



# OFFICE OF CENSORSHIP

# Corporate Strategic Plan

## 2022 - 2026



'Protect, Promote and Uphold the Moral and Ethical Values of the Society'

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## FOREWORD



*Information is ‘power’ and the most critical commodity of our era. Those who have information and tactfully apply it have advantage over others who don’t. Information can also be deceptive, deliberately engineered to distort the truth and manipulate behavioral outcomes of people to destroy communities and nations.*

*That is why, as the Minister responsible for the Office of Censorship, I have very keen interest in the work of this Office. The Office of Censorship monitors the content of information generated and disseminated for public consumption. With the advancement of information and communications technology, we are inundated with information from within and from external sources. We are overwhelmingly challenged to filter all forms of information: written,*

*pictorial, videos, musical, and any other forms, to ensure it fits into our acceptable values and norms.*

*With the access of mobile gadgets such as mobile phones, laptops, iPad, etc., and access to improved and affordable internet access to information content is much easier bringing the world to one’s fingertips. Access to social media platforms such as Facebook, Twitter, YouTube, etc. has dramatically increased in PNG over the past few years. While it is good for education, research, etc. it also poses greater risk for abuse, especially by our youths and children. We are still at very embryonic stage for developing relevant legislative framework to deal with the use and abuse of those unregulated media platforms.*

*Therefore, as the newly appointed Minister, I take this time to thanked the former Minister Hon. Wake Goi for his support and leadership during his tenure which saw the Office launched its National Censorship Policy II (2021 – 2025). The policy provided the Government’s response by articulating the core strategic areas to guide the work of the Office of Censorship within the timeframe covered. I am very optimistic in the National Censorship Board, and the Office of Censorship to implement them and make public information safe from any ulterior motives.*

*I thank the National Censorship Board, the Chief Censor and the Office of Censorship for developing its Corporate Strategic Plan 2022-2026 to complement the National Censorship Policy II. I am pleased to note that some of the key organizational and structural reforms with the Office of Censorship such as the realignment of the organizational structure and the regulative review of the Classification of Publication (Censorship) Act 1989 to meet our present challenges.*

*As the Minister responsible, I remain committed to supporting the National Censorship Board, the Office of Censorship, all our stakeholders to work in partnership to achieve the outcomes envisaged under this Corporate Strategic Plan 2022-2026. This would enable us to better implement our National Censorship Policy II 2021-2025.*

*I congratulate the National Censorship Board, the Chief Censor and the Office of Censorship for successfully completing this plan.*

A handwritten signature in blue ink, appearing to read 'Jason Peter'.

**Hon. JASON PETER, MP**  
**Minister for Community Development, Youth & Religion**

## STATEMENT



*The Office of Censorship is faced with a mammoth task of ensuring a healthy information content suited for our public in line with our national and cultural values and ideals. In the current information age, we are overwhelmed with the proliferation of information content through the advancement of technology and internet-based applications, especially the unconventional social media platforms such as Facebook, Twitter, YouTube, TikTok, WhatsApp, ShareIt, etc.*

*The availability of advance information and communications technology has democratized information and allow anyone to generate and or access content from anywhere. Many of the social media platforms are largely unregulated relative to conventional mainstream media news outlets such as radio, television, newspapers, magazine, videos, and books. While it is good that information is accessible, it also provides opportunity for abuse by those with illicit content, propaganda and misinformation that harms our community. Therefore, we are taking steps re-adjusting our legal parameters to allow us the tools for preventative and corrective measures with our available resources and capacity to respond to the challenge.*

*After the NEC Decision No: 128/2008 directing the rebranding and revitalization of the Office of Censorship the office has grown from a small section within the Department of Community Development to a full-fledged office with sixty (60) approved staff ceiling. Under this Corporate Strategic Plan 2022-2026 we will further reorganize our organizational structure to make it responsive and 'fit for purpose'.*

*We have recently launched our National Censorship Policy II (2021-2025) that outlines our strategic priorities to undertake in the next five years. This Corporate Strategic Plan outlines the organizational, structural and capacity arrangements of the Office of Censorship to fully implement the National Censorship Policy II and other National Censorship Board's priorities.*

*On behalf of the Board, I thank the Hon. Jason Peter, MP Minister responsible for his continued support and recognition and also pay respect to former Minister responsible, Hon. Wake Goi, MP for his leadership and commitment during his tenure. I also express gratitude to the Board Members for what we were able to achieve within our term. I thank the Chief Censor and the Staff of the Office of Censorship for working tirelessly to complete this Corporate Strategic Plan. I am hopeful that the same energy and enthusiasm will be applied toward implementing it and the National Censorship Board remains committed to supporting the Office.*

**KAREN HAIVE (MS)**

**Chairperson, National Censorship Board of Papua New Guinea**

## ACKNOWLEDGEMENT



*The Office of Censorship is mandated by the Classification of Publication (Censorship) Act of 1989 to ensure any form of information available for public consumption in PNG is 'clean' and does not in any way harm our cultural, moral, ethical and national security values and standards.*

*Over the past decade, with the introduction of advance information and communications technologies we have seen substantial growth in the production and dissemination of information, especially via the internet and social media platforms such as Facebook, Twitter, Instagram, etc. This is a big shift and we are adjusting our legal parameters to cater for the way we discharge our mandate from dealing with conventional mainstream media such as newspaper, radio, television, videos and books including online content.*

*Since the initial NEC Decision, No: 128/2008 directing the rebranding and revitalisation of the Office of Censorship, we have grown to become an independent office with sixty (60) approved staff ceiling from previously a small unit within the Department of Community Development. We have successfully launched our National Censorship Policy II (2021 – 2025) that outlines our strategic priorities for the next five years, which we are currently implementing.*

*This Corporate Strategic Plan 2022 - 2026 provides the impetus to reorganise our organisational structure and capacity to fully implement the National Censorship Policy 2021 – 2025. Some of our key priorities outline in this plan are but not limited to:*

- i) Revising and implement the organisational restructure;*
- ii) Strengthening and building our organisational capacity;*
- iii) Amendment of the Classification of Publication (Censorship) Act of 1989 to Classification of Films, Publications and Online Services Bill 2014;*
- iv) Building strategic partners with all stakeholders; and*
- v) Resource mobilisation, especially revenue generations.*

*We are very optimistic on priorities that we have set to achieve as an Office. We have a very supportive National Censorship Board and with the strong political will from the Minister responsible, Hon. Jason Peter, MP. We will continue to work with him to implement the Corporate Strategic Plan 2022 – 2026.*

*I thank Hon. Wake Goi, MP, former Minister for Community Development, Youth and Religion and as Minister responsible for Censorship function for his support and leadership at the highest political level during his tenure from 2019 - 2022. I also thank the former Chairperson of the National Censorship Board, Ms. Karen Haive and the Board members for their guidance and direction.*

*Finally, I thank all the staff of the Office of Censorship and special acknowledgement to the hard-working Consultant, Mr. Kia Henry Nema for working tirelessly to finalise this Plan.*

**MR JIM ABANI**  
**Chief Censor**

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## ABBREVIATIONS

AOP	Annual Operational Plan
CS	Corporate Services
DSP	Development Strategic Plan
EMT	Executive Management Team
E&C	Enforcement and Compliance
GoPNG	Government of Papua New Guinea
HR	Human Resource
ICT	Information and Communication Technology
IMS	Information Management System
KPAs	Key Performance Areas
KRAs	Key Result Areas
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MTDP	Medium Term Development Plan
NCB	National Censorship Board
NEC	National Executive Council
NICTA	National Information and Communication Authority
OoC	Office of Censorship
PLLSMA	Provincial and Local Level Service Monitoring Authority
PNG	Papua New Guinea
PIP	Public Investment Program
SDG	United Nations Sustainable Development Goals
SLOS	Social Law and Order Sector
SMT	Senior Management Team
STaRS	National Strategy for Responsible Sustainable Development for
SPC	Strategic Policy and Coordination





## 1. FOUNDATION AND VALUES

### OUR VISION

We aspire for a society with high moral, ethical, and cultural values with decent information content.

### OUR MISSION

The Office of Censorship ensures that the Spiritual, Cultural and Social Values are improved through protecting and informing communities about negative effects of all forms of mass media and public communication systems.

### OUR VALUES STATEMENT

- **Commitment**

We are committed to maintaining the tradition of self-respect and human decency and maintaining teamwork and partnership for the nation's prosperity.

- **Professionalism**

We are committed to develop our human capital to be professionally trained and benchmarked to international standards and best practices.

- **Service**

We provide high standard of service to the government, community, industry and commerce, and external stakeholders with the aim of reducing harmful effects of media, publications and all communication mediums.

- **Integrity**

We are honest, transparent and accountable to all our stakeholders in what we do.

- **Ethics**

We ensure that ethical and professional standards are maintained at all times in our work and practice.

- **Gender Equality and Social Inclusion**

We maintain a positive and respectful work culture that ensures equity and diversity for all employees and free from any form of discrimination. The same principles and values are applied in the design and delivery of our services to all our stakeholders.





## 2. THE NATIONAL CENSORSHIP BOARD

The Censorship Board was established under the *Classification of Publications (Censorship) Act 1989*. The establishment of the first Board and its members was on the 23<sup>rd</sup> of July 1990 as mandated by the Censorship Act. The Board is responsible for all policy decisions on content regulation of mass media and public communication systems in Papua New Guinea.

The functions of the Board set out under section 11 of the *Classification of Publication (Censorship) Act 1989* include:

- 1) formulates policies on censorship;
- 2) decide on matters or goods including publications either on its own motion or as referred to it by the Chief Censor, whether the matters or goods are to which the Censorship Act applies; and,
- 3) perform any function as may be required under the Censorship Act or any other law.

The members of the Board are representatives from different stakeholders. The Board is appointed by the Minister responsible (Minister for Community Development, Religion and Youth) for a term of three (3) years.



Agencies representing the National Censorship Board are:

1. Department of Community Development
2. Department of Justice and Attorney General
3. PNG Council of Churches
4. Royal Papua New Guinea Constabulary
5. National Department of Health
6. National Department of Education
7. National Council of Women
8. Women's Representative
9. National Youth Development Authority
10. National Cultural Commission
11. Office of Censorship
12. PNG Media Council

This Corporate Strategic Plan is aimed at supporting the organizational arrangements to support the NCB and the OoC implement the National Censorship Policy. The key objectives of the NCB and subsequently the OoC are outlined in the National Censorship Policy II, 2021 - 2025. The success of the NCB and the OoC will be measured against the implementation and milestones achieved for these objectives.

