



Agenda Item 6: Strategic Focus Area 1 – Partnership and Coordination

Proposed Recommendations

The Board is invited to consider recommendations proposed under each of the agenda sub-items discussed below.

Purpose

This paper seeks to provide the Board with an update regarding key activities undertaken by the Secretariat during the reporting period to advance its advocacy, partnership and coordination programme in the region and internationally. This output seeks to promote and maintain PIDC as a regional coordination point for immigration, liaison, advocacy & representation and agenda setting. Key activities to be discussed include:

- a) PIDC Communication and Advocacy Update
- b) Declaration of Partnership Update (OCO, PICP & PIDC)
- c) PIFS Regional Initiatives and Programme Update
- d) JHOPS Update
- e) UNODC-PIDC Coordination and member support

(a) PIDC Communication and Advocacy Update

2. This item serves to inform and update the Board of the progress to date of activities implemented of the Communication & Visibility Plan 2024-2026.

Background

3. In support of PIDC's efforts to raise its profile across the region and internationally through its advocacy programme, Australia through its funding arrangement for PIDC had provided a one-off visibility and advocacy funding support where the Secretariat currently has under contract a communication specialist Fine Mats Creative Agency, a Samoa based media consultancy, as the PIDC contracted Communication specialist for 12 months, with a commencement date in April 2024. The consultant is employed for 5 days every month to provide support to PIDC's communication and advocacy. Developing the PIDC Communication & Visibility Plan, Social Media Policy, production of media products, and providing staff training on communication techniques are some of the consultant's responsibilities.

Update

4. **PIDC Video** - The Secretariat is currently working through the production of a short video outlining its services and purpose in the Region with the intention of making it available through its website and presentations in regional and international forums as we continue to raise PIDC's global profile



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5. **Social Media Page Demonstration** – PIDC has created its new Facebook page as it aligns itself with current media trends being adopted by governments including PIDC members and regional and international organisations with an active account updating members and the public on the work it continues to lead and actively support across the PIDC membership. This draft social media page will be presented to Board members for review.
6. **LinkedIn** – PIDC has also created a new LinkedIn account and page as the organisation seeks to raise its profile through a professional networking global platform where regional and international organisations are using to raise their profile towards a target group of professionals at a global level.
7. **Newsletter** – PIDC has started publishing quarterly newsletter publications with two publications completed for quarters 1 and 2 of this financial period with a third publication scheduled for quarter 3 at the end of March 2025 and a fourth publication in July for quarter 4 with a target of 4 newsletter publications in a financial reporting period.
8. **Way Forward** – While the contracted communication specialists contract ends at the end of March 2025, the Secretariat will be seeking to recruit the vacant information coordination officer position that will now take on the added responsibility of PIDC communication activities apart from its normal responsibility of information coordination on immigration issues across the region.

(b) Declaration of Partnership Update (FFA, OCO, PIDC & PICP)

9. This item seeks to update members on the partnership activities being coordinated and implemented under the Declaration of Partnership.

Background

10. As part of the Declaration of Partnership between FFA, OCO, PIDC & PICP, the regional secretariats continue to be upheld by the regional Secretariats with ongoing collaborative activities being progressed under the partnership declaration. The Heads of Secretariat for PIDC, PICP and OCO continue to hold monthly coordination meetings to advance the Declaration of Partnership (DOP). These monthly meetings have been very effective in promoting the sharing of information amongst the Secretariats especially in regards to regional activities undertaken by other organisations such as PIFS, UNODC, IOM, UNODP, JHOPS and the PFC amongst others.

Update

(a) Supporting our respective Annual Conference and regional workshops

11. PIDC in consultation with the partners including PIFS have ensured to schedule regional meetings that will avoid clashing of schedules. In this regard, OCO will for the first time be hosting their annual conference in May with PICP in August in addition to PIFS organising its next FRSC meeting in July including the joint law enforcement conference that the Pacific Security College currently coordinates.

(b) MDA Talanoa Group Meeting and Partnership Talanoa Forums

12. The Pacific Fusion Centre continues to coordinate regional MDA discussions including the use of the IORIS platform for the circulation and exchange of MDA related information. Consequently, the regional secretariats continue to commit to holding ongoing Partnership Talanoa forums into the future with UNODC committing to funding support until 2026.



(c) PIFS Regional Initiatives

13. This item seeks to update Board members on the Pacific Islands Forum Secretariat regional initiatives for the law enforcement and security sector in the Pacific.

