

**Pacific Disability Forum (PDF) and
Australia Pacific Islands Disability Support (APIDS)**

**Capacity Development for Effective and Efficient Disabled
Persons Organisations in
Pacific Island Countries**

Report on Nauru component of Research

March 2012

Contents

1. Introduction.....	4
2. DPOs in Nauru.....	4
2.1 History of DPOs in Nauru.....	5
3. Research principles, approaches and methodology.....	6
3.1 Methodology in Nauru	7
3.2 Model for considering elements of capacity in Nauru DPO	8
4. Findings	9
4.1 Discussion	11
4.1.1 Context of Nauru.....	12
4.1.1 The new Executive Committee	14
4.1.2 Membership.....	14
4.1.3 Potential base for NDPA	15
4.1.4 Relationship with Nauru Government	15
4.1.5 Relationships with other organisations	17
4.2 Priorities for future of NDPA.....	17
Annex 1: List of Research Activities	19
Annex 2: Research Workshop Outlines.....	20

Acknowledgements

The PDF and APIDS members of the research team wish to thank the Nauru researcher, Jed (Patrick) Cain from Nauru Disabled People's Association for his contributions to this research process.

The team would also like to thank other office bearers and members/friends of NDPA who contributed in many ways to make the in-country visit a success, including organising meetings, transport assistance and other support.

1. Introduction

A Pacific-wide research program entitled “Capacity Development for Effective and Efficient Disabled People’s Organisations in Pacific Island Countries¹”, commenced in February 2011 with the financial assistance of AusAID. The research process will cover 11 countries and continue to June 2012.

Nauru is the tenth country to be visited as part of this research (after the pilot was undertaken in Fiji, the research has been undertaken in Cook Islands, Papua New Guinea, Solomon Islands, Tonga, Samoa, Kiribati, Tuvalu, and Federated States of Micronesia).

The research is being undertaken jointly by the Pacific Disability Forum (PDF) and Australia Pacific Islands Disability Support (APIDS). In Nauru, a team of 4 research personnel worked together. The team comprised two PDF staff, one APIDS office bearer and one Nauruan researcher from the Nauru Disabled People’s Association (NDPA). The team worked together from 27 February to 29 February, then two of the members departed and the remaining 2 researchers continued until 5 March. The team comprised:

- Setareki Macanawai, CEO, PDF
- Katabwena Tawaka, Program Manager, PDF
- Jed (Patrick) Cain, Treasurer, NDPA
- Deborah Rhodes, APIDS

This report summarises the research process and findings from the Nauru visit.

2. DPOs in Nauru

In summary, the current DPO situation in Nauru has the following features:

- A long history of the existence of NDPA (since the late 1980s) but a relatively low profile until early 2011
- A recent re-activation of the NDPA (in February 2011) at the time of a visit by regional organizations (PIFS and PDF) to work with Nauru on the development a national disability policy

¹ This research is being undertaken jointly by PDF and APIDS, and is funded by AusAID.

- NDPA is a single national cross-disability DPO, which:
 - has an Executive Committee comprising a President, Vice President, Secretary and Treasurer and several other office bearers
 - is registered with PDF as the national DPO of Nauru
 - has a new constitution, developed during 2011
 - enjoys some positive relationships with senior Government Ministers but otherwise has a relatively low profile in the public and public sector spheres

The research team found that the most prominent organisation in the disability sector is a school for children and young people (aged from 3 to 30 years) called the Able Disable School, which is funded and managed by the Department of Education. The school is also receiving aid from the New Zealand Government as part of its support for the education sector as a whole.

2.1 History of DPOs in Nauru

In the late 1980s, a group of Nauru people with disabilities, with an interest in sport, banded together to be able to participate in Pacific and Asian regional sports events. This group formed the Nauru Disabled Peoples Association (NDPA) and over subsequent years they successfully attended several international sporting events. Nauru team members managed to win several medals at these events. Several supporters for the athletes in that period played a key role in NDPA and have become active again in the organisation in the past year.

From the mid-1990s until 2011, with its President living in Fiji, NDPA was largely inactive in the country of Nauru itself. The President of NDPA was able to attend some regional meetings, including the Pacific regional disability meeting in Fiji in 2010 and to witness the efforts of other Pacific DPOs. In February 2011, PDF and PIFS leaders visited Nauru to assist the country to develop its first disability policy, working with Government and people with disabilities themselves. The combination of the President's return to live in Nauru and the February 2011 series of meetings between national and regional leaders and people with disabilities, have resulted in a re-activation of NDPA.

