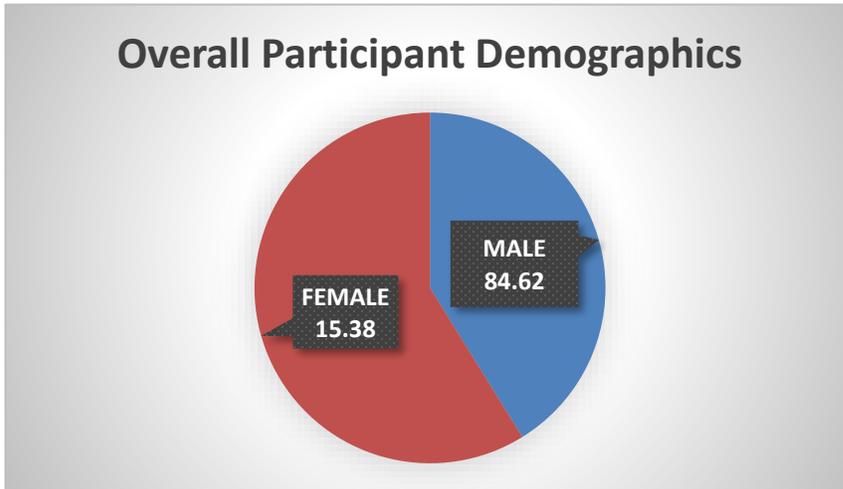


## DUTY TRAVEL REPORT

<b>Staff Member</b>	Stephanie Waqanivalagi – Training Coordinator																							
<b>Destination:</b>	First Landing Resort, Vuda, Fiji																							
<b>Source of funding:</b>	Activity Code: 2024-20-1-1.1																							
<b>Workshop Dates:</b>	Start Date: 7 <sup>th</sup> April 2025		End Date: 11 <sup>th</sup> April 2025																					
<b>Purpose of Travel:</b>	Command, Control & Communications (C3) Course – Fiji																							
<b>Activity description:</b>	<p>The Command, Control &amp; Communications (C3) course was successfully delivered from 7 to 11 April 2025 at First Landing Resort, Fiji. The program was designed to strengthen operational planning, coordination, and communication capabilities across Pacific Customs agencies and promote enhanced regional cooperation.</p> <p>Representatives from various Pacific Island Customs administrations participated in the course, with all attendees completing the program successfully. Feedback was unanimously positive, with participants highlighting that the course provided enduring benefits to their individual agencies and contributed meaningfully to operational effectiveness and regional collaboration.</p> <p>The course delivered a balanced mix of presentations, tabletop exercises, and simulations that reflected real-world operational environments. Key topics included:</p> <ul style="list-style-type: none"> <li>• Operational planning and the appreciation process</li> <li>• SMEAC and contingency planning</li> <li>• Command structures and inter-agency roles</li> <li>• Communications protocols and decision-making cycles</li> <li>• Surveillance planning and operational control</li> </ul> <p>The practical components, including desktop simulations of field scenarios, allowed participants to apply theoretical knowledge in a realistic setting and gain critical insight into operational coordination and response.</p> <p><b>Participant Demographics:</b>  Total No. Participants: 13  (OCO funded: 13pax)  Gender Distribution: Male – 11 / Female – 2</p> <p><b>Countries Represented:</b>  i.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>No</th> <th>Country Breakdown</th> <th>Female</th> <th>Male</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Cook Islands</td> <td>0</td> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>American Samoa</td> <td>0</td> <td>1</td> <td>1</td> </tr> <tr> <td>3</td> <td>Fiji</td> <td>0</td> <td>3</td> <td>3</td> </tr> </tbody> </table>				No	Country Breakdown	Female	Male	Total	1	Cook Islands	0	1	1	2	American Samoa	0	1	1	3	Fiji	0	3	3
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	<b>Total</b>	<b>2</b>	<b>11</b>	<b>13</b>

ii.



