



DUTY TRAVEL REPORT

Staff Member	1) Laisa Naivalurua – Operations Manager 2) Stephanie Waqanivalagi – Training Coordinator	
Destination:	Nalagi Hotel (Senitoa Room), Nadi, Fiji	
Source of funding:	Activity Code: 2024-10-3-1.1	
Workshop Dates:	Start Date: 28 th January 2025	End Date: 31st January 2025
Purpose of Travel:	Coordination and co-facilitation of the <i>Regional Workshop on Corporate Governance, Succession Planning and Mentoring Workshop</i>	
Activity description:	<p>Corporate governance and succession planning are crucial for Customs and Revenue Administrations to operate effectively, maintain integrity, and fulfill their mandates of facilitating trade, protecting borders, and collecting revenue. Corporate governance refers to the system of rules, practices, and processes by which an organisation is directed and controlled. This is particularly important in the context of Customs & Revenue operations, where there is a need for integrity, fairness, and adherence to laws and regulations. The World Customs Organisation (WCO) Revised Arusha Declaration sets a benchmark for customs administrations highlighting key measures for implementing an effective national Customs integrity programme.</p> <p>Succession planning, on the other hand, is the process of identifying and developing individuals within an organisation who have the potential to fill key leadership positions in the future. It involves creating a talent pipeline to ensure that the organisation has a smooth transition of leadership when leadership positions at the strategic and operational level become vacant due to the exit of leaders within the organization. Effective governance practices help ensure that the organisation is managed in the best interests of its stakeholders, while succession planning ensures that the organisation has the leadership talent necessary to navigate future challenges and opportunities.</p> <p>The implementation of corporate governance and succession planning is driven by the need to build trust and confidence among stakeholders, manage risks, improve organizational performance and strategic planning, protect reputation, and comply with legal and regulatory requirements. These practices are essential for fostering transparency, accountability, and sustainability, ultimately contributing to the organization's long-term success and resilience. As drivers of these issues escalate, Customs and Revenue organisations that play a critical role in the economic growth and border security of Pacific Island nations need to be prepared and have effective policies and systems in place that can foster the trust of communities as well as ensure the continuity of operations.</p> <p><u>Workshop Objectives:</u> This workshop aims to empower regional Customs and Revenue Administrations to achieve greater organizational performance, manage risks effectively, and build long-term success and resilience. It will prepare current leaders to:</p>	

- a) Develop risk mitigation strategies and enhance business continuity for sustainable and future-ready Customs & Revenue Administrations.
- b) Foster accountability, transparency, and compliance.
- c) Contribute effectively to the development of strategic plans and corporate governance frameworks for member administrations.
- d) Cultivate a pipeline of talented individuals prepared to assume key leadership roles.

Participant Demographics:

Total No. Participants: 17

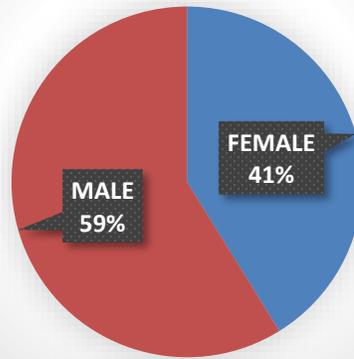
Gender Distribution: Male – 10 / Female – 7

While the Corporate Governance, Succession Planning & Mentoring Workshop had adequate gender representation overall, key leadership roles were primarily held by men.

Countries Represented:

No	Country Breakdown	Female	Male	Total
1	Cook Islands	0	1	1
2	FSM	0	1	1
3	Fiji	1	0	1
4	Kiribati	0	1	1
5	Nauru	1	0	1
6	Palau	0	1	1
7	New Caledonia	1	0	1
8	Samoa	0	1	1
9	Solomons Islands	1	0	1
10	Timor Leste	0	1	1
11	Tonga	0	1	1
12	Tuvalu	1	0	1
13	Niue	0	1	1
14	Australia	1	0	1
15	Guam	1	0	1
16	CNMI	0	1	1
17	OCO	0	1	1
	Total	7	10	17

Overall Participant Demographics



Outcomes:

This workshop equipped participants with the principles of good governance, including those outlined in the Revised Arusha Declaration (RKC). A practical strategic planning session on day two allowed participants to put these principles into practical application by way of hypothetical workplace scenarios in groups (labs) that went on to present their findings. Participants learnt the fundamental steps for developing their own succession plans on day three. Finally, on the last day, the workshop covered the creation of effective mentoring programs. These skills will empower participants from OCO member countries to develop or update internal policies and frameworks that support sustainable administrative growth, business continuity and strengthen their strategic leadership.

