



كمنترين فرهوبوغن

MINISTRY OF COMMUNICATIONS

STRATEGIC PLAN

2008-2017



Passage from His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah,
Sultan and Yang Di-Pertuan Negara Brunei Darussalam in His Majesty's Titah
during the 23rd National Day, on 23rd February 2007.



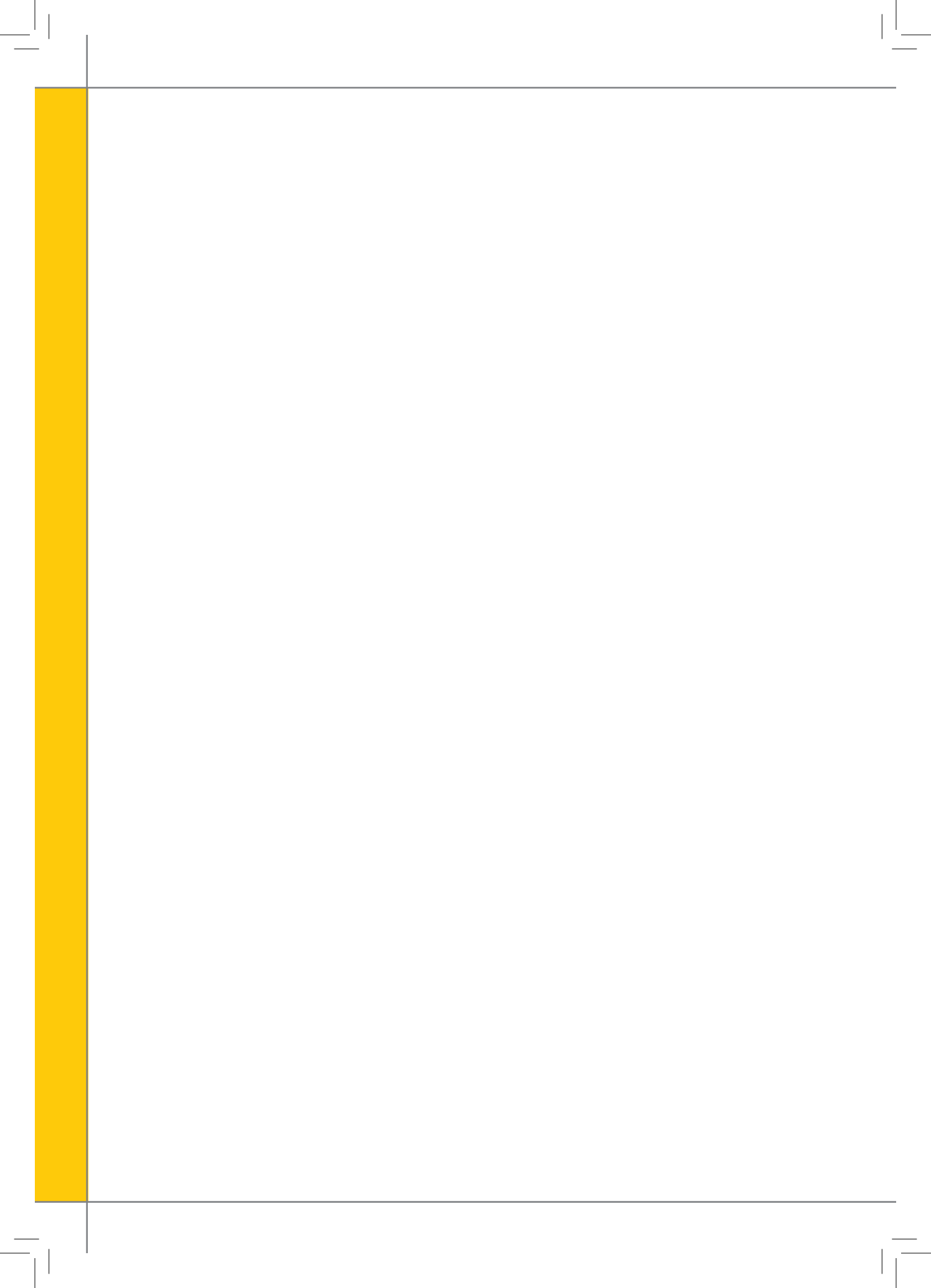


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Ministry of Communications



Postal Services
Department



Ports
Department



Land Transport
Department



Marine
Department



Civil Aviation
Department



Vision

Towards a Sophisticated Society and
Excellence in Communications for Enhancing National Competitiveness

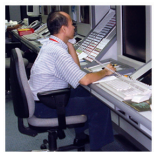
Mission

To Create a Conducive and Dynamic Environment for Sophisticated Society;

To Establish and Sustain
Hubbing Activities in Communications; and

To Provide Safe, Efficient,
Accessible and Secure Communications so as to Enhance National Competitiveness
and Quality of Life in the Knowledge-Based Economy





السلام عليكم ورحمة الله وبركاته

Message from the Honourable
Minister of Communications



It is indeed a great pleasure for me to write the message for the Strategic Plan 2008-2017 of the Ministry of Communications.

First of all, I must say that I am very pleased that the Ministry of Communications has come up with the Strategic Plan 2008 - 2017. This Strategic Plan is the derivative of the MOC Roadmap 2004 - 2024 and will guide us for the next 10 years. This handbook illustrates the commitment of the Ministry and the unwavering support of the departments to continually strive for the best means and mechanism to realise the vision and mission of the Ministry.

The Strategic Plan will give guidance to the Communications sector on the way forward. The Plan identifies key initiatives and allows a mechanism for closer monitoring of our vision and mission through key performance indicators. This Strategic Plan is not an end to itself but it is a means for the communications sector to progress, improve and innovate continually. The Strategic Plan must be reviewed in order to meet new challenges and opportunities.

