



Corporate Strategic Plan

2022- 2026

(Draft 20th April 2022)

'Protect, Promote and uphold the moral and ethical values of the Society'

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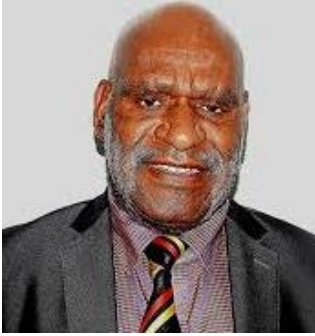
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JANUARY 2022

ISBN XXXX

FOREWORD BY THE MINISTER (EXAMPLE)

Statement of the Minister yet to be developed



Hon. WAKE GOI, MP
Minister for Community Development, Youth & Religion

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STATEMENT BY THE BOARD CHAIR (EXAMPLE)



Statement to be developed

Mrs. KAREN HAIVE

Chairperson, National Censorship Board of Papua New Guinea

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ACKNOWLEDGEMENT BY THE CHIEF CENSOR (EXAMPLE)

Statement by the Chief Censor to be developed



Mr. JIM ABANI
Chief Censor

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1. FOUNDATION AND VALUES

OUR VISION

The Office of Censorship creates an environment that protects our people from indecent information and materials to promote a high moral and ethical society in Papua New Guinea.

OUR MISSION

The Office of Censorship is committed to ensure 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**

We recognize equal gender participation in the Office of Censorship and in delivering our services to all our stakeholders.

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2. THE NATIONAL CENSORSHIP BOARD

Insert Board Structure

Board Chairperson
Department of Community Development



Ms Karen Haive

Board Vice Chairperson

Commented [HN1]: Board Member is by Organization – and Not by Person



Department of Justice and Attorney General
Ms XX

Board Member



National Youth Development Authority
Mr Joe Itaki

Board Member



Mr XX
Director, National Cultural Commission

Board Vice Chairperson

Mr Neville Choi
PNG Media Council
Board Member



Ms XX
PNG National Council of Women



National Department of Health
Ms XXX

Board Member



Board Member



Chief Censor, Office of Censorship
Mr Jim Abani

(Ex Officio)

Board Member

Pastor XX

Department of PNG Council of Churches

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

The Function 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 matters or goods 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 comprising the Royal Papua New Guinea Constabulary, Papua New Guinea Media Council, Department of Education, National Youth Development Authority, Law and Justice Sector, National Council of Women, Department of Health, Papua New Guinea Council of Churches, the National Cultural Commission, and the Chief Censor. The Board is appointed by the Minister responsible (Minister for Community Development, Religion and Youth) for a term of three (3) years.

The key objectives of the National Censorship Board (NCB) and subsequently the Office of Censorship (OOC) are outlined in the National Censorship Policy. For the current NCB, its objectives are set out 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. This **Corporate Strategic Plan** is aimed at supporting the organizational arrangements to support the NCB and the OOC implement the National Censorship Policy.

The success of both implementing the National Censorship Policy and the **Corporate Strategic Plan** will strengthen the competencies and capacities on a range of functions within NCB, the OOC, and our external stakeholders and partners regarding censorship issues. 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 cognizant and responsive to censorship issues.

The NCB is undertaking amendments to the Classification of Publications (Censorship) Act 1989. Subject to the final discussions of the Act review, composition of the NCB and other major pillars of the Act will be streamlined and updated to meet current needs and demands.

3. ALIGNMENT TO NATIONAL DEVELOPMENT GOALS & DIRECTIVES

The Corporate Plan 2021 – 2025 is aligned to the following national development goals & strategies of Papua New Guinea:

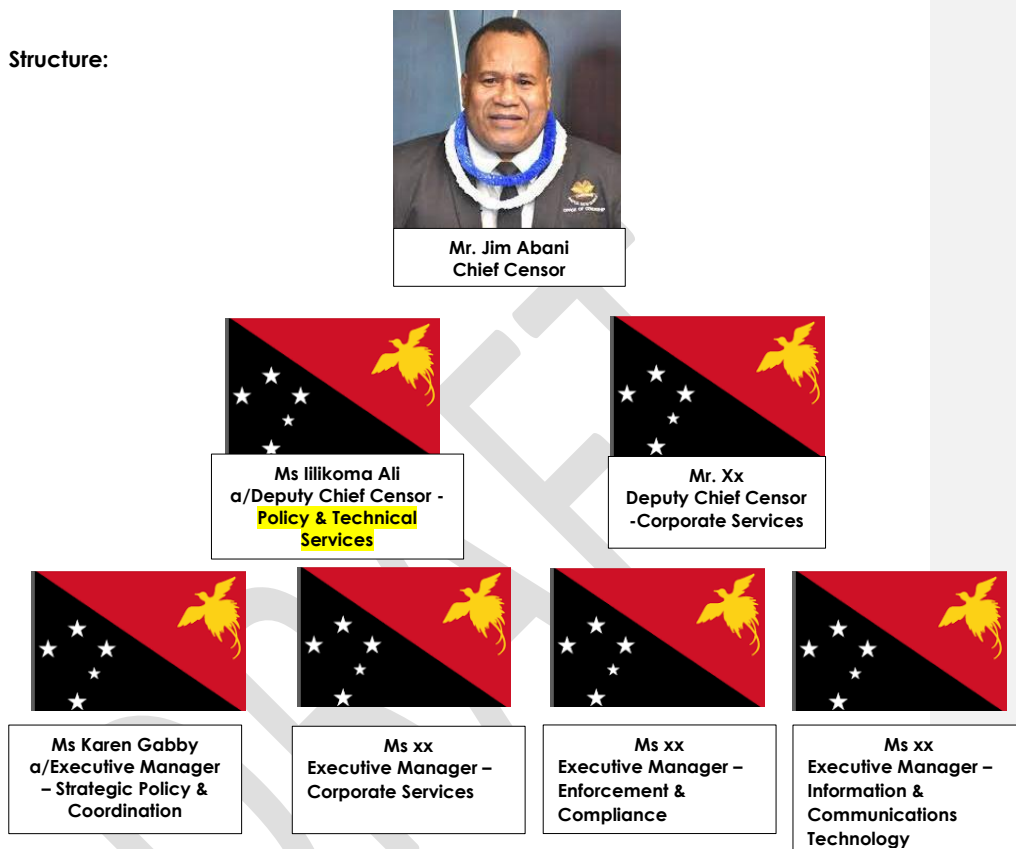
- The National Constitution
- Papua New Guinea Vision 2050
- National Strategy for Responsible Sustainable Development for PNG (StaRS)
- PNG Development Strategic Plan 2010-2030
- Medium Term Development Plan III
- Classification of Publication (Censorship) Act 1989
- Integrated Community Development Policy
- National Censorship Policy II (2021-2025)

STRATEGIC PERFORMANCE MANAGEMENT PROCESS

The performance management of the Office of Censorship is paramount to achieving maximum results and impacts in the delivery of quality programs and activities. The process involves different levels of reporting structure 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 (KPA) will inevitably lead to creating positive changes in the lives of our people and our society.