**Outcomes:**

All learning outcomes were successfully achieved. Participants demonstrated improved knowledge and application of C3 principles through group exercises and scenario-based activities. Their engagement and collaboration reflected a strong commitment to strengthening operational interoperability across the region.

Feedback indicated that the course:

- Was highly relevant and immediately applicable to national operations
- Enhanced participants' ability to lead and coordinate field operations
- Promoted networking and shared learning across Pacific agencies
- Provided templates, tools, and concepts that will be embedded in agency practices

**Conclusion:**

The C3 course in Fiji was a well-received and impactful program, contributing directly to the operational capability and cohesion of Pacific Island Customs agencies. The combination of instruction, practical exercises, and a supportive training environment laid the groundwork for further engagement and upskilling in this critical area.

The OCO partnered with UNODC in delivering this capacity building training and Training report was provided by the UNODC Facilitator, Tony Wheatly attached as **Annex II**.

**Post-Workshop Evaluations:**

Attached as **Annex III** is the post-workshop evaluation summary for our internal records.

<b>Recommendations/ follow up activities:</b>	<p>Attendees consistently remarked on the lasting value of the course content and delivery, with many noting their intent to brief leadership and recommend the integration of C3 principles into future operational planning. There was resounding requests by participants for follow up training of this nature to be had for refining C3 skills and tactical techniques for operational efficacy.</p>
<b>Acknowledgement</b>	<ul style="list-style-type: none"> <li>• Acknowledge Mr. Anthony (Tony) Wheatley for the collaborative work on this workshop and providing expertise as lead facilitator for this workshop.</li> <li>• The First Landing Resort proved to be an ideal venue for the conduct of the program. Its location, facilities, and supportive staff created a conducive environment for both classroom-based and practical learning. The venue is strongly recommended for any future regional training or capacity-building programmes that require added privacy and minimal distraction, esp. for Enforcement activities of a sensitive nature.</li> <li>• Acknowledge the OCO Management for ensuring the necessary approvals were obtained in time to host this regional workshop.</li> <li>• Acknowledge the OCO Team that worked in coordination for the successful completion of this workshop.</li> </ul>
<b>Meeting documents where available (to put on server with <a href="#">hyperlink</a>):</b>	<p><b>Presentations:</b> <a href="O:\Operations_Division\ENFORCEMENT\ENFORCEMENT_PROGRAMS_JULY_2024_-_JUNE_2025\WORKSHOP_COMMAND,_CONTROL_&amp;_COMMUNICATIONS_C3\C3_COURSE,_VUDA_APRIL_2025\C3_Presentations_and_materials">O:\Operations_Division\ENFORCEMENT\ENFORCEMENT_PROGRAMS JULY 2024 - JUNE 2025\WORKSHOP COMMAND, CONTROL &amp; COMMUNICATIONS C3\C3 COURSE, VUDA APRIL 2025\C3 Presentations and materials</a></p> <p><b>Pictures:</b> <a href="O:\Operations_Division\ENFORCEMENT\ENFORCEMENT_PROGRAMS_JULY_2024_-_JUNE_2025\WORKSHOP_COMMAND,_CONTROL_&amp;_COMMUNICATIONS_C3\C3_COURSE,_VUDA_APRIL_2025\Photos-C3_Vuda">O:\Operations_Division\ENFORCEMENT\ENFORCEMENT_PROGRAMS JULY 2024 - JUNE 2025\WORKSHOP COMMAND, CONTROL &amp; COMMUNICATIONS C3\C3 COURSE, VUDA APRIL 2025\Photos- C3 Vuda</a></p> <p><b>Media:</b> <a href="https://www.ocosec.org/oceania-customs-organisation-launches-critical-command-control-communications-training-for-pacific-border-security/">https://www.ocosec.org/oceania-customs-organisation-launches-critical-command-control-communications-training-for-pacific-border-security/</a></p>

