

B: REVIEW OF SECTOR GOALS, STRATEGIES & MILESTONES

SOCIAL SECTORS

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EDUCATION

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| <p>Short-term Sector Goals</p> <p>A learning framework and environment developed that directs students on the footpath that leads them to leaving school as confident citizens to enable them to live in and contribute to both Nauru society and a complex, global, networked society</p> | <p>Short-term Strategy: Implement the Curriculum Strategy</p> <p>Milestone: Short term: 80 per cent of students in Year 4 at, or above, Reading Level 15 of PM readers series</p> <p>80 per cent of students in Year 8 at, or above, level 30 as measured by PM Benchmarking Kit</p> <p>Student attendance levels consistently at 75 per cent for all of 2007</p> <p>80 per cent of students present four Rich Tasks at a grade of “C” or higher for moderation in all Year levels from 1 to 10 in 2007</p> <p>Medium term: Curriculum and delivery of education leads to 80 per cent of students who meet regional standards in primary and secondary education</p> <p>Schools meet regional resource norms</p> |
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Milestones have been moderately achieved

A learning framework has been developed and published, and now needs to be further detailed. For example, benchmarking of all students in primary years has been conducted since 2006.

The 2008 Annual Report shows that the average student in Year 4 has a reading level of 10, compared to 2006 when it was 3. However, the score of 10 is only 66 per cent of the short term milestone.

From 2006 to 2008 the Benchmarking of students in Year 8 was not conducted due to use of Year 8 Scholarship exam as the milestone. These results show a slight improvement in English and Social Studies with pass rates over 50 per cent, but Maths and Science show pass rates in the mid 30 per cent.

Student attendance as published in the 2007 Annual Report for 2007 was 65 per cent. This is an improvement, but it falls short of the milestone 75 per cent.

Moderation reports published for 2008 indicate that around 65 per cent to 70 per cent of students achieved a grade of C or above. However, the data is not comparable due to changes in the Rich Tasks offered. Consultants have been engaged to rectify the data analysis.

Overall these milestones have been moderately achieved and the Education Department is on track to achieve the Short Term Milestones by 2012.

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| <p>Short-term Sector Goals</p> <p>A learning framework and environment developed that directs students on the footpath that leads them to leaving school as confident citizens to enable them to live in and contribute to both Nauru society and a complex, global, networked society</p> | <p>Short-term Strategy: Develop School Support Services</p> | |
| | <p>Milestone: Short term:</p> | <p>CASE has an electronic enrolment record (as defined in Directive No 3) for every child on Nauru between the ages of 5 and 16</p> <p>Decrease in incidence of bullying</p> <p>Nutritional supplementation provided at schools</p> |
| | <p>Medium term:</p> | <p>Regular community involvement in school activities increased by 50 percent</p> <p>School support services deliver increased retention of students in the schooling process, increased teacher satisfaction and improved services to disabled students</p> |

Milestones have not been achieved

An EMIS (Pineapples) has been provided by PRIDE, but has not functioned as expected. This milestone is yet to be achieved.

All Schools have a Behavior Management Policy and a Supportive Schools policy, but data on bullying is not available.

No comprehensive program of nutritional supplementation is provided at schools, but schools are developing programs. A Tuckshop Agreement requiring only nutritional food is served in school tuckshop was introduced in Semester 2, 2009.

Overall, these Milestones have not been achieved to any extent, but programs are in progress to achieve these milestones by 2012.

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| <p>Short-term Sector Goals</p> <p>A learning framework and environment developed that directs students on the footpath that leads them to leaving school as confident citizens to enable them to live in and contribute to both Nauru society and a complex, global, networked society</p> | <p>Short-term Strategy: Review and Rationalise schools</p> | |
| | <p>Milestone: none in NSDS</p> | |

Strategy has not been pursued

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| <p>Short-term Sector Goals</p> <p>A learning framework and environment developed that directs students on the footpath that leads them to leaving school as confident citizens to enable them to live in and contribute to both Nauru society and a complex, global, networked society</p> | <p>Short-term Strategy: Physical Resources developed</p> | |
| | <p>Milestone: Short term:</p> | <p>Up to 4 school buildings rehabilitated</p> <p>By the end of 2006, NSS will have 25 operating internet connections at speeds which are the best available on Nauru</p> <p>Six Schools have asbestos roofs replaced, functioning toilets and running water by the start of 2008</p> |
| | <p>Medium term:</p> | <p>Public Library established</p> <p>Broadband Internet services available to all schools</p> <p>All schools produce timely business plans</p> |

Milestones have been largely achieved

Yaren, Nibok, Menen, Anetan have been rehabilitated; Aiwo and Boe are currently being refurbished. Nauru Secondary is being rebuilt. The able/disable centre has been provided with new site. Kayser College been supported. Nauru College is in good condition.