4. EXECUTIVE MANAGEMENT TEAM

Structure:



The Executive Management Team (EMT) is headed by the Chief Censor and comprised of the **Deputy Censor for Administration**, the Deputy Censor for **Policy and Technical Services**, Executive Manager for Strategic Policy Coordination division, the Executive Manager for Information Communication and Technology, Executive Manager for Enforcement and Compliance and the Executive Manager for Corporate Services. The EMT is responsible for the overall strategic policy and administrative decisions on effective operation and accountability of the Office of Censorship.

The Executive Managers in the respective divisions are responsible for the management, implementation and providing of performance reports on their divisional operations against their work plan to the Chief Censor. Reporting will be done on a monthly and quarterly basis to effectively assess performance of the staff and the overall output of the organization.



SENIOR MANAGEMENT TEAM

The Senior Management Team (SMT) comprises of the Deputy 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 Censor, Policy and Technical Services**. The SMT has a regular meeting schedule that is provided through the Deputy Censor for **Policy and Technical Services**.

MONTHLY MONITORING AND REPORTING

All staff within the Censorship Office are required to compile and submit individual work progressive reports through respective managers for the formulation of divisional monthly reports. This reporting method is a tool used to assist evaluate and monitor the progress of activities and programs identified under the KPAs.

QUARTERLY AND ANNUAL REVIEWS

At the start of each calendar year, respective Executive Managers will work with their teams to develop their annual activities 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

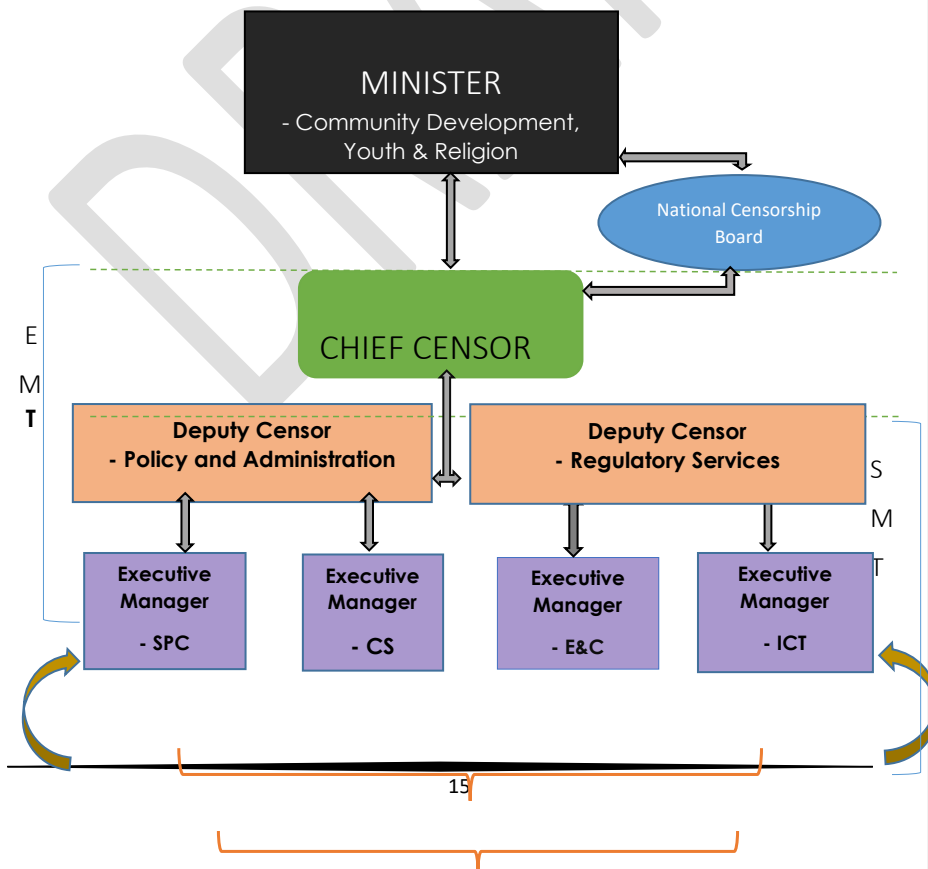
will make up the AOP quarterly and annual management reports for the Office of Censorship.

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. Such reports will be used for monitoring, assessment and evaluation purposes.

PLANNING AND REPORTING MECHANISM

The planning and reporting mechanism within the Office of Censorship is enforced through a structural approach, comprising of officers reporting to their line Managers to Executive Managers to Deputy Censors and to the Chief Censor. The Chief Censor then reports directly to the National Censorship Board or otherwise upon Ministerial directions may furnish reports directly to the Minister for Community Development Youth and Religion.

Diagram 1: Censorship Office Reporting Structure





TOP MANAGEMENT

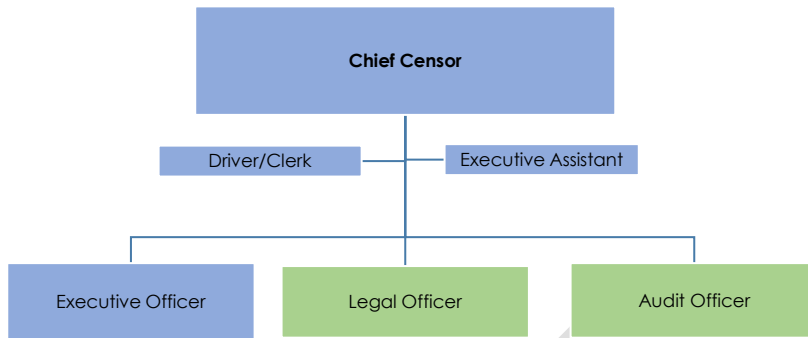
The Top Management is the top tier management structure of the Office of Censorship comprising of the Office of Chief Censor and the Executive Management Team (EMT) with the main function of planning, coordinating and overseeing the overall administrative and policy functions of the organization. This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

At the outset, the Office of Censorship is the implementing agency for the National Censorship Board of Papua New Guinea. The decisions and directives by the Board are channeled through the Top Management to the Censorship Office for implementation. This then enables the Office of Censorship through the Chief Censor to report directly to the Board and then to the Minister for Community Development Youth and Religion.