**ANNEX 1: GALLERY**



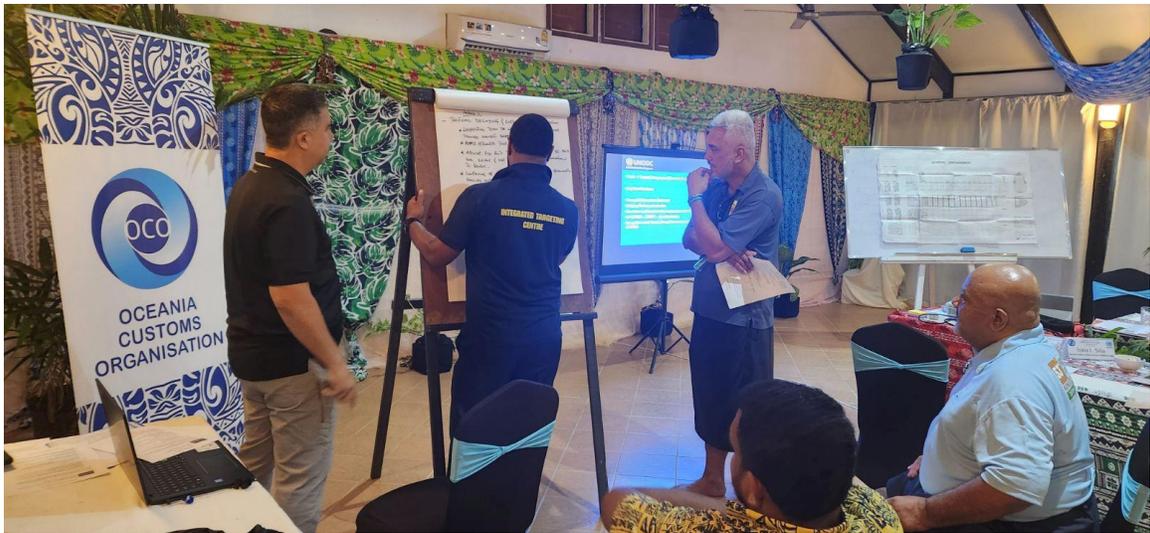
Workshop participants at Opening Day of the Command, Control and Communication Training course, Vuda, 07-11 April 2025



C3 Participants being addressed by Tonga's Director for Border, Mr. Sau Niulala during Day 1 discussions



Participants discussing Operational planning and the appreciation process with UNODC facilitator, Tony Wheatley on Day 2- Tuesday 8<sup>th</sup> April 2025



Participants during Day 2- Tuesday 8<sup>th</sup> April session discussing SMEAC and contingency planning



Graduation and final day of the C3 Workshop on Friday 11<sup>th</sup> April 2025



## Course Reports - VBSS

Name of Course	Course Location	Start date	Finish date
Command, Control & Communication (C3)	Fiji	7 April	11 April

### Statistics

Item VBSS		Pacific Customs
A	Number of participants	13
B	Number of participants completed course	13
C	Number of participants	13
D	Number of	0

### Instructional and Training Support Staff

Surname	Given Names	Work Area
WHEATLEY	Anthony (Tony)	UNODC - GMCP Consultant (Lead)

### Instructor Feedback

TRAINING FACILITIES
<p><i>Any relevant information on the training venue, facilities, and equipment.</i></p> <p><b>Facilities</b></p> <p>Course conducted First landing Hotel – Vuda Fiji included:</p> <ul style="list-style-type: none"> <li>• <i>Conference Room</i></li> </ul>



## Incidents

*To include any relevant information in relation to any incidents or issues that occurred on course.*

- Nil Incidents

## Course Overviews

**Course Report:** Command, Control & Communications (C3) Course – Fiji

**Date:** 7–11 April 2025

**Location:** First Landing Resort, Fiji

**Participants:** Pacific Islands Customs Agencies

### Course Overview

The Command, Control & Communications (C3) course was successfully delivered from 7 to 11 April 2025 at First Landing Resort, Fiji. The program was designed to strengthen operational planning, coordination, and communication capabilities across Pacific Customs agencies and promote enhanced regional cooperation.