The market forces and communications in this sector are rapidly changing, presenting a challenge for us to keep up with them. Along with these rapid changes, demands and expectations of the users will also change. Therefore it is important for us to ensure that our Strategic Plan and policies are up-to-date and able to address and meet such changing demand. As such, we at the Ministry of Communications will continue to be anticipative on the implications of these rapid changes on our roles and responsibilities.

In addition, it is important for us to be able to mobilise resources in an urgent manner. It is indeed crucial for us to continue enhancing our capability and enriching our knowledge to ensure that we stay ahead of these changes. Equally vital is for us to have an institutional mechanism that minimises delays and red tape and making procedures transparent and simple.

The contribution of the communications sector which includes transport, postal services, telecommunication, and information technology to the national economic growth is becoming more significant and especially so in terms of helping to diversify away from heavy reliance on the oil and gas industry. The expansion of the communications sector shall be accelerated so that we are able to establish more businesses, create more employment opportunities and generate additional income for our people.

This Strategic Plan focuses not only on our local development but on our industry development in the regional and international arena as well. In the globalised world today, open markets and liberalisation are inevitable and to a significant extent, requires regular review of policies on our side. Therefore, it is important for us to ensure that relevant communications sectors become competitive players outside the country.

Lastly, I wish to applaud the team that has come up with the Strategic Plan. I am very pleased with what I have seen and very encouraged by the sense of unity and commitment illustrated by everyone who has been involved in producing the Strategic Plan.

Wassalam.

YANG BERTHORMAT
PEHIN ORANG KAYA SERI KERN DATO SERI SETIA HAJI AWANG ABU BAKAR BIN HAJI APONG
MINISTER OF COMMUNICATIONS

السلام عليكم ورحمة الله وبركاته

Message by the

Deputy Minister of Communications



I am honoured to have this opportunity to write a few words in this Strategic Plan 2008-2017 of the Ministry of Communications.

Today, we are living in an information age with increasing mobility; there is a shift in focus towards creating a society that can access and use information for economic development, supported by modern communications infrastructure. In this regard, I am happy to say that our society is very open and receptive to new technologies. For instance, broadband usage is steadily increasing. The mushrooming growth of wireless hotspots in Brunei Darussalam illustrates the consumers' trend for greater mobility and easier access to information.

In view of this fast-changing environment, our ministry has decided to re-visit our existing vision statement, mission, objectives, strategies and policies to ensure their relevance especially in terms of responding to changes in technology, market trend, consumer preference and the regional economy in general. More importantly, it is to ensure that Brunei Darussalam as an economy can compete regionally in the provision of services and delivery of products. These shall be supported by excellent communications infrastructure that meets regional and international standards.

I would like to reemphasise the importance of creating competitive and self-sustaining industries driven by the local private sector. The development of these industries particularly in the transport and communications sector is crucial in helping the government's effort to diversify the economy from oil and gas. As part of an initiative to meet this objective, the Ministry has developed a Liberalisation Plan in which competition is introduced gradually to allow local players to first compete effectively among themselves to hone their competitiveness before being subjected to foreign competition.

The Ministry is also now pushing for the implementation of our corporatisation agenda to corporatise services-providing departments under the Ministry to become corporate entities to enable them to compete more effectively with the private sector. Where appropriate, the Ministry will develop initiatives to further ensure increased participation of the private sector through 'Public Private Partnership' (PPP) concept.

Finally, I congratulate all contributing personnel in the preparation and realisation of this Strategic Plan 2008-2017 handbook for the Ministry of Communications.

Wassalam.

YANG MULIA

DATO PADUKA HAJI YUSOFF BIN HAJI ABD HAMID

DEPUTY MINISTER

MINISTRY OF COMMUNICATIONS

السلام عليكم ورحمة الله وبركاته

Foreword

The Permanent Secretary



It gives me utmost pleasure to present to you the Ministry of Communications' strategic plan: "THE STRATEGIC PLAN 2008-2017". This document sets out the Ministry's objective and strategic direction for the next ten years. This strategic plan is a refinement of the existing 20 years' Roadmap of the Ministry of Communications.

In the process of serving our country better, the Ministry continuously takes steps to fulfill its obligations and meet the increasing societal demands. The Ministry is committed to ensure that effective implementation of strategies, policies and projects will become a main element in carrying out the strategic plan. Ranging from the Ministry's directions to take the lead in the utilisation and development of ICT through the implementation of e-government services and to turn Brunei Darussalam into a 'transport and logistics hub', the Ministry's core strategies can provide a framework to best meet the key targets and future challenges. The Ministry will ensure that it will contribute continuously and meaningfully towards the improvement and acceleration of service delivery to the people of Brunei Darussalam in the communications sector comprising the transport, postal and info-communication industries.

It is imperative for the Ministry to optimally engage the private sector considering the important roles they are playing in contributing towards the achievement of the Ministry's vision and mission. Effective participation of relevant stakeholders especially from those in the private sector shall be a driving factor in the strategic plan. Moreover, it is the intention of the Ministry to enhance the existing excellent cooperation and consultation with other government agencies.