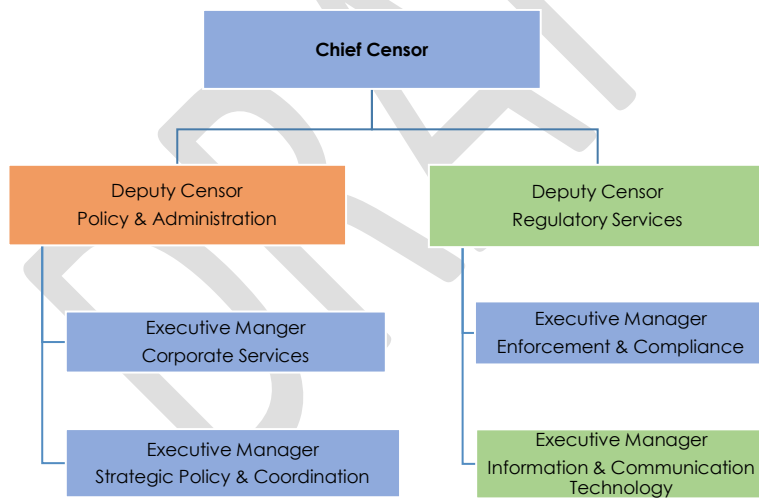
The Office of Chief Censor assumes the task of advising and informing the Minister through the Board on all matters relating to policies, programs, finances and administrative matters of the Office of Censorship and further directs implementation of decisions from the National Executive Council (NEC)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

DIAGRAM 2: PROPOSED TOP MANAGEMENT STRUCTURE

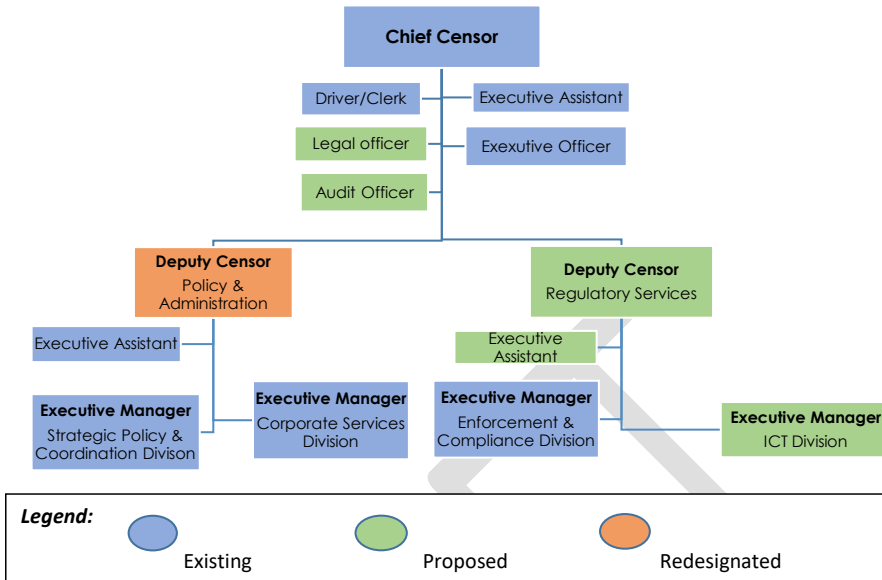
A. Proposed Office of the Chief Censor



B. Proposed Executive Management Team (EMT)



C. Proposed Overall Top Management





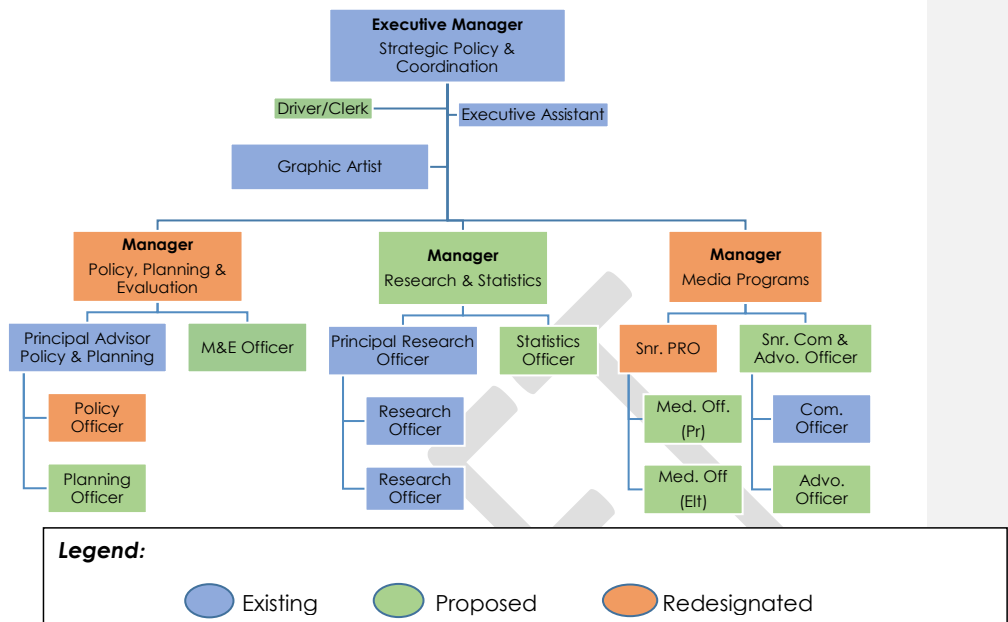
(PIX OF SPC TEAM)

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 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.

DIAGRAM 3: PROPOSED STRATEGIC POLICY & COORDINATION DIVISION STRUCTURE





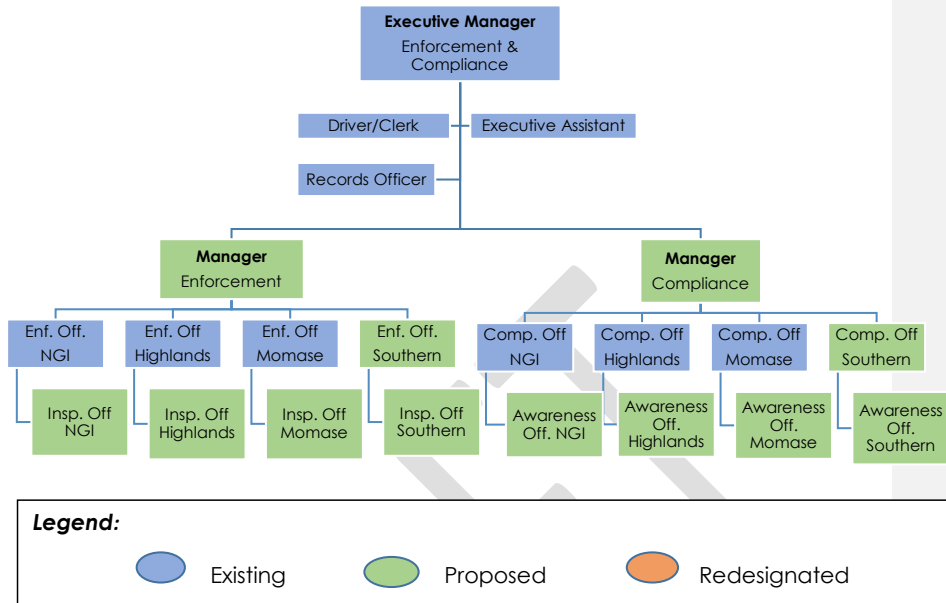
PIX OF ECD TEAM

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 *human decency* and *self-respect* amongst the people; and
- (3) working closely with relevant authorities in the 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.