Internet connections have been limited. The department has the funds, but is working within the government ICT policy and this has required the Department to work in step with other Departments.

Yaren, Aiwo, Boe, Nibok, Anetan, Kayser and Menen have had asbestos roofs replaced, toilets refurbished and running water provided through the WATIES program. All schools need constant maintenance in these areas.

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| <p>Short-term Sector Goals</p> <p>A learning framework and environment developed that directs students on the footpath that leads them to leaving school as confident citizens to enable them to live in and contribute to both Nauru society and a complex, global, networked society</p> | <p>Short-term Strategy: Implement Management and Accountability systems</p> | |
| | <p>Milestone: Short term:</p> | <p>Policy, governance and administrative framework for Education and Training exists</p> <p>Productive partnerships in place with community, other schools, departments and agencies and overseas sister schools</p> |

Milestones have been partially achieved

A Draft Policy manual has been produced, Civil List revised and organization chart produced. Policy Framework now needs to be documented and implemented, eg. Teacher Registration Authority and Curriculum Board.

Productive partnerships have been partly achieved; Parents and Citizens committees need to be extended; communication problems limit partnership with other schools. Partnership established with PRIDE, UNESCO, SPBEA and COL. MOU with Health department proposed. Industry and community personnel involved in the delivery of TVET Course and Rich Task Units. MOU with Kayser College to staff the school with Public Servants and provide teaching resources signed.

Overall, this Milestone has been partially achieved and is on track for 2012 achievement.

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| <p>Short-term Sector Goals</p> <p>Revived to provide employment opportunities for youth and skilled people for private sector development</p> | <p>Short-term Strategy: Engage consultants for 2006 to prepare and initiate reforms in TVET</p> | |
| | <p>Milestone: Short term:</p> <p>Medium term:</p> | <p>TVET program trailed in Years 8 to 10 at NSS in 2006, and extended to Years 7 to 12 in 2007</p> <p>Accreditation of courses in place (FIT franchise?)</p> <p>PRIDE produces TVET report for Nauru by 2007</p> <p>“One Stop Shop” for teacher, nursing, technical, administrative and trade training investigated by PRIDE consultants</p> <p>30 per cent students graduated and working in trade related areas in Nauru and the region</p> <p>“Learning Village” established</p> |

Milestone has been achieved

Milestone achieved for a TVET group of subjects following development of Nauru TVET Framework. But this is through Australian Qualifications Framework, not FIT.

TVET Reports have been produced.

“One Stop Shop” has been achieved and training provided by “one stop shop” restricted to TVET courses.

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| <p>Short-term Sector Goals</p> | <p>Short-term Strategy: Improve reliability and speed of electronic access to USP Centre including Video Broadcasting Tutorials</p> |
| <p>Pass rates improved for access to regional tertiary study opportunities</p> | <p>Milestone: Short term: Enrolments in USP centre increase by 25 per cent by 2007 The pass rate for Augmented program students is greater by 2008</p> <p>Medium term: 30 per cent students graduated and working in trade related areas in Nauru and the region</p> |

Milestone has not been achieved

USP full time equivalent enrolment in 2005 was 11.7, in 2006 it was 36.7, in 2007 it was 20.77 and in 2008 it was 11.8, the same as it was in 2005. The milestone of achieving an increase of 25 per cent by 2007 was achieved, but this has not been sustained.

This milestone for the pass rate for Augmented program students has not been achieved. The Augmented program has been gradually replaced with the SPBEA PSSC Courses. The Augmented program was originally chosen due to a lack of qualified Secondary school teachers. However, the number of qualified Secondary school teachers has now been increased and the PSSC course is preferred.

Overall, the provision of access to tertiary study needs attention. There are tertiary scholarships available, but the access is restricted due to applicants not being qualified to enroll. There is a need to provide bridging courses for post secondary applicants for tertiary scholarships in academic areas. There are an estimated 30 young adults who were disadvantaged by the economic and education sector collapse between 2000 and 2007. They are disadvantaged by not being provided with an education system that provided recognised University entrance qualifications system. Entry to TVET training since 2009 has been addressed with the assistance of APTC.

HEALTH

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| Short-term Sector Goals | Short-term Strategy: Review goals and strategies to a preventative health focus |
| A strong Institutional Structure | Milestone: Short term: Updated Health Sector Plan Medium term: Health sector plan operational |

Milestone has been achieved

The achievement is that the 2008-09 Yearly Operational Plan was developed and implemented including Preventative Health Programs. Each target within the Operational Plan is dealt with individually within this review.

The 2009-10 Nauru Department of Health Operational Plan has also been developed. This highly detailed document requires each area of activity to achieve the following.