The implementation of both the Policy and the Plan will strengthen the competencies and capacities on a range of functions within OoC and our external stakeholders and partners. Skills development and capacity building across the country is an important objective to ensure that long term knowledge and technical skills exist in sufficient quantity and caliber at all levels of relevant government agencies to be relevant and responsive to censorship issues.

The OoC is undertaking amendments to the Classification of Publications (Censorship) Act 1989. Subject to the final discussions of the Act review, the Minister responsible will recommend for relevant adjustments to NCB composition and other major pillars of the Office to meet current needs and demands.



### 3. ALIGNMENT TO NATIONAL DEVELOPMENT GOALS AND DIRECTIVES

The Corporate Strategic Plan 2022 – 2026 is aligned to the following national development goals and strategies of Papua New Guinea:

- The National Constitution
- Papua New Guinea Vision 2050
- United Nations Sustainable Development Goals (SDG)
- National Strategy for Responsible Sustainable Development for PNG (StaRS)
- PNG Development Strategic Plan 2010-2030
- Medium Term Development Plan
- Social, Law and Order Sector Strategic Framework
- Classification of Publication (Censorship) Act 1989
- Integrated Community Development Policy
- National Education Plan 2020 - 2029
- National Youth Policy 2020 - 2030
- PNG Digital Transformation Policy
- National Censorship Policy II (2021-2025)
- National Cybercrime Policy of PNG 2014
- National Cultural Commission Policy 2022 - 2032
- National Right to Information Policy 2020-2030

### 3.1 PLANNING AND ALIGNMENT FRAMEWORK

The strategic objectives and activities of the National Censorship Board and the Office of Censorship is aligned and harmonized with the broader government development strategies and frameworks. The National Censorship Policy II (2021 – 2025) is aligned with Social, Law and Order Sector (SLOS) of the PNG governance mechanism. The policy also has some spillovers to ICT, national security and economic sectors respectively. The overall outcome of government's policy and development outcomes are to achieve international development indicators outlined in the Sustainable Development Goals (SDGs) and other international treaty obligations to improve quality and well-being of the people of PNG.

This Corporate Strategic Plan provides the critical administrative and operational enablers for the Office of Censorship to implement the National Censorship Policy II. Both the Policy and Plan will guide the Office on the development of the Annual Operational Plans.

**FIGURE (1) ALIGNMENT FRAMEWORK**



### 3.2 STRATEGIC PERFORMANCE MANAGEMENT PROCESS

The performance management of the Office is paramount to achieving maximum results and impacts in the delivery of quality activities and programs. The Office strives towards quality management systems, ensuring that we serve the people of PNG to ensure a safe and secure information content for public consumption by dealing with all our stakeholders fairly. The process involves different levels of reporting structures that ensures effective implementation of activities and programs are pursued towards achieving the overall objectives of the organization. As such it is also important to note that monitoring and evaluating progress of activities and programs is sourced from the managers and staff that are given the flexibility to adjust progress to better meet their expected outputs as the successful implementation of the Key Priority Areas (KPAs) will inevitably lead to creating positive changes in the lives of our people and our society.

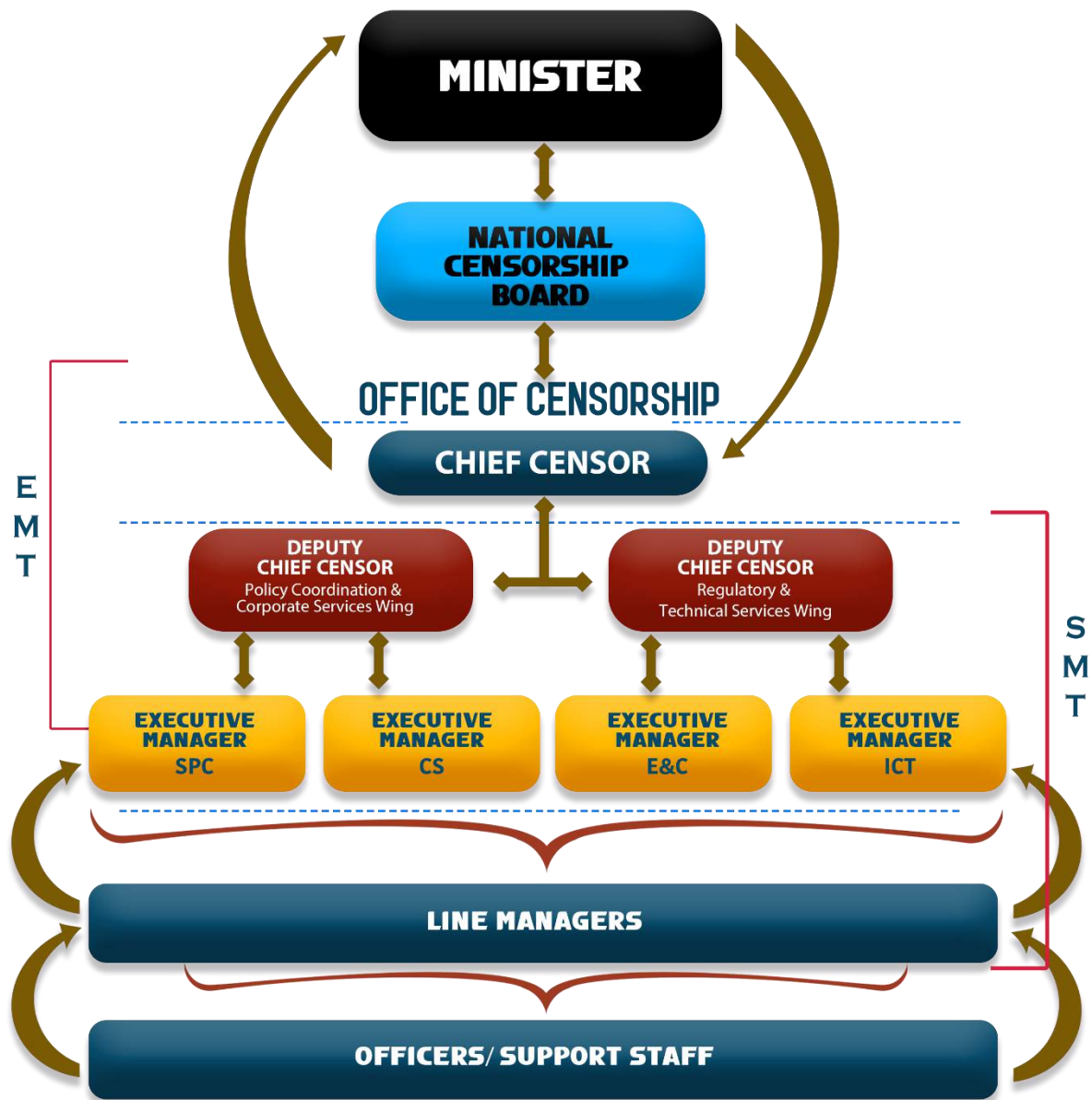
### 3.3 PLANNING AND REPORTING MECHANISM

The planning and reporting mechanism within the Office of Censorship is enforced through a structured approach, comprising of officers reporting to their line Managers. Managers report to Executive Managers who then report to the Deputy Chief Censors and to the Chief Censor. The Chief Censor is accountable to the NCB or otherwise upon ministerial direction may furnish reports directly to the Minister responsible.



FIGURE (2):

CENSORSHIP OFFICE REPORTING STRUCTURE





### 3.4 MONTHLY MONITORING AND REPORTING

All staff within the Censorship Office are required to compile and submit individual work progressive reports on a two weeks basis through respective managers for the formulation of monthly reports to the Executive Managers. This reporting method is a tool used to evaluate and monitor the progress of activities and programs identified under the KPAs in the AOP.

### 3.5 QUARTERLY REPORTING AND ANNUAL REVIEW

At the start of each calendar year, respective Executive Managers will work with their officers to develop their annual activity plans consistent with the National Censorship Policy. The Strategic Policy & Coordination division will combine all the activities plans to make up the Annual Operational Plan (AOP).

The respective Executive Managers are required to provide quarterly and annual reviews based on their planned activities. The combined summary for each division will make up the AOP quarterly and annual management reports for the Office of Censorship.

This process is the responsibility of every line supervisor and manager, and it is required that they comply for effective and efficient operation of the office. The reports will be used for monitoring, assessment and evaluation purposes.





## 4. OFFICE OF CENSORSHIP MANAGEMENT STRUCTURE

The management structure of the Censorship Office provides the hierarchy of authority, which defines accountability and communication channels within the office, respective divisions and sections. The management structure consists of the Executive Management Team (EMT) and the Senior Management Team (SMT). The EMT consists of the Chief Censor, Deputy Chief Censors and the Executive Managers. The SMT is made up of the Deputy Chief Censors, Executive Managers and Line Managers.

### 4.1 EXECUTIVE MANAGEMENT TEAM

The EMT is headed by the Chief Censor, the Deputy Chief Censor -Policy Coordination & Corporate Services Wing, the Deputy Chief Censor -Regulatory and Technical Services Wing, Executive Manager for Strategic Policy and Coordination division, the Executive Manager for Information and Communication Technology division, Executive Manager for Enforcement and Compliance division and the Executive Manager for Corporate Services division. The EMT is responsible for the overall strategic policy and administrative decisions for effective operations and accountability of the Office of Censorship.