DIAGRAM 4: PROPOSED ENFORCEMENT & COMPLIANCE DIVISION STRUCTURE





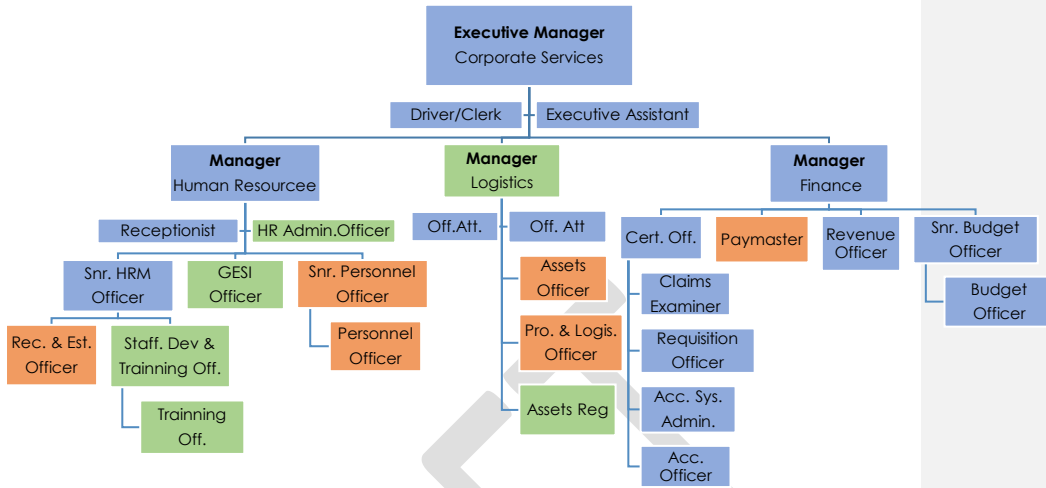
Pix of CSD Team

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

DIAGRAM 6: PROPOSED CORPORATE SERVICES DIVISION STRUCTURE



Legend:

- Existing
- Proposed
- Redesignated



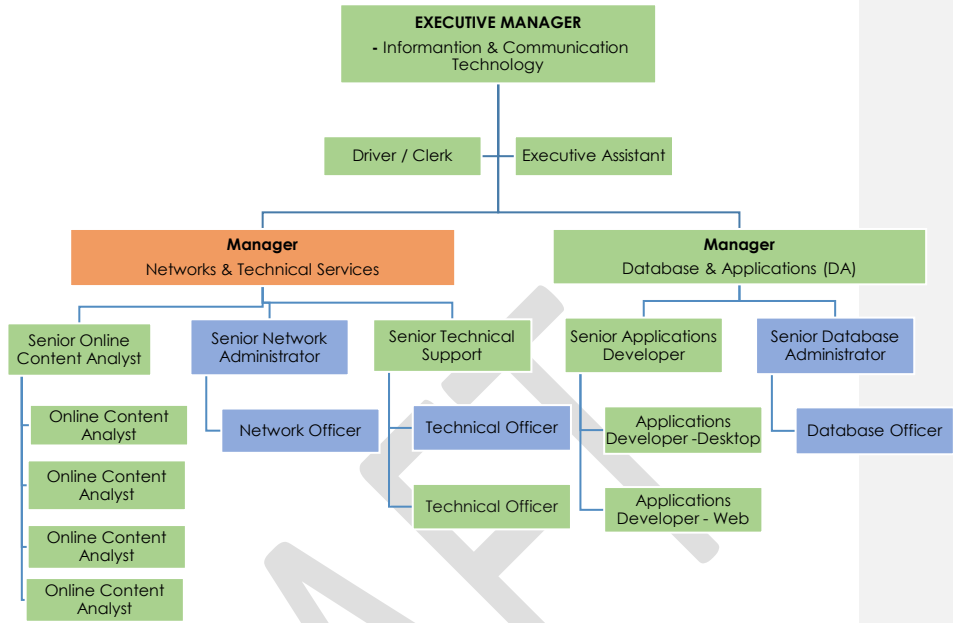
PIX OF ICT DIVISION

PROPOSED INFORMATION AND COMMUNICATION TECHNOLOGY DIVISION

The basic functions of the Information & Communication Technology (ICT) division are:

1. undertake **planning, operating and supporting** the Censorship Office **IT and communication infrastructures** by enabling **efficient and effective** ITC systems within the office; and
2. **developing of suitable applications** (for smartphones, computers and web) to **enhance** the traditional processes of pen and paper **record keeping** to a modern **electronic record management system** using advanced designed applications to **effectively manage and deliver** censorship services throughout Papua New Guinea; and
3. **monitoring and controlling** of online contents using **advanced and or smart networking devices** for monitoring and controlling of the flow of content over the Internet and social media platforms to **safeguard** Papua New Guinea from **foreign influences and accessing** of indecent online contents.

DIAGRAM 5: PROPOSED INFORMATION AND COMMUNICATION TECHNOLOGY DIVISION STRUCTURE



Legend:

● Existing
 ● Proposed
 ● Redesignated



6. Strategic Priorities

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:

1. Establish and maintain effective dialogue and communication with all levels of government and key stakeholders in both the industry and community at large.

Develop a comprehensive information and communication strategy in dissemination and establish dialogue with the industry and the general public in order to curb and minimize infiltration and dissemination of harmful materials and information.

2. Develop regulations, guidelines and systems regarding standards on industry practices including classification, labeling, filtering and code of conduct.

Review the existing legislation and establish 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 through the communication medium. Prevailing legislation and regulations must be enforceable to counter the breach of harmful materials and information being disseminated.

3. Establish the Information Management Infrastructure to coordinate censorship data both on and offline.

The office will establish its Information Management System (IMS). The ICT Division within the Office has an important role in establishing a networking

system whereby all data and information of the Office of Censorship is centralized for easy access on and offline. In accordance with the rebranding exercise the Office of Censorship is currently implementing, the need to establishing an internal information management system is urgent. 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 establish 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 shared online. The Office of Censorship hopes to build the necessary capacity and partnership with relevant stakeholders to respond adequately to curb this phenomenon.

4. Formulate and implement effective policies, regulations, internal systems, processes and procedures to achieve high performance for the Office of Censorship.

A set of regulations, policies, procedures, systems, and processes will be identified and developed to effectively and efficiently manage the functions of Office of Censorship to achieve superior performance in line with the National Censorship Policy.

5. Establish provincial advisory committees involving churches, civil societies and development partners.

Develop and maintain a strong network partnership with the national and provincial committees involving churches, schools, civil societies, communities, social groups and development partners to ensure that NCB polices, programs and activities are sustainably achieved with continuous improvement.

As part of the overall government's decentralization agenda, the Office of Censorship is in the process of devolving some of its functions to the provinces, through its established mechanisms.

6. Promote and encourage high moral and ethical behaviour, respect and observe good traditional and cultural values of our people.

Create greater awareness to promote high moral and ethical behavior and respect for good traditional and cultural values in homes, schools and all strata of the society through awareness, education and training programs.

7. Advocate quality awareness and education to all people about the effects that indecent materials and information can have on the future of our society.

Launch major education and awareness campaigns targeting all strata of the society, especially schools and among youths, on a continuous basis employing every available communication medium about the harmful effects of indecent materials and information to the society.

8. Undertake research in collaboration with reputable institutions and stakeholders to support the overall functions of the Office of Censorship

Undertake research activities and study on issues pertinent to censorship and related areas of concern to support initiatives and activities as well as to building evidence-based plans and programs.

9. Undertake an organization review in order to determine the appropriate size and to improve the capacity of NCB to effectively discharge its roles and responsibilities.