- Curative Health Services are to respond effectively to the health needs of the people of Nauru by providing the appropriate range and level of high quality health services and being accountable for the outcome of these services.
- Nursing Services are to continuously strive to provide the best, most appropriate clinical nursing care to the people of Nauru and to do this within a culture of life-long learning, participation, cooperation and respect for resources.
- Public Health Services are to implement and sustain a range of Public Health policies and programs that will enhance the quality of life for the people of Nauru by targeted risk factors reduction and promoting a healthy island lifestyle.
- Health Education Services are to identify the education needs of the Nauru Department of Health staff and provide the Department with a structured overview of intended education opportunities which will be provided over the next 2 years.
- Administration and Infrastructure Services are to aim to organise, develop and sustain the essential structure and support systems that underpin the effective delivery of health services in Nauru.

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| Short-term Sector Goals | Short-term Strategy: Reform organisational and management structures and systems |
| A strong Institutional Structure | Milestone: Short term: Implement "Workforce Plan Report" recommendations Medium term: Workforce plan implemented |

Milestone has been achieved

Report on Implementation of Workforce Planning Report 2004 completed and approved by the

Minister for Health in August 2008 includes Preventative Health Programs.

Organisational Reform Report 2008 completed, approved by Cabinet and implemented in July 2009. This also includes Preventative Health Programs.

Workforce Strategic Plan 2009 – 2013 being developed, note that this goes beyond the milestone under review.

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| Short-term Sector Goals A strong Institutional Structure | Short-term Strategy: Quality delivery of health care | |
| | Milestone: | Short term: Standard Treatment Guidelines developed and in use Medium term: Standard Treatment Guidelines implemented |

This Milestone has been largely achieved

Essential Drugs List completed.

Nursing Clinical Guidelines and Procedures completed, ready for sign-off and implementation late September 2009. Ratification by staff workshops on its use to be conducted by 32 staff members by September 2009.

Standard Treatment Guidelines specific for Nauru are in preparation; Medical Officers are currently using the Australian E-therapeutic Guidelines.

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| Short-term Sector Goals Improved health outcomes | Short-term Strategy: Focus on preventative health programs | |
| | Milestone: | Short term: Non-communicable disease strategy developed Medium term: NCD Strategy implemented |

Milestone has been achieved

Non-communicable disease strategy has been completed by Nauru PHS, SPC and WHO in October 2007 and consists of the following

1. Strengthen Environmental Health/ sanitation and ensure food safety
 - DPHCWS had initiated district clean-up program every Saturday
 - Minimal stock piling environmental control materials and equipment (but needs to be improved)
 - Regular inspection for food safety was carried out. Medical check up for all the food handlers has been carried out since January 2009

- Vector borne diseases outbreak prevention and control programs.
2. Strengthen the capacity of the Public Health unit to deliver quality primary health care services
 - Promote services delivery points in the community/school
 - Provide favourable environment in primary health care services clinics
 - Formalise the establishment of mental health services in Nauru
 - Public health organizational restructured and capacity for PHC.
 3. Health educator training with SPC and WHO assistance.
 4. Maternal and Child Health Services; Antenatal, Post-natal and Baby Care.
 5. Immunization (achieving 100 per cent EPI coverage).
 6. Health education (community outreach).
 7. Renovation of public health department – some offices and clinic spaces improved.
 8. School Health program operational in co-operation with Dept Education and volunteers.

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| Short-term Sector Goals | Short-term Strategy: Focus on preventative health programs | |
| Improved health outcomes | Milestone: | Short term: Active preventative programs targeting lifestyle risks, focusing on public education, screening and supported by registries and health data analysis Medium term: Active screening of 90 percent of population for Diabetes and key NCDs |

Milestone has been largely achieved

1. Comprehensive implementation of the Nauru NCD Action Plan
 - TOR reviewed and Healthy Island Council members meet regularly
 - Inter departmental coordination and collaboration (health and media)
 - 14 health messages video clips developed and broadcast in Nauru TV-Radio
 - Health promoting school programs have been initiated in collaboration with Department of Education
 - IEC/BCC material developed – quarterly public health news letter

2. Increase Physical Activity.

- Physical activity programme (Wednesday walk, Aerobic dancing/community physical activities, physical activities competition)
- The national weight reduction campaign “Stomp the Fat” had been initiated since mid 2008 and was ongoing every three months
- AFL proposal development to strengthen health promotion activities in the sporting events

3. Reduced alcohol consumption and discourage tobacco uptake.

- Tobacco bill finalized in collaboration with the Department of Justice

4. Improve the diet of Nauruans.

- Nutrition promotion (healthy food cooking, school food festival, school nutrition programme, weight watcher clinic)

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| Short-term Sector Goals | Short-term Strategy: Strengthened and effective secondary diabetes prevention | |
| | Milestone: | Short term: Multidisciplinary Diabetes Centre established Medium term: 90 percent of diabetics well controlled and monitored |
| Improved health outcomes | | |

Milestone has been achieved

Multidisciplinary Diabetes Centre established: Inter departmental coordination and collaboration (health and media);

- Diabetes clinics at NGH;
- Dialysis unit;
- Foot Care;
- Diet Care for patients;
- Community Diabetes Care activities; and
- Health Education.

