



Melanesian  
Spearhead Group

# **CORPORATE PLAN**

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## **2022-2025**

**“Reflect, Recalibrate  
to Consolidate and  
Add Value  
(sharpen  
spearhead)”**



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# INTRODUCTION

This Corporate Plan, a 3-year strategic plan that corresponds to the Director General's tenure, reflects our MSG (Melanesian Spearhead Group) collective vision and the Secretariat's commitment to advancing the MSG Goals as set out in the Agreed Principles of Cooperation, the Agreement Establishing the MSG and the 2038 Prosperity for All Plan.

Rooted in the principles of Melanesian cooperation, solidarity, and shared aspirations, this Corporate Plan builds on the 2018-2020 Corporate Plan, and outlines strategic focus areas and initiatives aimed at fostering economic growth, cultural and sporting exchanges, economic prosperity, unity, democratic credentials, social justice, political stability and sustainable development of our member countries.

The 2022-2025 Corporate Plan has been deliberately developed to be simple, so it is easily understood, and hence would lend itself to easy implementation.

The Corporate Plan is divided as follows: Vision, Values, Reasons for MSG's Existence, Goals, Objectives, and Means.

- **Vision:** This states our ultimate destination.
- **Values:** These define who we are and principles that will underpin our approach to work.
- **Reasons for MSG's Existence:** The Question is then asked as to Why MSG Was Formed, Why the Secretariat Was Established?
- **Goals:** Key goals drawn from the objectives identified in the 2038 Prosperity for All Plan are then enumerated.
- **Objectives:** These are strategic priorities for achieving our stated goals and outlines pathways to reach those goals.

- **Means:** These describe how we plan to achieve our objectives, and the actions we will undertake.
- **Monitoring and Evaluation:** The log frame approach will be adopted. This ensures we stay the course, identify quickly problems, address them and achieve the targets that we have set ourselves.

The Corporate Plan continues to consolidate the previous efforts towards an MSG Secretariat that is financially secure, structurally fit for purpose in today's dynamic and interconnected world, and operationally efficient to implement decisions from the MSG Governing Bodies.

Again, this 2022-2025 Corporate Plan serves as a guiding document that articulates our strategic priorities for that three-year period. In its approach to fostering collaboration among member states stakeholders, and international partners, it takes into account the diverse cultures, histories, and aspirations of our member countries—Fiji, Papua New Guinea, Solomon Islands, Vanuatu, and FLNKS/New Caledonia.

This Corporate Plan is designed to harness the collective strength and desire of the MSG Membership to jointly address political, economic and social issues of mutual concern to their Governments and peoples in a cohesive and effective manner.



# FOREWORD



It is with great pleasure and a sense of shared purpose that I present the MSG Corporate Plan 2022-2025.

The mantra for this 2022-25 Corporate Plan is “Reflect, Recalibrate to Consolidate and Add Value”.

In its preparation, reflections were made of who we are as MSG, what values and aspirations we have, what we have done and accomplished, where we want to go, what do we want to achieve, and how do we want reach that destination that we have set ourselves.

Having considered the successes and failures of the past, and given the rapidly changing circumstances in our operating environment, our actions and approaches, including our focus areas will need to be recalibrated. Either that or we risk being irrelevant.

In addition, MSG will need to be discerning in its efforts and seek to consolidate MSG gains, and not squander opportunities on unachievable targets. As a Group that is a member of the Blue Pacific continent, and given that there are many regional organisations in the Pacific undertaking similar political, economic, social, cultural and sporting activities, the MSG must ensure it does not duplicate effort, but complement and add value to those efforts elsewhere. Otherwise, scarce resources will be wasted.

This Corporate Plan 2022-25 is more than simply a strategic roadmap, it is a testament to our collective commitment to advancing the interests and well-being of our MSG members. The Corporate Plan seeks to strengthen the foundations laid by the 2018-2020 Corporate Plan whose priority areas and approach to work continues to be relevant in today's circumstances. It commits the Secretariat to aggressively seek out credible strategic partners for development purposes, robustly investigate and develop options to ensure the financial viability of the MSG, identify ways and means of strengthening the capacity of the Secretariat, and to reform the structure of the Secretariat so it is fit-for-purpose.

Informed by the MSG 2038 Prosperity for All Plan, aware of the need to align the activities of the Secretariat to the PIF 2050 Strategy for the Blue Pacific Continent, and obliged to implement the decisions of the MSG Leaders, the Corporate Plan is outcomes driven. It is designed to be a living document that shines a torchlight on priority areas and issues, of shared interest to MSG members, with indicative timelines and measurable outcomes within the three-year period. Specific implementation actions to achieve identified objectives will be further unpacked at the level of the Annual Work Programmes and Budgets of the Secretariat.