Undertake a comprehensive review of the Office of Censorship including its legislation, charter, mandate and regulations including the size and capacity to effectively deliver on its mandated role and responsibilities. This will entail conducting a detail organizational and functional review to ensure a proper outcome.

10. Staff Welfare

The public sector workers in PNG face a major crisis with suitable accommodation thus impact their productivity and family conditions. Some government agencies have taken steps to set-up initiatives to address their housing situations. Likewise, Office of Censorship will explore ways for its staff to benefit from any government initiatives or appropriate housing schemes.

The Office of Censorship will set up a Housing Committee to develop a housing policy. This initiative will be presented to the Board for approval before progressing further.

11.



7. Future Development Issue

The aspirations of national development contained in the National Goals and Directive Principles are very much relevant today and a guide into the future. Those objectives are defined by the Vision 2050 and further operationalized in the Medium-Term Development Plans and sectoral strategies. Global development aspirations such as the Sustainable Development Goals adds further impetus by making available tools, global knowledge, and experience to enhance how we drive our development programs.

As the government body charged to ensure good information content, our current challenges to effectively discharge our roles and responsibilities are sometimes overwhelming. The technology to produce and share information continues to advance, especially with social media and continued growth on new applications.

However, our National Censorship Policy II 2021-2025 provides the vehicle for us defining our specific policy areas to address. We are optimistic that this Corporate Plan will address the institutional and management challenges we have in order for us to build the necessary capacity to respond and address the challenges before us.

OUR PEOPLE

Respect for people and the empowerment of individuals are important principles that are promoted and practiced within the Office of Censorship. Our people have to be committed to ensuring value for money outcomes are achieved for the Independent State of Papua New Guinea. To achieve this goal and the objectives outlined in this document, the Censorship Office will invest in analyzing and identifying critical skill gaps and support staff with appropriate trainings and development opportunities.

The awareness level on censorship issues within the National Government Agencies, Provinces, District and Local Level Governments requires a major investment of

resources by the office and stakeholders. In line with the Government's decentralization and greater autonomy reforms for provinces and sub-national government, to take more ownership of their affairs for service delivery. Failure to increase awareness, knowledge and skills to effectively tackle censorship issues will result in increased social problems which will continue to erode the social and moral fabric of our society.

Our commitment to people is also focused on those external to the organization with responsibility for all those involved in censorship issues. Whilst resources for skill development at the national level is at times constrained, it is even more difficult at a provincial and local levels. It is incumbent upon the Office of Censorship to raise the potential and capacity of those persons involved in enforcement of regulations and awareness programs. To attain the noticeable increase in capacity, skills and awareness across the country as envisaged in this document will require a major investment of time, commitment and financial resources.

Even though the office has increased its staff ceiling to fifty-three (53) in the last organizational restructure, it is still notable that the current staff on strength do not match the operational requirements at this crucial time of technological advancement, specifically in the field of Enforcement and Compliance, Information & Communication Technology, planning, monitoring and evaluation. A functional review will determine the full extent for specific positions to cover these identified areas of deficiencies in which internal responsibilities can be allocated.

To achieve our objectives:

- Greater support will be targeted towards provincial and local level governments in skills development and awareness whilst maintaining continued support for National Departments and Agencies and other stakeholders;
- The frequency of training within provincial and district communities will increase yearly with an emphasis on building skills, and greater vigilance and awareness overtime;
- Develop new competencies within internal staff and equip them with technical skills and the tools necessary to carry out their tasks;
- Maintain an ethical approach to our tasks while adhering to the laws and regulations governing public servants.

KEY ACTIVITIES

Through the series of consultative workshops for the National Censorship Policy Review and the assessment of the activities and programs implemented in the last five (5) years, there were a number of activities identified. The office was satisfied that these activities would assist in achieving the Core Objectives outlined.

A list of Core Objectives and activities are been reproduced. Included in the Appendix are the proposed duration of these activities along with output indicators, timeframes, resources requirements and critical assumptions.

Examples of these supporting activities include:

- Reviewing the censorship legislation, regulations and guidelines to ensure improved controls are in place for all media industry groups;
- Conducting organizational and functional review of the Office of Censorship;
- Conducting research on the trend Papua New Guineas are using smart phones
- Development of Internet Service Providers (ISP) surveys;
- Development of censorship awareness strategies;
- Incorporation of Censorship Lessons into the National Education Curriculum;
- Delegation of Chief Censor's powers;
- Greater focus on enforcement and compliance and audit of the censorship function.



8. KEY PERFORMANCE AREAS (KPAS)

The Office of the Ombudsman had identified and developed eleven (11) KPAs evolved out of the core objectives. Appendix C spells out in detail these KPAs specific Action Plans and the Implementation Schedule for the next five (5) years.

Below are the eleven (11) KPAs:

- Sustainable partnership with all levels of Government and key stakeholders (developers, NGOs, CBOs etc.)
- Internet Content Filtering.
- Code of Conduct Guidelines for Media Industry Group.
- Regulation of Music Industry.
- Regulation of Commercial Advertisement.
- Regulation of Entertainment Industry.
- Regulation of Films and Television Industry
- Information Management System for the Office of the Ombudsman.
- Staff Development and Capacity Building for the office of the Ombudsman.
- Research on issues that fall directly and or indirectly under the auspice of the Office of the Ombudsman and the Ombudsman Act of 1989.
- Awareness and Advocacy on censorship issues, moral and spiritual development, culture and sustainability.

There are 53 staff to handle the current operational and administrative requirements under the present structure. This staff require specific training and development

opportunities to equip them to handle the technical requirements of their roles. A detailed analysis will be conducted with the aid of a planned functional review. It is envisaged that over the life of the proposed Strategic Statement concluding in 2023 that expertise will move from the Office of Censorship to Provincial and Local Level Governments. Over a longer timeframe it is envisaged that censorship staff will exist in all provinces.

In order to support a continued and sustainable approach to professional development and the raising of the skill levels and awareness within PNG, approaches have been made to various international institutions and universities concerned with censorship for purposes of research and benchmarking to international best practices. This initiative would ensure that international standing would exist and remain viable.

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9 RE SOURCES REQUIREMENTS

The National Censorship Board has developed a vision and guiding strategies for the through the National Censorship Policy II 2021-2025. The Board requires the Office to become the leading censorship organization within the South Pacific charged with specific responsibility for education and creating greater awareness on the negative and harmful effects and its influences to every individual in Papua New Guinea from communication mediums. A major review of progress to monitor whether the priorities and objectives are being achieved is planned. The review phase also led to determining the review of the current Censorship Act and to make it more relevant for today's society challenges.

The office is aware that the demand and weight of responsibility placed upon it to protect the society from all harmful effects and influences by communication mediums is massive. Censorship functions will be decentralized, as insufficient skills, knowledge and awareness exist within relevant National, Provincial and Local Level Governments. The Office does recognize that there are capabilities and resource gaps within the Provinces and Local Level Governments and has undertaken to improve networking partnership with all provincial and district communities to ensure greater awareness, vigilance and skills development to carry out censorship in these communities.