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| Short-term Sector Goals | Short-term Strategy: Strengthened and effective secondary diabetes prevention | |
| | Milestone: Short term: | Communicable disease programs expanded |
| Improved health outcomes | Medium term: | 50 percent reduction in STIs |

Milestone has been achieved

- All Communicable Diseases programs operating; including STIs, Leprosy, RHD, Filariasis.
- Comprehensive implementation to prevent incidence and reduce prevalence of communicable diseases. Prevent incidence and reduce prevalence of trachoma (trachoma survey with Vision 2020, education and treatment- WHO SAFE strategy).
- Encourage women to have healthy women checks to reduce the incidence of cervical cancer.
- Prevent TB/ Leprosy and strengthen DOTS program in the communities- SPC GF 5 year project; sputum screening, contact tracing, public awareness programs had also been initiated as per WHO guideline.
- Prevent incidence of Rheumatic Heart Diseases (community follow up programme maintains 95 per cent coverage).
- Prevent incidence of STIs and decrease prevalence of STIs (STI surveillance survey, STI management guideline provided to clinician).
- Prevent incidence of HIV/ AIDS and strengthening HIV counselling services.
- To strengthen national preparedness plan (H1N1 Preparedness) 14 health messages video clips developed and broadcast in Nauru TV-Radio.

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| Short-term Sector Goals | Short-term Strategy: Strengthened and effective secondary diabetes prevention | |
| | Milestone: Short term: | Emerging pandemic preparedness plans developed |
| Improved health outcomes | | |

Milestone has been achieved

The Pandemic Plan has been strengthened further and demonstrates preparedness for emerging pandemic situations:

- Influenza Task Force is functioning and regularly reports to WHO.
- IHR and Public Health Bills.

- Infection Control workshop held by SPC demonstrating use of Personal Protective Equipment and included other pertinent information.
- International Health Regulations Workshop in August.
- World Diabetes Day.
- World Health Day.
- World TB Day.
- World AIDS Day.
- World Sight Day.
- World No Tobacco Day.
- UN Road Safety Week.

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| Short-term Sector Goals | Short-term Strategy: Strengthened and effective secondary diabetes prevention | |
| Improved health outcomes | Milestone: Short term: | National Disaster Management Plan developed and resourced |

Milestone has been partially achieved

Nauru National Disaster Risk Management Plan 2008 is now in effect. Socialising of plan amongst stakeholders is in progress. A National Disaster Coordinator is currently being recruited through Public Service.

The following Department of Health plans developed in 2004 need to be revised and updated to take into account the National Disaster Risk Management Plan:

- Fire;
- Evacuation;
- Tsunami;
- Natural Disaster;
- Public Health Crisis;
- Transport Accident;
- Fuel Storage Accident; and
- Power, Water and Communications.

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| Short-term Sector Goals Improved health outcomes | Short-term Strategy: Appropriate and affordable tertiary services | |
| | Milestone: | Short term: Number of dialysis patients maintained at 30 Medium term: Infant mortality reduced by 75 per cent Under 5 mortality reduced by 75 per cent Maternal mortality reduced by 95 per cent NCD's reduced by 50 per cent Number of patients on dialysis down to 15 New cases of diabetes decreased by 50 per cent Communicable diseases reduced by 75 per cent |

Milestone has not been achieved

At the moment, Nauru can only manage 20 or fewer dialysis patients due to financial constraints, available space and staffing.

It would be preferable to have 20 dialysis patients under management as our target with greater emphasis being placed on preventative measures to keep the incidence of these kidney complications to lower numbers.

The dialysis units are maintained on a contractual basis and serviced quarterly. Fourteen dialysis chairs are currently operational.

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| Short-term Sector Goals Skilled workforce serving all health needs | Short-term Strategy: Well structured and coordinated long term expatriate health professional recruitment and local capacity building | |
| | Milestone: | Short term: Immediate workforce gaps filled Medium term: Number of trained Nauruan health professionals increased to: medicine 5, dentistry 3, physiotherapy 3, laboratory services 5, pharmacy 3, general nursing 40, public health 40 |

Milestone has been achieved

Immediate workforce gaps are filled by a combination of expatriate and local employees.

Included in the staff establishment are the following direct patient care staff. There are 11 medical staff, with the only current vacancy being a paediatrician. There are also 2 medical staff in Public Health, no vacancies.

Dentistry has 6 staff plus 1 trainee with a vacancy for a School Dental Officer. Pathology also has 6 staff plus 1 vacancy for a trainee. Radiology has 2 staff plus 1 trainee. Pharmacy and Stores has 9 staff plus 1 trainee.