Figure (3):

### EXECUTIVE MANAGEMENT TEAM STRUCTURE

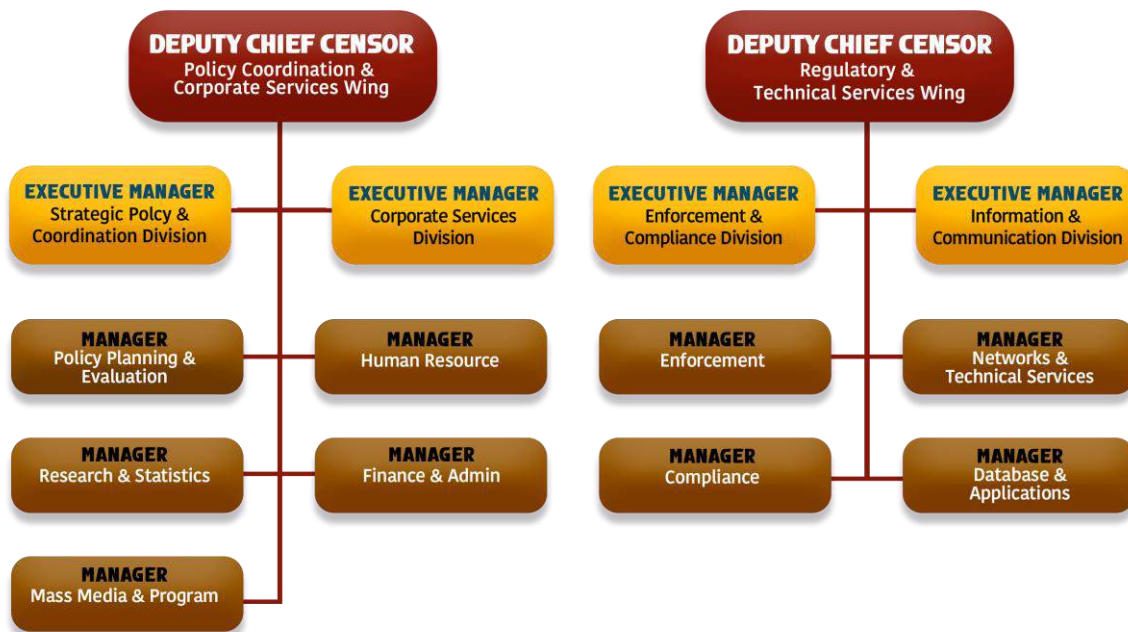


The Executive Managers in the respective divisions are responsible for the implementation, performance management and monitoring of their divisional operations against their workplan and reporting to the Deputy Chief Censors who then report to the Chief Censor. Reporting is done on a monthly and quarterly basis to effectively assess and monitor performance of the staff and the overall output of the organization.

## 4.2 SENIOR MANAGEMENT TEAM

The Senior Management Team (SMT) comprises of the Deputy Chief Censors, the Executive Managers and all line Managers from each of the divisions. The primary role of the SMT is to furnish updated report on all activities and programs within their line of duty to the Office of the Chief Censor through the Deputy Chief Censor -Policy Coordination & Corporate Services Wing and the Deputy Chief Censor -Regulatory and Technical Services Wing. The SMT has a regular meeting schedule that is provided through the Deputy Chief Censors.

**FIGURE (4): SENIOR MANAGEMENT TEAM STRUCTURE**



## 5. OFFICE OF CENSORSHIP ORGANIZATIONAL STRUCTURE

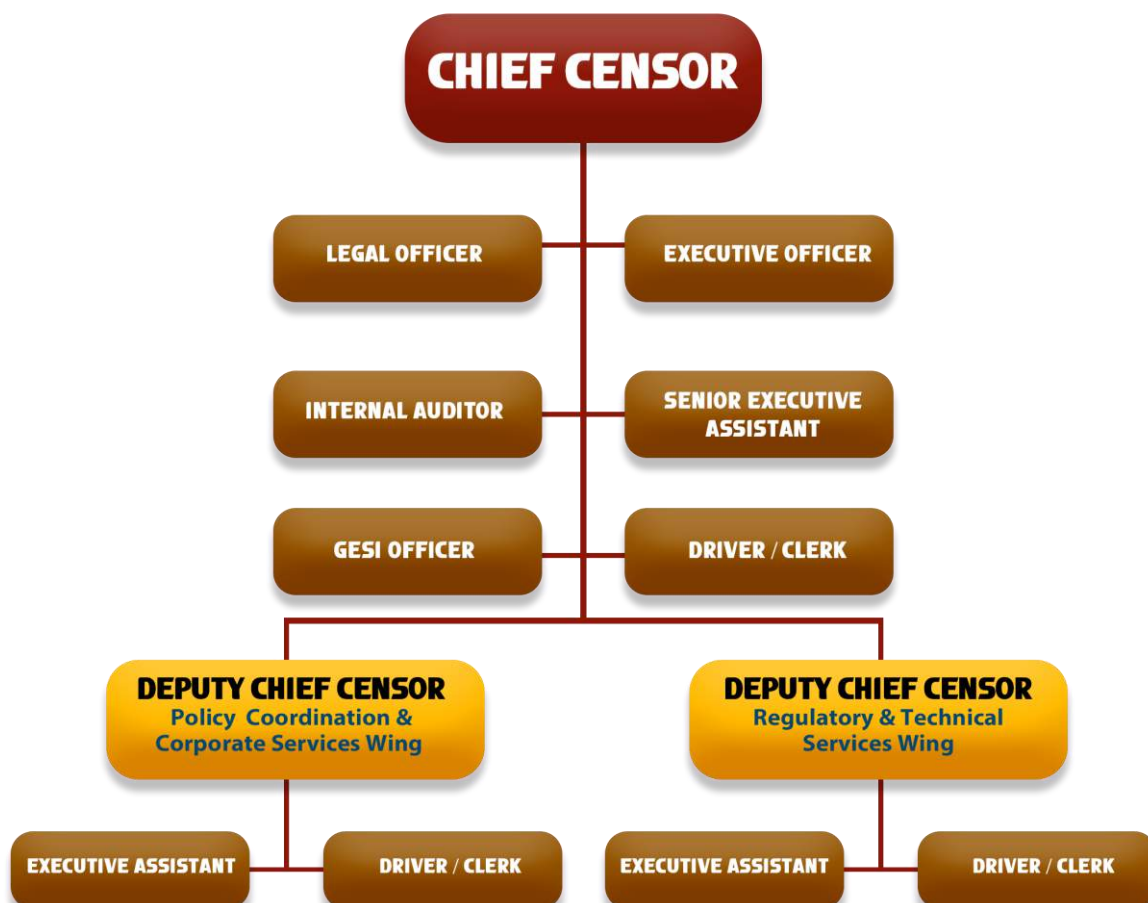
The organizational structure comprises of the Executive Management, the Strategic Policy and Coordination, Enforcement and Compliance, Corporate Services and the Information and Communication Technology Divisions.

### 5.1 EXECUTIVE MANAGEMENT

The Executive Management is the top tier management structure of the office comprising of the Office of Chief Censor and the Deputy Chief Censors with the main function of planning, coordinating and overseeing the overall administrative, policy and regulatory functions of the organization. This will be achieved through effective leadership and management and providing operational support and assistance to respective heads of the division.

The Office of Chief Censor assumes the task of advising and informing the Minister through the Board on all matters relating to policies, programs, finances and administrative matters of the Office of Censorship and further directs implementation of decisions from the National Executive Council (NEC) and the Minister.

**FIGURE (5): EXECUTIVE MANAGEMENT STRUCTURE**



## 5.2 STRATEGIC POLICY & COORDINATION DIVISION

The basic functions of the Strategic Policy and Coordination (SPC) division are:

(1) providing support to the Top Management and subsequently the Censorship Board by leading the reviewing and formulation, monitoring and evaluation of policy guidelines on censorship in Papua New Guinea. This is done through analyzing and providing sound policy advice on censorship for medium to long term plans, formulating budget strategies and evaluating implementation performances; and

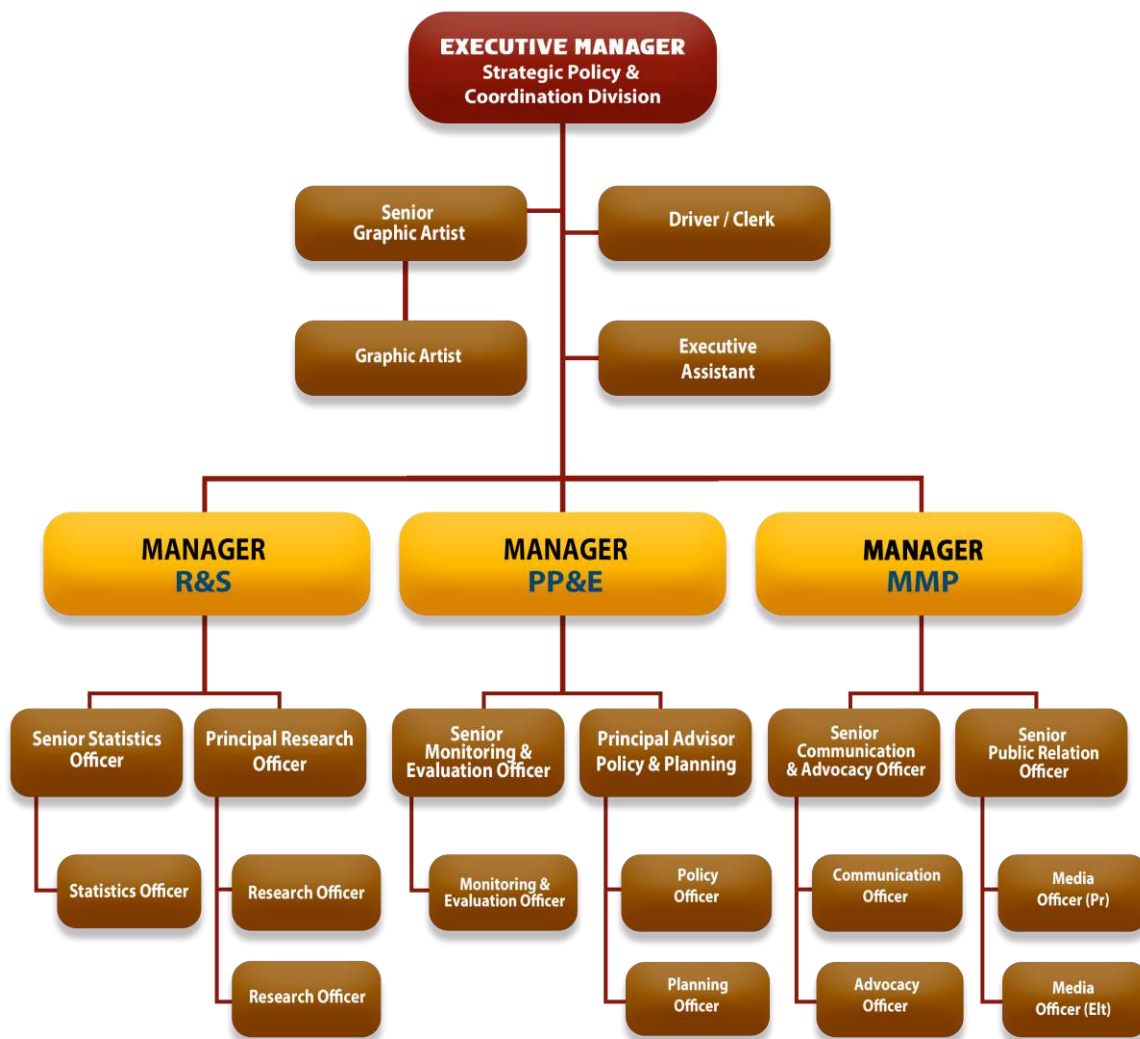
(2) carrying out fact finding study, survey and research and impact assessments and thereby providing feedbacks and analyses through reporting on the impact of the mass media and the public communication systems on the spiritual, cultural and moral fabric of society. This will comprise of collating of data and statistics for information dissemination for improved and effective management of censorship issues in the country; and

(3) conducting awareness to the whole population on censorship issues. This will be attempted through development of awareness programs to promote *self-respect* and *human decency* thus addressing censorship related issues. In the same respect, Christian values and principles are upheld henceforth promoting morality in the sense of ethical principles, virtue and goodness; and,

(4) producing of quarterly, annual reports and submissions on legislative and policy options including periodic reports and publications.