Update

14. The PIFS at its most recent update in **November 2024** highlighted the busy regional schedule ahead for this year and emphasised the important opportunity for focussed conversations on security issues for the Blue Pacific Continent, including the implementation of the 2050 Strategy for the Blue Pacific Continent (2050 Strategy).

Draft 2025 regional security outlook report

15. PIFS through the Pacific Fusion Centre discussed the draft 2025 regional security outlook report providing a summary of the global and regional security thematic issues that the report would be highlighting. These thematic areas included: (a) Climate Security, (b) Human Security, (c) Health Security, (d) Environmental, (e) Resource Security, (f) Cybersecurity, (g) Transnational Crime, (h) Traditional Security, (i) Economic Security and (j) Governance issues.

2025 Regional Security Workplan

16. PIFS had developed its new Strategic Plan 2025-2030 to ensure necessary alignment between its work and the 2050 Strategy for the blue Pacific Continent (2050 Strategy) and its implementation plan. The Strategic Plan accounts for the mandated roles and functions enshrined in the 2005 Agreement establishing the Pacific Islands Forum. Consequently, the PIFS 2025 Annual Work Plan provides five major initiatives that include the: (i) Ocean of Peace Declaration, (ii) Review of the Boe Declaration Action Plan, (iii) Security element of the Review of the Regional Architecture, (iv) Formalization of a flexible and responsive regional security mechanism and (v) Regional Women Peace and Security Guidance.

FRSC and next Law Enforcement Conference

17. PIFS has scheduled the next FRSC in July to avoid schedule clashes with other regional forums in particular our Regular Annual Meeting in June. Consequently, PIDC has ensured that any new scheduling of the next law enforcement conference in 2025 doesn't clash with our scheduled RAM in June.

18. The Secretariat will continue to monitor the activities that will be coordinated through the PIFS on regional initiatives and those that will be impacting the PIDC membership in particular.

Proposed Recommendations

Board Members are invited to:

- (i) **note** the ongoing PIFS initiated regional initiatives; and
- (ii) **task** the Secretariat to continue monitoring and supporting the PIFS regional security forums.

(d) JHOPS Update

19. This item seeks to provide an update on the activities and planned schedule for the Joint Heads of Pacific Security (JHOPS) forum.

Update



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2025 Joint Heads of Pacific Security Meeting 2025

20. The PNG Government will be hosting this year's JHOPS conference in Port Moresby from 18-20 March in Port Moresby's Stanley Hotel and Suites. Invitations have been sent out and members are encouraged to participate in this annual meeting to be hosted for the first time in PNG.

26. JHOPS aims to deliver operational security outcomes and drive practical cooperation among Pacific law enforcement agencies and security forces to coordinate Pacific-led responses to regional security challenges. It's an opportunity for operational security leaders from across the Pacific to come together to network and deliver tangible outcomes, building on the 2024 virtual meeting. The 2025 theme is: 'Align and collaborate to advance our collective security'.

JHOPS Governance Framework

27. Attached as Annex 1 is a Draft Governance Framework for the Joint Heads of Pacific Security that will be discussed at this year's annual meeting for members' approval. This Governance Framework ("the Framework") sets out the mandate, mission and governance arrangements for the Joint Heads of Pacific Security (JHoPS) community to guide the administrative, strategic, and governance functions of the forum.

28. It will be reviewed regularly and amended from time to time as the scope and priorities of the JHoPS meeting continue to evolve. Additional elements of the Framework could include an agreed list of priorities or a Forward Work Plan. The Framework will be maintained by the JHoPS Secretariat.

29. It includes the following elements:

- Key Operating Principle
- Mission Statement
- Strategic Overview
- JHoPS Terms of Reference
- Annex 1: JHoPS members and observers
- Annex 2: Joint Heads of Pacific Security Intersessional Working Group Terms of Reference (endorsed 29 February 2024).

Proposed Recommendations

Board Members are invited to:

- (i) **note** the JHOPS 2025 Annual Conference in PNG;
- (ii) **considered** the draft JHOPS Governance framework;
- (iii) **encouraged** members to participate in this year's annual JHOPS Conference.

