadership of Jan Ferguson, who has been Ninti One's Managing Director since 2005 and in May 2014 announced her decision to step down. Her outstanding contribution and major achievements are discussed on p. 35, but I will talk here about the Aboriginal

Community Researcher (ACR) program, which she initiated, supported and grew despite many obstacles and very little external support. The program defines the way we conduct research in remote communities by employing Aboriginal and Torres Strait Islander people in our projects. The ACRs are trained to undertake important research that offers the potential for unprecedented success in terms of community development, employment and policy formulation outcomes.

On behalf of the Board and all our staff I warmly thank Jan for the hard work, enormous amount of time and passion she has put in to manage and grow Ninti One over the past nine years. I wish her the best in her future endeavours. Finally, I thank my fellow Board members for their work and support throughout the year.

**DR TOM CALMA AO**  
**CHAIR**  
**NINTI ONE LIMITED BOARD**



The need for an organisation serving the interests and people of remote Australia has led to our commitment to be an ongoing not-for-profit research and community development organisation.

**JAN FERGUSON**  
**MANAGING DIRECTOR**



## FROM THE MANAGING DIRECTOR

Our commitment is to be an ongoing not-for-profit research and community development organisation, serving the interests and people of remote Australia. Ninti One and the Cooperative Research Centre for Remote Economic Participation (CRC-REP) are bringing new knowledge and practices to successfully tackle challenges and realise opportunities across remote Australia. This knowledge is now available to policymakers, communities and businesses through Remote Australia Online (RAO), a resource we launched in 2013 to provide access to authoritative research about remote Australia and its people. In May 2014, we launched a second component: the Remote Australia Online Atlases (RAOA), which convert detailed data about remote Australia into visual interactive maps.

This year saw the successful completion of the four-year Australian Feral Camel Management Project, with the project's

density targets of feral camels at nominated biodiversity hot spots across remote Australia achieved. The comprehensive report we produced made key recommendations for future management.

The commercialisation of the Remote Livestock Management System with Precision Pastoral will potentially transform the economics and sustainability of extensive grazing in the Australian rangelands.

The CRC-REP is now in its fourth year of operations, and early research findings are starting to be published and made available to end users. For example, the first comprehensive value chain analysis of the Aboriginal and Torres Strait Islander Art sector is already helping remote art enterprises develop strategies to improve resilience of the sector.

The Department of Industry undertook the CRC-REP Third Year Performance Review

in June 2014. The panel found that the CRC is performing well and is providing a unique national service with outcomes being applied back into the community.

Finally, I recently announced my decision to step down as Ninti One Managing Director. I would like to thank Ninti One staff, our partners, all my colleagues, peers and friends for the invaluable support over the past nine years. I wish the new Managing Director, Mr Rod Reeve, all our partners, stakeholders, dedicated staff and friends the best of success in delivering positive and tangible outcomes for people, industries and businesses in remote Australia.

**JAN FERGUSON**  
**MANAGING DIRECTOR**

## BOARD AND GOVERNANCE

Ninti One is governed by a Board, whose purpose is to define the objectives of the organisation and create a framework through which management can meet those objectives. Our Board has a highly effective governance structure with a proven track record over eleven years.

Ninti One's Board is skills-based. Board members are drawn from industry, academia, small business, finance, community organisations and government. The Board continues to operate in accordance with its charter, which includes an evaluation every two years.

The Board meets quarterly in different locations across Australia, with at least one location being remote. This enables the Board to meet with partners and stakeholders in these regions.



TOM CALMA



GLENISE  
COULTHARD



DAVID  
RITCHIE



JAN  
FERGUSON



SHARON BELL



TONY TATE



ALISON PAGE



TANYA HOSCH

### INTELLECTUAL PROPERTY AND ETHICS, RESEARCH QUALITY AND INNOVATION COMMITTEE (IPERQIC)

The IPERQIC ensures we operate responsibly and ethically. It reviews all research projects through its Research Quality Framework, which establishes the approach to achieving value for partners and stakeholders and ensures that the research outputs are used to improve the livelihoods of people in remote Australia in a transparent, strategic and sustainable way.



### AUDIT AND RISK MANAGEMENT COMMITTEE (ARMC)

The ARMC considers any matter relating to Ninti One's overall business interests and financial affairs, including overseeing the auditing of the accounts and monitoring the internal controls and risk management of the organisation, in consultation with the Board and the Executive team.

As the organisation evolves, our risks need to be regularly reviewed – particularly in the context of our Transition Plan. The plan has also been cross-referenced to the Ninti One Strategic Objectives, which assists in ensuring the identified risks link directly with our whole-of-systems approach.