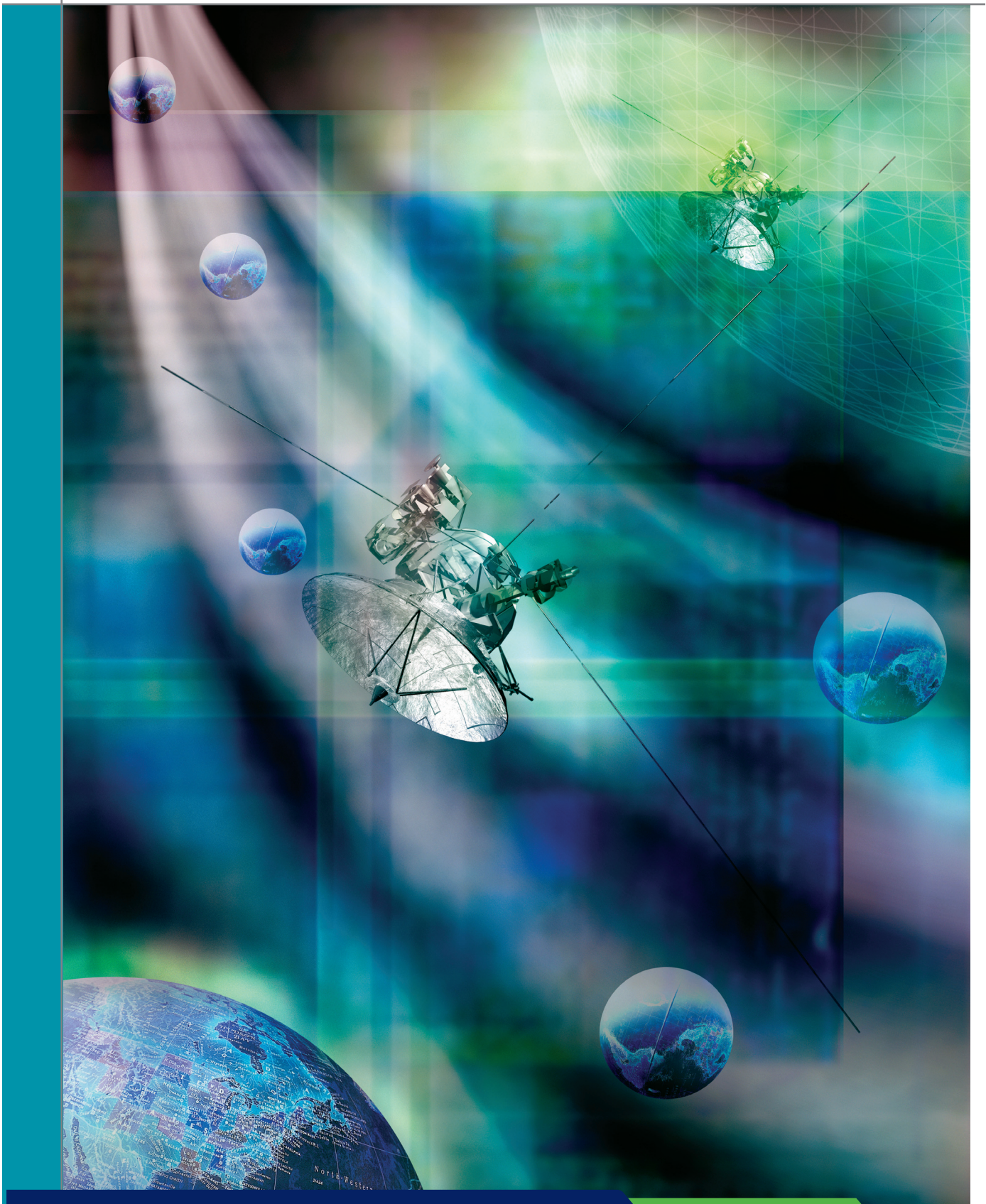
The implementation of the strategic plan will be closely monitored by creating the necessary internal institutional mechanism to regularly review our performance in executing the plan. Firstly, a systematic compilation of key performance indicators has already been initiated. Secondly, performance targets in several key areas have already been set to be measured against. It is hoped that this feedback mechanism will allow the Ministry to be proactive in reviewing its policies and initiatives in a more timely manner. In other words, this feedback mechanism allows the Ministry to not only carry out its policies and directives, but at the same time be committed and responsive to matters that affect the public.

This strategic plan for 2008-2017 will hopefully serve as the Ministry of Communications' handbook for the next 10 years; providing a closer realisation to the Ministry's mission and vision. My sincere thanks to those who have contributed and committed their invaluable time and effort in order to deliver this plan.

Wassalam.

YANG MULIA

DATO PADUKA HAJI MD YUSOF BIN HAJI MD HASSAN
PERMANENT SECRETARY
MINISTRY OF COMMUNICATIONS



► Chapter 1 Introduction

This Strategic Plan handbook is an expansion of the existing 20 years' Roadmap of the Ministry of Communications. The Ministry of Communications has conducted a series of workshops, seminars, forums, discussions and the like to examine the emerging issues related to the Ministry in particular and to the country in general.



The Ministry of Communications has refined the previous Strategic Plan to chart its way forward for the next ten years from 2008 to 2017. The Ministry has refined its vision that focuses on sophisticated society, excellence in communications and national competitiveness. The missions of the Ministry have also been updated accordingly.

In this regard, the strategic principles, core strategies and strategic objectives were established to provide a more comprehensive framework of operations and decision making in the Ministry. The Strategic Plan handbook also covers the related key initiatives, enablers and performance indicators.