(e) UNODC-PIDC Partnership Support

30. This item seeks to provide an update on the PIDC's partnership initiatives with UNODC.

Update

31. The UNODC Pacific Office leads a number of capacity building programmes across the Pacific seeking to address transnational crime issues. In supporting PIDC, UNODC has committed to supporting PIDC in two capacity building initiatives including the (i) PIDC National Contact Point (NCP) and Regional Information Platform Workshop in April 2025 and the (ii) Northern Pacific Intelligence



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training for FSM, Palau and the Marshall Islands. PIDC had approached UNODC for funding support to these two initiatives following discussions with IOM who had agreed to combine the NCP workshop with the Regional Information Sharing Platform capacity building work programme. In addition, PIDC has been coordinating with Hakili Matagi the delivery of a northern pacific intelligence course specifically for the National Contact Points in RMI, FSM and Palau which UNODC has now agreed to fund.

Proposed Recommendations

Board Members are invited to **note and acknowledge** the UNODC support.

ANNEX ONE: JHOPS GOVERNANCE FRAMEWORK



Governance Framework for the Joint Heads of Pacific Security (JHoPS)

Endorsed on xx 2025

Last reviewed: xx 2025

JHoPS Governance Framework

About this Governance Framework

This Governance Framework (“the Framework”) sets out the mandate, mission and governance arrangements for the Joint Heads of Pacific Security (JHoPS) community to guide the administrative, strategic, and governance functions of the forum.

It will be reviewed regularly and amended from time to time as the scope and priorities of the JHoPS meeting continue to evolve. Additional elements of the Framework could include an agreed list of priorities or a Forward Work Plan.

The Framework will be maintained by the JHoPS Secretariat.

It includes the following elements:

- Key Operating Principle
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Key Operating Principle:

The JHoPS community is committed to working the ‘*Pacific Way*’¹ where we recognise and accept our differences, while working to build consensus. Our focus is on translating strategic guidance into operational effects via collective action, while respecting sovereignty. By collaborating the *Pacific Way*, our community of operational practitioners will drive cooperation that enables effective responses to shared security challenges.

Mission Statement:

The Joint Heads of Pacific Security operationalises practical regional initiatives that enable and enhance the effectiveness of Pacific-led responses to regional security challenges.

¹ Pacific Islands Forum Secretariat, *2050 Strategy for the Blue Pacific Continent*. Suva, Fiji : Pacific Islands Forum Secretariat, 2022, 9.

Strategic Overview:

The Joint Heads of Pacific Security (JHoPS) meeting is a unique forum in the Pacific's regional architecture, delivering operational security outcomes. JHoPS drives practical cooperation between Pacific agencies and security forces in support of Pacific-led responses to regional security challenges. At JHoPS meetings, security leaders and experts come together to discuss shared challenges and opportunities, and identify areas for future cooperation and coordination in support of regional security priorities.

JHoPS was formed in 2019 to bring together heads of law enforcement, defence, immigration and customs agencies. It includes representatives from: Australia, American Samoa, the Commonwealth of Northern Mariana Islands, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia (France), Guam, Kiribati, Nauru, Niue, New Caledonia (France), New Zealand, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Timor-Leste, Tonga, Tokelau, Tuvalu, Vanuatu and Wallis and Futuna (France). Japan and the United States of America are observers and invited to send representatives. Regional observer organisations, from the Pacific Islands Forum Secretariat, Pacific Immigration Development Community, Pacific Islands Chiefs of Police Secretariat, Pacific Islands Forum Fisheries Agency, Oceania Customs Organisation, Pacific Security College and the Pacific Fusion Centre are also invited to attend.

JHoPS focusses on a range of multidimensional traditional and non-traditional security issues, including, but not limited to: climate change, maritime security, border security, natural disaster response, human security, and information security. Recognising the Pacific's diverse security environment, JHoPS aligns its activities with strategic guidance provided by national governments and regional organisations, including the 2050 Strategy for the Blue Pacific Continent, and the 2018 Boe Declaration on Regional Security. As security practitioners, JHoPS representatives are uniquely positioned to translate strategic policy guidance into operational outcomes.

Sovereignty remains paramount. JHoPS members share a commitment to work together to develop operational responses in a way that strengthens national sovereignty and bolsters the Pacific's capacity to meet its own security needs in a peaceful, safe and secure Blue Pacific region.