Key workshop outcomes were as follows:

- Participants were taught the importance as Senior Customs and Revenue Officers to mitigate risks and enhance business continuity measures for sustainable, future-ready Customs and Revenue administrations.
- This workshop promoted the importance of accountability, transparency and compliance and how as change agents they needed to be actively promoting a workplace culture of good governance within their own administrations/organisations (*as referred to in the Revised Arusha Declaration*).
- Participants were shown the use and importance of basic and yet effective strategic planning tools, S.W.O.T analysis and S.M.A.R.T goals, for strategic planning and team goal setting.
- Specific capacity building needs of members have been identified in establishing succession plans for key roles i.e. participants were guided on how to identify and develop a stream of talented individuals with their agencies who can step into key roles when needed.
- Participants acknowledged the role of workplace mentoring and how to apply steps shown in the workshop to identify and develop workplace mentoring skills and knowledge.
- Participants agreed to taking a phased approach in incorporating the learnings from this workshop into their own teams and to make proposals to their national administrations for improvement and sustainability moving forward.

Recommendations/ follow up activities:

Given the lessons learnt and consistent with the rationale of the OCO Professional Standards Framework, to ensure capacity building for the 'right people' and continuity at regional and national level it is recommended that:

	<ul style="list-style-type: none"> • Workshop materials are maintained in a repository and administered by the Operations Division to ensure participants have reference documents for continued learning. • Pre-Workshop Survey was introduced as a new initiative for capacity building activities to assist the OCO in gathering crucial information about participants' prior knowledge, expectations, and specific needs. This would assist us in ensuring learning expectations are met. • Participants requested that the OCO consider incorporating this type of leadership training/workshop into the annual capacity building workplan as it served as fundamental training for senior officers and management-level participants.
<p>Acknowledgement</p>	<ul style="list-style-type: none"> • Acknowledge Mr. Brent Juratowitch and Ms. Brooke Anderson of CCES for the collaborative work on this workshop and providing expertise as co-facilitators of this workshop. • Acknowledge Professor David Widdowson of CCES CSU for availing his time to officially open this regional workshop and co-facilitate the session on Corporate Governance. • Acknowledge the OCO Management for ensuring the necessary approvals were obtained in time to host this regional workshop. • Acknowledge the OCO Team that worked in coordination for the successful completion of this workshop. <p>In an effort to foster an environment of continuous improvement and for internal purposes, we are recommending the following;</p> <ul style="list-style-type: none"> • In collaboration with the Finance and Corporate Services team, we need to communicate to Nalagi Hotel in Nadi that the Senitoa Meeting Room is not the most suitable room for our workshop/meeting(s) due to poor lighting and constant noise/disturbance since it is on the ground floor and close to the main entrance area of the hotel. We suggest that the meeting room located on the 1st floor at Nalagi Hotel be the preferring meeting room for all OCO workshops/meetings held at Nalagi Hotel . • The Finance and Corporate Services team are requested to ensure the office vehicles used during official duty travel are well maintained and have relevant registrations up to date as it was discovered during a traffic stop by the Police on 01/03/25 when returning to Suva that the LTA registration for the RAV 4 vehicle (reg KS486) was in fact expired since August 2024. An email correspondence has since been communicated to FCSM (with a copy to HoS) for future noting and further action. • If there is an opportunity, we are recommending the purchase of two new OCO banners and possibly merchandise (i.e. notebooks, pens, etc.) for use in future capacity building activities. • Workshop budget may include a closing dinner for the workshop participants and facilitators.
<p>Meeting documents where available (to put on server with hyperlink):</p>	<p>Presentations: O:\Operations Division\CUSTOMS LEADERSHIP\July 2024 - June 2025\Corporate Governance and Succession Planning\Corp Gov, Succession Plng n Mentoring Workshop, Nadi- Jan 2025\Training Materials</p> <p>Pictures: O:\Operations Division\CUSTOMS LEADERSHIP\July 2024 - June 2025\Corporate Governance and Succession Planning\Photos- CG, SP, Mentoring_Jan25</p> <p>Media:</p>

<https://www.facebook.com/share/p/1DzXydVDY4/>
<https://www.ocosec.org/wp-01-oceania-customs-organisation-launches-leadership-and-governance-training-for-customs-officers/>

ANNEX 1: GALLERY



Workshop participants at the Opening of the OCO Regional Workshop on Corporate Governance, Succession Planning and Mentoring at Nalagi Hotel, Nadi, 28-31 January 2025



Participants during the session on Corporate Governance facilitated by Prof David Widdowson on Day 1, 28th January 2025



Participants during lab sessions to discuss Succession Planning initiatives on Day 2, 29th January 2025



L-R: CCES Co-facilitator Brent Juratowitch, OCO Operations Manager Laisa Naivalurua, OCO Training Coordinator Stephanie Waqanivalagi and CCES CEO Prof David Widdowson

WORKSHOP/TRAINING EVALUATION ASSESSMENT

Workshop Title: Regional Workshop on Corporate Governance, Succession Planning and Mentoring