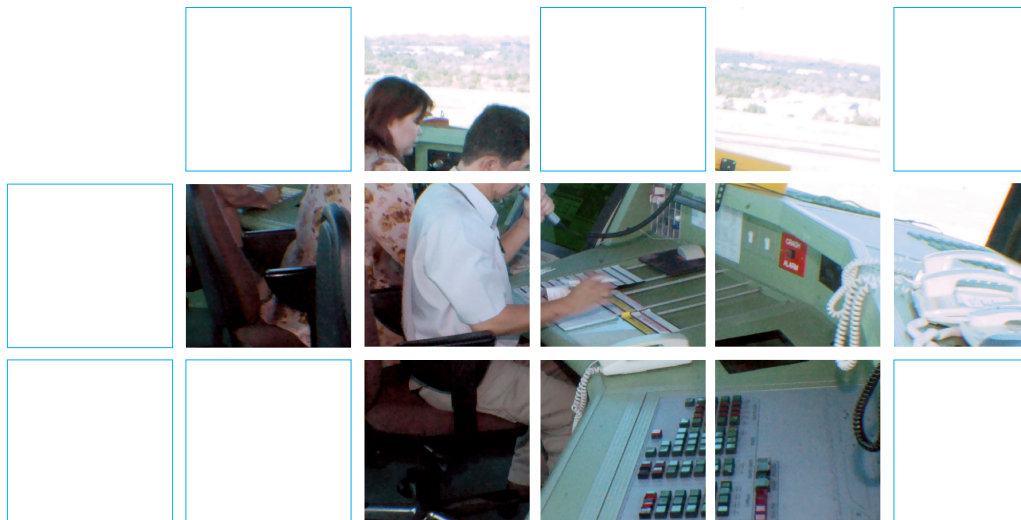
► Chapter 2 The Vision and Mission

2.1 The Vision Statement

The vision statement for the Ministry of Communications is:

‘Towards a Sophisticated Society and Excellence in Communications for Enhancing National Competitiveness’.

With proper planning, clear policy direction, good regulatory framework and an action plan, Brunei Darussalam can develop a 'sophisticated society' which is dynamic, creative, innovative and intelligent. This society is adept at harnessing existing and new technology and is also capable of developing the relevant modern and advanced infrastructures and technologies. This is a complementary adopter-developer relationship. The people in the society shall also have quality knowledge and skills in utilising current and up-to-date infrastructure and devices.



The Ministry of Communications shall also strive towards “Excellence in Communications” which includes the transport, postal and info-communication industries. “Excellence in Communications” refers to the state of communications that is effective, enabling, and compliant with international standards.

Today's hubbing activities are more advanced hence all forms of communications should be relevant, competitive and dynamic so that complementarities can be achieved. The achievement of excellence in communications shall serve to support the sophisticated society.

2.2 The Mission Statement

The Mission Statement comprises three statements which must be referred to as a whole along with the underlying strategic principles. The mission statement is outlined below:

- ▶ To create a conducive and dynamic environment for sophisticated society;
- ▶ To establish and sustain hubbing activities in communications; and
- ▶ To provide safe, efficient, accessible and secure communications so as to enhance the national competitiveness and quality of life in today's knowledge-based economy.

Having considered the emerging roles and functions of the Ministry, the previous vision of "Service Hub 2024" should be refined accordingly.

The new vision and mission statements are as follows:

Vision

- ▶ Towards a sophisticated society and excellence in communications for enhancing national competitiveness.

Mission

- ▶ To create a conducive and dynamic environment for sophisticated society;
- ▶ To establish and sustain hubbing activities in communications; and
- ▶ To provide safe, efficient, accessible and secure communications so as to enhance national competitiveness and quality of life in the knowledge - based economy.

Strategic Principles

- ▶ Align development with National Development Plan objectives;
- ▶ Ensure excellence in communications leading to communications and transportation hubs;
- ▶ Focus on human capacity building to leverage on the infrastructure;
- ▶ Elevate the Gross Domestic Product contributions from communications; and
- ▶ Develop a sophisticated society for sustainable development.



► Chapter 3 The Current Situation



In striving towards developing a sophisticated society, the Ministry of Communications underscores the importance of creating a conducive learning and business environment for the private sector and citizens. The Ministry's role must be geared towards promoting an information society which is knowledgeable and innovative, through building up of human capacity and improving infrastructure.

The Ministry of Communications shall also strive toward first establishing and then sustaining hubbing activities in communications.

The Ministry of Communications shall also carry out the relevant activities to provide safe, efficient, accessible and secure communications so as to enhance the national competitiveness and quality of life in today's knowledge-based economy. In recognising the dynamism of the modern economy brought about by globalisation and technological advances, Brunei Darussalam must endeavour to position herself to become one of the regional competitive air and sea hubs.



► Chapter 4 Trends, Developments and Challenges

4.1 Trends, Developments and Challenges in Transportation

The communications sector has intrinsically intertwined industries which present specific challenges to the related departments. The Ministry of Communications has developed extensive and modern infrastructure. The Ministry has the benefits of linkages with international and regional organisations such as the IMO, ICAO, ITU, ILO, UPU WTO, APEC, ASEAN and BIMP-EAGA.

There are several areas which require strengthening such as:

- ▶ Complementaries of policies for the communications industries;
- ▶ Private sector partnerships;
- ▶ Research and development (R&D);
- ▶ Human resource planning and development;
- ▶ Regulatory and legal mechanisms within the industries; and
- ▶ Corporatisation mechanisms.

Various positive factors also exist which accentuate the importance of implementing certain strategies within the Ministry of Communications. These factors include:

- ▶ An educated workforce capable of developing into a sophisticated society;
- ▶ Income generation from assets;
- ▶ Brunei Darussalam's strategic location as a communications hub; and
- ▶ Large scale national projects to be developed.