Representatives from various Pacific Island Customs administrations participated in the course, with all attendees completing the program successfully. Feedback was unanimously positive, with participants highlighting that the course provided enduring benefits to their individual agencies and contributed meaningfully to operational effectiveness and regional collaboration.

### Training Content and Methodology

The course delivered a balanced mix of presentations, tabletop exercises, and simulations that reflected real-world operational environments. Key topics included:

- Operational planning and the appreciation process
- SMEAC and contingency planning
- Command structures and inter-agency roles
- Communications protocols and decision-making cycles
- Surveillance planning and operational control

The practical components, including desktop simulations of field scenarios, allowed participants to apply theoretical knowledge in a realistic setting and gain critical insight into operational coordination and response.

### Support and Venue

The invaluable support of the Oceania Customs Organisation (OCO) was highly appreciated and played a crucial role in the smooth and successful delivery of the course. Their coordination efforts, regional engagement, and logistical assistance ensured that participants remained focused on learning and interaction throughout the week.



The First Landing Resort proved to be an ideal venue for the conduct of the program. Its location, facilities, and supportive staff created a conducive environment for both classroom-based and practical learning. The venue is strongly recommended for any future regional training or capacity-building programmes.

### **Outcomes and Feedback**

All learning outcomes were successfully achieved. Participants demonstrated improved knowledge and application of C3 principles through group exercises and scenario-based activities. Their engagement and collaboration reflected a strong commitment to strengthening operational interoperability across the region.

### **Feedback indicated that the course:**

- Was highly relevant and immediately applicable to national operations
- Enhanced participants' ability to lead and coordinate field operations
- Promoted networking and shared learning across Pacific agencies
- Provided templates, tools, and concepts that will be embedded in agency practices

Attendees consistently remarked on the lasting value of the course content and delivery, with many noting their intent to brief leadership and recommend the integration of C3 principles into future operational planning.

### **Conclusion**

The C3 course in Fiji was a well-received and impactful program, contributing directly to the operational capability and cohesion of Pacific Island Customs agencies. The combination of instruction, practical exercises, and a supportive training environment laid the groundwork for further engagement and upskilling in this critical area.

The support of the Oceania Customs Organisation and the excellent facilities at First Landing Resort were instrumental in the program's success. It is recommended that future courses continue to build on this foundation to further enhance border security and operational coordination in the Pacific.

## WORKSHOP/TRAINING EVALUATION ASSESSMENT

**Workshop Title:** Command, Control and Communications (C3) Course  
**Workshop Dates:** 7<sup>th</sup> - 11<sup>th</sup> April 2025  
**Venue/ Location:** Main Conference Room, First Landing Resort, Vuda, Fiji

### Workshop Objectives:

The training aims to enhance Command-Control-Communications skills for Customs operations including land-based and maritime-based operations such as raids, vessel rummage, and disaster responses.

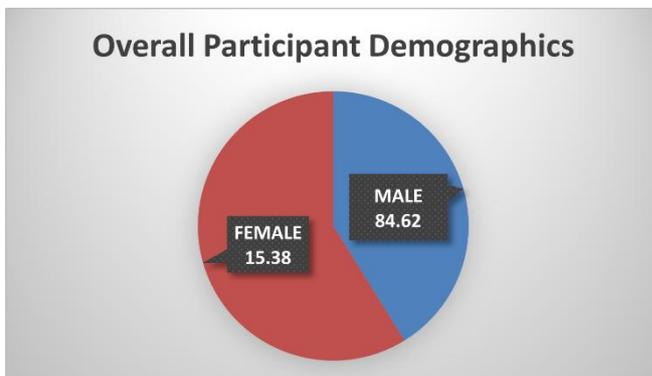
The course delivered a balanced mix of presentations, tabletop exercises, and simulations that reflected real-world operational environments. Key topics included:

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- Surveillance planning and operational control

The practical components, including desktop simulations of field scenarios, allowed participants to apply theoretical knowledge in a realistic setting and gain critical insight into operational coordination and response.