Workshop Dates: 28 – 31 January 2025

Venue/ Location: Senitoa Room, Nalagi Hotel, Nadi

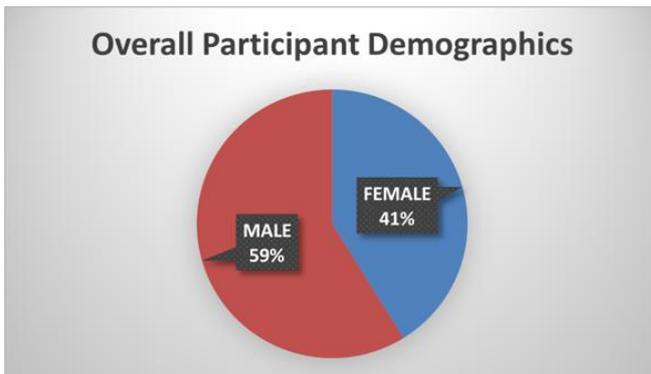
Workshop Objectives:

This regional workshop aims to empower regional Customs and Revenue Administrations to achieve greater organizational performance, manage risks effectively, and build long-term success and resilience. It will prepare current leaders to:

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Participant details:

A)



There was a total of 17 participants in attendance representing 16 national customs administrations and 1 participant from the OCO Secretariat. In terms of overall participant demographics, 10 participants were Male and the remaining 7 were female.

B)

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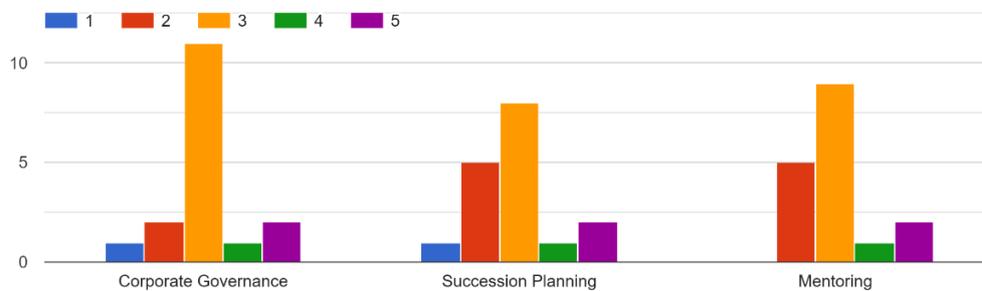
PRE-WORKSHOP SURVEY

In an effort to determine participants' understanding of the workshop topics, we employed the use of a Pre-workshop survey to assist facilitators in better understanding participants' existing knowledge, expectations, and needs. This information shared with CCES facilitators aided us in customizing workshop content and delivery, creating a more relevant and impactful learning experience for all.

Refer as listed below, the Pre-Workshop survey questions complete with responses from participants and a brief evaluation summary for each questions. The survey resulted in an 88.2% response rate and the survey was sent to participants one week before the commencement of the workshop in Nadi, Fiji.

Question 1: How do you rate your current understanding of the Workshop topics?

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Question 1 responses were on the participants understanding of the workshop topics and participants were required to answer this question by using a scale from 1-5 (i.e. 1: Expert, 2: Advanced, 3: Intermediate, 4: Beginner, 5: No experience). Results showed that 70.5% of participants responded as having Intermediate knowledge (mid-point) of the three key topics Corporate Governance (CG), Succession Planning (SP) and Mentoring (M). There were only 1-2 participants who possessed little to no experience of the workshop topics.

Question 2: What level of expertise do you expect from this training?	Question 3: Have you had any prior training on these Workshop topics? If yes, please explain.
<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> No
<ul style="list-style-type: none"> This training aims to enhance expertise, fostering knowledge for future improvements and capacity-building within the Timor-Leste Customs Authority (TLCA). 	<ul style="list-style-type: none"> No
<ul style="list-style-type: none"> Strategic level on succession planning, mentoring and managing people and the organization 	<ul style="list-style-type: none"> Yes, I have attended prior training on these topics, which provided foundational knowledge and practical insights relevant to this workshop.
<ul style="list-style-type: none"> Solid understanding of the workshop and deep understanding of talent identification, leadership development, and contingency planning. 	<ul style="list-style-type: none"> Yes, I had training on this in from previous workplaces
<ul style="list-style-type: none"> I am expecting the new ideas as I am New on this training. 	<ul style="list-style-type: none"> No this is going be my new workshop for these topics