4.1.1 The Civil Aviation Department

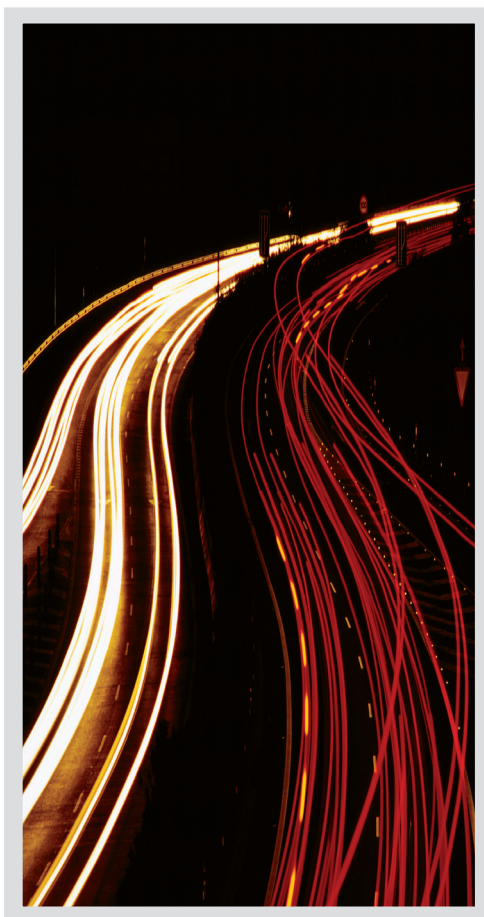
- ▶ In the last 20 years, Brunei International Airport (BIA) has developed in terms of infrastructure, facilities and services to cater for the growth in passenger and cargo throughputs, and aircraft movements;
- ▶ The operations of low cost carriers in neighbouring airports have impacted the air traffic in Brunei Darussalam in terms of passengers and aircraft movements. To mitigate this adversity, the department will continue to encourage low cost carriers to operate at BIA;
- ▶ The operations of bigger aircrafts at BIA will strain the airport capacity and services. This issue shall be addressed by the future Airport Expansion Plan;
- ▶ The department is faced with challenges in providing and enhancing airport safety and security services to meet ICAO standards. Infrastructure, equipments and services must be continuously enhanced and implemented through national safety & security programmes;



- ▶ The department needs to meet the various commitments under international, regional and bilateral agreements and MOUs;
- ▶ With liberalisation of air transport services, there is a need to open up such services to foreign operators so as to provide more efficiency and better value for money;
- ▶ The department will cooperate with other airports in order to achieve the vision of making BIA as the aviation hub for BIMP-EAGA; and
- ▶ The department will strive to provide modern infrastructure, facilities, competitive services, highest level of safety, security and efficiency of aviation system, for the maximum benefits of the aviation communities.

4.1.2 Land Transport Department

- ▶ The department sees the importance of developing its key sectors in terms of infrastructure, services and facilities required for movement of people and goods safely and conveniently covering aspects of safety, connectivity, accessibility and efficiency in order to meet growing challenges and to improve the quality of life in Brunei Darussalam;
- ▶ The department will develop land transportation services which covers key aspects that will provide opportunities for business and revenue to the country;
- ▶ The development in land transportation has been positive. Land connectivity has been improved over the years with increasing road length and car population on the road. Private sector partnerships have been forged for example through the provision of public transportation by franchising opportunities. However, Brunei Darussalam's public transportation system is still considered below regional standards;
- ▶ Brunei Darussalam's public transportation system is still considered to be inadequate internally and according to regional standards. Example ridership figures of over 3 million for buses indicated demand and potential for this sector to contribute to the country's socio-economy;



- ▶ Despite the positive increase in road travel, the cost of transportation remains high. Safety standards and high road congestion are concerns to this industry;
- ▶ Approximately 14,000 vehicles are registered annually in Brunei Darussalam. There is a greater challenge to better manage the public transportation services in providing reliability and confidence in using public transportation over reliance on private owned cars;
- ▶ The department should expediate implementation of the ASEAN and BIMP-EAGA region on the Transportation Facilitation Framework Agreements and develop cross border facilitation of land transportation for goods and people between countries.
- ▶ Brunei Darussalam should consider the introduction of more environmentally friendly and fuel efficient vehicles; and
- ▶ The department should continue to give urgent attention to revising legislation pertaining to land transportation.

4.1.3 Ports Department

- ▶ As a result of the trend of increasing vessel sizes, the break bulk and container terminals need to keep pace with their growing expectations and requirements. The department should expand the facilities at Muara Port such as container berth, container yard and container handling equipment, well before congestion point;
- ▶ There is also an increasing focus by carriers and shippers on the issue of service reliability, especially when existing terminals become congested and the ports struggle to accommodate larger vessels; and
- ▶ In order to attract shipping lines to come to Brunei Darussalam, other supporting and complementing activities need to be developed and promoted. This includes increasing the volume of local containers as well as transshipment containers.

4.1.4 Marine Department

- ▶ Shipping is a vibrant industry. New technologies are continuously developed. The IMO, as the agency responsible for ensuring maritime safety, security and protection of the marine environment is continuously improving the requirements of the shipping industry by adopting a comprehensive framework of technical regulations in the form of international conventions;
- ▶ In fulfilling its obligations, the department has made tremendous progress in reviewing and updating all the conventions ratified into the national legislation. This is to ensure that Brunei Darussalam and foreign vessels and crews are able to comply fully with the international requirements. Special measures such as MOUs with other relevant countries are also implemented in accordance with IMO requirements;
- ▶ The growth of shipping industry depends on the development of other industries and sectors apart from oil and gas. The development is critical for attracting foreign ships to enter Brunei Darussalam. Once this is achieved, other maritime downstream industries and sectors, including employment will be able to grow. Hence the formulation of a comprehensive national maritime policy for Brunei Darussalam consistent with international law is required to enable Brunei Darussalam's maritime industry to grow, and

- ▶ Human resource development remains the big challenge for the department as the number of CoC holders is minimal. Thus, the department needs to pursue its recruitment of cadets for succession replacement of officers as the CoC courses take a relatively long period of time.