NDPA now has a new Constitution and an elected Executive Committee. With a newly developed national disability policy, expected to be formally approved by the Parliament of Nauru during 2012, there are now increased expectations of NDPA. It has considerable potential to play an active role in contributing to the achievement of a

rights-based and barrier-free society in Nauru. NDPA is committed to developing its capacity in terms of advocacy and raising awareness about the rights of people with disability.

NDPA has recently been offered free use of a building which is envisaged could be refurbished and used for multiple purposes – including offices, meetings and training for people with disabilities. Plans are already in place for the refurbishment.

3. Research principles, approaches and methodology

In addition to standard research principles relating to ethical considerations and the selection of a mix of accessible, culturally appropriate tools and processes, the research team approached the methodology with four particular principles in mind:

- We sought to mix the “extraction” of information with opportunities for research participants to learn about their organizations and ways of strengthening them (including opportunities to consider their own definition of capacity and their understanding of and plans for capacity development)
- We sought to focus on understanding the strengths of organizations, how they had been developed over time and how these strengths can be used as the basis for future planning (strengths based approach) and sharing this understanding between participants
- We sought to provide opportunities for DPO-nominated people to build research skills in country through collaborative planning and implementation²
- We sought to make the research process accessible for people with a variety of impairments, depending on the support of NDPA and DPOs themselves to be as inclusive as possible.

In practice, the in-country research approach includes the following elements:

- Working collaboratively with the DPO in country so its office bearers have a good sense of “ownership” of the research, rather than consider that the research is being done by outsiders
- Emphasis on respecting participants and on putting them at ease during all stages, particularly in meetings and workshops
- Asking core set of questions for participants, adapted to suit different audiences (e.g. “what do you think are the strengths of your DPO?” or “what do you think are the strengths of the DPO with whom you work?”)

² This is an objective in the research process overall, but in PNG, the team was joined by a researcher (Ms Ipul Powaseu) who is already highly experienced and whose expertise contributed to the quality of the process in-country.

- Respecting community protocols and customs
- Ensuring different disability groups are involved and included

The research process involves a mix of tools to maximize the chances to confirm any information collected from an individual source:

- Literature survey (completed in early 2011)
- Small group discussions
- Individual meetings
- Workshops
- Case studies (of selected organizations in a small number of countries)

3.1 Methodology in Nauru

From 27 February to 5 March 2012, the research team worked together to:

- Develop detailed plans for in-country implementation of the research in ways that are consistent with the research objectives, principles and methods. Specific consideration was given to the Nauru context, including the relatively new levels of activity within NDPA and thus relatively new membership and the close proximity and relatively good access to Government officers.
- Confirm the questions which would be used within each research activity, based on linguistic and cultural issues (affecting translation, meanings of words etc.)
- Allocate responsibilities among team members in order to maximize the quality of the research process and achievement of objectives
- Undertake workshops and meetings as per the agreed plans
- Collate findings

Two factors led to a relatively short visit for two of the researchers in Nauru: first the limited flight availability and two, the relatively small size of the country, which meant many meetings could be held in one day.

A timetable of workshops with office bearers and members of NDPA as well as other stakeholders was prepared by the Nauru research team members after initial pre-visit discussions with PDF.

Annex 1 provides the list of research activities each day and the groups and individuals met. **Annex 2** provides the outlines of the two workshops undertaken on Tuesday 28 February and Thursday 1 March. In summary:

- 20 people (10 women and 10 men) attended the first workshop

- meetings were held with 12 stakeholders in 5 organisations, including the President of Nauru and the Minister for Education and Health
- 22 people (9 women and 13 men) attended the second workshop.

3.2 Model for considering elements of capacity in Nauru DPO

While there are many models for understanding organisational capacity, the Baser and Morgan (2009) model has been selected for framing analysis in this research³. This model, based on extensive international research, suggests that capacity comprises the following five elements:

CAPABILITY TO COMMIT AND ENGAGE

Includes the following:

- the ability to encourage mindfulness (being thoughtful about the impact of words and actions)
- the ability and willingness to persevere (to keep to goals and actions even when facing difficulties)
- the ability to aspire (to be ambitious; to dream)
- the ability to embed conviction (to make sure everyone is committed to working hard towards the shared goals)
- the ability to take ownership (to make sure that any plans to change the organization and its work are completely “owned” by the organization itself)
- the ability to be determined (to make strong efforts to achieve goals despite any challenges or setbacks)

CAPABILITY TO CARRY OUT TECHNICAL, SERVICE DELIVERY AND LOGISTICAL TASKS

Includes the following:

- the ability to deliver services
- the ability to plan strategically (to reach longer-term objectives, not just DPO day-to-day work)
- the ability to manage the implementation of all the plans effectively and efficiently (with consideration given to different definitions of effectiveness and efficiency)
- the ability to manage the finances (in ways which comply with local laws, practices and values)

³ The model was not provided to participants in the research, but was shared with the Nauru researcher to assist with analysis.