### Participant details:

A)



There was a total of 13 participants in attendance representing 11 national customs administrations. In terms of overall participant demographics, 11 participants were Male and the remaining 2 were female.

B)

No	Country Breakdown	Female	Male	Total
1	Cook Islands	0	1	1
2	American Samoa	0	1	1
3	Fiji	0	3	3
4	Kiribati	0	1	1
5	Nauru	1	0	1
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### Workshop Outcomes:

All learning outcomes were successfully achieved. Participants demonstrated improved knowledge and application of C3 principles through group exercises and scenario-based activities. Their engagement and collaboration reflected a strong commitment to strengthening operational interoperability across the region.

Feedback indicated that the course:

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The C3 course in Fiji was a well-received and impactful program, contributing directly to the operational capability and cohesion of Pacific Island Customs agencies. The combination of instruction, practical exercises, and a supportive training environment laid the groundwork for further engagement and upskilling in this critical area.

The OCO partnered with UNODC (GMCP) in delivering this capacity building training and a brief Training report was provided by the UNODC Facilitator, Tony Wheatly.

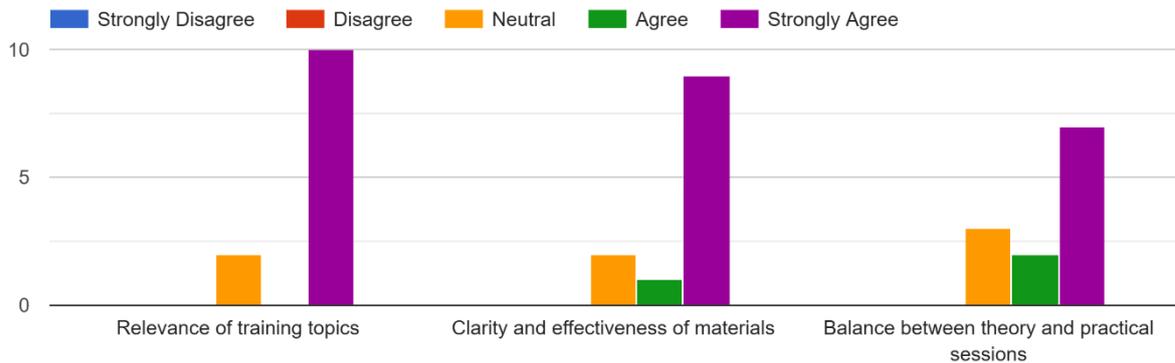
### PRE-WORKSHOP SURVEY

No Pre-Workshop Survey was conducted for this training as confirmed by Customs Enforcement Adviser, Mr. Mohammed Ajaz.

### POST-WORKSHOP EVALUATION

A Post-Workshop Evaluation questionnaire was developed and circulated to all participants on the eve of the final day of the workshop (Thursday 10<sup>th</sup> April 2025). The post-evaluation questionnaire received a **93%** response rate from participants.

## 1. Training Content



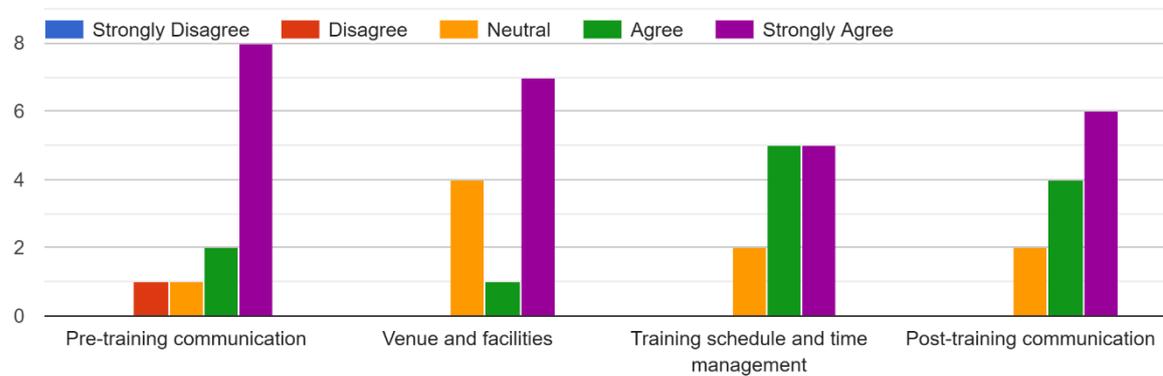
Participants responding to **Question 1** were asked to evaluate the training content, specifically addressing topic relevance, clarity and effectiveness of materials, and the balance between theoretical and practical sessions. The overwhelming majority of responses were either "strongly agree" or "agree,"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