PHOTO: DAVID RICHIE



## HIGHLIGHTS OF NINTI ONE'S ACTIVITIES

- Successful completion of the Australian Feral Camel Management Project, which had core funding of \$16.6 million over four years.
- Celebration of Ninti One's tenth anniversary with an event held at the National Portrait Gallery, Canberra, attended by 120 guests.
- Launch of Remote Australia Online (RAO), which has almost 3000 entries, and the RAO Atlases.
- Completion of a value chain analysis of the Aboriginal and Torres Strait Islander art sector.
- 15 PhD students, 4 Masters students, 1 Honours student and 5 VET students studying in CRC-REP.
- New appointment to the Board of Professor Sharon Bell, Deputy Vice Chancellor, Charles Darwin University, and appointment of long-standing member Glenise Coulthard as Deputy Chair.
- Launch of corporate Ninti One video and film for the Australian Feral Camel Management Project, which has nearly 9,000 views on YouTube.
- Implementation of the Ninti Management System across the organisation.
- Strengthened online presence of Ninti One through social media.
- Partnership with Meg Wheatley for future sustainability of the organisation.
- Over 1400 publications published on Ninti One's website.
- Successful win of a major consultancy with the Prime Minister's Council, Quality Services Support Panel (QSSP).
- Successful independent review of CRC-REP by the Commonwealth.
- Establishment of the Ninti One Foundation to attract philanthropic funding.



## WHERE WE WORK

Ninti One truly is a national organisation. Our dedicated staff can be found working on the ground in communities across remote Australia and in locations in regional centres and capital cities.

Our headquarters are in Alice Springs, with key staff located in Perth at Curtin University, Darwin at Charles Darwin University, and in Adelaide.

Our staff range from permanent employees and contractors, to a network of Aboriginal Community Researchers (ACRs) who are trained and supported to work with local communities across remote Australia.

- Head Office
- Node
- Research Locations
- Remote Australia



## HOW WE WORK

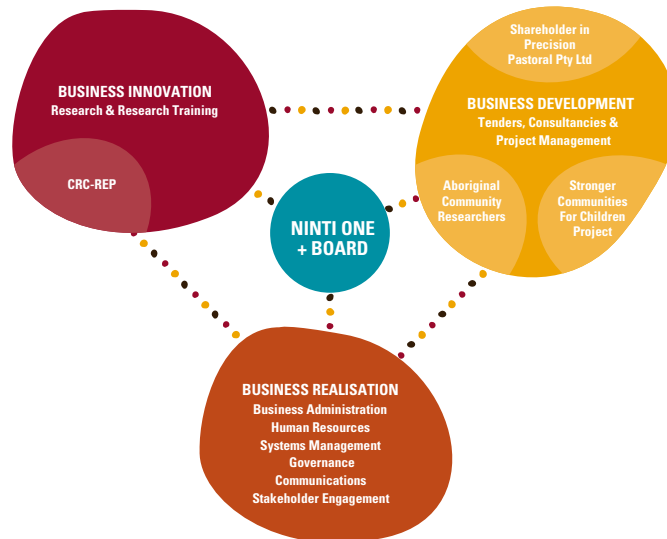


**FRAN KILGARIFF,**  
GENERAL MANAGER  
OPERATIONS

Ninti One operates across three business units that manage different aspects of our work: Business Realisation, Business Innovation and Business Development.

These areas do not operate in isolation. Despite the dispersed nature of our company, weekly executive meetings are held with representatives from each unit. Annual training and professional development in research skills, communications, commercialisation and safety within remote environments are held across the organisation. Planning and organisational synthesis work is conducted across all units and involves all staff, researchers and students. The challenges of distance are met with the use of telecommunications, web-based reporting systems and annual face-to-face meetings.

Our Business Realisation Unit supports all aspects of the company to ensure that it thrives efficiently and sustainably as a unique and innovative organisation.



## WHOLE-OF-SYSTEMS APPROACH

**Taking a whole-of-systems approach to our work starts with our careful consideration of the complexity of a situation or issue. Challenges and issues in remote Australia are a system that can be understood at a local level. However, to develop solutions, we also need to understand the issue within the wider policy, economic, social and environmental context of remote Australia.**

Our experience in remote Australia has taught us that a picture of a system is best built with knowhow from different sources, reflecting different experiences and knowledges, including:

- local knowledge held by consumers and citizens
- evidence-based knowledge held by researchers

- policy and administrative knowledge held by governments, service providers and non-government organisations.

We believe in seeing the whole subject, not just its component parts, and we do this by building multidisciplinary teams.

At all stages of our work, we interact with local communities.