There will be a greater emphasis on skill development and the transfer of knowledge to the provinces over the life of the Corporate Vision. The Office will need to be provided with resources to achieve its desired outcomes and impact. It is important for the Office of Censorship to develop sustainable skills and continuous improvement with its people. To ensure this, the office has given high priority on continuing education and training for its staff.

STAKEHOLDERS

Due to the nature of its role the Office of Censorship has an extensive range of relationships with a number of stakeholders both internal to government and externally. External parties include churches, civil societies and development partners. It is our commitment to achieve value for money outcomes that determines the type of relationships that we hold with stakeholders.

- Our success will only come from commitment and engagement with relevant national government agencies, provincial, local level governments and other stakeholders and development partners.
- Client agencies and partners need to trust and utilize the capability and services of the Office of Censorship.
- Engagement and information sharing is critical.

- Development partners and international governments and agencies will enhance our success and foster continued working relationship with relevant international agencies.

The Office of Censorship commits to:

- engaging with stakeholders and partners in frank and open dialogue;
- valuing the contribution of all parties to improving our overall performance and service focus;
- working openly and honestly with all stakeholders and partners, while respecting the need to protect confidential information and releasing that information in a timely and accurate manner as required;
- effectively utilize donor aid funding through the Departments of National Planning and Monitoring and Treasury.

10. FUTURE VISION

PNG's vision for the future is defined in the National Goals and Directive Principles of our Constitutions that still holds true and relevant today and will continue to be for:

- 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 and its implementation defined in the rolling Medium Term Development Plans, including different sector strategies.

The global Sustainable Development Goals gives 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 increasing made public through internet and social media sites. While capacity to respond and to limit the opportunity for abuse is a challenge, the government is recognizing the need to strengthen our national security, cyber security laws hence the development of some key policies such as the Cybercrime Policy and Act, and the National Censorship Policy 2021-2025. The critical component is the implementation of programs and activities, including enforcement of rules and regulations. While those that are abusing the process are becoming

smarter to circumvent the laws, the Censorship Board must also become smarter with appropriate resourcing and capacity to beat them in their game.

Knowing what we want as a country and knowing the opportunities that those circumventing the policy and legal frameworks are leveraging, our strategic plan is to develop the relevant capacity to respond to the current and future needs of censorship in PNG. Also, as government further reforms in service delivery implementation modality, especially building and strengthening the capacity of the sub-national governments to push implementation so that the national level can focus on technical assistance, policy and legal frameworks, monitoring, coordination, and resource mobilization.

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

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 communication industry where technology changes that affect our lives are changing by the minute. It is almost impossible to regulate bad influences emerging out of these rapid changes 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 spewed through the communication medium.

Our vision for the future also involves a staged process of transition from the current strengthening of the Office to the position where greater autonomy for financial decision making can be made at an organizational level. Sufficient capability will exist within each region through our efforts as outlined in our strategies stated in this document. These strategies will include specific initiatives directed at the national and sub-national levels.

To support this vision there is a need to initially strengthen knowledge and skills within the Office to ensure a consistent message is disseminated throughout all communities. Inconsistency around censorship will be eliminated through development of policies and standards and the transfer of knowledge and skills. This will initiate reforms that need to be built on and embedded in standards and practices in classification, labelling and filtration.

APPENDICES

APENDIX A- CORE OBJECTIVES

Objective 1. Sustainable partnership with all levels of Government and key stakeholders (developers, NGOs, CBOs, etc.)						
STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
1.1 Create and effective an efficient partnership with all levels of government and key stakeholders to assist disseminate the roles and functions of the Office of Censorship	i. Establish partnership with all sub levels of Government. (Signing of instrument of delegation of Chief Censor's powers) ii. Establish partnership with Churches, NGOs, and Civil Society groups. (Signing of instrument of delegation of Chief Censor's powers) iv. Strengthening partnerships through MOU with PNG Customs, Police, and other key stakeholders. v. Develop handbook on the delegation of Chief Censor's powers			Top Management, E&C, All divisions		

Objective 2 . Internet Content Filtering

STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
2.1 Integrate into existing Cyber Security System to monitor and regulate Internet Service Providers (ISPs) on content issues	i. Feasibility study internationally ii. Partner with Department of Communication (DCI), National Information, Communication & Technology Authority (NICTA), PNG DataCo Ltd and stakeholders to ensure control measures are in place using the Cyber Security Operation Centre iii. Specialized training for system management and maintenance			Top Management, ICT & SPC		

Objective 3 . Code of Conduct Guidelines for Media Industry Groups

STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
3.1 Office of Censorship to develop 'Code of Conduct' guidelines for publication and broadcasting industry operators to comply within all aspects of their operations.	i. Develop draft guideline ii. Facilitate workshop with the industry groups to develop 'Code of Conduct' iii. Finalise and register 'Code of Conduct' for the industry groups iv. Create awareness on the 'Code of Conduct' for the industry groups			E&C SPC		

Objective 4 . Regulation of Music Industry

STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
4.1 Establish operating standards for composers/artists and recording studios to comply with	i. Conduct workshops with Music Industry players ii. Identifying and registering of all Recording Studios iii. Conduct mass awareness on compliance			E&C SPC		

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Objective 5. Regulation of Commercial Advertisement						
STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
5.1 Establish Operating Standards for all Advertisements and Media Production companies to comply	i. Conduct workshop with the commercial advertisement industry ii. Identifying and registering of all commercial advertisement companies iii. Conduct mass awareness on compliance			E&C SPC		

Objective 6. Regulation of Entertainment Industry						
STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
6.1 Establish operating standards for Entertainment Industry to comply	i. Conduct workshops with the Commercial Advertisement Industry ii. Identifying and registering all entertainment companies or groups iii. Conduct mass awareness on compliance			E&C SPC		

Objective 7 . Regulation of Films and Television Industry						
STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
7.1 Establish operating Standards for Films & Television Industry to comply with	i. Conduct workshops with all Films and Television companies ii. Identifying and registering of all Films and Television Companies iii. Conduct mass awareness on compliance			E&C SPC		

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Objective 8 . Information Management System for the Office of Censorship						
STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
8.1 Build an effective IMS by centralizing the different types of information systems for storage and usage	i. Establishment of the infrastructure ii. Establish the MIS and develop Desktop Applications iii. Develop the Web Applications iv. Establish Online Payment System v. Review of the existing systems and develop ICT's Plans for the next five (5) years			ICT		

Objective 9 . Staff Development and Capacity Building for the Office of Censorship						
STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
9.1 Upgrade officers with required skills and knowledge to achieve effective and efficient performance	i. Undertake Training Needs Analysis (TNA) ii. Review of Training Plan 2017 – 2021 and develop next three (3) years training plan 2022 – 2024 iii. Review current Organizational Structure			CS		

Objective 10 . Research on issues that fall directly and or indirectly under the auspice of the Office of Censorship and the Censorship Act of 1989						
STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
10.1 Conduct research on censorship issues and other areas of concern	i. Conduct research on censorship and emerging issues ii. Publish and present research findings iii. Training of research officers			SPC		