<ul style="list-style-type: none"> I expect a level of in-depth knowledge in Customs Operations and how to facilitate and train incoming personnel to become leaders in their organization and how to incorporate best practices into the work culture. Provide guidance and drive long and sustainable planning, as well as align regional and national objectives and how to incorporate best practices among the organization. Help create future leaders, strategic thinkers and critical management skills. 	<ul style="list-style-type: none"> No. Aside from Training Management, I have not had any other sort of training on leadership and succession planning. Mostly technical training or capacity building.
<ul style="list-style-type: none"> As a first timer, in such workshop, I expect to learn from the experiences of the facilitator's professional expertise on the subject matters, clarity in delivering the workshop topics to assist me with the development or implementation of the succession plan, decision making, better understanding of the Revised Arusha Declaration and how to manage challenges in the workplace. 	<ul style="list-style-type: none"> Yes. Leadership training workshops
<ul style="list-style-type: none"> High level 	<ul style="list-style-type: none"> No, this is my first time on this Topic.
<ul style="list-style-type: none"> We get a lot of knowledge or understanding specially as a Senior Level. 	<ul style="list-style-type: none"> Not really in corporate governance and succession planning although I have already heard those concepts. More in mentoring.
<ul style="list-style-type: none"> I expect to have some interesting and profitable discussions on the future customs landscape and on the best way to face the challenges that await us. 	<ul style="list-style-type: none"> Not directly
<ul style="list-style-type: none"> Better understanding on corporate governance and succession planning. 	<ul style="list-style-type: none"> I had training on Leadership by NZ Customs Services
<ul style="list-style-type: none"> The best to be delivered 	<ul style="list-style-type: none"> No
<ul style="list-style-type: none"> Prepared Corporate Plan and Build up capacity on develop strategic plan for the whole Department. 	<ul style="list-style-type: none"> None
<ul style="list-style-type: none"> Familiarity with Succession Planning Concepts 	<ul style="list-style-type: none"> No training at all - only engage in Internal Meeting discussing annual work plan
<ul style="list-style-type: none"> Excellent deliverable and adopting the materials knowledge information from this training 	

*Participants responding to **Question 2** overwhelmingly expected workshop facilitators to possess expert-level knowledge. They hoped to engage in stimulating discussions that would enhance their own expertise or understanding in the workshop topics and apply these learnings to their own workplace teams.*

Regarding **Questions 3**, it reflects only 28.2% of participants have had leadership training prior to attending this workshop. There is evidence to suggest that there is growing interest in learning more about mentoring, succession planning and corporate governance.

Question 4: What are you looking forward to gaining from this training?	5. How relevant are the Workshop topics to your work? Please explain
<ul style="list-style-type: none"> ▪ I aim to gain practical skills, deeper knowledge, and actionable insights to enhance my contributions to the Timor-Leste Customs Authority's goals and initiatives. 	<ul style="list-style-type: none"> ▪ The workshop topics are highly relevant as they align with key aspects of human resource management and training, directly supporting the development, performance evaluation, and capacity-building initiatives critical to achieving the goals of the Timor-Leste Customs Authority.
<ul style="list-style-type: none"> ▪ Advance skills in Succession Planning and Mentoring, be able to make a strategic plan for the organization 	<ul style="list-style-type: none"> ▪ Subjects on the program are very appropriate and very timely for my organization
<ul style="list-style-type: none"> ▪ Better understanding of the following topics within a Customs Administration perspective 	<ul style="list-style-type: none"> ▪ Very relevant. I will have a part in the recruiting process for our administration
<ul style="list-style-type: none"> ▪ I want to learn depth of succession planning, how to let someone understudy another employee who is about to retire 	<ul style="list-style-type: none"> ▪ Very relevant as I value commitment to continuous learning and staying updated on emerging best practices in governance and succession planning
<ul style="list-style-type: none"> ▪ To build capacity and Planning operation on targeting and profiling 	<ul style="list-style-type: none"> ▪ It is Important to me because I am new on my senior position to conduct operations
<ul style="list-style-type: none"> ▪ Understand corporate governance awareness, understanding governance frameworks, accountability and transparency as well as adaptability. Create a leader's mindset and develop strategic thinking skills and make decisions based on subjective data-driven information. 	<ul style="list-style-type: none"> ▪ Very relevant. I work in the field of administration, training and human resource management so this aligns with our line of work and responsibilities. This will provide a better understanding of creating a sustainable operation, effective governance an succession planning as well as providing leadership skills to guide and mold not just the agencies goals but the work culture of officers and personnel.
<ul style="list-style-type: none"> ▪ I am looking forward to getting a much better understanding on the concepts/resources to help me contribute to the development of our organizational succession planning and decision making. The Strategic Planning lab session and mentoring program is what I am looking forward to the most. 	<ul style="list-style-type: none"> ▪ All the topics are important and relevant to our organization because, it will help me to strategically execute the Organisation's expectations through better cooperate governance principles as a senior officer, understand the ethical principles to help me make good ethical decision that is fair to all, managing the challenges at the workplace and come up with a