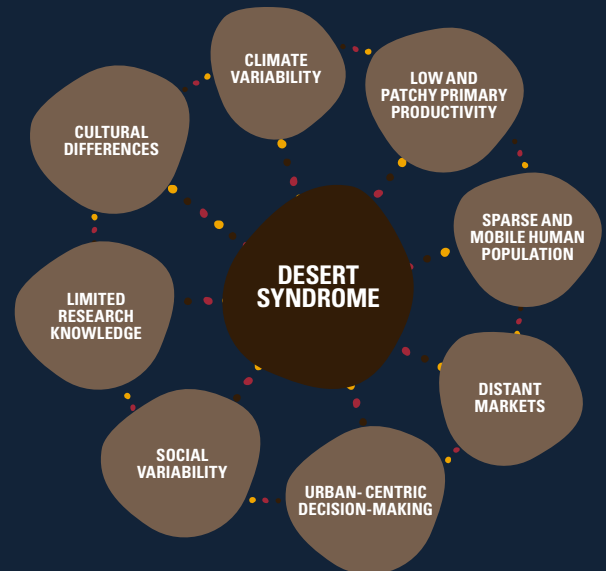
Community input is central to the quality of research and our research translation outcomes.

Our approach is also based on an understanding of Desert Syndrome, which is integral to the social and physical environments of remote Australia.

## WHOLE-OF-SYSTEMS



## DESERT SYNDROME



## PARTNERS

One of the strengths of Ninti One is the breadth and diversity of our partnerships and resulting on-ground collaborative activities.

Collaborations help define and plan our work, from conception and design through to development and output, increasing the impact of our work on the ground.

Ninti One has 65 partners across Australia, ranging from large to small, federal government to local community, international to micro business, and academia to hands-on end users.

There are many benefits in partnering with Ninti One. Together with our partners we:

- deliver new knowledge in the form of research results and research training
- work with our partners to broker new opportunities, services and employment
- share our research results and their application
- collaborate on the implementation of practical, on-the-ground projects that deliver benefits to end users
- deliver intellectual property, commercial outcomes and information in a form that facilitates adoption.

A recent example is our research undertaken for Rio Tinto regarding their regional long-distance commuting (LDC) hubs in Western Australia, which aimed to understand what

support for an LDC lifestyle, from an employee perspective, is valued both in the workplace and in the source community and what the impact is on community services.

The partner approach benefits our researchers too, providing the opportunity to work in remote Australia across very large distances and to network successfully with Aboriginal and Torres Strait Islander people and remote organisations and industries.

Throughout 2013–14, a comprehensive online survey and individual interviews were conducted to review, monitor and improve our partner engagement. The results paint a picture of an organisation whose research is valued by its partners and is considered to be performing well across key measures of effectiveness.





everyone's family



## IMPACTS

Ninti One's organisational focus is on having a positive impact. This means generating things that society and individuals value – things that contribute to social functioning and to individual wellbeing for people in remote Australia. It means demonstrable improvements in people's lives and expansion of their options.

Measuring social impact is complex. Only a minor proportion of Ninti One's impacts are goods and services for final consumption, and few are traded in competitive markets that convey a price signal. Much of Ninti One's

impacts are in the form of "public goods" from which benefits are diffused widely among individuals, communities and across time. Even where tangible impacts can be readily identified, the sparseness of markets in remote Australia means that prices do not always show the value of alternative uses of those resources.

This year, Ninti One has invested in detailed evaluation of the costs and impacts of selected projects, methods to assess the net social benefits and a benefit to cost ratio in each of the key areas listed.

SINCE ITS INCEPTION IN 2003, NINTI ONE HAS GENERATED MORE THAN \$230 MILLION IN ECONOMIC AND SOCIAL BENEFITS FOR REMOTE AUSTRALIA AND CONTINUES TO GENERATE AROUND \$30 MILLION PER YEAR OF POSITIVE IMPACTS. THIS REPRESENTS A BENEFIT TO COST RATIO OF 4.5 TO 1.

## COMMUNICATIONS

Communications builds awareness, interest, and engagement with our brand, product, service or message. However, reaching audiences living in remote Australia or understanding about people and place in remote Australia can often be difficult for those who work outside this vast and complex area. Understanding our audiences is important to Ninti One. We bridge distance, culture and economies to share Ninti One's knowledge and resources.





Our program of work includes managing our corporate brand, production of all publications and their dissemination, management of online content and design, including our resource centres, media coordination, newsletters, policy briefings conferences, public events, presentations and communications training.

This year, we focused on building our online presence with a re-development of our website, resource centre, and social media platforms. Our biggest growth this year has been in the views of our films and webinars on YouTube and Slideshare.

Our monthly flagship e-newsletter and major stakeholder engagement tool, *NintiNews*, reached a record number of subscribers at 3865, up from 2500 last year.