**Figure (6): STRATEGIC POLICY & COORDINATION DIVISION STRUCTURE**



### 5.3 ENFORCEMENT & COMPLIANCE DIVISION

The basic functions of the Enforcement and Compliance division are:

- (1) providing support to the Board by coordinating, delegating, and monitoring the implementation of the policy guidelines and the Board's medium to long term Strategic Plans; and
- (2) collaborating with partners and stakeholders in advocating and promoting healthy mindsets thus promoting *self-respect and human decency* amongst the people; and
- (3) working closely with relevant authorities in fight against the influx and infiltrations of indecent and harmful materials and information into Papua New Guinea; and

- (4) collaborating with partners to ensure enforcement and compliance are ensued with censorship laws and policies. This is done through the classification of films and publications and inspections of publication premises; and,
- (5) conducting awareness for compliance and where necessary enforcement for breaching of Censorship Law and Policy.

**Figure (7): ENFORCEMENT & COMPLIANCE DIVISION STRUCTURE**





## 5.4 CORPORATE SERVICES DIVISION

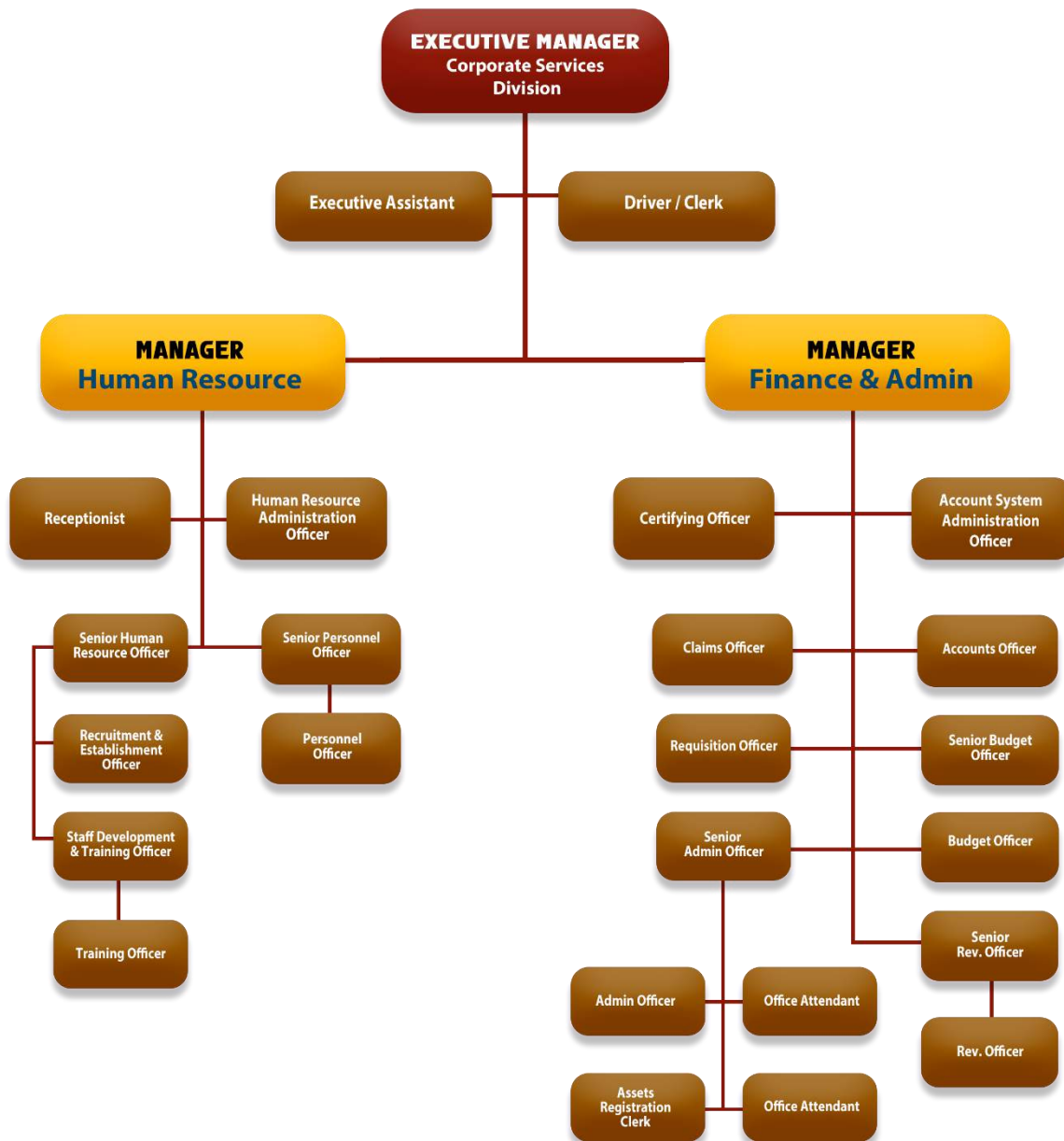
The basic functions of the Corporate Services division are:

- 1) providing effective interface with the Department of Finance and the Department of Personnel Management;
- 2) coordinating and facilitating the Office of Censorship annual Budget Submission;
- 3) facilitating the Annual Audit Response when required;
- 4) providing effective and efficient expenditure and accounting systems to record all of the Office of Censorship financial transactions;
- 5) coordinating the purchase and maintenance of the organization assets and ensuring all assets and or properties are adequately registered and well kept;
- 6) facilitating recruitment, professional development, resignation and or retirement or retrenchment of employees;
- 7) providing an ongoing support for the Office of Censorship's personnel including staff welfare, and other terms and conditions;
- 8) maintaining effective administration and security of staff and salary records for the office; and,
- 9) coordinating the Office of Censorship computerized information systems and Information Management and Technology infrastructure



FIGURE (8):

CORPORATE SERVICES DIVISION STRUCTURE





## 5.5 INFORMATION AND COMMUNICATION TECHNOLOGY DIVISION

The Information and Communications Technology (ICT) Division provides technical and operational support services to the office. The division is upgraded under the new restructure hence some new and specialized skilled officers will be recruited for certain functions. The outputs of this division will also contribute to the overall PNG Digital Transformation agenda. The two (2) sub-sections of the division include: 1) Network and Technical Services; and, 2). Database and Applications.

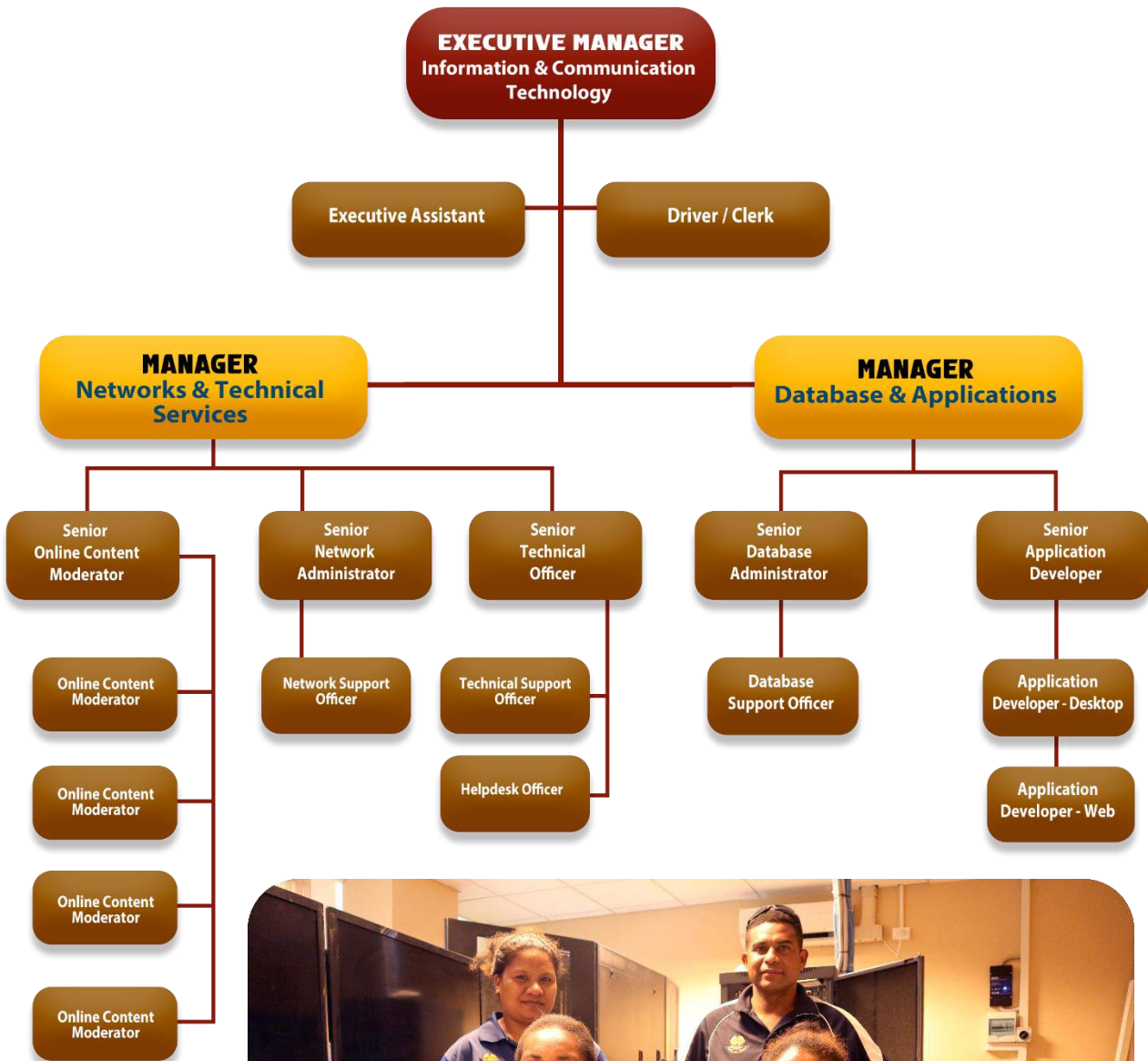
**1. Networks and Technical Services** - this section is in charge of the overall ICT network infrastructure and technical services to facilitate/support the compliance aspects. The three features include:

- i) Online Content Moderator - monitoring online publication contents such as website and social media platforms. The team would also assist in monitoring online abuse, mis-information and illicit information production and sharing. It sets the basis for Internet filtering and content moderation.
- ii) Networking Team - implement and maintain the ICT network infrastructure comprising of hardware, software, systems, and applications and processes.
- iii) Technical Team - support ICT technical processes and procedures, training, installing and maintaining operating systems, hardware and ICT security.