There are three vacancies in Physiotherapy, one of which has been filled recently and will commence in the near future. Only a trainee position is occupied.

There are 31 Registered Nurses at RON hospital including Nursing Admin; two vacancies are in the process of being filled; additionally there are 21 Nurse Aides, 2 trainee nurses and 5 ambulance drivers.

There is a total staff in Public Health of 45 people including the two medical officers.

Local capacity building for relevant areas is in place and training of health trainees is also in place.

In terms of how far we have achieved the milestone of the number of unfilled direct care positions is 5 out of a total staff of 152 (3 per cent).

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| Short-term Sector Goals Skilled workforce serving all health needs | Short-term Strategy: Well structured and coordinated long term expatriate health professional recruitment and local capacity building |
| | Milestone: Short term: Five Year Workforce Plan developed |

Milestone has been achieved

Workforce Strategic Plan 2009-2013 has been developed and implemented in 2009, includes recommendations for ongoing staff training and development

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| Short-term Sector Goals Skilled workforce serving all health needs | Short-term Strategy: Local HRD through a combination of on-the-job training, distance learning and scholarships |
| | Milestone: Short term: Structured ongoing on-the-job staff training |

Milestone has been achieved

Visiting technicians visit Nauru on a quarterly, bi-annual and annual basis to help train staff for equipment maintenance [eg. oxygen plant, dialysis, and other].

Health Educator commenced July 2009. A lengthy vacancy for a Health Educator delayed progress in regard to structured on-the-job training; however since the appointment of the current Health Educator progress has rapidly improved.

20 Nurse Aids in training since April 2009 have completed 16 part module basic competencies.

14 Public Health trainees currently in training, 16 part modules completed.

24 Registered Nurses will complete basic competency training in September.

Outreach programs to all government employees to be offered in September.

Ambulance officers, Fire Department employees and Police will be trained in CPR and basic first aid in September 2009.

Several workshops attended and workshops from overseas presenters attended by staff, numbers of attendees pending.

Sequel Consultancy training/consultation held April 2008, May 2008 and November 2009.

- Sue Barker wound management for Dressing Clinic and Wards. Planned for continuing updates in the provision of wound education and clinical support to all staff. 30 staff attended.
- Glenyce Sheenan Public Health Nursing Specialist worked with staff in Well Baby Clinic providing education and clinical support; 10 staff attended.

Obstetrical Workshop for emergency procedures was held in March 2009.

25 staff attended over 1 week for updates with childbirth and labor.

Tb workshop 1 week in August 2009 clinical guidelines and Lab techniques around specimen gathering and interpretation 15 people attended

Structured ongoing training program in place and being continually improved.

Workshops etc attended by staff members in 2008-2009:

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| Pacific Middle Managers Residential Module | Canberra, Australia |
| PRISIP II and HIV & STI Response Funding Meeting | Fiji |
| Global Fund Meeting | Fiji |
| Global Fund R7 training workshop | |
| WDF training | Sydney, Australia |
| WDF training | Sydney, Australia |
| Dengue Workshop | Singapore |
| Millennium Development Goal Stock-taking | Fiji |
| Global Strategy to reduce harmful effects of alcohol | New Zealand |
| Meeting on situation of RH including Maternal & Newborn | Nadi, Fiji |

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| Health in the Pacific | |
| WDF Report Writing | Sydney, Australia |
| Joint Pacific TB/HIV Aids Managers Meeting | Fiji |
| STI Meeting | Nadi, Fiji |
| Diabetes Mellitus | |
| Diabetes Mellitus | |
| Pacific Drug and Alcohol Network | Vanuatu |
| Framework Convention on Tobacco Control | Beijing |
| Youth Jamboree | Suva, Fiji |

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| Short-term Sector Goals Skilled workforce serving all health needs | Short-term Strategy: Local HRD through a combination of on-the-job training, distance learning and scholarships |
| | Milestone: Short term: POHLN established |

Milestone has been achieved

POHLN has been established

Currently 5 students:

- 3 pharmacy
- 2 laboratory technicians

Note:

- 1 dental trainee went to Cuba did not complete POHLN

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| Short-term Sector Goals Skilled workforce serving all health needs | Short-term Strategy: Local HRD through a combination of on-the-job training, distance learning and scholarships |
| | Milestone: Short term: 10 staff per year enrolled in Public Health courses |

Milestone has not been achieved

1 staff member started Public Health course but did not finish. Hoping to enroll staff member in Certificate in Public Health at Fiji School of Medicine in 2009.

13 district primary health care workers enrolled in community certificate flexi learning at USP.

30 staff completed/undertaking flexi learning in Basic English at USP.

32 staff completed/undertaking Basic Computer skills at USP.

Currently 16 students are at USP.