Over 150 publications were produced in 2013–14, including new policy briefings

and submissions. All are published through our website in our Ninti One Resource Centre: [nintione.com.au/resources](http://nintione.com.au/resources).

Citation rates of Ninti One's academic publications for the 2013-14 year reached 1,275 citations, an increase of 291 from the previous year. Of Ninti One's journal articles, 94% are in A- and B-ranked journals, which is a significant achievement.

Almost 3000 entries are now listed in Remote Australia Online, our online knowledge base of research information in our resource centre, which includes Ninti One expertise and that of other Australian research organisations working in remote Australian contexts. An exciting new component of this resource, Remote Australia Online Atlases, was developed and launched in 2014, which visually illustrates data about remote Australia with interactive maps.



## NINTI ONE PROJECTS



**LYN ALLEN,  
GENERAL MANAGER  
BUSINESS  
DEVELOPMENT**

Ninti One manages and cooperates in a wide range of projects, from developing telemetric technology for the management of remote pastoral properties, to fostering Aboriginal and Torres Strait Islander art economies, to providing an evidence base to guide government policy.

We operate at the nexus of research, policy and practice, with an emphasis on the practical application of research.

We do this at a community level in remote Australia, which sees us frequently working with and through Aboriginal and Torres

Strait Islander communities and associated organisations. Participatory Action Research is a methodology of our work.

We provide independent, proven, professional research and consulting services to a wide range of organisations and enterprises with an interest in remote Australia.

Ninti One continues to develop and strengthen the Aboriginal Community Research network. We also anticipate working in the fields of housing, arid water security, and remote employment in the future..



PHOTO: ROBERT SLEEP

## NINTI ONE PROJECTS

# AUSTRALIAN FERAL CAMEL MANAGEMENT PROJECT

The four and a half year Australian Feral Camel Management Project (AFCMP) was successfully completed on 31 December 2013. This project was a partnership of 20 organisations, including the Australian Camel Industry Association and the RSPCA. The recovery of damaged environmental assets and the reduced infrastructure damage were tangible outcomes of the project along with the creation of new monitoring techniques for assessing the impacts of feral camels on remote Australia.

The project operated across the feral camel range of over 1.3 million square kilometres and involved hundreds of landholders across all land tenures, including Aboriginal lands, pastoral properties, public and private conservation areas and Crown land. Over 300 Aboriginal rangers and other community members have been trained in

monitoring feral camel signs (tracks, dung) and impacts to vegetation and waterbodies; these skills will be applicable for broader land management activities. 162 000 feral camels were removed from the landscape.

The full outcomes of the project have been made public through the final project report, scientific journal publications and short films describing the project process and outcomes. All results and outcomes of the project were presented at the event in Canberra that was attended by all partners and other stakeholders.

The enduring benefit of the project is a new model for engaging multiple partners in landscape feral animal control, a greater understanding of the impact of feral camels and their population dynamics and a more refined method of coordinated control.

## NINTI ONE PROJECTS

# FAR WEST COAST REGION OF SOUTH AUSTRALIA

Ninti One is working with organisations in the Far West Coast region of South Australia to conduct social research that will enable local people to achieve their goals.

The first project was with the Indigenous Coordination Centre, which invited Ninti One to survey community perspectives about income management from the Ceduna, Koonibba, Scotdesco, Yalata and Oak Valley communities. We recruited a group of local Aboriginal Community Researchers (ACRs) to conduct a detailed survey of 204 adults in the region. The end result was a comprehensive report on views of Income Management that informed policy on the subject for Ceduna.

The Ninti One research team in the region has also worked on a research project to explore issues associated with alcohol misuse, as part of the Breaking the Cycle

initiative. The emphasis of the work is to learn more about the reasons that people are sleeping rough and their routines, behaviours and motivations. This work will assist service providers to engage people who are not making full use of the available support. Ceduna Indigenous Coordination Centre consulted Ninti One to conduct this important research work.

During the year, we also assisted the Yalata Community Council to plan for improved housing as the population grows. We are also pleased to collaborate with Centacare in Ceduna and Central Queensland University in Adelaide to explore effective ways to address housing shortages in the region. This work represents a longer term commitment Ninti One is making to the field of housing, given its critical importance to people in remote Australia.





## NINTI ONE PROJECTS

# QUALITY SERVICES SUPPORT PANEL: STRONGER COMMUNITIES FOR CHILDREN

Ninti One is contributing to the Commonwealth Government's Stronger Communities for Children (SCfC) programme.

Stronger Communities for Children, aims to give Indigenous children and young people in the Northern Territory the best possible start in life through safer families and communities, nurturing educational environments, positive participation opportunities and cultural events so that children and young people grow up strong, healthy and confident.

An important element of SCfC is local ownership so that communities are involved in determining services are necessary to address local needs.