As we navigate an ever-changing global and regional landscape, the Secretariat remains steadfast in its dedication to fostering MSG collaboration, cohesion, economic growth and prosperity, political stability and security, as well as sporting and cultural exchanges.

I extend my sincere appreciation to all those who have contributed towards framing this plan, from the dedicated individuals within our organization to our valued partners and stakeholders. I am confident that this three-year roadmap not only aligns with our shared values and aspirations, but also charts a steady and viable course for a vibrant, strong, integrated, prosperous and secure MSG future.

**Leonard Louma - Director General  
Melanesian Spearhead Group**







# EXECUTIVE SUMMARY

## Introduction:

The MSG Corporate Plan for 2022-2025 outlines our vision, values, goals, objectives, and strategic roadmap for cooperation, development, and growth. As an organization dedicated to promoting the interests of MSG membership, this plan reflects our commitment to a prosperous, secure and unified MSG.

The structure of the Corporate Plan is as follows:  
**Vision, Values, Reasons for MSG's Existence, Goals, Objectives, Means and Monitoring and Evaluation.**

**Vision:** This states our ultimate destination. Our Vision is to create an MSG community that is strong, integrated, enlightened, happy, prosperous, secure, and caring.

**Values:** MSG agrees to subscribe to the following standards and principles to underpin its approach to work.

1. **Courage:** Audacious and fearless, yet responsible.
2. **Generosity and Kindness:** Inclusivity, empathy, and shared responsibility.
3. **Integrity:** Honesty, accountability, and transparency.
4. **Respect:** Sovereignty, culture, gender equity, and human rights.
5. **God Fearing:** Reverence to the Almighty, to reinforce our commitment to do what is good and right.

**Why MSG was formed?** The MSG was established to promote and strengthen inter-membership trade, exchange of Melanesian cultures and values, sovereign equality, economic and technical cooperation, and policy alignment to achieve shared goals of economic growth, sustainable development, good governance, and security.

**Why the Secretariat was established?** The Secretariat was established to serve as the administrative arm responsible for the management of MSG affairs, providing policy advice, coordination, and assistance in implementing decisions of the MSG Governing Bodies, particularly the MSG Leaders.

**Goals:** Our Corporate Plan focuses on these key goals drawn from the objectives identified in the 2038 Prosperity for All Plan, and very much informed by the agreed principles of cooperation and the agreement established in the MSG:

- **Economic Prosperity:** Promoting economic growth and sustained development.
- **Social Inclusivity:** Ensuring inclusivity and shared benefits to all.
- **Sustainable Development:** Striving for environmentally sustainable practices.

- **Institutional Capacity:** Strengthening organizational effectiveness.
- **Efficient Implementation:** Ensuring effective implementation of decisions through robust evaluation and monitoring management mechanisms.
- **Robust Communication:** Enhancing communication strategies to promote MSG and its activities.

**Objectives:** Our strategic priorities to achieve these goals include sound financial base, Secretariat structurally appropriate for the task, parliamentary cooperation, election management, advocacy for New Caledonia, addressing nuclear issues, cybersecurity, maritime boundary delimitation, trade liberalization, labor mobility, economic and trade cooperation, responsible and sustainable management of natural resources, preservation and promotion of MSG Arts & Culture, promotion of youth and sports development.

**Strategic Roadmap:** We have already outlined a roadmap in the 2038 Prosperity for All Plan, with pillars such as environment, climate change, and natural resource management, arts, culture, youth, and sports, corporate and institutional capacity, political and security issues, and trade, investment, and economic development.

**Means:** The different Divisions in the Secretariat have been identified to action specific proposals with indicative timelines. Actions like implementing forestry and fisheries strategies, developing partnerships for clean energy, addressing climate change, promoting arts and culture, enhancing sports cooperation, strengthening youth development, improving institutional capacity, and advocating for political and security issues, will be undertaken in close collaboration with MSG Members.

These actions and how we intend to reach our objectives will be further fleshed out in the Annual Work Programmes and Budgets of the Secretariat.

**Monitoring and Evaluation:** The log frame has adopted to ensure activities are monitored and evaluated on a regular basis in our pursuit towards achieving our goals.



# VISION



## MSG Political Organisation

- Excelling together towards a progressive and prosperous Melanesia.
- An MSG community that is strong, integrated, enlightened, happy, prosperous, secure and caring

## MSG Secretariat

- As a secretariat, the administering arm, a secretariat that is the paragon of sub-regional organisations. Model of excellence.

# OUR VALUES

These define who we are and will underpin our approach to work and frame every aspect of our activities, principles and standards that guide our behaviour.