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| Short-term Sector Goals | Short-term Strategy: Local HRD through a combination of on-the-job training, distance learning and scholarships |
| Skilled workforce serving all health needs | Milestone: Short term: Health trainee scholarship program producing four graduate nurses a year |

Milestone has been achieved

3 nurses graduated from Fiji School of Nursing in 2008, as a result of the Health Trainee Scholarship Program.

8 nurses will graduate in 2009; 4 from Kiribati School of Nursing; 3 from Fiji School of Nursing; 1 from nurse training in Thailand.

There 2 other nurses training at Fiji School of Nursing and 1 at Kiribati school of Nursing.

Approaches have been made to the Solomon Islands School of Nursing for possible intakes there.

In Medicine there is 1 student at Fiji School of Medicine and 9 students at the Cuba School of Medicine.

There are 6 students short-listed for the Australian Regional Development Scheme (ARDFS) in-country training; 2 students for the Fiji School of Medicine; 2 students for the Fiji School of Nursing; 2 pharmacy student; 2 possible Nursing students for Kiribati School of Nursing who did not fit the criteria for ARDS.

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| Short-term Sector Goals | Short-term Strategy: Ongoing infrastructure maintenance and repair |
| Appropriate infrastructure required for quality healthcare delivery | Milestone: Short term: Critical essential infrastructure works completed |

Milestone has been partly achieved

Both the RON Hospital and the NGH are in poor order and new buildings are required. However, until a donor can be identified to assist with this there have been critical repairs and

maintenance to essential buildings and equipment. The following refurbishments have been completed:

- Nursing Quarters, Ablution block, Laboratory, Pharmacy, Hospital stores, Medical records, Ante natal, Consultation rooms, Laundry at RoN Hospital.
- A new dental clinic with 2 fully equipped dental chairs was commissioned in July 2008.

Demolition and clean up of Nauru General Hospital, construction of perimeter fence for Nauru General Hospital and the renovation of the Director of Public Health office.

Minor infrastructure undertaken to date are:

- Shelter for generator at NGH.
- Renovation of pharmacy secondary storage.
- Installation of ceiling in pharmacy primary storage.
- Installation of boom gate at RON Hospital.
- Installation of backup water supply for Operating Theatre and Dental Clinic.
- Installation of autoclave at RON Hospital,

The following scope of works are in the pipeline for RoN Hospital:

- Maternity.
- Isolation ward.
- Admin block.
- Refurbishment of Public Toilets.

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| Short-term Sector Goals | Short-term Strategy: Ongoing infrastructure maintenance and repair |
| | Milestone: Short term: Maintenance program operating |
| Appropriate infrastructure required for quality healthcare delivery | |

Milestone has not been achieved

There are ongoing issues with providing a comprehensive maintenance program across all Health buildings; in particular there is a skills and manpower deficit. Following the Organisational Review the current staff comprise of Carpenter/Supervisor, Plumber, Electrician

and Groundsman. The Department of Health are currently advertising for Air-conditioning mechanic/handyman and Electrician.

A Planned Preventative Maintenance Program exists for a range of Medical/Technical equipment such as Oxygen Plant, Dialysis Units etc. using contractors from overseas, as below, but no such program exists for infrastructure and domestic items.

A Regional Biomedical Technician has now commenced duty and will improve the maintenance and servicing of a wider range of technical equipment, particularly in pathology.

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| Short-term Sector Goals Appropriate infrastructure required for quality healthcare delivery | Short-term Strategy: Planned plant and equipment procurement, maintenance and replacement program |
| | Milestone: Short term: Plant and Equipment requirements defined, maintenance program operating and replacement program funded |

Milestone has been achieved

Appropriate contracts are in place for the operation of a maintenance program for all biomedical equipment including radiology, laboratory and dental equipment, for specialist medical equipment, and for oxygen plant, R/O Unit, Genset, and mSupply.

An AusAid funded Regional Biomedical Technician has commenced in Nauru and will be employed on the service and maintenance of medical equipment.

Plant and equipment procurement; maintenance contracts and a planned replacement program is largely dependent on donor funding.

Asset registers have been created and an Asset Clerk has been appointed.

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| Short-term Sector Goals Appropriate infrastructure required for quality healthcare delivery | Short-term Strategy: Planned plant and equipment procurement, maintenance and replacement program |
| | Milestone: Short term: One new ambulance and one ambulance repaired |

Milestone has been achieved

One new ambulance has been obtained and one repaired. Both are in operation.

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| Short-term Sector Goals Appropriate infrastructure required for quality healthcare delivery | Short-term Strategy: Planned plant and equipment procurement, maintenance and replacement program |
| | Milestone: Short term: Staff transport operating |

Milestone has been achieved

Staff transport (vehicle no. R777) is operating.