Our role is to manage a process called the Quality Services Support Panel or QSSP, which brings together specialist support for service providers that deliver SCfC and assist with establishing a Local Community Board in each community. The SCfC model appreciates that each community is different, with different needs, different visions and service gaps to fill.

In our role, Ninti One is focussing on strengthening local decision-making so that services respond to community priorities and progress can be monitored against a range of indicators. We are working with partner organisations based in the ten communities across the Northern Territory.

It has been interesting to hear initial reactions to the project from communities in communities where we are beginning to work. A resident in one community proclaimed that finally government has got it right. We are really happy now community has a big say. That's the way it should have been from the start'. People in another community were happy with the flexibility of focus for funding. 'We're used to programs that tell us what money must go to, whether we like it or not'.



PHOTO: DARREN CLEMENTS

## NINTI ONE PROJECTS

# RANGELANDS

The Rangelands Cluster Project is facilitating the integration of climate change science into natural resource management (NRM) planning across desert Australia. The project has created pathways for sharing information, with researchers taking existing data and analysing it in new ways to provide relevant and current information. This will support rangelands NRM organisations to include planning for climate change impacts into their normal NRM planning processes. The project is also creating new networks and partnerships between researchers and planners.

The project is a collaboration between the Rangelands NRM Alliance, CSIRO, University of Canberra and Ninti One. The project is funded by the Australian Government through the NRM Planning

for Climate Change Fund and covers seven NRM regions across the rangelands: Rangelands WA (part), Territory NRM (part), Alinytjara Wilurara NRM, SA Arid Lands NRM, Desert Channels Qld, South West NRM and Western Local Land Services.

Over the past year the regional NRM planners and the researchers have worked together to determine research priorities and identify what sorts of information and tools will be of most use for planning for adaptation to climate change. Much of the research has been completed and covers topics such as: climate information (heatwaves, rainfall), fire, drought, ground cover, weeds, feral animals, aquatic ecosystems, native species, pastoral production and tools to help support climate change adaptation.



## NINTI ONE PROJECTS

# AUSTRALIAN COLLABORATIVE RANGELAND INFORMATION SYSTEM

After nearly twelve years', the Australian Collaborative Rangeland Information System (ACRIS), with which Ninti One and our CRCs have been closely connected, wound up on 30 June.

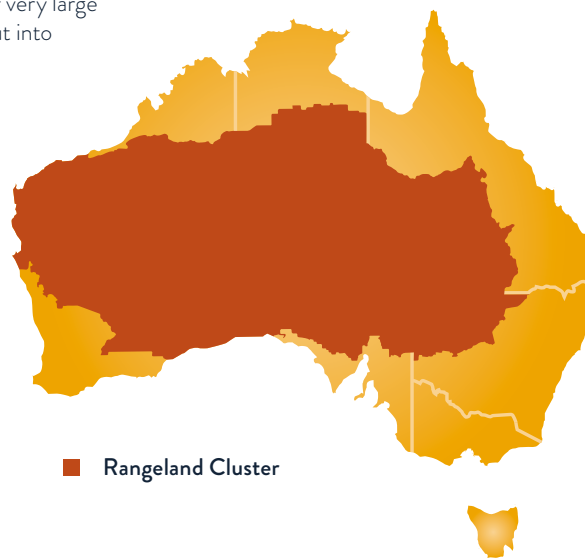
ACRIS arose out of the 2001 report *Tracking Changes in the Rangelands*, which identified a need to monitor changes at the continental scale in the arid rangelands that occupy three-quarters of Australia. Its task was to collate and synthesise monitoring data to assist the Australian Government, state agencies and rangelands NRM groups to report, plan investments for change and evaluate their effectiveness.

ACRIS combines environmental, social and economic data to develop a better understanding of change in the rangelands. For example, ACRIS has developed

world-first techniques that separate seasonal variation as a driver of change, to determine the effects of grazing management on land condition. Other areas of work included monitoring kangaroo populations, grazing pressure and groundcover over very large areas. It has supplied a key input into climate adaptation work in the rangelands by the research cluster coordinated by Ninti One.

Much of ACRIS's data will remain valuable for some years to come and could contribute to ongoing State of the Environment reporting. These data are available on the federal government website and are

also accessible from the Ninti One website at [nintione.com.au/acris](http://nintione.com.au/acris). Ninti One is working towards integrating this information into our Remote Australia Online resource to provide ongoing public access to the data.







## NINTI ONE PROJECTS

# PRECISION PASTORAL

Precision Pastoral Pty Ltd (PPPL) has developed an innovative remote cattle management technology called the Remote Livestock Management System (RLMS). RLMS allows managers to reduce employment costs while maximising the value of their stock assets.