**2. Database and Applications** - this section is in charge of the overall ICT computer databases, codes and tests to facilitate the development of digitalize systems and applications to increase the quality of OoC's service delivery through:

- i) Database Administration - creating and maintaining database standards and policies; and,
- ii) Application Development - facilitate the development of both desktop applications and web-based applications.

**FIGURE (9): INFORMATION AND COMMUNICATION TECHNOLOGY DIVISION STRUCTURE**





## 6. KEY RESULT AREAS

In alignment with the National Censorship Policy II (2021-2025), the National Censorship Board and the Office of Censorship, set out the following key focus areas:

### KRA 1. SUSTAINABLE PARTNERSHIPS

Establishing key partnerships is essential for smooth functioning and expansion of our services. The work of Censorship is dependent on the work of other partners and stakeholders. For example, the Papua New Guinea Royal Constabulary, Department of Education, PNG Customs, National Information and Communication Technology Authority, Department of Information and Communications Technology, National Cultural Commission and many others all contribute various elements of the functions of the Office of Censorship. The Office will continue to nurture the partnerships that we have built and look to grow and strengthen other new areas.

In line with the Government's decentralization agenda, the Office of Censorship continues to support sub-national levels of government. We will work with Provincial Governments who are willing and ready to drawdown and devolve certain functions and powers of the Chief Censor to empower and enable them to establish Provincial Advisory Committees. The Provincial Advisory Committees will comprise of private

sector, government, civil societies, churches, women groups and other relevant bodies.

**Strategies:**

- Establish and sign (review and renew) partnership MOUs with State Agencies.
- Establish (review and renew) partnership MOUs with Provincial Governments.
- Establish MOUs with Private Sector, international development partners, research and academic institutions and others.
- Set up Internal Working Committee to support provinces to decentralize certain Chief Censor's powers.

## **KRA 2. STAFF DEVELOPMENT AND CAPACITY BUILDING**

The Office of Censorship has expended rapidly over the past several years and capacity building of staff is fundamental in effectively discharging our duties. A critical exercise under this plan is to implement the organizational restructure approved in 2017 and ensure that officers are confirmed to positions, some positions reclassified where appropriate and recruit where there are vacancies for relevant skilled professionals such as ICT and Legal. HR Section and the Senior Management will continue to undertake appropriate organizational and functional reviews, training needs analysis for relevant and suitable trainings to build a professionally viable and responsive office. We will attract capable professionals and strive to retain them.

The Office of Censorship has engaged in training and development to accommodate for internships and practical program for tertiary institutions. It is a good pathway for sustainable skills building for future employees and also educating and passing on the values and the type of work the Office is involved with. The Office will develop a proper internship and graduate program.

**Strategies:**

- Complete the office restructure exercise, recruit skilled and knowledgeable personnel
- Undertake the Training Needs Analysis and develop the next Training Plan.
- New staff to undertake Public Service induction and comply with Public Service General Orders.
- Collaborate with all partners and donors for capacity building, job rotations, and exchange programs for skills development.
- Develop a tertiary student's internship and graduate development program.



### KRA 3. REVIEW OF CENSORSHIP ACT AND REGULATIONS

The powers and functions of the Office of Censorship is articulated under the *Classification of Publication (Censorship) Act 1989*. A lot has happened since the Act came into effect, especially with the rapid advancement in ICT in the ways information is generated, disseminated, consumed, and stored has dramatically changed. Many of the traditional mode of media has been transferred through the Internet such as radio, newspaper, magazines, videos, etc.

In line with the prevailing needs to be relevant to the society, the Censorship Act and its Regulations warrant updating to meet present challenges. The National Censorship Board has undertaken this as an urgent priority under this Plan's timeframe to complete and be fully enacted. The Office of Censorship will continue to liaise with the Department of Justice and Attorney General to review the *Classification of Publication (Censorship) Act 1989*. This will enable the Office to develop appropriate regulations and standards to be fully adhered to by the industry in all aspects of classification, labeling and filtering systems and to observe common decency and conduct in the way businesses are conducted.


#### **Strategies:**

- In collaboration with the Department of Justice and Attorney General to revise and amend the *Classification of Publication (Censorship) Act, 1989*
- Develop the Regulations to the amended Censorship Act relating to Entertainment Industry, Film and Television Industry, Music Industry and Commercial Advertisements.
- Develop Code of Conduct guidelines for Industry Groups.

### KRA 4. IMPROVED INFORMATION MANAGEMENT SYSTEMS

Establishment of modern information and communications technology to support business processes is critical to the functioning of the office and to deliver on our key outcomes. Given that mode of communications, production, dissemination, and storage of information is done mainly on-line as with the advancement in information technology, the Office is working towards being relevant to the prevailing challenge.

The office will establish its Information Management System (IMS) under the ICT Division which will continue to improving the networking and database system to ensure information of the Office of Censorship is centralized for easy access both on and off-line. Information on rated films, registered publication premises, code of conduct guidelines including research reports and findings are public information, hence need to be made available online and via other appropriate mediums. While some



information is isolated there are others that need publicity through a controlled and administered approach. As such, the establishing of the IMS is paramount and must be in place as soon as practical.

In addition, ICT infrastructure is critical to support the Enforcement and Compliance activities, especially to monitor and track online abuses. With the advancement in ICT, especially internet and social media platforms such as Facebook, Twitter, Instagram and TikTok, many of the illicit and inappropriate materials is produced and accessed online. The Office of Censorship hopes to build the necessary capacity and partnership with relevant stakeholders to respond adequately to curb this growing phenomenon.

**Strategies:**

- Develop the Office of Censorship's ICT plan
- Operational ICT based Enforcement & Compliance team to monitor internet-based communications mediums, including social media.
- Lead and explore Internet Content Filtering
- Upgrade ICT infrastructure, literacy and utility among staff.
- Regular update and content management for website and social media applications for advocacy and awareness.

**KRA 5. FINANCIAL CAPACITY DEVELOPMENT**

The Government recognized the capacity and potential the Office of Censorship has in contributing to revenue generation. In the *National Gazette No. G3301*, the Government revised the determinations for fees and charges relating to activities under the purview of the Office of Censorship. Such activities are but not limited fees for importation, recording studios, advertising, computer games, and many more. Those fees and charges are consistent with *Section 71A of the Public Finance (Management) Act 1995*. As the Office expands, its enforcement and compliance capacity will expand for collecting fees and charges in a bid to build a sustainable revenue source.





**Strategies:**

- Implement the revised fees and charges as per the *National Gazette No. G3301*
- Develop a revenue and finance strategy for the Office.
- Prepare timely submission of funding proposals to support the implementation of the National Censorship Policy and the Corporate Strategic Plan.
- Submission of Annual Financial Reports to the Minister responsible to be tabled in Parliament.

**KRA 6: STAFF HOUSING**

Staff welfare is important for staff wellbeing and productivity. In the public sector, housing is a critical need however not a condition of employment. Due to a low supply of housing, it pushes the demand and cost in Port Moresby and other urban settlements, hence decent accommodation is unaffordable by many. Majority of the employees live in settlements and peri-urban squatters that attract anti-social behaviors.

While public housing programs has not been effective, many public sector organizations are exploring different housing programs and initiatives for their employees to redress the situation. Likewise, Office of Censorship will explore ways for its staff to benefit from any government initiatives or appropriate housing schemes.

**Strategies:**

- The Office to set up a Housing Committee.
- The Housing Committee to develop a housing strategy and a proposal for National Censorship Board's considerations.



## 7. FUTURE DEVELOPMENT ISSUE

PNG's vision for the future is defined in the following National Goals and Directive Principles of the National Constitution that still holds true and relevant today:

- 1) Integral Human Development, Liberation and fulfilment;
- 2) Equality and Participation;
- 3) National Sovereignty and Self-Reliance;
- 4) National Resources and the Environment; and
- 5) Papua New Guinea Ways.

The aspirations are further defined and articulated in the Vision 2050 to attain a '*Smart, Wise, Fair, Healthy, and Happy Society*'. The Office of Censorship contributes to the "*Spiritual, Cultural and Community Development*" pillar, especially addressing the indicator on 'Mind pollution, resulting from exposures to unethical communications mediums that also attribute to gender discrimination and maintenance of a respectful society. The implementation strategies are further defined in the rolling Medium Term Development Plans, including different sector strategies.

The global Sustainable Development Goals give further impetus to the above national development aspirations. It also gives the tools as a platform informed by global knowledge and experiences to help leapfrog our development. The future environment in which we are stepping into is complex and diverse, influenced by advancement in science, technology and innovation to stay relevant. As we rely more on ICT, it is without borders, making ourselves and national security vulnerable.

Increasingly, much of the illicit materials are transmitted through the ICT. Likewise, illicit content produced in PNG is increasingly made public through the internet and social media sites. While our capacity to respond and to limit the opportunity for abuse is a challenge, the government is recognizing the need to strengthen our national security and cyber security laws. Therefore, we have developed some key policies such as the Cybercrime Policy and Act and the National Censorship Policy II (2021-2025). The implementation of these policies and strategies, including enforcement of rules and regulations, is critical. While those that are abusing the process are becoming smarter to circumvent the laws, the Office must also become smarter with appropriate resources and capacity to respond adequately.

The focus of the future as articulated in National Censorship Policy II is to strengthen our national security systems and limit the opportunities for negative outside influence to lose our identity, morality and dignity of our value systems. PNG is rich and diverse in cultural heritage; the current generation owes it to the future generations to pass on those key cultural traits and values.