4.2 Trends, Development and Challenges in Communications

4.2.1 Postal Services Department

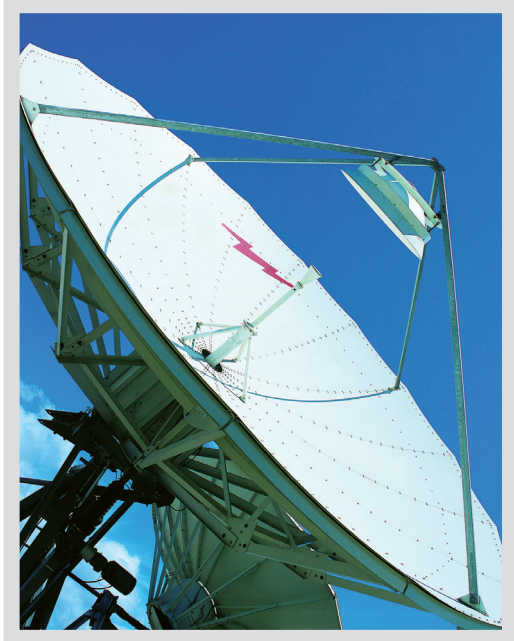
- ▶ Prior to the digital age, the post offices enjoyed significant growth. However, technological developments such as the internet have increased the competitive landscape of the postal services industry. A reduction of mails has been registered by 30% mainly induced by the threat of substitute products such as e-mails and text messages;
- ▶ The Ministry considers corporatisation as the major way forward to become more efficient, effective and productive in delivering postal related services including new innovative products although the main challenge is the implementation process; and
- ▶ To ensure the sustainability of the department, the postal business activities need to be diversified with the introduction of new and related services such as the Community Services Centre.



4.2.2 Information and Communication Technology (ICT)

- ▶ In advancing towards the knowledge economy, ICT will play an important role not just as an industry by itself but also as a core enabler of the nation's competitiveness towards a sustainable economic development. In this regard, the Ministry of Communications aims to enhance ICT development which is people-centered, intelligent and inclusive. The society can easily, innovatively and competitively create, access, utilise, commercialise and share information and knowledge;

- ▶ This requirement must be supported by an ubiquitous access to highly developed ICT infrastructure and facilities which will enable the creation of well-educated Bruneians and entrepreneurs who would in turn contribute to the widening of the knowledge based economy;
- ▶ ICT development should be well aligned with national development goals and should continue to form part of the national development agenda contributing to the realisation of the diversification of the national economy and the GDP. The focused areas are: e-Government, e-Business and e-Society;
- ▶ The Brunei Information Technology (BIT) Council was established as the entity to lead and facilitate ICT diffusion to the entire nation. The Ministry of Communications plays an important role in chairing and promoting the BIT Council activities;
- ▶ The e-Government Technical Authority Body (EGTAB) which functions as an e-Government 'think-tank' and full pledged regulatory body has already been established as part of Brunei Darussalam's Authority for Info-Communication Industry (AiTi);
- ▶ The convergence process between telecommunications, broadcasting and ICT will lead to different applications and services sharing the network infrastructure. The infrastructure and the network architecture need to continually evolve to meet the new bandwidth demands and the requirement for new services and applications. The evolution brought about by the convergence will also require enhanced and up to date regulatory and legislation framework; and
- ▶ There are other challenges ahead. These include the lack of skilled and competent human resources, ensuring integration and standards, needs for appropriate financing channel and fiscal incentives, creation of sound and dynamic policy and regulatory framework and ensuring protection of intellectual property rights. Bridging the digital divide to make sure everyone can benefit from the opportunities offered by ICT is also one of the key challenges.





► Chapter 5 The Way Forward

5.1 The Strategic Principles

Since the inception of the Second National Development Plan, the country has been gearing towards diversification from its oil and gas industries. The Ministry of Communications has a pivotal role in ensuring that it is positioned to provide quality services which will enable the country to participate as a competitive force in the global economy. To reinforce the vision and mission statements, the Ministry of Communications has identified five strategic principles, which are the basis for its underlying philosophy, that serve as building blocks for the whole Ministry.

Strategic Principles

- ▶ Align its development with National Development Plan objectives;
- ▶ Ensure excellence in communications leading to transport and communications hubs;
- ▶ Focus on human capacity building to leverage on the infrastructure;
- ▶ Elevate the GDP contributions from communications industry; and
- ▶ Develop a Sophisticated Society for sustainable development.