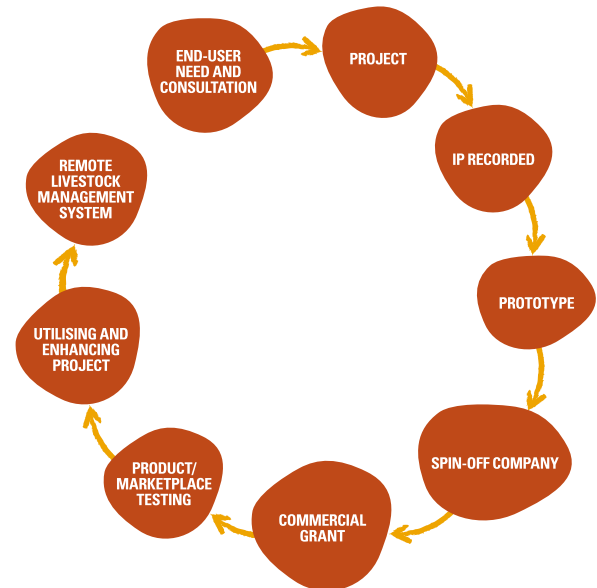
The RLMS is a novel combination of hardware and software that remotely identifies, weighs and drafts individual animals without on-site labour requirements, transmits data from remote sites to a central location for processing and storage and produces management reports. The RLMS can also enact management decisions, increasing the precision and accuracy available to pastoralists.

In March 2010, PPPL was created as a spin-off and the intellectual property (IP)-holding company between Ninti One and has patents processes in place. PPPL secured Australian Government funding through the Commercialisation Australia Program,

which has allowed for the development of the software and hardware prototype. The subsequent commercial product will be taken to market.

Interest from beef research organisations and commercial cattle enterprises continues to grow in the RLMS, aided by the deployment of hardware in Queensland, Northern Territory and Western Australia. During 2013-14 PPPL was completing the final components of the Commercialisation Australia program and continuing to actively work with potential end users to improve the product. The RLMS demonstrates that collaboration between Ninti One and commercial

enterprises to research opportunities can lead to great outcomes. In this instance start-up company support has led to a new and exciting businesses within remote Australia.



## COOPERATIVE RESEARCH CENTRE FOR REMOTE ECONOMIC PARTICIPATION

The Cooperative Research Centre for Remote Economic Participation is managed by Ninti One. Through community-centred research, CRC-REP develops strategies and practical responses to the complex issues that can restrict full economic participation for people living in remote Australia.

CRC-REP is a partnership organisation of 60 participants, including federal, state and territory governments; non-government organisations; universities and other research providers; private businesses; and industries

from the mining, pastoralism and tourism sectors. Thirty per cent of the membership is from Aboriginal and Torres Strait Islander organisations and communities.



KEVIN WILLIAMS,  
GENERAL MANAGER  
RESEARCH  
EVALUATION  
AND IMPACT



STEVE BLAKE,  
GENERAL MANAGER  
RESEARCH  
INNOVATION  
AND QUALITY

## COOPERATIVE RESEARCH CENTRE FOR REMOTE ECONOMIC PARTICIPATION

# KEY ACHIEVEMENTS 2013-14

### ALL THE RESEARCH MILESTONES SET BY THE COMMONWEALTH WERE MET.

RemoteBiz assisted CRC-REP to conduct on-ground research across several projects, utilising the services of the Aboriginal Community Researchers. These researchers help develop and deliver surveys and other research in language, using computer tablets in their own communities.

There are 24 students currently associated with the CRC-REP, from VET, Honours, Masters and PhD programs. Nearly 20 per cent of our students are Aboriginal or Torres Strait Islander peoples. During 2013-14 a PhD student was awarded the prestigious Aurora Indigenous Scholars Scholarship, and three students have completed their Honours degree with First Class Honours.

In the Climate Change Adaptation and Energy Futures project, research found that poor transport infrastructure and high operational costs in remote Australia create issues of safety, affordability, efficiency and reliability – all combining to constrain the viability of businesses and community liveability in remote Australia.

The Aboriginal Cultural Enterprise project has undertaken more than 60 helicopter-borne and land-based expeditions with Elders to remote Sites of Significance in Spinifex country, gathering information about more than 650 sites including about 180 previously lost sites that have been re-located and documented.

The first comprehensive value chain analysis of the Aboriginal and Torres Strait Islander Art sector has been completed. Many pre-publication briefings have been provided to stakeholders from the sector, including governments.



## COOPERATIVE RESEARCH CENTRE FOR REMOTE ECONOMIC PARTICIPATION

# KEY ACHIEVEMENTS 2013-14

A prototype for a Precision Pastoral Management System was developed. It is attracting world-wide interest and is being trialled on six remote cattle stations.