CAPABILITY TO RELATE AND ATTRACT

Includes the following:

- the ability to buffer the organisation or system from intrusions (to protect organizations from outside destructive or distracting events or people)
- the ability to earn the trust of others, such as donors and partners
- the ability to combine political neutrality and assertive advocacy (to be able to achieve goals confidently without upsetting politicians and others through too much blatant criticism)

CAPABILITY TO ADAPT AND SELF-RENEW

Includes the following:

- the ability to improve individual and organisational learning
- the ability to foster internal dialogue (to provide chances for people to talk with each other openly about things that are happening and what is planned)
- the ability to reposition and reconfigure the organisation
- the ability to incorporate new ideas
- the ability to map out a growth path

CAPABILITY TO BALANCE DIVERSITY AND COHERENCE

Includes the following:

- the ability to communicate
- the ability to build connections (to work collaboratively with other organizations)
- the ability to manage diversity (to make the most of different ideas from people and strengths within the organization)
- the ability to manage paradox and tension (to work out how to deal with information which is opposite from other information, and how to deal with people who have different ideas)

4. Findings

The findings listed below emerged from an analysis of notes from the first workshop and subsequent stakeholder meetings in Nauru. The statements were collated by the research team prior to the second workshop on 1 March 2012. At the workshop, participants discussed each finding in detail and made a number of revisions and additions before confirming that all statements listed below are an accurate description of the capacity development situation of the Nauru DPO, consistent with the research methodology.

A *Capacity of the Nauru Disabled People's Association*

1. NDPA has a long history of existence and a newly invigorated Executive Committee.
2. NDPA Executive Committee and members share a common commitment to the rights of people disabilities.
3. NDPA has a revised Constitution and access to a building which is planned to be refurbished so it can be used for offices and other facilities.
4. NDPA enjoys very high level political support, from the President and Minister for Health and Education, which reflects a shared commitment to accession by Nauru to the Convention on the Rights of Persons with Disability.
5. NDPA's objectives are consistent with a strategy included in Nauru's Sustainable Development Strategy (2005-2025), which states the Government aims to "create an inclusive, barrier-free and just society for people with disabilities" (p30).
6. NDPA includes parents of children with disabilities, who are particularly committed to supporting the Able Disabled Centre for children and young people.
7. NDPA benefits from the existence of a draft National Disability Policy, which reflects contemporary approaches to disability inclusion and also includes an Action Plan for its own work. The Policy will be considered for Cabinet approval within months.
8. Several members of NDPA are in full-time employment and this provides an example to other people with disability.
9. Some people with disability enjoy a Government allowance called "disability compensation" of \$100 per fortnight (raised recently at the initiative of the Government).

B *Opportunities for strengthening capacity ad partnerships*

10. There are opportunities for NDPA to undertake activities which are included in the National Policy on Disability's Action Plan, including the raising of public awareness about the rights of people with disability.
11. There is an opportunity for even greater collaboration between NDPA, the Ministry of Education and the Able Disable Centre (which has received both

Government of Nauru funding and donor support) to maximise benefits for young people and adults with disabilities.

12. There is an opportunity to strengthen communications links with the Government focal point.
13. There is an opportunity for NDPA to work closely with young people with disabilities in developing its organisation and achieving its priorities.
14. There is an opportunity for increased agreement among NDPA office bearers and members about the association's priorities and plans.
15. There is an opportunity for greater collaboration between NDPA and NIANGO to maximize support from civil society.
16. There is an opportunity for increased collaboration between NDPA and Department of Home Affairs to increase public awareness through media, increased participation in culture and women affairs.

C *Information for Development Partners*

17. As NDPA is about to seek funding for the refurbishment of donated offices, it is likely that the Association will need some time to establish office systems and determine how to manage and staff the office.
18. NDPA intends to seek support from development partners, through the Government's Planning and Aid Coordination Division, to enable the Association to fund the costs of staff, to train its staff, once they are appointed, and to support the education sector's efforts in relation to access to school for children with disabilities.