	successful succession plan and be able to participate in a mentoring program.
<ul style="list-style-type: none"> Increase understanding of the topics and how other agencies approach to encourage independence and efficiency in the workplace 	<ul style="list-style-type: none"> Very relevant with my team i lead about 15 to 20 officers. these topics are aligned with my role
<ul style="list-style-type: none"> All of the learning objectives mentioned. 	<ul style="list-style-type: none"> Especially on doing Strategy and planning, etc.
<ul style="list-style-type: none"> I hope to have ideas and tools to help guide my organization and my team towards the future, with modern governance, better adapted to the current and future context and that take care of the well-being of people. 	<ul style="list-style-type: none"> I am currently one of the highest-ranking officers of Caledonian origin in our French organization and I am expected to have more and more responsibilities in the years to come. I think that this workshop would prepare me to have the right mindset and give me new tools to best contribute to the succession.
<ul style="list-style-type: none"> Improve my knowledge 	<ul style="list-style-type: none"> Important
<ul style="list-style-type: none"> More exposure and knowledge of corporate governance 	<ul style="list-style-type: none"> Mid to High Level
<ul style="list-style-type: none"> Governance and Organizational and Strategic Planning 	<ul style="list-style-type: none"> Most relevant, because we focus more on the operational level, and have less to no time to specialize in these important areas of work.
<ul style="list-style-type: none"> Well, prepared in Developing Department Corporate Plan and identify the key outcomes that link to achieve Key performance Outcomes (Learn from other expert Pacific Island countries) 	<ul style="list-style-type: none"> As my previous position, working at Design monitoring Unit I usually deal with Designing Annual work plan for the department and provide quarterly update report on performance as well revenue update.
<ul style="list-style-type: none"> Understanding Succession Planning, Strategic framework, Mentoring skills, Governance best practices, Engagement techniques and Networking Opportunities 	<ul style="list-style-type: none"> I am hoping we will be better equipped to implement practices that can enhance effectiveness of Nauru Customs, foster leadership development, and contribute to the overall growth and sustainability of the organization.
<ul style="list-style-type: none"> Learning from an expert in Administration Level - develop designing Department Corporate plan 	<ul style="list-style-type: none"> Link to my current role as a Design monitoring Unit an as a Acting Director, always involved in decision making and designing Work plan that report to Ministry Finance Corporate Strategic plan.

Question 4 responses indicated that most of the participants attended the training to enhance their understanding and knowledge of the workshop topics, with the goal of practical application within their work teams. There was a common theme of being more knowledgeable in the workshop topics in order to exact change/ improvement within their work teams and agencies.

Question 5 responses revealed unanimous agreement (100%) among participants regarding the relevance of the workshop topics to their respective organizational needs.

6. Do you have any questions about the training?

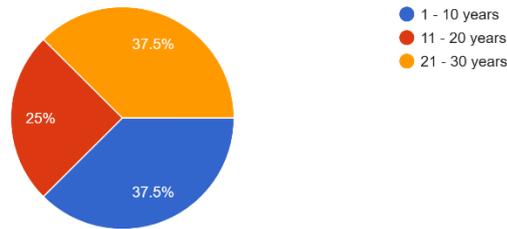
▪ No
▪ Will this training have a continuation?
▪ Not currently.
▪ May be later after the workshop
▪ No thank you. I am looking for the Event
▪ None, but looking forward to this training and to learn as much as I can to become better in my line of work and to be effective personnel in my organization.
▪ No, and thank you for the invitation and financial support to attend the workshop. I am looking forward to meeting the facilitators and the rest of the participants.
▪ Not at this moment
▪ I think, yes but I will rise my question during the workshop if have.
▪ No. I am looking forward to being there and meeting new colleagues from the Pacific Islands. And I thank the OCO once again for the opportunities the organization gives us to meet and develop our knowledge and skills.
▪ Finalised program of the workshop to be sent through.
▪ No
▪ Not at the moment.
▪ None for now but i might have during the workshop.
▪ No! Looking forward to learning from experts and pool of Senior management from the Pacific

Question 6 achieved an 88.2% response rate, with the majority of participants expressing enthusiasm for the workshop's commencement. Participants inquired about the possibility of follow-up workshops to continue this leadership training, a matter currently under consideration by OCO Management.

POST-WORKSHOP EVALUATION

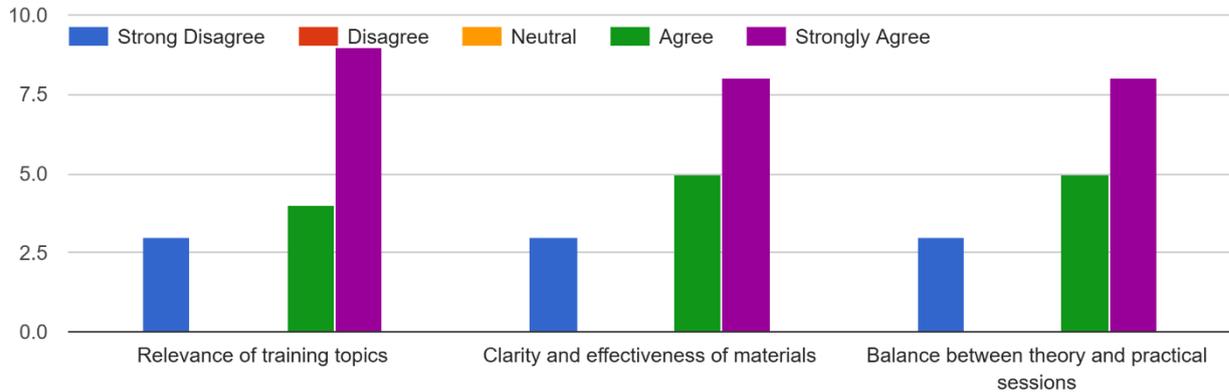
A Post-Workshop Evaluation questionnaire was developed and circulated to all participants on the final day of the workshop (Friday 31st January 2025). The post-evaluation questionnaire received a 94% response rate from participants with one ineligible response that could not be included.