## **COURAGE**

Defined by the spearhead in our name, audacious and fearless but not reckless, unconventional but not wacky



## **GENEROSITY & KINDNESS**

Melanesian inclusiveness and outreach, empathy towards others needs, recognition of shared responsibilities, fairness, candour/openness



## **INTEGRITY**

Rules based, honest, accountable, hard work, transparent



## **RESPECT**

Sovereignty, Melanesian culture & ways, gender equity, elders, basic human rights principles



## **GOD FEARING**

Being "God Fearing" combines reverence for custom and traditional and Christian values, guiding individuals to uphold morals and spiritual reverence.



# MISSION & PURPOSE

**This explains the raison d'être for our existence.**

There is a need to understand the distinction between the MSG as a political organization and the Secretariat as the Administrative arm of the MSG. In other words, the MSG as a political organization has a separate personality to that of the MSG Secretariat which has a distinct legal personality.





# A. Why was MSG formed?

Article 3 of the Agreement Establishing the MSG and the Agreed Principles of Cooperation among Independent States in Melanesia provide the reasons why the MSG was formed.

Agreed Principles states in part, to promote “solidarity and cooperation, in accordance with shared national interests”.

Article 3 of the Agreement Establishing the MSG states that the purpose of the MSG is to promote and strengthen inter – membership trade, exchange of Melanesian cultures, traditions and values, sovereign equality, economic and technical cooperation between states and the alignment of policies in order to further MSG members’ shared goals of economic growth, sustainable development, good governance and security.





# B. Why was the Secretariat established?

**DEEPEN LEVEL, DEGREE AND BREADTH OF COOPERATION AND INTEGRATION THROUGH ENHANCED MSG SUB-REGIONALISM.**

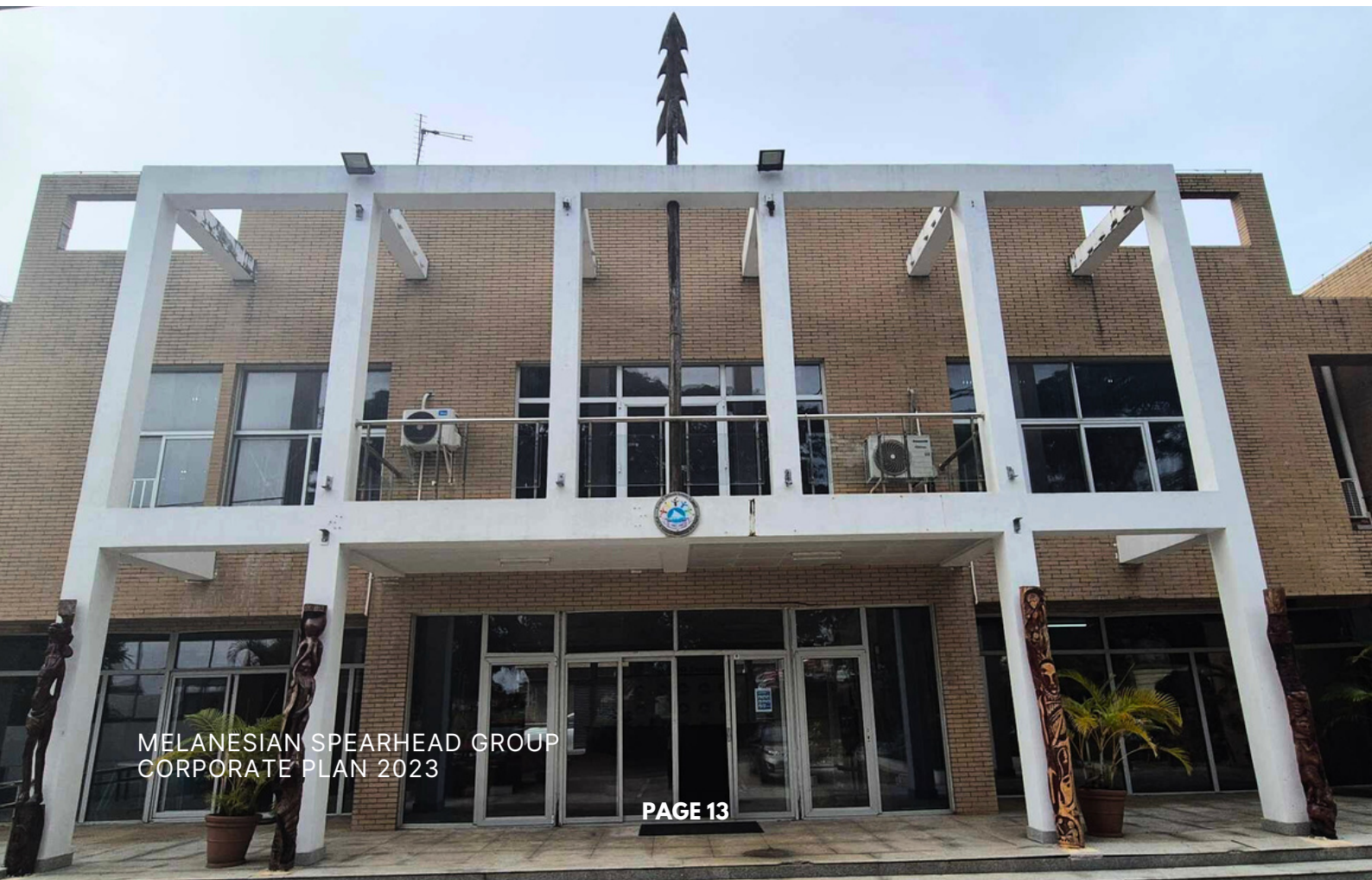
This distinction is important to understanding to be able to differentiate the organizational objectives and the role of the Secretariat.