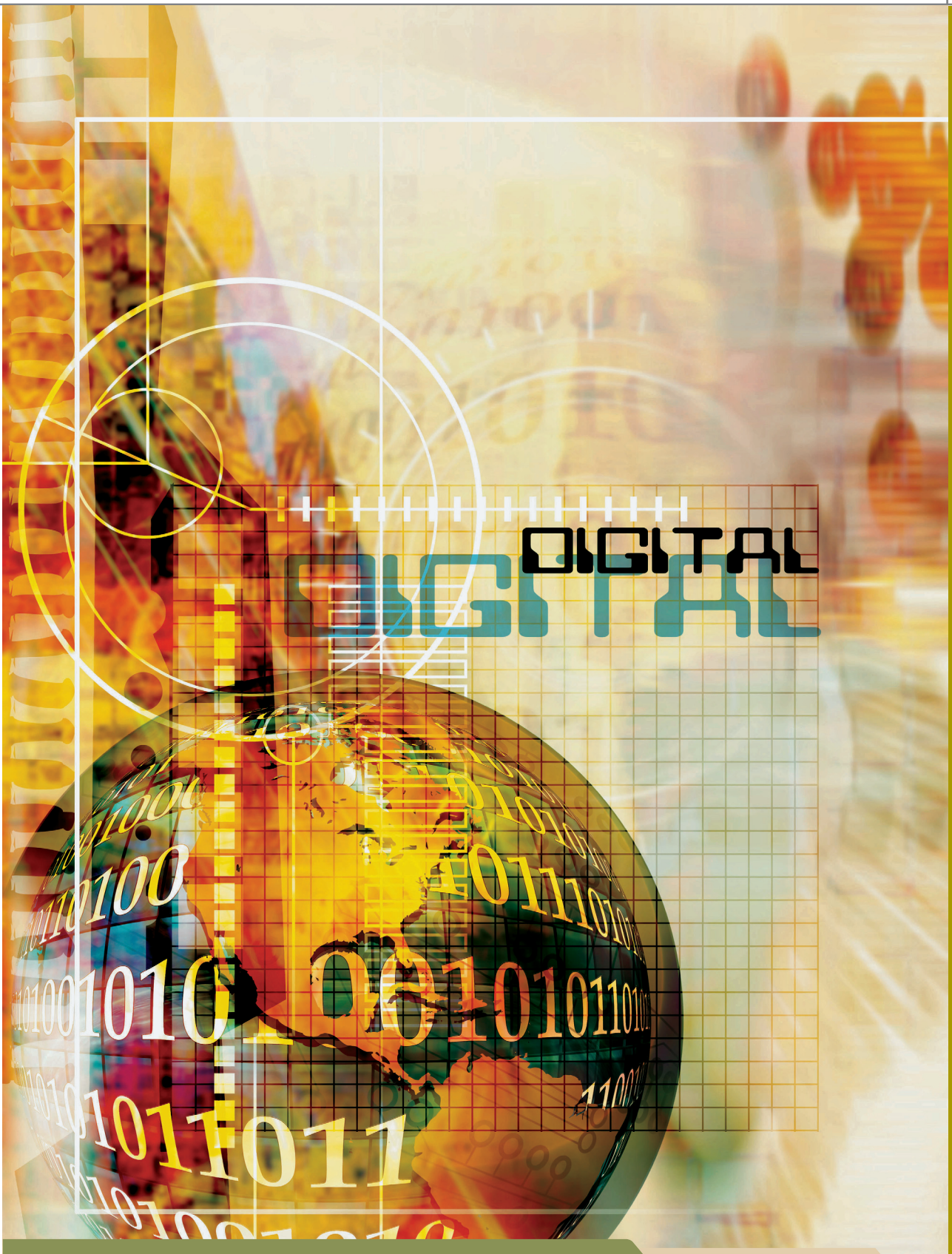
The first principle reflects the need for the Ministry of Communications to be strategically aligned with National Development Plan objectives. This requires better integration within the Ministry of Communications, with other government agencies and stakeholders to ensure that all its policies are complemented from the transportation, communications and IT perspectives so that it may, where possible, develop its strategies to add value to the whole national value chain of activities. Fundamentally, it requires policy alignment with other ministries and stakeholders. Effective co-ordination in transport requires interaction and linkages between relevant government and non-governmental agencies which must be supported and have full commitment from all the relevant agencies.

The second principle aims to ensure excellence in communications leading to transport and communications hubs. This entails that the industry adheres to safety and security compliance mechanisms and standards such as IMO, ICAO, ITU, UPU WTO, and ILO. Excellence requires integration of the transport and communications policy, planning and appraisal across modes. It necessitates harmonisation of rules and procedures with a focus on the liberalisation of transportation services policies.

The third principle stipulates that the Ministry shall focus on human capacity building to leverage on the infrastructure. This is a pre-requisite of a sophisticated society because the nation's human resources must be adequately trained and developed to enable them to achieve a knowledge based economy.

The fourth strategic principle is based on the need for the communications sector to increase the GDP contributions from the communications industry as current contribution levels are relatively small.

The fifth principle aims to develop a sophisticated society for sustainable development. Information technology as well as knowledge have become the major engine of productivity and growth in the knowledge based economy, investment in ICT hardware and software is therefore very important. The Ministry values the development of a knowledge based society that will continue to ensure the sustainability of future generations through optimal utilisation of the modern infrastructure.



► Chapter 6 Implementation of Vision and Mission



Each respective division, department or unit is entrusted with formulating their own key initiatives and key performance indicators (KPIs) which are based on the strategic principles and objectives.

Each key initiative and all relevant activities to support them shall be closely monitored and coordinated to ensure coherency in strategic planning and decision-making. Formal mechanisms shall be established to monitor and review division, departmental and unit performances against specific measures including budgetary measures.

Non-financial measures of indicators shall also be determined to provide a more holistic perspective of the development of the specific divisions, departments and units.

Specific coordinators shall be appointed who shall ensure that these performance measures are met according to the individual division's, department's or unit's action plans.

The divisions, departments and units shall establish closer intra-inter ministerial linkages to achieve organisational synergies and the Ministerial objectives.



► Chapter 7 Core Strategies

In tandem, the six core strategies have been identified and several accompanying objectives and measures have also been specified for each strategy. The strategies are presented below:

Strategies:

- 1) Shift the roles from providing public services, building and operating infrastructures to policy-setting (through corporatisation and privatisation), regulatory framework and business facilitation (corporatisation and privatisation);
- 2) Facilitate, nurture, promote and monitor greater local private sector participation in order to establish self-sustaining communications industries (private sector participation);
- 3) Accelerate infrastructure development and maximise asset utilisation (infrastructure);
- 4) Enhance and transform organisation operational processes and system towards industry best practices (operational enhancement);
- 5) Develop competent, innovative and creative workforce within the industry (human resource development); and
- 6) Enhance safety, security and to promote environmental friendly industry (safety and security).