Terms of Reference:

1. Definitions

For the purposes of this Terms of Reference:

- 1.1. “Delegation” refers to the personnel attending a JHoPS meeting from a JHoPS Member, Observer or Observer Organisation.
- 1.2. “Adviser” means an individual nominated by a Principal to accompany them to a Meeting in a support capacity.
- 1.3. “JHoPS Community” refers to JHoPS Principals, Advisers and the JHoPS Secretariat.
- 1.4. “Meeting” means the JHoPS Annual Meeting outlined in clause 3, attended by JHoPS Principals and Advisers.
- 1.5. “Host” means the JHoPS Member that hosts the JHoPS Meeting.
- 1.6. “Member” means the following:
 - American Samoa
 - Australia
 - Commonwealth of the Northern Mariana Islands
 - Cook Islands
 - Federated States of Micronesia
 - Fiji
 - French Polynesia (France)
 - Guam
 - Kiribati
 - Nauru
 - Niue
 - New Caledonia (France)
 - New Zealand
 - Palau
 - Papua New Guinea
 - Republic of Marshall Islands
 - Samoa
 - Solomon Islands
 - Timor-Leste
 - Tokelau
 - Tonga
 - Tuvalu
 - Vanuatu
 - Wallis and Futuna

- 1.7. “Observer” means Japan and the United States of America, who are permitted to send representatives to observe JHoPS meetings.
- 1.8. “Observer Organisations” are the regional organisations permitted to observe JHoPS meetings:
- Oceania Customs Organisation Secretariat
 - Pacific Fusion Centre
 - Pacific Immigration Development Community
 - Pacific Islands Chief of Police
 - Pacific Islands Forum Fisheries Agency
 - Pacific Islands Forum Secretariat
 - Pacific Security College
- 1.9. “Official Contact” means one or more persons nominated by a JHoPS Member who will be the official point of contact or contacts on JHoPS matters for that Member, Observer or Observer Organisation.
- 1.10. “Principal” means the heads of immigration, customs, law enforcement and defence organisations (or their alternates nominated in writing to the Secretariat) from each Member.
- 1.11. “Secretariat” means the JHoPS Secretariat based within the Australian Department of Defence responsible for assisting JHoPS and its working groups to fulfil its mission, including by making necessary arrangements to support the delivery of JHoPS meetings, sharing correspondence, developing papers and facilitating virtual and in-person working group meetings.

2. Objectives

- 2.1. In support of the JHoPS Mission Statement, the JHoPS Community will draw on strategic guidance to operationalise practical regional solutions that enable and enhance the effectiveness of Pacific-led responses to regional security challenges by:
- 2.1.1. focussing on a range of multidimensional traditional and non-traditional security issues, including, but not limited to: climate change, maritime security, border security, natural disaster response, human security, and information security.
 - 2.1.2. aligning activities with strategic guidance provided by national governments and regional organisations, including the *2050 Strategy for the Blue Pacific Continent*, and the *2018 Boe Declaration on Regional Security*; and
 - 2.1.3. translating strategic policy guidance into operational outcomes.

3. JHoPS Meeting

- 3.1. The Meeting will ordinarily be held annually and in-person, unless otherwise agreed.
- 3.2. The Meeting provides Principals with an opportunity to, among other things:
 - 3.2.1. deliberate, provide guidance and take decisions on key issues to realise the objectives of JHoPS;
 - 3.2.2. progress topics of mutual interest to Members;
 - 3.2.3. develop Pacific-led operational responses to regional security challenges; and
 - 3.2.4. decide the JHoPS Host for the following year.

4. Decision-making

- 4.1. Decisions by Principals will ordinarily be taken at Meetings by consensus. For the purpose of these Terms of Reference, 'consensus' means the absence of any formal objection made at the time the decision was taken, by those present.
- 4.2. Observers and Observer Organisations are entitled to contribute to discussions, but cannot participate in decision-making.

5. Responsibilities of Principals

- 5.1. Principals are to:
 - 5.1.1. participate in the Meeting;
 - 5.1.2. work to achieve the JHoPS Mission Statement;
 - 5.1.3. share JHoPS developments and decisions with relevant domestic ministers, organisations and portfolios; and
 - 5.1.4. implement JHoPS decisions consistent with their mandate and domestic or regional responsibilities.

6. Responsibilities of Advisers

- 6.1. JHoPS Advisers are to:
 - 6.1.1. support their Principals to participate in the Meeting;
 - 6.1.2. participate in the Meeting;

- 6.1.3. liaise with the JHoPS Secretariat and Host to coordinate and support the preparation of the Meeting, including through participation in subsidiary bodies; and
- 6.1.4. promote the JHoPS' Mission Statement.