## **Articles 3 and 4 of the Agreement Establishing the MSG.**

Article 3 and 4 states in part that “the Secretariat shall be responsible for the administration and management of the affairs of the MSG, provision of policy advice, coordination and assistance in implementing the decisions of the constituent bodies of the MSG”.

## **Article 19.5 of the 2005 MSG Trade Agreement also confers on the Secretariat a responsibility.**

This stipulates that the Secretariat will provide oversight and administrations of matters covered under, and arising from, the MSG Trade Agreement.



# ROAD MAP

MSG corporate plan: Strategic roadmap for regional cooperation, development, and growth among MSG member countries.

## VALUES

RESPECT

COURAGE

GOD FEARING

## ROAD MAP / STRATEGY

### GOALS

Goals of the strategy

Mission of the strategy

Start of the journey

START

### OBJECTIVES

Objectives of the roadmap/strategy

### MISSION

Destination  
VISION

## PILLARS

GENEROSITY AND KINDNESS

INTEGRITY

## PILLARS

Definition of all the twelve pillars

- 1 **Pillar One:** Lessons and Challenges drawn from the Strategy of the first 25 years
- 2 **Pillar Two:** Resulting common goals and core priorities on basis of challenges
- 3 **Pillar Three:** There is still the question of the inter-governmental nature of the MSG
- 4 **Pillar Four:** The commitments of all stakeholders for the leap into history
- 5 **Pillar Five:** Strengthening EMSGSR sub-regional cooperation
- 6 **Pillar Six:** Consideration of provisions of EMSGSR sub-regional services
- 7 **Pillar Seven:** Consideration of further EMSGSR sub-regional integration
- 8 **Pillar Eight:** EMSGS is supportive of growth of sub-regionalism in Pacific Regionalism
- 9 **Pillar Nine:** EMSGS proposes to leverage its members' part-ownership of the CROP and other regional agencies to render benefits to its member states and institutional strengthening to the agencies concerned
- 10 **Pillar Ten:** EMSGS is to reach out (Outreach Programme) to the rest of the Pacific as an extension of its Melanesian inclusiveness
- 11 **Pillar Eleven:** EMSGS is to optimize its developmental and humanitarian/security interests in the Pacific region (Extension of Outreach Programme), thus aligning with those of Australia and New Zealand and other metropolitan powers
- 12 **Pillar Twelve:** EMSGS is to be strategically integrated into the wider regional and global economy; as well as work strategically with other development partners (UN agencies) on specific issues



# OUR MSG GOALS

In aiming to achieve its goals, as the administering arm of the MSG political body, the Secretariat must calibrate its activities to achieve the following goals derived from the objectives of the “MSG 2038 - Prosperity for All Plan” : -



## GENUINE DEMOCRACY, POLITICAL STABILITY AND SECURITY

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## ECONOMIC PROSPERITY

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## SOCIAL EQUALITY AND INCLUSIVITY

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## SUSTAINABLE DEVELOPMENT

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## IMPROVED INSTITUTIONAL CAPACITY

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## EFFICIENT IMPLEMENTATION, EVALUATION & MONITORING SYSTEM

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## ROBUST COMMUNICATIONS STRATEGY

# MSG SECRETARIAT GOALS

**AN MSG SECRETARIAT THAT IS FINANCIALLY SECURE, STRUCTURALLY FIT-FOR-PURPOSE, OPERATIONALLY EFFICIENT, NIMBLE AND TIMELY IN ITS ADVISORY ROLE AND ROBUST IN ITS IMPLEMENTATION OF MANDATES DERIVED FROM MSG LEADERS' DECISIONS.**





# MSG OBJECTIVES

There are MSG strategic priorities for achieving goals and outlines pathways. These must be derived and informed by the reasons for MSG's existence.

## CORPORATE AND INSTITUTIONAL

- Sound financial base.
- Operationally efficient and responsive in implementing decisions,
- Structurally appropriate for the task
- Good governance embedded in Secretariat operations.
- Staffed by competent well-rounded and versatile professionals.
- Strengthen adaptability, resilience and relevance of MSG.
- Good and effective communications strategy.