Objective 11 . Awareness and Advocacy on censorship issues, moral and spiritual development, culture and sustainability						
STRATEGIES	Output/Indicators	Start Date	Completion Date	By Whom	Budget (K) Estimates 000	Critical Assumptions
11.1 Carry out Advocacy and Awareness to build and promote strong spiritual, cultural and social values for prosperity and nation building	<ul style="list-style-type: none"> i. Implement the awareness raising strategies ii. Review and develop next five (5) years Awareness Strategic Plan iii. Work closely with National Department of Education (NDoE) to develop a Curriculum on censorship issues 			SPC		

"To be included once the review is completed"

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Appendix C- (Retain from current plan. To be reviewed)

Strategic Plan

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ID	Task name	Duration	Start	Finish	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1	REGULATE AND ENFORCE THE INDUSTRY															
2	Ensure that regulatory and enforcement mechanisms are well developed															
3	Review existing legislation to ensure that it is relevant to today and into the future															
4	INFORMATION STRATEGY ON GLOBAL TECHNOLOGY TRENDS															
5	Undertake continuous global research of emerging global trends in technology regarding censorship of indecent materials and information															
6	DEVELOP EFFECTIVE PARTNERSHIP WITH STAKEHOLDERS															
7	Establish network partners with Provincial and District Communities															
8	Establish network partners with Churches, NGO's and Civil Societies															
9	Censorship classification, labelling ad filtering on the Industry															

APPENDIX D - ACTIVITY PLAN & IMPLEMENTATION SCHEDULE

Key Priority Areas (KPA)	Activity No.	Activity/Action Plan	Key Performance Indicators (KPIs)	Division Responsible	Implementation Schedule				
					2021	2022	2023	2024	2025
1. Sustainable partnership with all levels of Government and Key Stakeholders (developers, CBOs, etc.)	1.1	Establish partnership with all sub- levels of government. (Signing of instrument of delegation of Chief Censor's Powers)		Top Management					
	1.2	Establish partnership with Churches, NGOs and civil society groups. (Signing of instrument of delegation of Chief Censor's Power)		Top Management, All divisions					
	1.3	Strengthening of Partnerships through MOU with PNG Customs, Police and other key stakeholders.		Top Management/ E&C					
	1.4	Develop a hand book on the delegation of Chief Censor's power		Top Management, E&C					
2. Internet Content Filtering System	2.1	Feasibility study internationally		Top Management, SPC, ICT					
	2.2	Partner with DCI, NICTA, PNG DataCo and stakeholders to ensure control measures are in place using the Cyber Security Operation Center		Top Management, SPC, ICT					
	2.3	Specialized training of system management and maintenance.		Corporate Services, ICT					

3. Code of Conduct Guidelines for Media Industry Groups	3.1	Develop draft guideline		E&C, SPC					
	3.2	Facilitate Workshop with the industry groups to develop Code of Conduct		E&C, SPC					
	3.3	Finalize and register Code of Conduct for the industry groups		E&C, SPC					
	3.4	Create awareness on the Code of Conduct for the industry groups		E&C, SPC					
4. Regulation of Music Industry	4.1	Conduct workshop with the Music Industry players		E&C, SPC					
	4.2	Identifying and registering of all Recording Studios		E&C					
	4.3	Conduct mass awareness on compliance		E&C, SPC					
5. Regulation of Commercial Advertisement	5.1	Conduct workshop with the commercial advertisement industry		E&C, SPC					
	5.2	Identifying and registering of all commercial production companies		E&C					
	5.3	Conduct mass awareness on compliance		E&C, SPC					

6. Regulation of Entertainment Industry	6.1	Conduct workshop with the commercial advertisement industry		E&C , SPC					
	6.2	Identifying and registering of all commercial production companies		E&C					
	6.3	Conduct mass awareness on compliance		E&C , SPC					
7. Regulation of Films and Television Industry	7.1	Conduct workshop with the Films and Television industry		E&C , SPC					
	7.2	Identifying and registering of all film production & television companies		E&C					
	7.3	Conduct mass awareness on compliance		E&C , SPC					
8. Information Management System (IMS) for the Office of Censorship	8.1	Establishment of the infrastructure		ICT					
	8.2	Establish the IMS and develop Desktop Applications		ICT					
	8.3	Establish the IMS and develop Web Applications		ICT					
	8.4	Review of the existing systems and develop ICT's Plans for the next 5 Years		ICT					
9. Staff Development and Capacity Building for the office of Censorship	9.1	Undertake Training Needs Analysis (TNA)		Corporate Services (HR)					
	9.2	Review of <i>Training Plan 2017-2021</i> and develop next 3 years training plan 2022-2024		Corporate Services (HR)					

	9.3	Review current organizational structure		Corporate Services (HR)					
10. Research on issues that fall directly and or indirectly under the auspice of the Office of Censorship and the Censorship Act of 1989	10.1	Conduct research on censorship and emerging issues		SPC -Research					
	10.2	Publish and present research findings		SPC -Research					
	10.3	Training for research officers		SPC -Research					
11. Awareness and Advocacy on censorship issues, moral and spiritual development, culture and sustainability	11.1	Implement the Awareness Strategies		SPC – Awareness & Publicity					
	11.2	Review and develop next five years Awareness Strategic Plan		SPC – Awareness & Publicity					
	11.3	Work closely with NDoE to develop a Curriculum on censorship issues.		SPC – Awareness & Publicity					