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

Training Content Comments:
- Instructor was well informed with knowledge and experience
-
- Training content is highly recommended but personally the course needs to be a 2-week course. The content of the course is compressed together to make it a 1-week course.
- Just I strongly agree, clearly and simple.
- Relevant to Work
- It's good to develop skill
- Content of the training was very useful
- The training content is very helpful to me as a supervisor; however timing is very limited
- WELL PRESENTED AND DELIVERED AND EXCELLENT ORGANISATION
- Very Informative Workshop and Training
- To be honest, this is far the best training I've ever attended. Thanks, OCO and UNDOC
- Need to maintain continuity of same c3 participants. This training will improve critical command, decision making, communication and coordination.

**Question 2:**

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



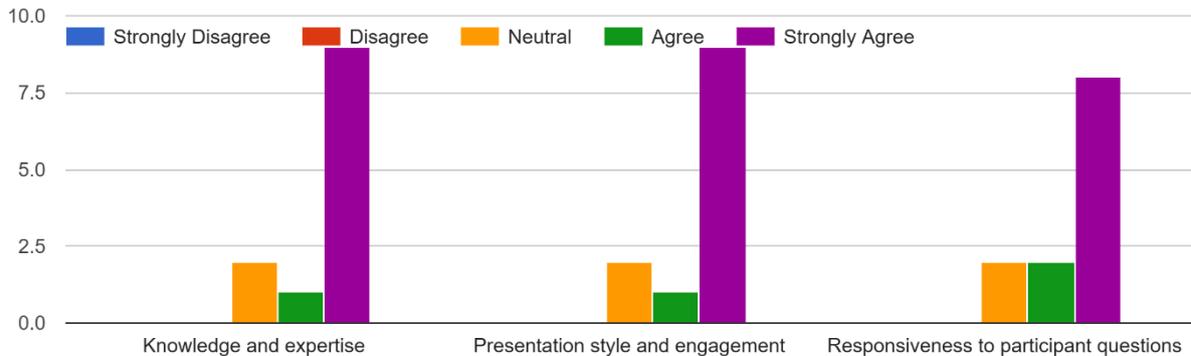
Participants were asked in **Question 2** to evaluate the logistics and organization of the workshop, including pre-training communication, the venue and facilities, the training schedule and time management, and post-workshop follow-up communication. Responses generally indicated satisfaction in all these areas with only 1 individual indicating pre-training communication was “disagreed” but the comments are all positive and is contrary to this indication.

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

Logistics and Organization Comments:
- Well pleased with hospitality and services
- Vehicle Fiji Revenue & Custom Services
- Everything ok and I strongly agree.
- I understand to organize the c3 in operation
- It's fine with me
- Excellent
- VERY WELL ORGANISED
- Logistics were great and thank you to the OCO and UNODC for providing this first ever training.
- perfect and best villa ever
- Excellent