7. Responsibilities of Secretariat

- 7.1. Australia will provide secretariat support to the JHoPS. This will be staffed by the Australian Department of Defence.
- 7.2. The Secretariat will perform the functions delegated to it by JHoPS Members through the JHoPS Governance Framework and will ensure to the best of its ability the effective functioning of the Meeting, and effective implementation of meeting outcomes.
- 7.3. The Secretariat will:
 - 7.3.1. ensure the effective functioning of JHoPS;
 - 7.3.2. ensure JHoPS is achieving its objectives as defined in these Terms of Reference;
 - 7.3.3. maintain appropriate records and appropriately store and share JHoPS records, including personal data as required;
 - 7.3.4. respond to Member information requests; and
 - 7.3.5. support the Meeting and any subsidiary bodies.
- 7.4. In support of the Meeting and the Host, the Secretariat will:
 - 7.4.1. provide administrative and logistical support to the Host to support the preparation for and conduct of Meetings;
 - 7.4.2. support the Host to produce a communique after each JHoPS Meeting and keep a record of agreed outcomes;
 - 7.4.3. facilitate an effective, well-coordinated Meeting, that synchronises with the regional calendar of events;
 - 7.4.4. issue Meeting invitations and communications to the JHoPS Community;
 - 7.4.5. support strategic communications associated with the JHoPS Meeting;

- 7.4.6. prepare certain meeting materials including agenda, papers, exercises and scenario planning; and
 - 7.4.7. promote JHoPS Meeting outcomes.
- 7.5. The Secretariat has funds available to facilitate the participation of some Members in the Meeting. At the request of a Member, the Secretariat will fund the attendance of all nominated Principals and one Adviser per Principal from the following Members: Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Timor-Leste, Tokelau, Tonga, Tuvalu and Vanuatu. This includes all flights, accommodation, meals during the JHoPS Meeting schedule and transit accommodation as required. Travel will be economy class via the most economical means possible. Meals and incidental allowances are not funded by the Secretariat.

8. Responsibilities of Host

- 8.1. The Host will be responsible for the following:
 - 8.1.1. providing a Chair for the Meeting;
 - 8.1.2. identifying a conference venue or virtual platform;
 - 8.1.3. obtaining relevant approvals to support the successful delivery of the Meeting, including providing security and escorting attendees, immigration support and airport facilitation;
 - 8.1.4. providing advice on protocol, visas, security and coordinating with relevant national agencies;
 - 8.1.5. preparing an agenda and theme that is to be considered by the Intersessional Working Group in the lead up to the Meeting;
 - 8.1.6. approving meeting invitations and certain communications to the JHoPS Community (associated with Host responsibilities); and
 - 8.1.7. leading strategic communications, including the release of information to local media concerning the JHoPS event, as appropriate.

9. Subsidiary bodies

- 9.1. Principals may establish other subsidiary bodies as required or requested. These bodies may be established on a permanent or temporary basis taking into account cost implications.
- 9.2. Members have established the following subsidiary body:
 - 9.2.1. the JHoPS Intersessional Working Group (established at 2023 JHoPS in Palau). Its agreed Terms of Reference are at Annex 2.

10. Coordination with other regional organisations

- 10.1. The Secretariat will liaise closely with other relevant bodies (such as the Pacific Islands Forum) and provide written and verbal briefings on JHoPS outcomes as necessary.
- 10.2. Members may agree to add or remove regional organisations from the list of Observer Organisations.
- 10.3. Members may ask the Secretariat to invite representatives from a regional organisation to brief Members at the Meeting on a relevant topic or to attend a Meeting as a guest.

11. Legal Status of the Governance Framework

- 11.1. These Terms of Reference are not legally binding and do not create any legal rights or obligations between Members, Observers, Observer Organisations and the Secretariat.

12. Amendments and Review

- 12.1. Review of this Governance Framework may be initiated by a Member. Any proposed amendments to the Terms of Reference will be approved by consensus.

13. Effective Date

- 13.1. These Terms of Reference will come into effect on the date of endorsement by Members at a Meeting.

JHoPS Community – Members, Observers and Observer Organisations

JHoPS meeting attendees are heads of security agencies and their senior advisors from Defence, Police, Immigration and Customs from the following JHoPS member/observer countries. Each JHoPS member is invited to send the heads of their military (where relevant), police, customs and immigration agencies. These are Principals. Each Principal is entitled to bring one adviser.

JHoPS Members

- American Samoa
- Australia
- Commonwealth of the Northern Mariana Islands
- Cook Islands
- Federated States of Micronesia
- Fiji
- French Polynesia (France)
- Guam
- Kiribati
- Nauru
- Niue
- New Caledonia (France)
- New Zealand
- Palau
- Papua New Guinea
- Republic of Marshall Islands
- Samoa
- Solomon Islands
- Timor-Leste
- Tokelau
- Tonga
- Tuvalu
- Vanuatu
- Wallis and Futuna (France)

In addition, there are two observer countries and seven regional observer organisations. They are entitled to send one Principal and one Advisor.