4.1 *Discussion*

This research attempts to understand perceptions of DPO capacity by DPO office bearers and members themselves and their stakeholders, as well as perceptions of changes in capacity over time and factors which contribute to effective change. Importantly, this research did not attempt to "measure" DPO capacity using any externally determined tool. This section discusses the findings listed above, within an understanding of the history of NDPA, using a strengths-based approach and the capacity elements identified in 3.2 above.

4.1.1 Context of Nauru

As is the case with all Pacific Islands, the context in which the DPO operates has a significant influence on its role, capacity and potential. Nauru is the world's smallest republic, covering just 21 square kilometres. With around 9,300 residents, of Micronesian and Polynesian descent, it is the second least-populated country in the world, after Vatican City. Nauru has experienced a unique set of circumstances in its social and economic history.⁴ A dominant feature in its history has been the existence of a scarce resource on the international stage, phosphate. The mining of phosphate during and since colonial times led to substantial economic windfalls for the Government, landowners and workers and this significantly contributed to the country's economic development until the late 1990s. Unfortunately, the economic benefits have not been sustained, but what has been left is a largely destroyed natural environment and significant changes to traditional social structures and values. The fact that the funds generated by the mining are no longer generating income, due to investment decisions and many other factors means that the legacy of the mining is now relatively negative and most Nauruans have relatively low incomes compared with others in the Pacific. The Asian Development Bank's 2007 economic report on Nauru estimated GDP per capita at between US\$2,400 and US\$2,715. There is little economic activity beyond the remaining mining activities, now controlled by the Nauru Government. There are no personal taxes and no banking services in Nauru. The unemployment rate is estimated to be 90%, and the government employs 95% of those Nauruans who are employed. Remittances from family members living overseas are a major source of income.

On the positive side, many Nauru people were able to access relatively good quality education when incomes were high up until the 1990s, and they have been able to use their skills to contribute to government policy development. However, as the Government funds are very limited, service provision is also very limited, and aid from the Governments of Australia, New Zealand and China is the major source of income at a national level. There are currently several hundred small projects being supported by

⁴ Nauru was annexed and claimed as a colony by the German Empire in the late 19th century. After World War I, Nauru became a League of Nations mandate administered by Australia, New Zealand, and the United Kingdom. During World War II, Nauru was occupied by Japanese troops, and after the war ended, it entered into trusteeship again. Nauru gained its independence in 1968.

20 donor agencies in nearly all sectors. Australian currently aid comprises approximately 60% of aid to Nauru.

Nauru's broader socio-economic context has had an influence on the capacity of its DPO in a number of ways, including:

- Disability rates, although not officially known, anecdotally appear to be very high. This is apparently related to the fact that Nauru has the highest per capita rate of type 2 diabetes in the world, and other significant dietary-related problems including kidney and heart diseases. This seems to create high rates of acquired impairments, such as limb amputations.
- The relatively recent revival of NDPA has attracted some well-educated individual office bearers with work experience that will potentially enable NDPA to operate effectively in advocacy terms.
- Somewhat limited understanding of the rights of people with disabilities, with most stakeholders considering disability to be a "welfare" issue and many people with disabilities focusing on welfare approaches, such as entitlements to allowances
- The small-size and highly transient population, with many people living in other Pacific islands (including the President of NDPA), Australia or New Zealand for extended periods
- Relatively recent but strong support from senior politicians, who happen to be related to people with disabilities, recognising that "we cannot leave people with disability behind" (quote from the President of Nauru on 28 February 2012)
- A dominant perception that once a person has a disability, then they should remain home, not retain their employment and become dependent on others.

Using the capacity framework (see 3.2 above), and based on the findings discussed below, NDPA have a number of capacity strengths, including:

- A newly elected Executive Committee to form the new leadership group
- The ability to develop a new Constitution and some new policies
- The ability to bring people with disabilities and parents of children with disabilities together to identify shared objectives (members of NDPA), although there is potential to strengthen this bond
- The opportunity to operate from a donated building which can be refurbished to be used as offices, meeting rooms and a training space

- The support of the President of Nauru and the Minister responsible for disability issues, the Minister for Health and Education and the ability to communicate directly with them
- The opportunity to undertake activities which have been jointly agreed with the Nauru Government as part of the National Disability Policy
- Support from the Pacific Disability Forum.

These strengths are discussed in the following sub-sections.