APENDIX E- MONITORING, EVALUATION AND REPORT

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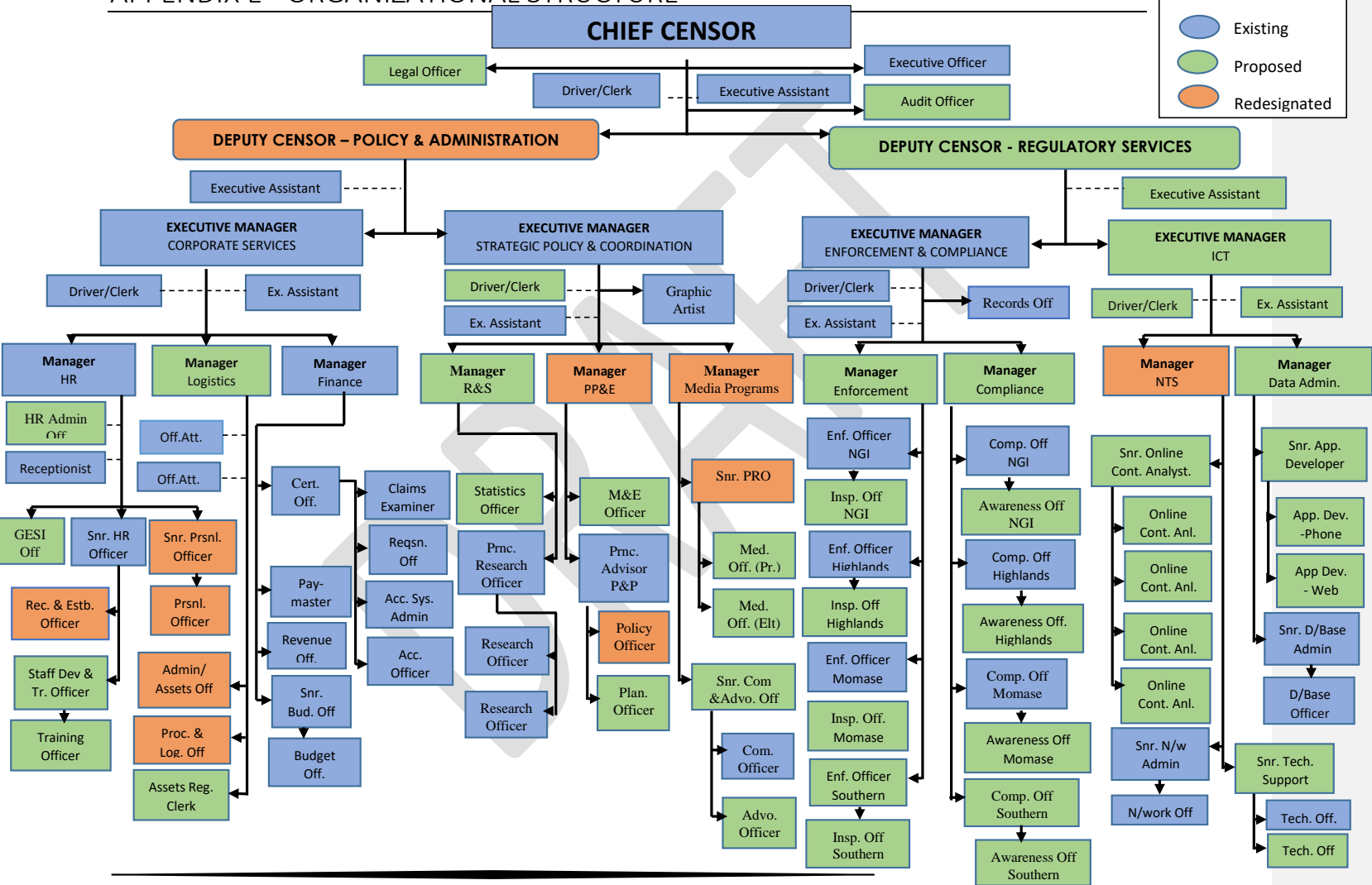
APENDIX F- YEARLY BUDGET APPROPRIATION- RECURRENT AND PUBLIC INVESTMENT PROGRAM (PIP)

DESCRIPTION	2021	2022	2023	2024	2025	TOTAL BUDGET (K)
RECURRENT	-----	-----	-----	
PUBLIC INVESTMENT PROGRAM	-----	-----	-----	
SUB TOTAL						

APPENDIX E - ORGANIZATIONAL STRUCTURE

LEGEND:

- Existing
- Proposed
- Redesignated



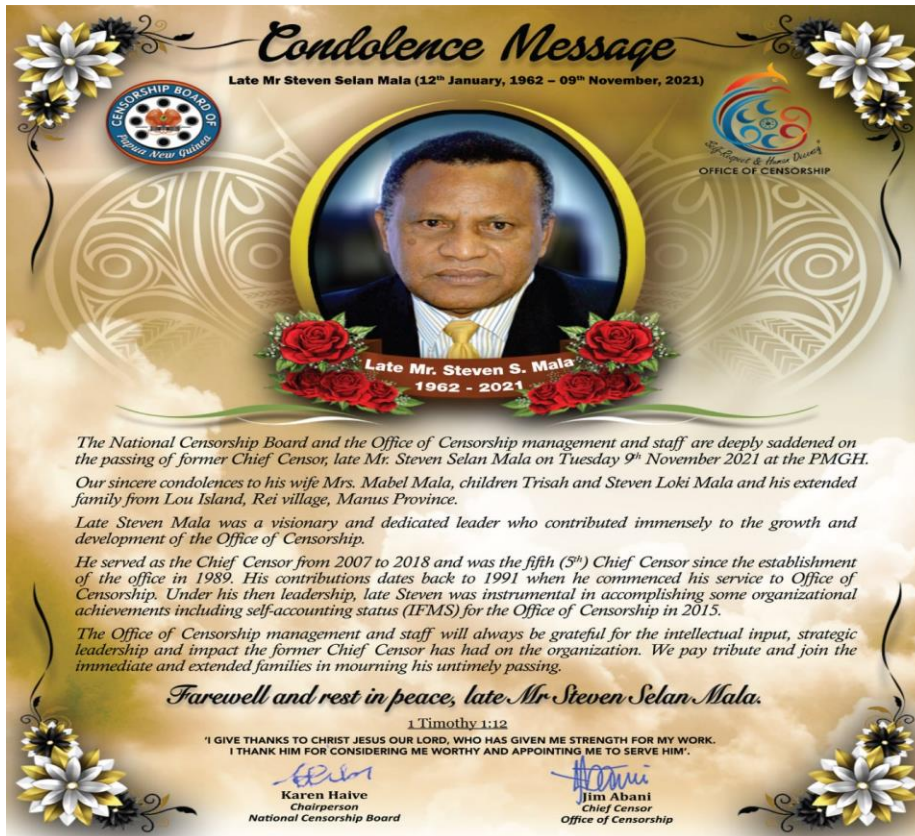
Acronyms for the proposed Organizational Structure

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

Honoring the Memory of Late Mr Steven Mala

Chief Censor 201X – 2019

Commented [HN2]: This page is only a suggestion for the Management and Board if they wish to included.



Condolence Message
Late Mr Steven Selan Mala (12th January, 1962 – 09th November, 2021)

Late Mr. Steven S. Mala
1962 - 2021

The National Censorship Board and the Office of Censorship management and staff are deeply saddened on the passing of former Chief Censor, late Mr. Steven Selan Mala on Tuesday 9th November 2021 at the PMGH. Our sincere condolences to his wife Mrs. Mabel Mala, children Trisah and Steven Loki Mala and his extended family from Lou Island, Rei village, Manus Province.

Late Steven Mala was a visionary and dedicated leader who contributed immensely to the growth and development of the Office of Censorship.

He served as the Chief Censor from 2007 to 2018 and was the fifth (5th) Chief Censor since the establishment of the office in 1989. His contributions dates back to 1991 when he commenced his service to Office of Censorship. Under his then leadership, late Steven was instrumental in accomplishing some organizational achievements including self-accounting status (IFMS) for the Office of Censorship in 2015.

The Office of Censorship management and staff will always be grateful for the intellectual input, strategic leadership and impact the former Chief Censor has had on the organization. We pay tribute and join the immediate and extended families in mourning his untimely passing.

Farewell and rest in peace, late Mr. Steven Selan Mala.

¹Timothy 1:12
"I GIVE THANKS TO CHRIST JESUS OUR LORD, WHO HAS GIVEN ME STRENGTH FOR MY WORK.
I THANK HIM FOR CONSIDERING ME WORTHY AND APPOINTING ME TO SERVE HIM".

Karen Haive
Chairperson
National Censorship Board

Jim Abani
Chief Censor
Office of Censorship

Key highlight of his achievements here

Note: This is only a suggestion for the Office and Board to consider



UPHOLDING SELF-RESPECT AND HUMAN DECENCY

*ENDEAVORING FOR A POLLUTION FREE MEDIA AND PUBLIC COMMUNICATION SYSTEM IN
PAPUA NEW GUINEA*

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