The business and social environment that we operate in is changing rapidly and the skills and expertise required are increasingly becoming more complex and diverse. This is particularly so in the ICT industry where technology changes that affect our lives are changing by the minute. It is very challenging to regulate bad influences emerging from these technological advancements which affect our society. Our vision is one where all levels of government operate in unison with strong network partners to sustain the policies and objective of the Office of Censorship to make our society safer from the harmful effects of indecent materials and information accessed through the communication mediums. This will initiate reforms that need to be built on and embedded in standards and practices in classification, labelling and filtration. Evaluation of the National Censorship Policy II and this Corporate Strategic Plan will provide a clear pathway for growth and development of the Office of Censorship.






## 8. RESOURCES MOBILIZATION

For the past several years leading up to the formulation of the National Censorship Policy II, we had good momentum in building a viable Office responsive to censorship issues and programs. We have strong leadership with the NCB and the Minister responsible providing a strong political will and advocacy base for us to thrive. We will continue the momentum and leverage on our past achievements under our new management and restructure.

To satisfactorily implement the key activities set out in this Plan, as well as the Policy, the Office requires the key enabling resources. That includes, the physical office space, ICT, staffing capacity, sustainable partnership, financial resources, and other supporting factors such as vehicles.

### **Office Space:**

The Office has been fortunate to be given a half of the 4<sup>th</sup> Floor of Central Government Office Tower A. Our officers are adequately catered for with office space, conference room, desks, chairs, etc. We have enough space for our staff within the current restructure.



As far as decentralizing some of Chief Censor's powers to the provinces, the Office will not have physical office presence but work through established systems in the respective provinces. The Office will continue to be part of inter-agency joint operations with other stakeholders such as the RPNGC, PNG Customs Services, PNGICA, Labour Department, PLLSMA, etc.

**Information and Communications Technology:**

The Office has a viable baseline to build its ICT capacity. It used to be a small unit, however, under the restructure its roles and capacity will be expanded to supporting the Enforcement and Compliance duties. It will begin the process of 'clean content' with monitoring and filtering of unsuitable, offensive and illicit content. Integrating many of our activity with ICT is the smart way forward and we will continue to build and leverage on the opportunities made available by advancement in ICT.

**Human Resources capacity:**

Under the restructure, the Office will have a fully capacitated staffing roster for the manpower required to implement this Plan, the Policy and other initiatives. The office will not only have the manpower but most suitably qualified persons to each of our positions. We will ensure to upgrade officers to have diplomas, degrees and other specialized trainings required for their jobs and ensure to retain them for long-term. Some of the new positions will attract demanding skills, especially in ICT.

**Sustainable Partnerships:**

The key to building a viable organization is to build and align with good partners. The Office thrives on the success of our partnership with our key stakeholders. For example, many of our functions are within the jurisdictions of others such as PNG Customs, RPNGC, PNGICA, NICTA, PNG Media Council, etc., and we only have to guide and support them in their operations. Under this Plan the Office will explore new partnership opportunities, especially with private sectors, international development partners and other non-traditional partners. Clearly our non-traditional partners in private sector and international partners bring too much resources that we will set ourselves up to build sustainable partnerships with them.

**Financial Resources:**

The Office receives regular recurrent funds for operations – salaries, utilities, and programs. In the past few years, the Office received grants through the public investment programs that enabled and accelerated many of our planned programs. We will continue to work with Departments of Finance, Treasury and National Planning and Monitoring to ensure the funds received from recurrent grants and PIP are of value-for-money. There are several programs we anticipate to implement through this Plan and our Policy that we will seek suitable funding and grants from GoPNG sources.

In June 2020, the National Government revised the determinations of statutory fees and charges of the Office pursuant to section (s) 71A of the Public Finances (Management) Act 1995 (National Gazette No: G3301). Through this Plan, the Office will further strengthen and regularize the measures for internal revenue generation mechanisms.

In addition, the Office will explore opportunities, both finance and technical resources with our international development partners, especially multi and bilateral. Many of the countries represented in PNG has so much to offer in terms of finances and technical assistance thus the Office will look to build more structured partnerships to access them.

**Technical Assistance:**

From time to time the Office will solicit and leverage on technical skills and resources not available within. We will bring specialized skills and experience on need basis not just to fulfil a specific assignment but also build and transfer skills and capacity for our staff. While we will seek technical consultants at prevailing market rates, we will as much as possible offer such opportunities to our local service providers in congruent with GoPNG nationalization policies.

Overall, the Office is determined to work towards the resource capacity required to fully implement this Plan and subsequently the AOP. The Senior Management Team will continue to provide the energy and enthusiasm required to drive this Plan forward to build a viable Office.





## 9. IMPLEMENTATION, MONITORING AND EVALUATION

### 9.1 IMPLEMENTATION ARRANGEMENTS

The implementation of the Plan is synchronized with the Policy. The Policy sets out the broad parameters and the strategic objectives of the Office while the Plan serves as the operational and institutional arrangements to guide and prioritizing the activities.

Critical enablers for implementation are as follows but not limited to:

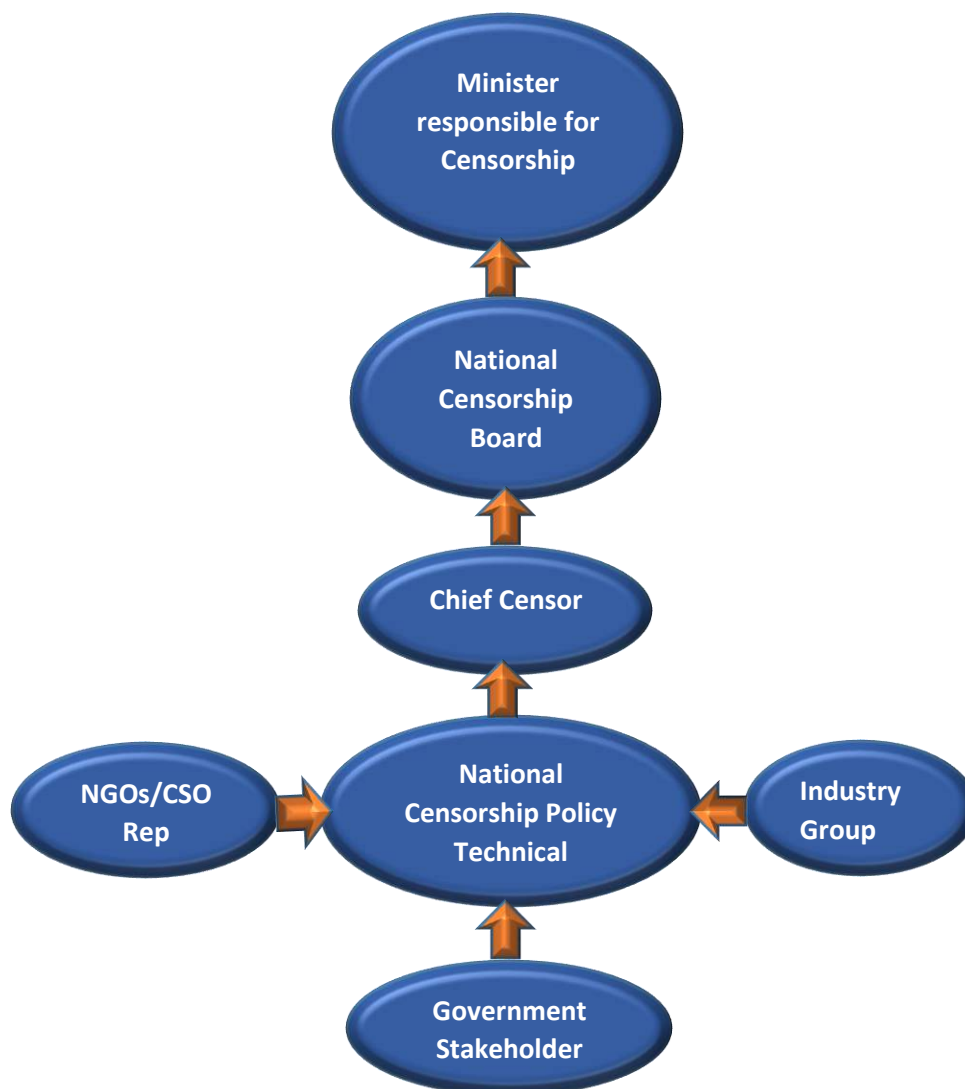
- i) Staff – that the re-adjustment of the organizational structure is completed with appropriately skilled and capable officers confirmed to positions;
- ii) Funding – that, the office has adequate financing for its recurrent operations as well as for projects through Public Investment Program and other sources including internal revenue;
- iii) Revised Act – that the *Classification of Publication (Censorship) Act 1989* is revised; and
- iv) Partnerships - that all stakeholders, government, private sector, civil societies and all concerned organizations work together for a common purpose, that is to improve the availability and access to 'clean' information content.

The Office of Censorship will establish the Technical Advisory Committee as proposed through the Policy. While the Committee is primarily established to provide bipartition technical advice on the implementation of the Policy, it will

inevitably benefit the implementation of the Plan. The committee is purely technical and look to co-opt technical experts from some of our key partners such as research and academic, private sector, government and civil society organizations. The Committee will also provide advisory support to the National Censorship Board on specific assignments.

A central pillar for the operational and implementation framework of the Plan is the Annual Operational Plan (AOP). The AOP is drawn up by all the divisions within the Office of Censorship that outlines all the activities planned for the year. The AOP also outlines the key outputs anticipated, the implementation units responsible, timeframe for completion and the budget. Budget is critical to implementation thus more is discussed in the resource mobilization. Nonetheless, further calls for the establishment of the Technical Advisory Committee as proposed in the Policy. The establishment of the Committee will provide sound and bipartisan advice on the implementation of both the Policy and the Plan, and subsidiary frameworks.

**Figure (10): TECHNICAL ADVISORY COMMITTEE – POLICY IMPLEMENTATION AND REPORTING**





## 9.2 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is an important element for program planning and implementation, and the OoC is strengthening its capacity to regularize and mainstream the function. The Office values evidence-based policy, plans, budgets and programs thus created a position for an M&E officer under the restructure to support the Strategic Policy and Coordination division. Subsequently, much of the internal program intelligence will be generated through the M&E function.