Role/Designation
16 responses



Participants were asked to indicate their total years of service with Customs and Revenue. The responses revealed a bimodal distribution, with 37.5% of participants having between 1 and 10 years of service, and an equal proportion (37.5%) having between 21 and 30 years of service.

1. Training Content



Participants responding to **Question 1** were asked to evaluate the training content, specifically addressing topic relevance, clarity and effectiveness of materials, and the balance between theoretical and practical sessions. The overwhelming majority of responses were either "strongly agree" or "agree," indicating positive perceptions of the training content. A small number of participants (2-3) selected "strongly disagree".

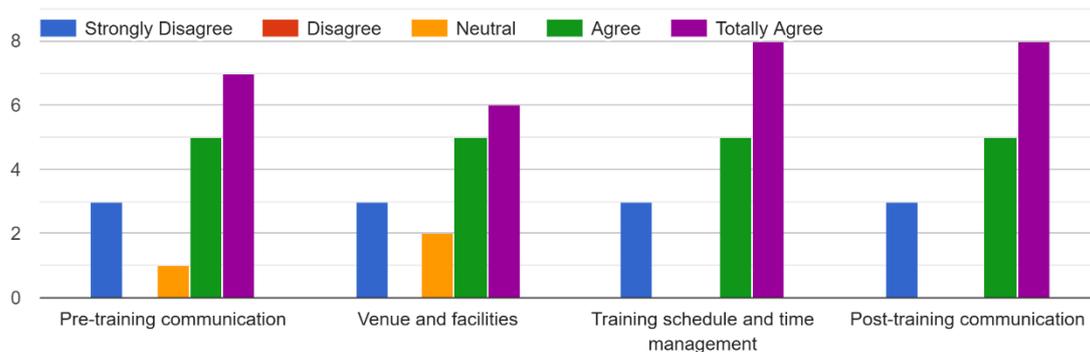
Listed below are supporting comments to **Question 1**:

Training Content Comments:
- Well organised, please distribute the PowerPoint slide
- The content of the training was well organized, professionally presented and easy to read or follow through during the workshop.
- Well-prepared Workshop, aligning with the objectives. Clearly Delivered and Easy to understand with well-organized structure.
- The contents of the training links align well with the Theme of this timely training and relevant to my role in Customs that can make future changes in my organization
- Excellent material that relates to our own administration

- It was really well structured and engaging, found the content very useful and material was clear and useful and examples helped a lot.
- Overall great engagement, very thorough with hybrid of interactive learning, dialogue, and participation.
- I am agreeing with all contents.
- Learning objectives were very relevant and informative
- very well done and structured
- Very dynamic training which allowed for a lot of discussion and reflection on the subjects covered.
- The material was easy to understand and communicated well by the presenters
- It was very comprehensive

Question 2:

Please indicate your level of agreement with these statements about the workshop using the scale of Totally Disagree to Totally Agree. 2. Logistics and Organization



Participants were asked in **Question 2** to evaluate the logistics and organization of the workshop, including pre-training communication, the venue and facilities, the training schedule and time management, and post-workshop follow-up communication. Responses generally indicated satisfaction in all these areas with 17.6% who indicated 'strongly disagree'.

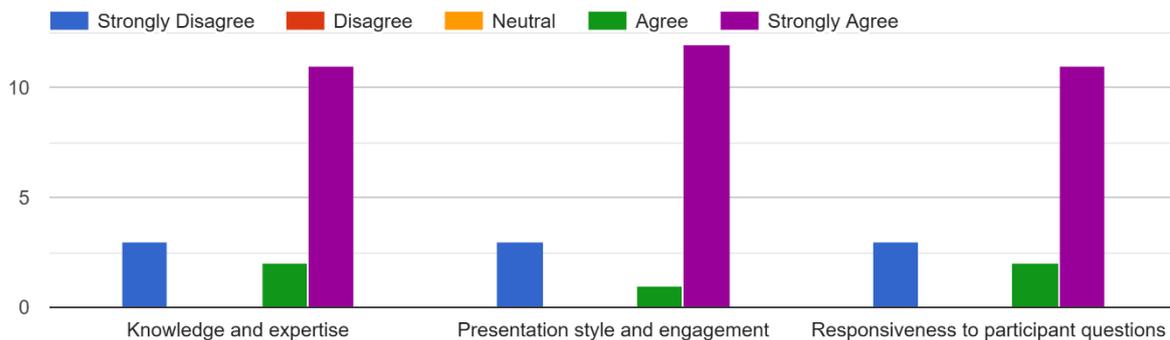
Listed below are supporting comments to **Question 2**:

Logistics and Organization Comments:
- Well organised thanks
- Very satisfactory
- Everything runs smoothly, good time management and meet high expectations.
- Everything was Well-organized. The co-ordination, managing resources, tasks, schedule and planning for the smooth and enjoyable Workshop.
- Logistics and organization is on point and this shows well organized and consistent communication from the start with the survey before travel departure and after the workshop. So grateful for the training coordinator for all the support and assistance, well done Vinaka
- Excellent service. No issues

- Overall the workshop was well organised, venue was bit noisy at times from different sound from top floor and light was getting bright and dim always.
- Other than venue, facility and materials, it was well suited for this workshop. I only had one concern; it was in regard to flight arrangements. I understand it is determined by most economical, however, with my flight coming in, it took longer than usual due to unexpected issues with progresses what would of only been a day trip, to become a day and a half or nearly 2 days. I only ask if we could also consider maybe alternate route that could be as direct or minimal stops? Otherwise, it was overall a great workshop with the expert trainers and facilitators.
- Throughout the training, I'm strongly agree
- It was very excellent
- Well done!
- All the organization was excellent.
- No, I Appreciate
- Outstanding Performance

Question 3:

Please indicate your level of agreement with these statements about the workshop using the scale of Totally Disagree to Totally Agree. 3. Facilitators/Presenters



Participants were asked in **Question 3** to evaluate the Facilitators/ Presenters of the workshop, including their Knowledge and Expertise, Presentation Style and engagement and their Responsiveness to participant questions. Responses generally indicated satisfaction 'strongly agree' in all these areas with 11.7% who indicated they 'strongly disagree'.

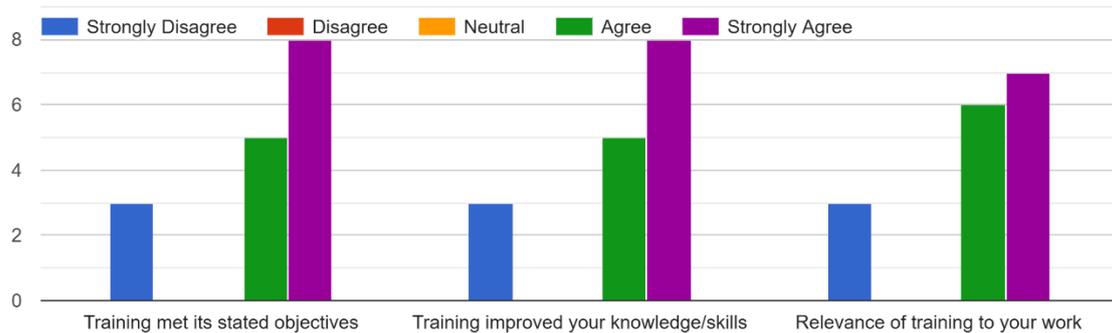
Listed below are supporting comments to **Question 3**:

Facilitators/Presenters Comments:
- Thanks, easy to understand good approach
- Very satisfactory
- The facilitators are very knowledgeable on the subject matters and experiences shared with further demonstration of examples have given me a holistic understanding of the given topics.

- Thanks to the facilitators for your Expertise, Expressing Ideas Clearly, Effectively, Efficiency and Timely.
- Acknowledge the Facilitators for very informative training and approach to ensure all participants involved get the best out of this very important training Greatly appreciate your time
- Very privileged to have such amazing experts
- Knowledgeable and engaging, explained concepts clearly and kept the sessions interactive
- Great job and thank you for your engagements and insight as well as knowledge sharing.
- Strongly Agree.
- Wonderful
- Exceptional
- The animation of this workshop was perfect
- Expertise and perspective
- Exceptional Presenters

Question 4:

4. Overall Training Effectiveness



Participants were asked in **Question 4** to evaluate the Overall Training Effectiveness of the workshop, including if the Training met its stated objectives, if it improved the participants knowledge/skills and lastly if it was relevant training to their work. Responses generally indicated satisfaction 'strongly agree' in all these areas with 11.7% who indicated they 'strongly disagree'.