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| Short-term Sector Goals Appropriate infrastructure required for quality healthcare delivery | Short-term Strategy: Construction of appropriate infrastructure |
| | Milestone: none in NSDS |

Milestone has not been achieved

Appropriate infrastructure cannot be achieved without a major reconstruction or replacement of both the RoN Hospital and NGH. A quotation has been obtained for the preparation of Terms of Reference for a major building project to create a single facility to house RoN Hospital and Public Health services. Australia has been requested to provide funding in 2009-10 for the preparation of these Terms of Reference.

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| Short-term Sector Goals Appropriate infrastructure required for quality healthcare delivery | Short-term Strategy: Management of drugs and consumables |
| | Milestone: Short term: Supplies logistics addressed |

Milestone has been achieved

To strengthen the pharmaceutical sector capacity the Department of Health now participates in the EC/ACP/WHO collaborative partnership program which assists Pacific Island Countries to improve accessibility, quality and use of essential medicines. Some 80 per cent comes from this source, known as IDA. The quality of supplies has not been affected but the prices are lower.

Early in 2009 the Department of Health ordered 9 months anticipated requirements to ensure supply. However with unpredictable shipping schedules supplies remain a constant concern.

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| <p>Short-term Sector Goals</p> <p>Appropriate infrastructure required for quality healthcare delivery</p> | <p>Short-term Strategy: Management of drugs and consumables</p> |
| | <p>Milestone: Short term: Fiji Bulk Purchase Scheme in place</p> |

Milestone has not been achieved

This milestone is no longer applicable; the Fiji Bulk Purchase scheme is no longer proposed.

The Government has determined that the IDA scheme above is a better option.

SPORTS

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| Short-term Sector Goals | Short-term Strategy: Develop sporting infrastructure including indoor facilities | |
| Coordinated sports program for all established | Milestone: Short term: | Existing sports fields/facilities refurbished and maintained to a regional standard |
| | Medium term: | Two new indoor sports facilities operational to a regional standard |

Milestone has been largely achieved

The project to upgrade the existing sporting facilities in Nauru commenced in 2007 and was funded by AusAid. The work was awarded to Eigigu Civil Works (ECW). The existing facilities to be upgraded consisted of:

- Three basketball courts: in Yaren, Aiwo and Denig (Locaton);
- Five tennis courts: 2 in Aiwo; and 1 each in Denig, Uaboe and Meneng (Terrace); and
- Four Sports Fields: in Aiwo, Denig, Meneng and Anetan.

The following outdoor sports courts were upgraded:

- Aiwo: one tennis and one basketball court (complete); one Volleyball court (90 per cent complete);
- Denig (Location): one tennis and one basketball court (complete);
- Uaboe: one tennis, one basketball, one volleyball and one Netball court (complete);
- Yaren: one basketball court (complete); and
- Meneng: one basketball court (complete).

At this time netball courts in Aiwo and Yaren and volleyball courts in Yaren and Meneng still require further upgrading.

Of all the sports fields in Nauru the Linkbelt Oval in Aiwo has had line marking and leveling of the playing surface. This venue is still well below regional standards but due to no other suitable grounds available, it is being used to cater for major sporting events. Sports fields not upgraded as yet are Denig Oval, Anetan Oval and Meneng.

The Department of Sports has been examining options for the development of grass sports oval to cater for all outdoor ball sports and athletics.

Before this project commenced only one basketball court (Denig) and two tennis courts (both in Aiwo) were available to the community. Now four basketball, four tennis, one netball and one volleyball court are available for the community to use.

The Department of Health is collaborating with the Department of Sports in encouraging physical activities.

In the 2009-10 Budget the Government of Nauru committed funding for the next four years to construct one new multi-use sports court in Nauru each year.

Constraints

There are a number of challenges to refurbishing existing sports facilities as well as building new facilities. These include getting all landowners to agree to the use of the land; vandalism during construction, construction work not meeting required standards and contractors not following job descriptions.

Another constraint in getting sports facilities up to regional standard is that existing basketball infrastructure as currently configured cannot accommodate the installation of certain fittings (such as netball rings and volleyball posts).

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| <p>Short-term Sector Goals</p> <p>Coordinated sports program for all established</p> | <p>Short-term Strategy: Strengthen governance and coordination between the Sports department, stakeholders and other sporting bodies by creating a new Coordinating Body</p> |
| | <p>Milestone: Short term: Coordinated sports programs implemented by coordinating body</p> <p>Medium term: Increased participation in sporting activities</p> |

Milestone has been largely achieved

There were a number of coordinated sports programs implemented in Nauru by the coordinating body including:

- Epon Keramen Project commenced sports program at the community level;
- *Women in Sport* established 2005;
- Reviving AFL competition with a new committee; and
- Sports equipment was handed over to community sports leaders in 2007.