In line with the AOP requirements, program data will be extracted on quarterly and annual basis for the annual activity report. AOP is a compilation of performance reports by individual officers and the divisions to obtain the overall OoC report. This report is shared with the NCB and the Minister responsible and interested partners although for internal management accountability purposes.

For certain specific programs funded by GoPNG or external sources, M&E is a critical feature to track progress of the activity. Likewise, M&E can be done on the overall implementation of the Policy or Plan or a specific activity. Therefore, for this Plan and the Policy, both mid-term and end-of-program evaluations will be conducted as a best practice to measure impact and value for money.

As noted above, M&E is a new function within SPC Division that the Office intend to drive evidence-based policies, plans and programs. As the Office regularize the function, a M&E framework will be developed for this Plan, the Policy and the AOP.





## 10. RISKS, CHALLENGES AND OPPORTUNITIES

The Office of Censorship is a relatively young organization as an independent and fully fledged office. This is its second 5 years Corporate Strategic Plan, the first been 2013 to 2018. The Office has grown since then and encountered different social, political and economic challenges consistent with the times. Nonetheless, the Office continues to expand its reach to creating more partners, especially with non-traditional ones and reaching more at sub-national services. The following are some of the risk factors the Office will devise mitigating and management of strategies.

**Table (1): RISK FACTORS AND MANAGEMENT ACTIONS**

Risk Factors (Assumptions)	Likelihood	Impact	Mitigating Strategies
Political Instability leading to changes in the Minister responsible and NCB members	High	High	<ol style="list-style-type: none"> <li>1. Prepare to work with Minister appointed and the new government.</li> <li>2. Prepare to work with new NCB members.</li> <li>3. Ensure to fully implement the National Censorship Policy 2021-2025 instead of developing any alternate or parallel policies.</li> </ol>
Economic challenges affecting national revenue hence budget cuts	High	High	<ol style="list-style-type: none"> <li>1. Make a strong business case through the Minister for potentially none-tax revenue base growth</li> </ol>

to some offices including OoC			through fees and changes. 2. Explore funding and resource mobilization opportunities with development partners, private sector partners, and other none-traditional partners.
Global public health pandemic disrupting program implementation (Covid 19)	High	High	1. Develop a Business Continuity Plan for what to do in such public health pandemic, such as Covid 19. Continue to observe precautionary and new normal measures. 2. Explore options for working remotely – lessons from Covid 19. 3. HR to organize medical examinations to ensure staff understand their health status, especially underlining medical conditions.
Delay in progressing the review of the Censorship Act	Low	Medium	1. NCB and OoC to find a way (assign the review to other legal officers with DJAG to drive it). 2. Legal Officer within OoC, when recruited, to drive this review. 3. Allocate adequate resources for this activity.
Delay in implementing Office restructure	Medium	High	1. Confirm with DPM, Treasury, Finance and National Planning for personnel emolument for the approved positions before advertising the positions. 2. SEM to follow-up closely with HR on progressing the implementation of the restructure.

## APPENDICES

### APPENDIX A- Key Result Area (KRA)

<b>KRA 1. Establish sustainable partnership</b>						
<b>Strategies</b>	<b>Output/Indicators</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>By Whom</b>	<b>Budget (K) <i>Estimates 000</i></b>	<b>Critical Assumptions</b>
i. Establish and sign (review and renew) partnership MOUs with State Agencies.	i. Established and signed (reviewed and renewed) partnership MOUs with State Agencies.	2023	2026	Top Management, E&C, All divisions	10,000	i. Sign 2x MoUs with stakeholders every year
ii. Establish (review and renew) partnership MOUs with Provincial Governments.	ii. Established (reviewed and renewed) partnership MOUs with Provincial Governments.	2023	2026		10,000	ii. Establish partnerships with all 22 provinces by 2026
iii. Establish MOUs with Private Sector, international development partners, research and academic institutions and others.	iii. Established MOUs with Private Sector, international development partners, research and academic institutions and others.	2023	2026		10,000	iii. Sign 5x MoUs by 2026
iv. Set up Internal Working Committee to support provinces to decentralize certain Chief Censor's powers.	iv. Internal Working Committee to support provinces to decentralize certain Chief Censor's powers is set up and functional.	2023	2026		10,000	iv. Decentralize Chief Censors powers to all provinces by 2026

## K R A 2 . Staff Development and Capacity Building

Strategies	Output/indicators	Start date	Completion date	By whom	Budget (k) <i>Estimates 000</i>	Critical assumptions
i. Complete the office restructure exercise, recruit skilled and knowledgeable personnel	i. The office restructure exercise completed with recruitment of skilled and knowledgeable personnel	2023	2025	Top Mgmt, Corporate Services	10, 000	i. Complete recruitment process by 2025
ii. Undertake the Training Needs Analysis and develop the next Training Plan.	ii. The Training Needs Analysis completed and the next Training Plan developed and launched.	2023	2024		5,000	ii. TNA completed + Training Plan launched by 2024
iii. New staff to undertake Public Service induction and comply with Public Service General Orders.	iii. New staff undertook Public Service induction and complied with Public Service General Orders.	2023	2025		5,000	iii. Public Service Induction Training completed by 2026
iv. Collaborate with all partners and donors for capacity building, job rotations, and exchange programs for skills development.	iv. Collaborated with all partners and donors for capacity building, job rotations, and exchange programs for skills development.	2023	2026		10,000	iv. Staff are fully upskilled by 2026
v. Develop a tertiary student's internship and graduate development program.	v. The tertiary student's internship and graduate development program developed and used.	2023	2024		5,000	v. Internship program fully utilized by 2024

**KRA 3. Review of Censorship Act and Regulations**

Strategies	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) <i>Estimates 000</i>	Critical Assumptions
i. In collaboration with the Department of Justice and Attorney General revise and amend the Classification of Publication (Censorship) Act, 1989	i. In collaboration with the Department of Justice and Attorney General the Classification of Publication (Censorship) Act, 1989 is revised and prepared for legislative and passed by parliamentary.	2023	2024	Top Management, SPC, Enforcement & Compliance	5,000	i. Complete review of the Act by 2024
ii. Develop the Regulations to the amended Censorship Act relating to Entertainment Industry, Film and Television Industry, Music Industry and Commercial Advertisements.	ii. The Regulations to the amended Censorship Act relating to Entertainment Industry, Film and Television Industry, Music Industry and Commercial Advertisements is amended and enacted.	2023	2026		5,000	ii. Regulations completed by 2026
iii. Develop Code of Conduct guidelines for Industry Groups.	iii. Code of Conduct guidelines for Industry Groups is developed and enacted.	2023	2024		2,000	iii. Code of conduct completed by 2024

#### KRA 4 . Improved Information & Management Systems

Strategies	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) <i>Estimates 000</i>	Critical Assumptions
i. Develop the Office of Censorship's ICT plan	i. The Office of Censorship's ICT plan developed.	2023	2024	ICT, Enforcement & Compliance, SPC	5, 000	i. ICT Plan developed by 2024
ii. Operational ICT based Enforcement & Compliance team to monitor internet-based communications mediums, including social media.	ii. ICT based Enforcement & Compliance team to monitor internet-based communications mediums, including social media established and operational.	2023	2026		50, 000	ii. Fully established ICT based EC team to monitor internet-based communications by 2026
iii. Lead and explore Internet Content Filtering	iii. Internet Content Filtering tools and mechanism explored	2023	2025		200, 000	iii. Feasibility study completed by 2025
iv. Upgrade ICT infrastructure, literacy and utility among staff.	iv. ICT infrastructure, literacy and utility among staff upgraded.	2023	2025		50,000	iv. ICT infrastructure upgraded by 2025
v. Regular update and content management for website and social media applications for advocacy and awareness.	v. Content management for website and social media applications for advocacy and awareness regularly updated.	2023	2026		50, 000	v. Regular update and content management of website and social media applications by 2026

### KRA 5. Financial Capacity Development

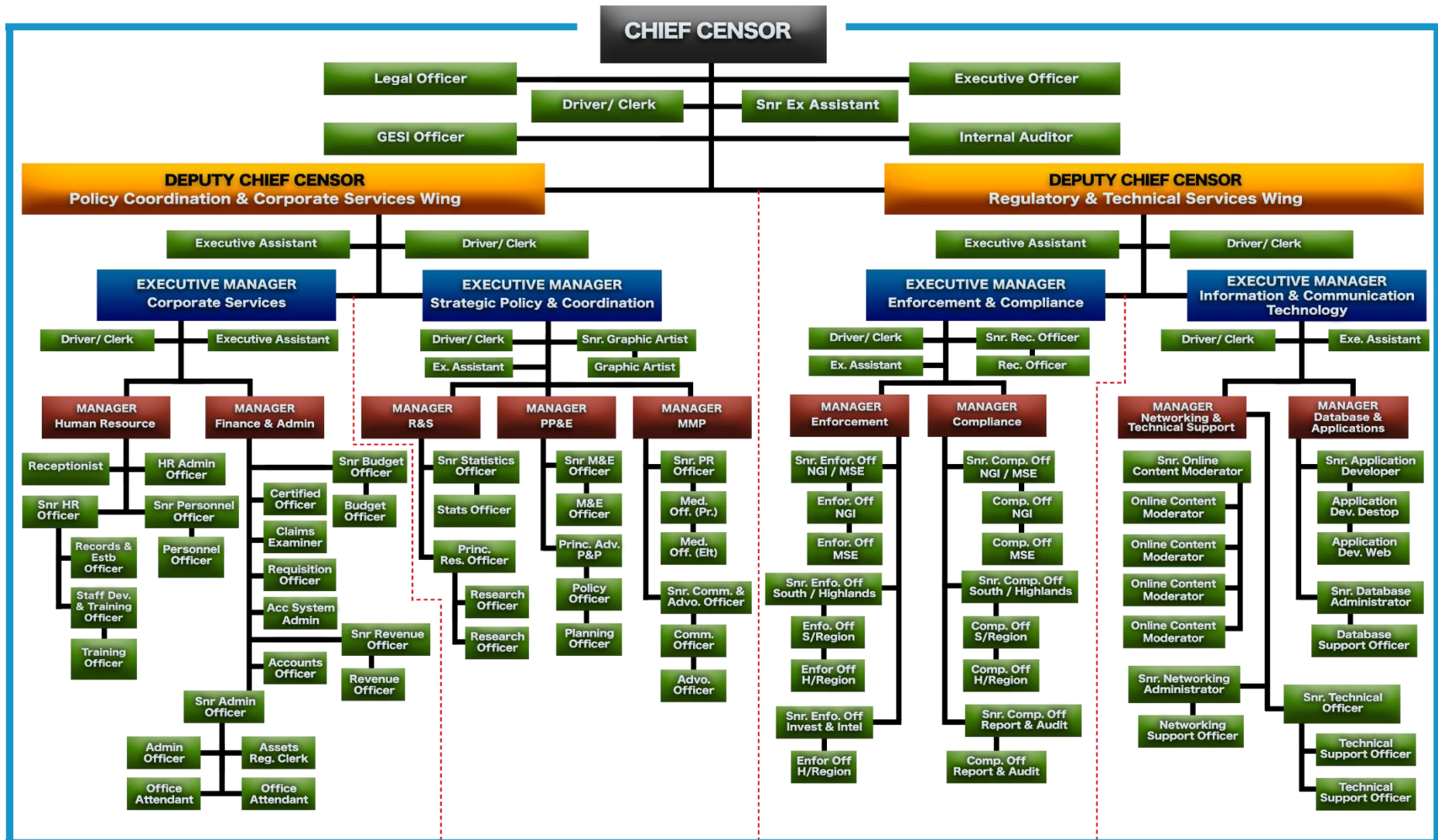
Strategies	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) <i>Estimates 000</i>	Critical Assumptions
i. Implement the revised fees and charges as per the <i>National Gazette No. G3301</i>	i. Revised fees and charges as per the <i>National Gazette No. G3301</i> implemented.	2023	2024	CSD SPC, Top Management	5, 000	i. Revised fees and charges completed by 2024
ii. Develop a revenue and finance strategy for the Office.	ii. The revenue and finance strategy for the Office developed.	2023	2024		2, 000	ii. Revenue and finance strategy completed by 2024
iii. Prepare timely submission of funding proposals to support the implementation of the National Censorship Policy and the Corporate Strategic Plan.	iii. Funding proposals to support the implementation of the National Censorship Policy and the Corporate Strategic Plan developed and submitted for consideration.	2023	2024		2, 000	iii. Funding proposal developed by 2024
iv. Submission of Annual Financial Reports to the Minister responsible to be tabled in Parliament.	iv. The Annual Financial Reports to the Minister responsible submitted and tabled in Parliament.	2023	2026		2,000	iv. Annual submission of financial reports