## POLITICAL SECURITY & LEGAL AFFAIRS

- Greater cohesion and unity of purpose on shared interests.
- Politically stable, vibrant democracies underpinned by robust respect and adherence to the rule of law.
- Respect for the sovereignty and independence of individual MSG countries
- Peaceful, harmonious (mutually respectful) and secure MSG sub-region
- FLNKS desire to exercise genuine self-determination and eventual enjoyment of sovereignty.
- Safe and secure cybersecurity domain
- Information security (counter disinformation and misinformation)

## TRADE, INVESTMENT AND ECONOMIC DEVELOPMENT

- Operationalisation of the MFTA
- More enhanced TILF, ECOTEC activities amongst MSG countries, including with New Caledonia
- Increased market opportunities for MSG products, increase attractiveness of MSG economies to draw in investment,
  - Develop greater productive capacities in MSG countries, improved capacity to take advantage of existing markets and emerging markets
  - Sustained economic growth and prosperity in MSG countries
  - Affordable and reliable IT Infrastructure for development purposes

## ENVIRONMENT, CLIMATE CHANGE & NATURAL RESOURCES MANAGEMENT

- Responsible and sustainable management and use of natural resources.
- Enhanced support and advocacy for adaptation and mitigation measures, contribute towards efforts at keeping temperature rise to below 1.5 degrees celsius.
- Protection and preservation of environment.
- Access to financial resources for loss and damage, adaptation and mitigation to be made more easier.

## ARTS, CULTURE, YOUTH & SPORTS

- Preservation and promotion of MSG Arts and Culture
- Return of items of cultural value back to MSG countries
- Protection of designs, cultural practices, artefacts and intellectual property.
- Utilisation of cultural and traditional ways of doing things to address developmental challenges.
- Youth Development to contribute meaningfully to national development.
- More enhanced cooperation in sports and improved competitiveness.
- Better leveraging of sports for health, income generation and development purposes.



# MEANS

These describe activities to be undertaken, and methods to be deployed to achieve the objectives (strategic priorities) and ultimately have the Secretariat arrive at the destination (vision) where it had initially envisioned to be.



**Corporate/  
Institutional**



**Political  
Security &  
Legal Affairs**



**Trade, Investment  
and Economic  
Development**



**Environment,  
Climate Change &  
Natural Resource  
Management**



**Arts, Culture,  
Youth &  
Sports**

**MEANS**





# CORPORATE AND INSTITUTIONAL

Outcomes	Strategies	Key Performance Indicators	Target Dates		
			Y1	Y2	Y3
The staff of the secretariat are competent and versatile professionals	<ul style="list-style-type: none"> <li>Filling all vacant positions</li> </ul>	<ul style="list-style-type: none"> <li>13 positions filled</li> </ul>	*	*	*
Operationally efficient, responsive, & structurally appropriate for implementing leaders' decisions	<ul style="list-style-type: none"> <li>Strategic partnerships</li> <li>Re-establish FLNKS Unit</li> <li>Establish Project Coordination and Management Unit (PCMU)</li> <li>Restructure the Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>FLNKS unit established and filled</li> <li>PCU established and operational</li> <li>Structure with FLNKS, M&amp;E and Interpreter positions approved by SOM &amp; FMM</li> </ul>	* *	* * *	
Sound financial base	<ul style="list-style-type: none"> <li>Strategic partnerships</li> <li>Establish PCMU</li> <li>Establishing an MSG Endowment Fund</li> <li>Member's payment of assessed contributions</li> <li>Audit of Accounts</li> </ul>	<ul style="list-style-type: none"> <li>New credible partners</li> <li>Fund established and operational</li> <li>Timely Payment of Members' yearly contributions</li> <li>Timely Audited and Financial Accounts/MYOB fully operational</li> </ul>	* * *	* * * *	* * * *
Secretariat staff speak French and English	<ul style="list-style-type: none"> <li>Arrange French/English classes for staff</li> </ul>	<ul style="list-style-type: none"> <li>All MSG staff can speak French and English</li> </ul>	*	*	*
MSG visibility at all levels is strengthened	<ul style="list-style-type: none"> <li>Conduct outreach program &amp; community involvement</li> <li>Subscribe to wider social media platforms</li> <li>Improve media networking with members of official TV &amp; Broadcasting networks</li> </ul>	<ul style="list-style-type: none"> <li>Increase participation in the number of outreach programs conducted and community events</li> <li>Number of subscriptions increased</li> <li>Better cooperation and coordination established with official TV and Broadcasting networks</li> </ul>	* * *	* * *	* * *