COMMUNITY DEVELOPMENT

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| Short-term Sector Goals | Short-term Strategy: Engage Nauruans with traditional handicraft making knowledge in passing it on to young people and other interested parties |
| Handicraft making as an entry point to traditional knowledge and practices transferred widely including to young people | <p>Milestone: Short term: Handicraft sales is an ongoing supplementary source of income to participating households</p> <p>Completion of Nauruan language dictionary</p> <p>Medium term: Traditional knowledge and practices of value to daily living are incorporated into the lives of Nauruans</p> <p>Establish a museum and national archive</p> |

Milestone has been partly achieved

The production of traditional handicrafts has increased in Nauru in recent times and sales of these goods (on Central Market Day) are providing supplementary income to some individuals. A key challenge will be to encourage the current youth generation to take up such skills.

While the Nauruan language dictionary has not been completed a draft language handbook has been prepared by the Department of Education. In addition, a unit within the Culture Department has been established to champion the development of the dictionary.

At this stage due to budget constraints neither a museum nor national archive has been established.

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| Short-term Sector Goals | Short-term Strategy: Strengthening the capacity of the Government's Women's Affairs Directorate and community women's groups |
| Nauruan society highly aware of the rights of women | <p>Milestone: Short term: Women's groups join together as a cohesive network giving women's issues a voice and presence</p> <p>Women's Centre established</p> <p>Medium term: Programs and structures in operation that enact issues affecting women and their children</p> |

Milestone has been partially achieved

There have been a number of initiatives introduced in Nauru in recent times which have promoted the rights of women.

Various women's groups from within districts/communities have been established facilitated.

- NYWNC (Nauru Young Women's National Council): this group was formed in 2009 and is made up of the young women aged between 16 years to 35 years of age. This group has been specifically targeted by the Women's Affairs Office due to their specialized needs and priorities as young women of Nauru.
- NWNC (– Nauru Women's National Council): this group is made of up the more mature women of Nauru and has been in existence for quite some time and is affiliated with the Women's Office.
- Ex-CETC Graduates: this group of women is a resource-based group of the Nauruan women, who attend training at CETC (Community Education Training Centre) in Narere, FIJI. These women are from throughout the districts/communities of Nauru and at times also double up as community representatives at local workshops/meetings done in promoting and raising awareness of women's issues with a special focus on women's rights as citizens of Nauru.
- WENA (Women Entrepreneurs Nauru Association): this group was formed in 2009 and is made up of women in small business development on Nauru along with the women, who intend to start up small businesses for themselves.

These groups have been established due to the needs of the women of Nauru, especially with NYWNC and WENA. These two groups in particular arose due to the needs as seen by the women of Nauru and also as seen by the Women's Affairs Office. As a result of national consultation in 2004 the Women's Affairs Office utilises a national plan of action, which highlights the needs and priorities of the women of Nauru.

There has also been consultation with RRRT (Regional Resource Rights Team) based at SPC, Noumea and with Government to provide a local focal point for the Legal Rights of the Women of Nauru. This position has been taken up by a local woman who is due to commence in September 2009.

Despite these significant gains, there still remain considerable obstacles and challenges for women in Nauru primarily based on the lack of technical expertise in the areas of great need including:

- Gender equality;
- Women in leadership & decision making;
- Women in politics;
- Counsel for gender based & sexual violence victims & offenders;
- Legal experts in relation to understanding & adopting CEDAW; and
- Development of SMEs for the women of Nauru through expert technical assistance.

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| Short-term Sector Goals | Short-term Strategy: Establish an umbrella secretariat that provides enabling support to community groups |
| | Milestone: Short term: Community groups have the capacity to design, propose and implement programs Medium term: A functioning civil society for Nauru |
| Community and / or NGOs are active and self reliant | |

Milestone has not been achieved

There is the NGO umbrella organization, Nauru Island Association of Non-Government Organisations (NIANGO). NIANGO has been in existence since 1992, and it has only been in the recent years of economic hardship that the umbrella organisation has refurbished, with the benefit of a full-time secretariat, its structure, its membership relationship and civil society engagement strategy. Overall, most civil society organisations still have limited capacity to design, propose and implement programmes, however, there is growing and better understanding regarding donor supported activities and in-kinds.

There are also other NGO umbrella organisation including but not limited to Nauru Congregational Womens Fellowship, Youth Council, Women's Council, Fisheries Organisation, Nauru Small Business Organisation, Disability Organisation and various sports organisations. Organisations are at different levels of development and strength.

Community/district committees cannot function and move forward due to diverse community/district representatives with each different agendas and interests.

There were gaps identified in the NSDS not addressing community development such as; Children, Youth, Environment and Culture. Lack of NSDS awareness, remedy to incorporate human rights, catering needs for emerging communities, lack of Local Government Council and weak collaboration between CSO, GoN and donor partners.