**KRA 6 . Staff Housing**

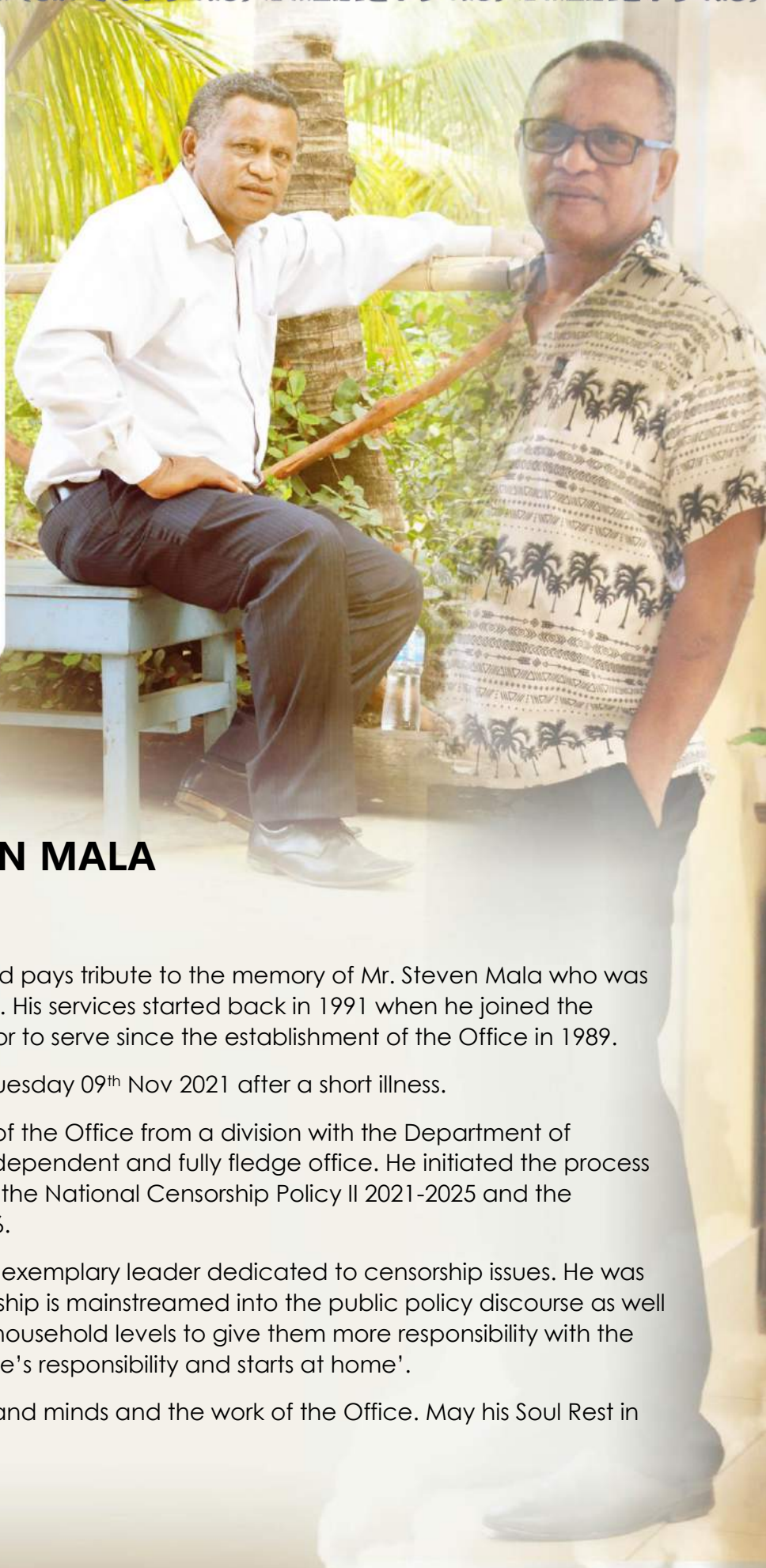
Strategies	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) <i>Estimates</i> 000	Critical Assumptions
i.The Office to set up a Housing Committee.  ii.The Housing Committee to develop a housing strategy and a proposal for National Censorship Board's considerations	i. The Office Housing Committee is set up with a ToR.  ii. Housing strategy and a proposal is developed by the Housing Committee for National Censorship Board's considerations	2023  2023	2024  2024	CSD, Top Management, Housing Committee	1,000  5, 000	i. Housing committee set up by 2024  ii. Housing Strategy developed by 2024

# APPENDIX B – OFFICE OF CENSORSHIP ORGANIZATIONAL STRUCTURE



## Acronyms for the Organization Structure

Acc.	Accounts
Admin	Administrator/Administration
Adv/Advert	Advertisement
Advo.	Advocacy
Anl.	Analyst
App.	Application
Att	Attendant
Bud.	Budget
Cert.	Certifying
Comp	Compliance
Com	Communication
Cont.	Content
DA	Database & Applications
D/Base	Database
Dev	Developer/Development
Dr.	Driver
Elt.	Electronics
E&C	Enforcement & Compliance
Enf/Enfor.	Enforcement
Entr.	Entertainment
Ex.	Executive
GESI	Gender Equity & Social Inclusion
HR	Human Resource
ICT	Information & Communication Technology
Insp	Inspection
Log	Logistics
Med.	Media
M&E	Monitoring & Evaluation
MMP	Mass Media & Program
NGI	New Guinea Islands
NTS	Networks & Technical Services
N/W	Network
Off.	Officer
Plan.	Planning
PP&E	Policy, Planning & Evaluation
Pr.	Printing
Prg.	Programs
Prnc.	Principal
P&P	Policy & Planning
PRO	Personnel Relations Officer
Proc.	Procurement
Prsnl.	Personnel
Rec & Est.	Recruitment & Establishment
Reg	Registration
Reqs	Requisition
R&S	Research & Statistics
Snr.	Senior
SPC	Strategic Policy & Coordination
Sys	Systems
Tech	Technical
Tr.	Training



Tribute to:

## **THE LATE MR STEVEN MALA**

### **Chief Censor 2007-2019**

The Office of Censorship honors and pays tribute to the memory of Mr. Steven Mala who was the Chief Censor from 2007 to 2019. His services started back in 1991 when he joined the Office, and was the 5<sup>th</sup> Chief Censor to serve since the establishment of the Office in 1989.

Mr Mala tragically passed on the Tuesday 09<sup>th</sup> Nov 2021 after a short illness.

He was instrumental in the growth of the Office from a division with the Department of Community Development to an independent and fully fledged office. He initiated the process of the review and development of the National Censorship Policy II 2021-2025 and the Corporate Strategic Plan 2022-2026.

Mr Mala was a great visionary and exemplary leader dedicated to censorship issues. He was committed to ensuring that censorship is mainstreamed into the public policy discourse as well as streamlined to community and household levels to give them more responsibility with the premise that 'censorship is everyone's responsibility and starts at home'.

His legacy will live on in our hearts and minds and the work of the Office. May his Soul Rest in Eternal Peace!



Tribute to:

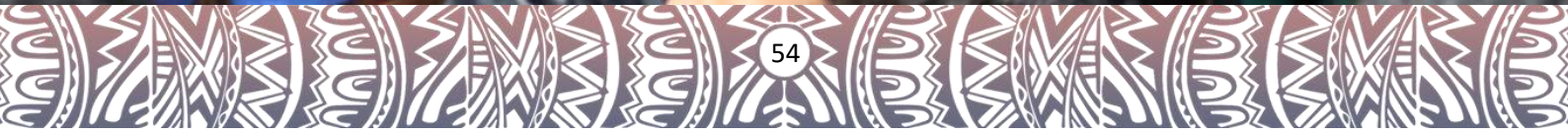
**THE LATE MR CONSTANTINE KEITH MASTA**

**28<sup>th</sup> Sep 1986 – 31<sup>st</sup> Jul 2021**

The Late Mr Masta was the ICT Manager at the time of his passing; a position he held since 26<sup>th</sup> Sep 2016.

He contributed immensely to the growth and development of the ICT section of the Office. We pay tribute and honor his memory and contributions to the Office. May his Soul Rest in Eternal Peace!









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[Instagram Account](#) | [Linkedin Account](#) | [Twitter Account](#) | [Website Page](#) | [Facebook Page](#)