# ENVIRONMENT, CLIMATE CHANGE AND NATURAL RESOURCE MANAGEMENT

Outcomes	Strategies	Key Performance Indicators	Target Dates		
			Y1	Y2	Y3
International Court of Justice Submission	<ul style="list-style-type: none"> <li>Contributions to the MSG ICJ Submission</li> </ul>	<ul style="list-style-type: none"> <li>ICJ Submission Completed and submitted</li> </ul>		*	
Climate Finance Strategy is reviewed.	<ul style="list-style-type: none"> <li>Review climate finance strategy.</li> <li>Develop new strategy from findings of review.</li> </ul>	<ul style="list-style-type: none"> <li>Review of climate finance strategy completed.</li> <li>Draft of new climate finance strategy completed.</li> </ul>		*	*
Climate Change and Environment experts within the MSG have a platform for collaboration.	<ul style="list-style-type: none"> <li>Set up ECCTAC</li> </ul>	<ul style="list-style-type: none"> <li>MSG Environment &amp; Climate Change Technical Advisory Group established.</li> </ul>		*	
MSG engages in the UNFCCC process.	<ul style="list-style-type: none"> <li>Engage in the UNFCCC process to support the members.</li> </ul>	<ul style="list-style-type: none"> <li>Reports from COP and Intersessional.</li> </ul>		*	*
MSG is engaged in the renewable energy conversation.	<ul style="list-style-type: none"> <li>Collaboration with IRENA</li> </ul>	<ul style="list-style-type: none"> <li>Report of collaboration.</li> </ul>		*	*
Information on deep sea mining is made available to the members to inform decision making.	<ul style="list-style-type: none"> <li>Collaboration with IRD</li> </ul>	<ul style="list-style-type: none"> <li>Report of collaboration.</li> </ul>		*	*
Climate Change Needs Based Capacity Building within the MSG region.	<ul style="list-style-type: none"> <li>Carry out a capacity needs assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity needs assessment document completed.</li> <li>1 MOU signed with a tertiary institution within the MSG region.</li> </ul>		*	*
Findings of the forestry baseline study are implemented	<ul style="list-style-type: none"> <li>Validate the findings of the baseline study</li> </ul>	<ul style="list-style-type: none"> <li>Validation document completed.</li> </ul>		*	
Forestry experts within the MSG have a platform for collaboration.	<ul style="list-style-type: none"> <li>Set up FoTAC</li> </ul>	<ul style="list-style-type: none"> <li>MSG Forestry Technical Advisory Group established.</li> </ul>			*
Roadmap for inshore Fisheries is reviewed and	<ul style="list-style-type: none"> <li>Review Roadmap for Inshore Fisheries</li> </ul>	<ul style="list-style-type: none"> <li>Roadmap for inshore fisheries reviewed.</li> </ul>		*	
Fisheries experts within the MSG have a platform for collaboration.	<ul style="list-style-type: none"> <li>Reactivate operations of FTAC and Fisheries Working Group (FWG)</li> </ul>	<ul style="list-style-type: none"> <li>MSG Fisheries Technical Advisory Group and FWG convened.</li> </ul>		*	