4.1.1 The new Executive Committee

The President of NDPA, Mr. David Harris, has remained in this position since 1988⁵. New office bearers, elected during 2011, include the Vice President, Secretary and Treasurer, as well as Assistants for each role. Meetings are held each month. The research revealed that discussions between Executive Committee members have resulted in negotiated agreements about action plans. *“We have the ability to communicate with each other, listen to each other and give feedback, and negotiate agreement on what we want to achieve.”* It was also noted that there is a sense of teamwork within NDPA, which is a good foundation for future work. There is potential to strengthen the shared understanding of disability rights issues within NDPA and this will help to strengthen the advocacy message and to help ensure the awareness-raising activities planned for 2012 will be successful.

4.1.2 Membership

The first research workshop in Nauru confirmed that a key strength of the newly revived NDPA is its members. Examples of comments received include: *“It’s about them.”* *“They understand the issues, their lives and their daily struggles.”* *“We are encouraged when we come together voluntarily to achieve a purpose and we are enthusiastic about achieving changes for our community.”*

The fact that members include both people with disabilities and the parents of children with disabilities is important and while they seem to have some differences about the priorities for NDPA, the opportunity exists to develop a shared agenda.

The Association involves over 150 disabled persons and its membership includes Full members, Associate members and DPO members. Full members are people with disabilities and Associate Members are people without disabilities. Currently, DPO members include the Able-Disabled Parents & Friends Association, the Disabled Women's Association and the Gifted Youth. Members contribute an annual membership

⁵ Sadly Mr. Harris passed away at the end of March 2012.

fee which goes towards general operational costs and some to cover project expenses. Disabled persons under 18 years of age are exempt from paying membership fees.

Communications with members is undertaken through monthly meetings, email and the NDPA website (<http://www.sites.google.com/site/naurudpa/>).

Three people with disabilities who are office bearers or members of NDPA are in paid public sector employment and they provide an example for others about the opportunities for employment. The President of Nauru indicated that he is particularly interested in exploring options for employment for people with disabilities in Nauru, and he noted the positive role model provided by Sanvik, an announcer working at Radio Nauru.

Notably, NDPA has a number of strong supporters, who are highly valued for their contributions and efforts. For example, one Associate Member is the person who offered a vacant building to be used by NDPA. Others provide driving services to members as well as other valued support. NDPA supporters are an important resource for the organisation, and they can help the organisation to achieve its objectives.

4.1.3 Potential base for NDPA

A landowner in Nauru has offered NDPA the use of a currently vacant building. Plans have been drawn up to refurbish the building so it can be used for office space, meetings and a training centre for people with disabilities. It is not yet clear where funding for this refurbishment could be found.

4.1.4 Relationship with Nauru Government

Disability issues are a priority for the current Government leaders in Nauru. NDPA enjoys a positive relationship with the current President of Nauru, His Excellency Hon. Sprent Dabwido MP and the Minister for Health and Education, who is the designated Minister responsible for disability issues (see below). The President is referred to as a “champion” on disability in Nauru and he expressed genuine interest in the work of NDPA and the potential for Nauru to improve the lives of people with disabilities.

Just prior to the research team’s visit, the President announced that the Government of Nauru will accede to the Convention on the Rights of Persons with Disabilities. He is quoted on the NDPA website as saying: *“By becoming a party to this Convention, your Government is essentially making a commitment to promote, protect and ensure the full and equal enjoyment of all human rights and freedoms by all persons with disabilities. You have my assurance that we will be making every effort to provide equal*

opportunities to our disabled people so they can live out their lives with dignity and purpose." (Excerpt of the statement made by His Excellency Hon. Sprent Dabwido MP, President of Nauru, during his inaugural Independence Day national address on 31 January 2012.

The current Minister responsible for disability in the Nauru Government is the Minister for Health and within the public sector, the focal point is the Secretary of Education. The focal point suggested that given the cross-cutting nature of disability, and the impending accession to the CRPD, it may be appropriate for Nauru to consider a coordination body which brings together multiple stakeholders across Government. This coordination body may also include representation from NDPA, recognising the principles included in CRPD as well as the reality of the small numbers of people with a focus on disability in Nauru. The Secretary of Education encouraged the NDPA to develop its capacity to undertake the activities envisaged for it under the National Disability Policy, particularly in terms of raising public awareness and working to support the Able Disable School. She also noted that NDPA has an important role in advocacy on a range of issues including employment and education for people with disabilities, and that they could gain access to training in advocacy from a range of sources, including the Regional Rights Resource Team (RRRT of SPC) and women's rights agencies.