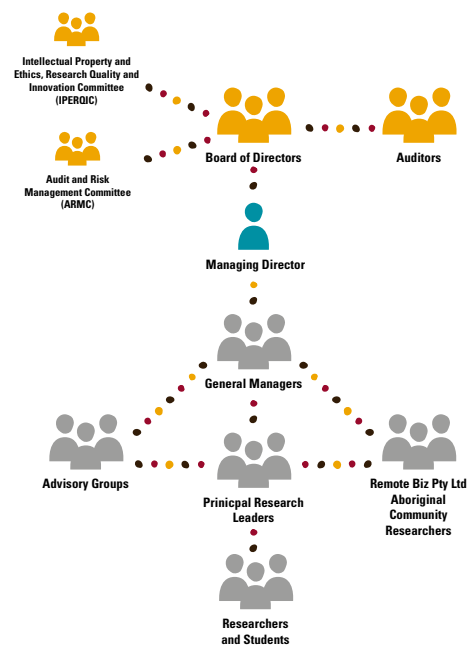
Over 1100 bush tomato plants have been propagated and sown in a field trial for the Plant Business Research Project.

The Interplay Between Health, Wellbeing, Education and Employment project's literature review rated in the top 10 research papers for Indigenous research on Australian Policy Online for 2013.

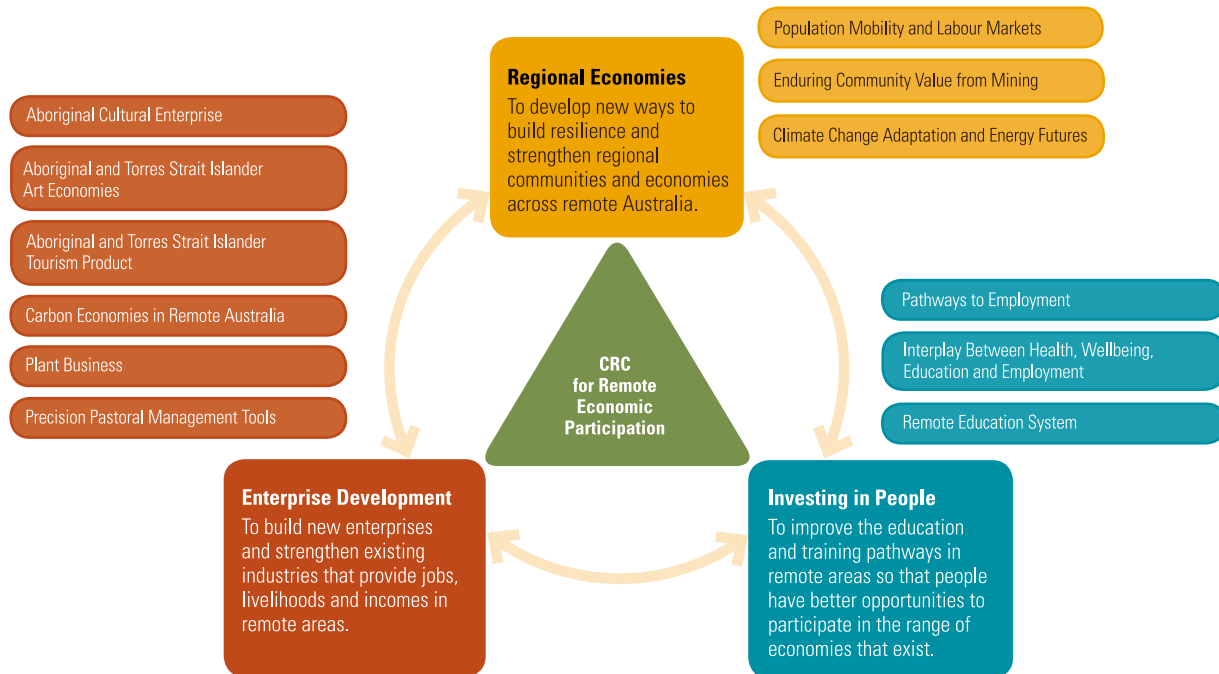
In the Remote Education System project, the team has delivered the Red Dirt Thinking

workshop series, which identifies and describes best practices in remote education. These ideas are now being promulgated through stakeholder and partner agencies.

The year saw considerable growth in engagement, with more than 1300 stakeholders involved in 43 knowledge transfer activities. CRC-REP's research was recorded in 26 peer-reviewed publications such as *Australian Journal of Indigenous Education*, the *Journal of Regional Studies* and *The Rangelands Journal*. Stakeholder-targeted outputs included 108 publications and presentations.