# POLITICAL SECURITY AND LEGAL AFFAIRS

Outcomes	Strategies	Key Performance Indicators	Target Dates		
			Y1	Y2	Y3
Parliamentary cooperation strengthened	<ul style="list-style-type: none"> <li>Finalize MOUs on Parliamentary cooperation between NC Congress and Parliaments in MSG Countries.</li> </ul>	<ul style="list-style-type: none"> <li>MOU on Parliamentary cooperation between PNG Parliament and NC Congress is signed.</li> </ul>	*	*	
Management and conduct of general elections improved	<ul style="list-style-type: none"> <li>Finalize observer Handbook &amp; Guidelines</li> <li>Coordinate election observation in Member countries</li> </ul>	<ul style="list-style-type: none"> <li>Handbook &amp; Guidelines on MSG Observer mission is endorsed.</li> <li>Election observer Missions are coordinated and report produced.</li> </ul>	*	*	*
Advocacy of the New Caledonia Referendum enhanced	<ul style="list-style-type: none"> <li>Strengthen the provision of technical advice and support</li> <li>Accompaniment of FLNKS during international shuttle diplomacy missions</li> </ul>	<ul style="list-style-type: none"> <li>Technical advice and support are provided.</li> <li>FLNKS accompaniment program is effective and ongoing.</li> </ul>	*	*	*
ULMWP membership of MSG/West Papua is resolved through agreed guidelines	<ul style="list-style-type: none"> <li>Review Membership guidelines to the MSG.</li> <li>Develop a constructive dialogue platform between Indonesia and MSG on West Papua.</li> </ul>	<ul style="list-style-type: none"> <li>Membership guidelines are reviewed.</li> <li>Advice is provided on the constructive dialogue platform</li> </ul>		*	*
MSG has a strong influence on Nuclear issues and Nuclear Testing	<ul style="list-style-type: none"> <li>Declaration of Nuclear Wastes and trans-boundary movement of hazardous wastes</li> </ul>	<ul style="list-style-type: none"> <li>Declaration is implemented.</li> </ul>		*	*
MSG Security Strategy (MSGSS)	<ul style="list-style-type: none"> <li>Security to become a development tool in the MSG region</li> <li>Advice on Security in the MSG region.</li> </ul>	<ul style="list-style-type: none"> <li>MSGSS is endorsed.</li> <li>Advice on security matters in the region is provided.</li> </ul>	*	*	*
Maritime delimitation of boundaries between MSG countries achieved	<ul style="list-style-type: none"> <li>Provide advice on maritime boundary</li> </ul>	<ul style="list-style-type: none"> <li>Advice is provided and effective.</li> </ul>		*	*
International Court of Justice Submission	<ul style="list-style-type: none"> <li>Finalize to the MSG ICJ Submission</li> <li>Oral hearings and submission presentation.</li> </ul>	<ul style="list-style-type: none"> <li>ICJ Submission finalized and submitted.</li> <li>ICJ submission is presented.</li> </ul>		*	
Instruments of Cooperation	<ul style="list-style-type: none"> <li>Progress ratification of Treaties and Agreements signed by Leaders.</li> </ul>	<ul style="list-style-type: none"> <li>Consultations and workshops are conducted on Treaties and Agreements.</li> </ul>	*	*	*
Political Stability and consensus building in the MSG region.	<ul style="list-style-type: none"> <li>Provide advice on political stability and consensus building in the region.</li> </ul>	<ul style="list-style-type: none"> <li>Advice is provided.</li> </ul>	*	*	*

# TRADE, INVESTMENT AND ECONOMIC DEVELOPMENT

Outcomes	Strategies	Key Performance Indicators	Target Dates		
			Y1	Y2	Y3
Melanesian Free Trade Agreement (MFTA) is ratified and operational in all Member countries	<ul style="list-style-type: none"> <li>Conduct consultations and workshops with members on their commitment to sign and/or ratify the MFTA</li> <li>Facilitate implementation of MFTA by putting in place appropriate procedures, documentation</li> <li>Involvement of New Caledonia</li> </ul>	<ul style="list-style-type: none"> <li>MFTA Ratified and operational</li> <li>Report on the implementation progress of MFTA</li> <li>Prepare an option paper for GB to consider</li> </ul>	*	<ul style="list-style-type: none"> <li>*</li> <li>*</li> <li>*</li> </ul>	<ul style="list-style-type: none"> <li>*</li> <li>*</li> </ul>
Creating an enabling environment to attract increased private sector investment	<ul style="list-style-type: none"> <li>Recruit Private Sector Development Advisor</li> <li>Implement the MSG Private Sector Development Strategy (PSDS)</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment Completed</li> <li>MSG PSDS Implemented</li> </ul>	*	<ul style="list-style-type: none"> <li>*</li> <li>*</li> </ul>	<ul style="list-style-type: none"> <li>*</li> </ul>
Creating a system to facilitate seamless business travel within the MSG region	<ul style="list-style-type: none"> <li>Develop Concept and framework for MSG Business Travel Card</li> </ul>	<ul style="list-style-type: none"> <li>Concept of MSG Business Travel Card approved by GB and implemented at the country levels</li> </ul>	*	*	*
Labour mobility is relevant and beneficial to member countries	<ul style="list-style-type: none"> <li>Conduct baseline assessment of labour mobility, investment and temporary movement of natural persons</li> </ul>	<ul style="list-style-type: none"> <li>Baseline assessment completed</li> </ul>		*	
Strategically integrated into the wider regional and global economy; as well as work strategically with other development partners (UN, EU agencies) on specific issues	<ul style="list-style-type: none"> <li>Consult with UNCTAD on the MOU with MSG Secretariat</li> <li>Study and Review Samoa Agreement</li> </ul>	<ul style="list-style-type: none"> <li>Activities to be implemented with UNCTAD are identified and implemented</li> <li>Identifying how and where MSG can leverage certain provisions of the Samoa Agreement to better access market and development assistance</li> </ul>		<ul style="list-style-type: none"> <li>*</li> <li>*</li> </ul>	<ul style="list-style-type: none"> <li>*</li> </ul>