The head of the Nauru Public Service identified: "*now that disability issues are at the forefront of the Government's agenda, we will do more in relation to employment of people with disability and take other steps to improve the situation in Nauru.*" He suggested that training for teachers so they are well-equipped to teach children with disabilities is an important priority.

This high level of support for disability issues augurs well for the future. It is both the result of a campaign by NDPA Executive Committee, and also a solid contributing to enabling NDPA to achieve its objectives more effectively. The President of NDPA, Mr. David Harris is quoted as saying: "We are both grateful and inspired by the decision of the Nauru Government. We look forward to advancing our aspirations for the development and progress of persons with disabilities in Nauru in partnership with the Government and other stakeholders."

Several stakeholders mentioned the Government's National Disability Policy, developed during 2011 and now awaiting final endorsement by the Government, expected in the next few months (before the end of June 2012). Some elements of the Action Plan attached to the Policy are already being implemented. PDF and PIFS have supported the Nauruan Government and NDPA in the development of this Policy. When

implemented by all parties, it will considerably improve the situation for people with disabilities in Nauru.

The Government of Nauru is currently seeking international assistance to provide prosthetics for people who have had limbs amputated because of diabetes complications.

The Government of Nauru provides a welfare payment for some people with disabilities called “Disability Compensation.” Just prior to the research visit, the Government announced an increase in the fortnightly payment from \$75 to \$100, for those deemed to be eligible. A Disability Assessment Committee, comprising health specialists determines whether applicants meet Government-determined criteria. Their determinations are passed onto the Department of Finance which decides whether a disability compensation payment will be made. The criteria are currently based on the WHO ICF and emphasise the extent to which people require care for their daily lives and how much mobility they have. The criteria are currently being revised. The committee is considering the idea of including a representative from NDPA in its deliberations, and this would be a helpful way of ensuring a rights-based approach is followed, to balance the current medical approach.

4.1.5 Relationships with other organisations

NDPA has a long history of interaction with PDF and is a member of PDF, and this interaction has scaled up since February 2011. NDPA personnel have participated in a number of PDF training activities in the last 12 months and are now actively engaged in developing proposals for funding for various priorities.

NDPA has not yet developed links with other organisations such as other civil society or business sector organisations. NDPA has signed a Partnership Agreement with APIDS, but no activities have yet been undertaken.

4.2 *Priorities for future of NDPA*

In addition to information generated through meetings and interviews, the research workshops on 28 February and 1 March 2012 provided opportunities for participants to identify and discuss their own priorities for developing and strengthening their DPOs. They agreed on the following priorities:

- To continue to build the capacity of NDPA to undertake our plans, without depending too much on others
- To focus on breaking down the barriers which prevent people with disabilities participating fully in all aspects of life in Nauru

- To encourage people with disabilities to come out of their houses and interact with others, including through NDPA meetings
- To build more and stronger partnerships with others, including people with expertise in inclusive education, with the civil society sector through NIANGO, with APIDS and through Government's Planning and Aid Division.

Annex 1: List of Research Activities

Monday 27 February 2012

Research Team planning

Tuesday 28 February 2012

First workshop at Menen Hotel

Meetings:

- Courtesy call H.E. Hon. Sprent Dabwido – President of Nauru
- Courtesy call on Hon. Valdon Dowiyogo - Minister for Health, Education and Sports
- Mr. Bernard Grundler – Acting Chief Secretary
- Ms Josianne, Department of Foreign Affairs
- Mr. Michael Bryde – Deputy Secretary (Planning and Aid Division)
- Dr Maria Gaiyabu, Secretary for Education

Wednesday 29 February 2012

Meetings:

- Ms Jo-Anna Crawford-Bryde, Education Advisor, Department of Education
- Dr Lepani Waqatakirewa – Acting Secretary for Health
- Romulo Qereqeretabua – Chair, Disability Advisory Committee, Ministry of Health (Senior Physiotherapist)
- Dr Kiki Thoma, Nauru Hospital
- Ms Gano Mwareow, Director of Nursing

Annex 2: Research Workshop Outlines

Workshop 1

1. Welcome and Introductions
2. Overview of the research and the workshop
3. Introduction of some key terms which are underpinning the research
 - a. Strengths based approaches
 - b. Capacity
4. Group work – small groups to brainstorm and present back to the whole group:
 - a. What has worked well in NDPA so far?
 - b. What strengths does NDPA have?
 - c. What resources are available to NDPA?

Workshop 2

1. Discussion about and confirmation of findings of research to date
2. Planning to strengthen DPOs