## COOPERATIVE RESEARCH CENTRE FOR REMOTE ECONOMIC PARTICIPATION





PHOTOS: 10 YEAR ANNIVERSARY



JAN FERGUSON  
MANAGING DIRECTOR  
2005-14

JAN'S OUTSTANDING CONTRIBUTION OVER THE PAST NINE YEARS AS MANAGING DIRECTOR HAS ENABLED NINTI ONE TO CHANGE FROM A COMPANY PREDOMINANTLY MANAGING THE ORIGINAL DESERT KNOWLEDGE CRC (DKCRC) TO A COMPANY THAT NOW MANAGES A VARIETY OF RESEARCH, TECHNICAL AND COMMUNITY DEVELOPMENT PROJECTS AS WELL AS THE CURRENT CRC-REP.

## MANAGING DIRECTOR'S LEGACY

Jan tirelessly developed and implemented the operational systems and structure required to grow Ninti One into an enduring organisation while remaining true in spirit and practice to its values. Her respect for the cultural diversity and cultural authority of Aboriginal and Torres Strait Islander people has underpinned her work and driven strategic decisions such as the establishment of the Aboriginal Community Researcher program, which will influence the direction of Ninti One for years to come.

The research from the two CRCs Jan has managed has delivered and will continue to deliver tangible outcomes for the benefit of remote Australians for years to come. For example, the pioneering work defining the characteristics of remote Australia continues to influence planning, policy formulation and

the way Ninti One conducts work in remote Australia. The ground-breaking research on feral camels led to the Australian Feral Camel Management Project. Such a large project based on a partnership with 20 organisations would not have been possible or successful without Jan's leadership and the expertise of the team she developed. The Remote Livestock Management System (RLMS) which went commercial in June 2014 with Precision Pastoral Pty Ltd, one of Ninti One's spin-off companies, is testimony to Jan's commitment to ensure uptake and adoption of CRC research.

Jan has built Ninti One's research and consultancy services through its Business Development Unit. Under her management, Ninti One secured large contracts, most

recently the Integrating Climate Change Science into Rangelands NRM and the Stronger Communities for Children (SCfC) projects.

Her commitment to advance knowledge of and innovation in remote Australia has led to the launch of Remote Australia Online, an online resource to access authoritative research, including Ninti One's publications, on topics that impact remote Australia and its people.

Jan has laid the strong foundations that Ninti One required to become a sustainable and innovative ongoing organisation, which will continue to build opportunities for Remote Australians. Her staff, Ninti One partners and her many friends in remote Australia thank her for her tremendous work and contribution.





PHOTO: TIM ACKER

# A SNAPSHOT OF OUR PUBLICATIONS AND PRODUCTS FROM THE YEAR...

MORE INFORMATION CAN BE FOUND AT [NINTIONE.COM.AU/RESOURCES](http://NINTIONE.COM.AU/RESOURCES)  
OR AT REMOTE AUSTRALIA ONLINE THROUGH KEYWORD SEARCHES.



Delivering enduring benefits from a gas development: governance and planning challenges in remote Western Australia

**Australian Geographer**

Haslam McKenzie F – August 2013

**Managing the impacts of feral camels across remote Australia – final report of the Australian Feral Camel Management Project**

Ninti One Report

Ninti One Limited – 2013

**Building value in Aboriginal and Torres Strait Islander tourism enterprises in remote Australia:**

**The role of cooperation and clustering**

CRC-REP Working paper

Jacobsen D and Tiyce M – June 2014

**Ninti One: Innovation for Remote Australia**

Corporate Film – August 2013

**Transport systems in remote Australia:**

**Transport costs in remote communities**

CRC-REP Working Paper

Spandonide B – July 2014

**Australian Feral Camel Management Project**

Corporate Film – 2013

Marketing in unstable times: new

Aboriginal art and enterprise

Book Chapter, in **Marketing strategy**

Acker T – October 2013

**Literature review of the interplay between education, employment, health and wellbeing for Aboriginal and Torres Strait Islander people in remote areas: working towards and Aboriginal and Torres Strait Islander wellbeing framework**

CRC-REP Working paper

Nguyen O and Cairney S – 2013

**The socio-economic impacts on source communities of long-distance commuting on source communities**

CRC-REP Report

Haslam McKenzie F – November 2013

Shifting into the driver's seat – building the leadership capacity of Australia's cattlemen

**Rangelands**

Leigo S – December 2013

The mining boom and Indigenous labour market outcomes

Book chapter in **Resource Curse or Cure?**

**On the Sustainability of Development in Western Australia**

Dockery M – March 2014

# NINTI ONE

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TO TALK TO US ABOUT  
RESEARCH OPPORTUNITIES  
AND PROJECTS IN REMOTE  
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