# ARTS, CULTURE, YOUTH & SPORTS

Outcomes	Strategies	Key Performance Indicators	Target Dates		
			Y1	Y2	Y3
Restitution of Arts and Cultural properties held outside of MSG countries, UNESCO	<ul style="list-style-type: none"> <li>Coordinate with Members and establish understanding with UNESCO</li> </ul>	<ul style="list-style-type: none"> <li>Framework in place for implementation.</li> </ul>	*	*	
Desk-top survey of what is happening abroad is carried out	<ul style="list-style-type: none"> <li>Mapping Exercise of various cultural activities/events in MSG membership, and the region</li> </ul>	<ul style="list-style-type: none"> <li>Best Practices and Synergies consolidated as best practices for MSG to use</li> </ul>	*	*	
Sports Cooperation and competition in different sporting codes development and sharing of high-performance centers in the different sports increased	<ul style="list-style-type: none"> <li>MSG MOU on Sports Cooperation</li> <li>MSG Games Charter</li> <li>MSG Sports Academies in MSG Members successfully negotiated</li> </ul>	<ul style="list-style-type: none"> <li>MOU on Sports Co-operation signed</li> <li>Charter signed</li> <li>MSG approved Sports Activities/ Events are implemented successfully</li> </ul>	*  *	* * *	* * *
Sports as Business is promoted in member countries	<ul style="list-style-type: none"> <li>Coordinate with Members on the promotion of Sports for tourism and business in the region</li> </ul>	<ul style="list-style-type: none"> <li>Increased the number of Melanesian sportsmen and women playing professionally abroad</li> <li>Increase financial gains from sports events</li> </ul>	*	*  *	*  *
Health is promoted through sports	<ul style="list-style-type: none"> <li>All MSG sanctioned Sports promote and advertise health awareness information, especially NCDs and Malaria</li> </ul>	<ul style="list-style-type: none"> <li>Health awareness becomes a mandatory slogan for MSG Sanctioned Games</li> </ul>	*	*	*
Youth in member countries become productive citizens through development initiatives.	<ul style="list-style-type: none"> <li>Ensure certain specific Sports and Culture activities of the MSG are driven by the participation of Youth.</li> </ul>	<ul style="list-style-type: none"> <li>Youths in Melanesia take leading roles as advocates for sustainable development and environment protection and conservation, and health ambassadors</li> </ul>	*	*	*

# MONITORING & EVALUATION

The 2022-25 Corporate Plan will continue to adopt the logical framework monitoring approach. The logical framework approach:

- Provides a seamless (continuous process) link between programme implementation and ME and Reporting;
- Enables management to check for early indications of progress or lack thereof in the achievement of objectives and success of strategies in an easy, regular and precise manner;
- Requires for Performance Objectives to be established and allows for evaluation of benchmarks;
- Sets the MSG Secretariat up with an excellent tool for clear and deliberative reporting to members, donors and partners; and
- Enables potentially easier access to funding if the logical framework approach is mainstreamed (upstream and downstream).

The Secretariat management team to a large degree already uses log frame to regularly monitor, evaluate and review the strategies through the internal divisional and management meetings, and external governing body and constituent body meetings.

Six monthly programmatic reports are to be undertaken by the program managers against the indicators set out in the Annual Work Programs. This will complement the weekly reports currently submitted on activities undertaken. These reports will provide the basis for the annual review of the strategies by the Deputy Director General, and the Director General against the Key Performance Indicators (KPIs).

Further, the Annual Reports and Annual Financial Audits will be used to evaluate and review the Corporate Plan's Implementation.

The logical framework will provide the Secretariat with an effective tool to track implementation progress and identify the problem and success factors which can be used as basis for improving and strengthening performance of the Corporate Plan's implementation.

The outcomes from the periodic logical framework reviews will result in the increased efficient use of resources, improved plan program design and effective delivery of the activities in both the Corporate Plan and the Annual Work Programmes. The use of SMART - Specific, Measurable, Achievable, Relevant and Time Bound in the preparation of the Annual Work Programme effectively dovetails into the use of log frame.

An evaluation and review of the strategic priorities of the Corporate Plan will need to be undertaken at the end of October 2025, based on the annual reports, the efficiency of the organization structure and the management of its resources. The review will further identify strategies to improve the successor Corporate Plan. The calls by members to undertake a review of the 2038 Prosperity For All Plan will feed into the Corporate Plan review.







# ACKNOWLEDGEMENTS

Sincere appreciation is extended to all individuals, especially Mr Mathew Temar, who have contributed to the development and formulation of our Corporate Plan 2022-2025.

I thank the whole Team at the Secretariat, in particular the Deputy Director General and the Program Managers, for taking ownership of the exercise and crafting a strategic roadmap for our organization. The dedication demonstrated by our Team has been invaluable in developing a Corporate Plan that is realistic and outcome based.

Now the real work begins. The successful execution of our Corporate Plan hinges on the commitment and resolve of those that have worked tirelessly in its preparation – we the Staff.

I am confident that we are up to the task and thank you for your exceptional dedication and hard work.

**“We thank all those that have supported us to develop this Corporate Plan.”**

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