Listed below are supporting comments to **Question 4**:

Overall Training Effectiveness Comments:	
-	Strongly agree
-	Very satisfactory

- The opportunity to attend the training has enhance my knowledge to effectively navigate my work in reference to the code of conduct, succession planning and mentoring sessions/scenarios. This is one of the best and relevant trainings that will have a very big impact on my current role to help the organisation move forward with good governance, strategic succession planning and mentoring gaps. Mentoring and coaching tips are helpful, since I am managing a number of new employees who are not well experienced in Customs environment. Who still need assistance on every step of the way to achieve the organisational objectives.
- Understanding of Governance Principles and implement ethical Leadership in an Organization. To develop Long-term Strategies for Sustainable growth and success. To attract, retain and develop top talent for the organization and to Build strong culture of knowledge transfer and professional development.
- The training provides good encouragement and motivates participants to apply learnings from the workshop when they return to their respected administration
- Excited to action what I have learnt. This is long overdue and quite timely
- the training was highly effective and i feel more confident applying what i have learnt.
- Very good.
- Strongly agree.
- Very effective
- Well matched to individual areas
- The objectives have been perfectly achieved, especially since I may have to prepare my succession plan for mobility in the coming year.
- It was a really good start for me, as a career on Strategic Planning

Question 5:

5. What learnings from the workshop would you apply when you return home to your Customs administration/ organisation?
- Identify our gaps and Creating our succession plan
- The Timor-Leste Customs Authority is reforming its legal framework to ensure program success. I will discuss implementing a drafted succession plan to support this effort.
- I have a better understanding of what good corporate governance means and how my agency can improve upon it.
- i. Improve my mentoring skills and practice. ii. Contribute to the development of the organization Succession plan if given the opportunity to do so. iii. Liaise with HR on the current Code of Conduct of the organisation on how best to get employees volunteering to the Code of Conduct. Seeing Fiji Customs and PNG employees signing their Customs Administrations COC is an approach I would like to give it a try. So, every is accountable.
- What I have to Contribute for my organization is the Engagement and Success planning to build capacity on achieving goals.
- Learn a lot of new things from this training workshop and will apply on return It is therefore also important that the Expert facilitators are ready to assist with the formulation of strategic plans and succession planning for participants
- Completed succession plan. Influence and inspire culture change to promote good governance. Mentoring support
- Succession planning /coaching/mentoring/exceptional good governance tools

- Need to expand on a way forward on a succession plan and to incorporate a better work culture and governance.
- Firstly, I want to apply succession planning to my workplace.
- Succession planning
- Succession planning effectiveness for organization
- I will work on my succession plan and formalize my actions in the area of mentoring.
- Good Governance becomes possible when you cultivate trust in the workplace
- To Improved Governance Practices
- SWOT Analysis, SMART Tool to be able to understand the effectiveness of a Corporate Objectives and policies

Question 6:

6. Additional Feedback
- Really much boosting my capacity in developing new learning strategy and learning from reality challenges from experience
- The training provided valuable insights into the ongoing legal reforms within the Timor-Leste Customs Authority. It highlighted the importance of a well-structured succession plan to ensure continuity and efficiency in workforce management, supporting long-term institutional growth and development.
- I thought it was interesting to hear the experiences of other customs organizations from the various countries and the differences in the makeup of their departments.
- Shared experiences from the participants their different views and experiences from the different administrations has help me to compare what SI Customs has in place in terms of Strategic Planning and how to do better to achieve the expectations of the organisation. Thank you OCO for the opportunity and for organising the training and a special mention to Stephanie and Laisa for putting this together. Tagio Tumas.
- I have found my experience from other Pacific countries explaining their SOPs so that I can share to my organization to express new ideas and Plans. Also I made friends and have connection to some Participants on social media to rely each other by sharing suspicious information if it is possible. I have declared them as Members of my Customs Family. Last but not the Least. Wish you all the best.
- Once again, my sincere gratitude to OCO for this great opportunity for an ongoing building Leadership Skills of member Customs Administration. I also take this opportunity on behalf of Niue Customs in putting forward an expression of interest for Niue to Hosts training workshops in 2026 Vinaka and God Bless
- Nothing to add. Need this to be an annual training for everyone in the administration
- such training will boost morale of the organisation if applied properly with the principles learnt.
- Please continue the great work and support especially the developing island countries!
- No, the sharing and presentation was cleared.
- Maybe add a reception dinner to build camaraderie
- was well organized and CCES trainers was very helpful
- I would like to thank the OCO for the opportunities it provides us to learn and grow together and the CCES for the quality of the training.
- Learnt a lot from our Pacific counterparts and it was

- The training has been incredibly valuable, offering a blend of both theoretical insights and practical strategies that can be directly applied to the challenges we face in our Customs administration.

Recommendations:

Given the lessons learnt and consistent with the rationale of the OCO Professional Standards Framework (OPSF), to ensure capacity building for the 'right people' and continuity at regional and national level it is recommended that:

- Workshop materials are maintained in a repository maintained and administered access by the Operations Division to ensure participants have reference documents for continued learning.
- Pre-Workshop Survey was introduced as a new initiative for capacity building activities to assist the OCO in gathering crucial information about participants' prior knowledge, expectations, and specific needs. This would assist us in delivering
- Participants requested that the OCO consider incorporating this type of leadership training/workshop into the annual capacity building workplan as it served as fundamental training for senior officers and management-level participants.
- Propose to include a reception dinner for the participants and facilitators at the start of the workshop to encourage networking and discussions amongst the participants.

Thank you and respectfully submitted for your further consideration and review.

Prepared by:

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