**Question 3:**

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



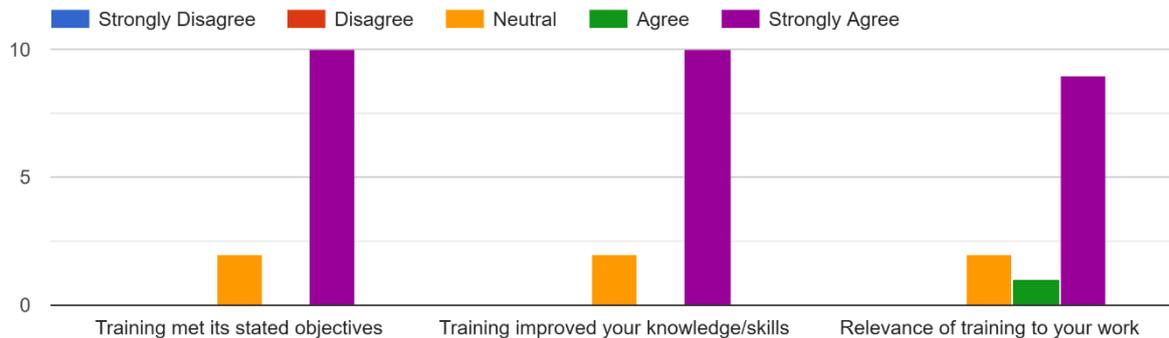
Participants were asked in **Question 3** to evaluate the Facilitators/ Presenters of the workshop, including their Knowledge and Expertise, Presentation Style and engagement and their Responsiveness to participant questions. Responses generally indicated satisfaction 'strongly agree' and 'agree' with 1 response indicating 'neutral'.

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

Facilitators/Presenters Comments:
- Nothing but the best in all aspects
- Mr. Tony deliver the training
- I am strongly agreeing with our Facilitator and I appreciate his delivery which was clear and simple.
- Good Knowledge Skills
- Good delivery and make easy to understand
- He knows his material very well
- Excellent all through out from day one till now
- VERY KNOWLEDGEABLE AND GREAT FACILITATOR - EASY TO UNDERSTAND.
- Tony was a subject matter expert with over 35 years of experience, and this was a big factor for a successful training. Stephanie was there daily to assist and facilitate the training throughout the week. She was a major asset to this training.
- Presented perfectly, made it easy for us to understand clearly
- Excellent presenter on each topic

**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' and 'agree' in all these areas with 1 response indicating they 'neutral' for this question.

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

Overall Training Effectiveness Comments:
- Good
- Personally, overall training is delivered really well by the facilitator and for me I understand really well. Theory & practical is done in a way that we are both facilitators and participants
- Very interactive and share ideas on the real time situation.
- Very interesting and helpful to our workplace.
- Effective
- Overall, I understand how make Command and also operation order to do operation.
- Very useful to be implemented back at home
- So far very well done
- ENHANCE KNOWLEDGE - WILL BE SHARE TO THE TEAM
- The training was very effective and informative
- As i said in my upper comments about this being the best training I've ever attended, i truly meant it, I understood every information being shared by the facilitator and especially learning and gaining more knowledges from my other pacific brothers and sister from other different Customs organization. I'm also happy to say that I have met more new families from Customs. Thank you OCO and UNDOC for this opportunity & I hope to see more of these trainings in the future.
- Excellent workshop!



**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. How do you plan to apply the knowledge and skills gained from this training in your organisation?
- Conduct section training to proper units
- By providing training to my colleges on C3
- Yes I plan to apply if my workplace they need me to assist them for any kind of operation they need to do.
- I will present a report to the Executive and provide the resource(hand out notes for future guidelines on any operations) and also I will share with my team and other colleagues the knowledge I gained from this training
- Need to go back and look if there is anything existing. will try to factor what i have learnt into SOP and educate my staff.

- CONDUCT TRAINING WITH THE TEAM
- To make good communication with other officers.
- I will work with my agency to review training materials and to implement this into our existing ops procedures
- My fellow Custom colleagues will benefit from the knowledge I've gained from this training. This will be our first time ever receiving operational planning and leadership training.
- Share experience and knowledge by gathering all I have learned and share to colleagues
- Have to share with my fellow officers by training
- When back to office

**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.
- 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 during the workshop to encourage networking and discussions amongst the participants.

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

**Prepared by:**

Stephanie Waqanivalagi  
Training Coordinator