Observer Countries

- Japan
- United States of America

Observer Organisations

- Oceania Customs Organisation Secretariat
- Pacific Fusion Centre
- Pacific Immigration Development Community
- Pacific Islands Chief of Police
- Pacific Islands Forum Fisheries Agency
- Pacific Islands Forum Secretariat
- Pacific Security College



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2024/25 Board Meeting No.2
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**JOINT HEADS OF
PACIFIC SECURITY**

JOINT HEADS OF PACIFIC SECURITY
INTERSESSIONAL WORKING GROUP
Terms of Reference

ENDORSED: 29 February 2024

Purpose

1. This Terms of Reference (TOR) establishes the Joint Heads of Pacific Security (JHoPS) Intersessional Working Group (IWG). The purpose of the IWG is to strengthen relationships, solidify trust and reciprocity, and progress outcomes for ratification at each JHoPS meeting.

Background

2. The first JHoPS meeting was held in 2019 to bring together heads of law enforcement, defence, immigration and customs agencies from all Pacific island countries and territories plus observer organisations and states. It draws together regional security leaders to deliver integrated operational solutions to shared security challenges, enabling operational leaders to collectively discuss and respond to strategic priorities set through existing regional forums, including the Pacific Islands Forum (PIF). The PIF's *2050 Strategy for the Blue Pacific* and the *2018 Boe Declaration on Regional Security* inform JHoPS planning and implementation.

3. At the 2023 JHoPS meeting, Members reiterated their commitment to the 2022 Denarau Outcomes and agreed to establish the IWG to drive implementation.

Objectives

4. The primary objective of the IWG will be to progress the 2022 Denarau Outcomes and the outcomes of JHoPS meetings as agreed by the JHoPS Membership. As outlined in the 2023 Joint Communique, these outcomes may include:

- a. support for the JHoPS Chair's engagement with the Pacific Islands Forum;
- b. development of a terms of reference or memorandum of understanding to clarify the JHoPS mandate, mission, and governance framework (Outcome 16);
- c. consideration of a regional treaty framework to enable and enhance the collective ability of security agencies to respond quickly and effectively to regional security challenges (Outcome 15); and
- d. Develop recommendations for JHoPS delegates on the key areas of focus coming out of the tabletop exercise focusing on regional security challenges, national capacities, and capability gaps.

5. The IWG may also develop proposals for potential endorsement at future JHoPS meetings and progress matters deemed relevant to the future success of JHoPS.

6. The IWG may support the Secretariat with the design of the JHoPS meeting agenda and the execution of any inter-sessional activities as required.

7. The IWG will prepare a report for submission and presentation at each JHoPS meeting.

Membership

8. The IWG is an informal committee of self-nominated participants representing relevant agencies from across the JHoPS membership and observership. While regular attendance is encouraged, it is not compulsory.
9. Wherever possible, participants representing agencies from within the one jurisdiction are encouraged to collaborate in advance of each IWG to develop common country positions on the agenda.
10. Requests to participate should be made in writing to the JHoPS Secretariat (email jhops.secretariat@defence.gov.au). Contact lists are available by contacting the JHoPS Secretariat also.

Timing and format

11. Meetings will be held approximately bi-monthly to ensure momentum and regular engagement. The next meeting date will be set at the meeting prior based on the availability of the majority of participants.
12. The IWG will be held virtually, with the option of in person meetings as required.

Secretariat

13. The Secretariat will act as chair of IWG meetings, unless otherwise determined.
14. The Secretariat will circulate a draft agenda to the contact list in advance of each IWG for comment and amendment as required.
15. The Secretariat will share minutes and action items from each meeting with the contact list as soon as practicable after each meeting.

Amendment and Review

16. Review of this TOR may be initiated at any time at the request of a participant in writing to the JHoPS Secretariat or via written request and decision at a JHoPS meeting. Proposed amendments will be circulated to participants for consideration in advance of the next IWG. To take effect, amendments must be approved by consensus by the participants at an IWG.

Termination

17. The IWG and its TOR can only be dissolved at the written request of the IWG Chair for a consensus decision of the JHoPS Membership at a JHoPS meeting.

Effective Date

18. This TOR will come into effect when approved by consensus by the participants at an IWG.