The first core strategy is to shift the roles of the Ministry of Communications from providing public services, building and operating infrastructures to that of policy-setting. In its strengthened role of policy maker, it shall develop specific policies e.g. through corporatisation and privatisation, establishing regulatory framework and business facilitation. The measures include the number of agencies which are privatised or corporatised, the number of related laws enacted to assist in corporatisation or privatisation.

The second core strategy is to facilitate, nurture, promote and monitor greater local private sector participation in order to establish self-sustaining communications industries. The Ministry of Communications shall emphasise proper utilisation of its resources which shall:

- ▶ Nurture local business development;
- ▶ Provide conducive business environment; and
- ▶ Promote public-private participation.

The measures include the increase in the following areas:

- ▶ Local talents nurtured in the communications related industries;
- ▶ The levels of competencies of local players;
- ▶ The variety and amount of financial incentives provided to participate in the communications industries; and
- ▶ The number of business support mechanisms established such as business incubation, innovation and R&D Centres.

The third core strategy is to accelerate infrastructure development and maximise asset utilisation. Enhancing utilisation of existing facilities and infrastructure should be centred on increasing connectivity (including rural), internet adoption, and public transport accessibility.



The fourth core strategy is to enhance and transform the organisation's operational processes and systems towards industry best practices. The measures identified include bureaucracy reduction, streamlining procedures, ISO certifications, utilisation of ICT and the provision of a wider range of e-services and enhanced intra-inter ministerial committee relationships. In this strategy, striving to achieve industry best practices shall be included as part of the quality assurance drive for the ministry.

The fifth core strategy emphasises a drive to develop competent, innovative and creative workforce within the industry. This can be achieved by implementing relevant HRD programmes, supporting more innovation awards such as the BICTA Awards; and, a more concerted drive to implement more public awareness programmes.

The sixth core strategy focuses on the needs to enhance safety, security, and to promote environmentally friendly industry. The measures include compliance with international security, safety and environmental standards such as ICAO / IMO.

Waxa qaybsan

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8.1 Corporatisation and Privatisation

8.1.1 Ministerial Strategic Objectives 1:

- ▶ To Implement Corporatisation and Privatisation

The Ministry of Communications continues to differentiate between the policy setting roles and the implementation / operations roles. The Ministry and the departments will work on all the regulatory, financial and human resource issues to facilitate corporatisation and privatisation.

- ▶ To Collaborate with Government Agencies

In an effort to implement corporatisation, the Ministry seeks to engage and collaborate closely with relevant agencies. Various committees and taskforces will be strengthened to provide linkages and feedback platforms. Thus the Ministry will continue to deregulate services and liberalise the communications sector.

8.1.2 Departmental Strategic Objectives 1:

- ▶ To reduce governmental presence in the provision of transport and communications services and to promote greater private sector participation;
- ▶ To privatise certain services currently run by the department;
- ▶ To establish and open up Brunei Darussalam Ships Registration;
- ▶ To integrate effectively transport and land use for future planning of the nation;
- ▶ To ensure fair competition in the communication market;
- ▶ To prepare for the establishment of corporate entities such as the Marine and Port Authority, Brunei Ports Berhad (Ports Services Operator), Civil Aviation Authority, Brunei International Airport Berhad (Airport Management);
- ▶ To outsource certain airport services such as electrical maintenance, airfield infrastructure maintenance; and
- ▶ To establish free trade zones at Brunei International Airport and Muara Port such as the Airport Free Trade Zone Authority and Port Free Trade Zone Authority.

8.2 Private Sector Facilitation and Participation

8.2.1 Ministerial Strategic Objectives 2:

- ▶ To nurture and facilitate private sector participation

The Ministry will broaden and deepen private sector participation, particularly the small and medium enterprises in communications industry through outsourcing and other business models such as Public Private Participation.

- ▶ To monitor and review private sector performance

The performance of the communications industry players will be closely monitored and reviewed by the Ministry so that interventions and facilitation may be provided continually.

- ▶ To provide favourable conducive business environment

The Ministry endeavours to increase the GDP contributions from the communications industry. In this regard, the Minister will foster and maintain an environment conducive to investment and operating business in the communication sector in the country.

8.2.2 Departmental Strategic Objectives 2:

- ▶ To encourage existing main and other shipping lines to expand their transshipment activities;
- ▶ To encourage port service providers to expand its transit activities including loose cargo, cars and car spare parts;
- ▶ To develop local freight forwarding companies and others into multi modal operators;
- ▶ To develop and strengthen local companies in transportation and haulers activities;
- ▶ To provide attractive Port Tariffs;
- ▶ To encourage private sector participation in postal business activities;
- ▶ To implement e-government services;
- ▶ To enhance Land Transport Department services;

- ▶ To provide conducive inland and cross-border movement of goods;
- ▶ To encourage private sector participation to provide value-added services;
- ▶ To create a series of incentives for the local ICT industry;
- ▶ To encourage the development of their core competencies locally before expanding into the global market;
- ▶ To promote Brunei Darussalam on the global scene as an attractive destination for foreign investors to invest in Brunei Darussalam;
- ▶ To develop local ICT players capable of implementing e-government projects;
- ▶ To identify new services such as bunkering facilities;
- ▶ To provide reception facility through private sector participation;
- ▶ To encourage shipping line or principal to base at Muara Port;
- ▶ To diversify postal activities into new product or services;
- ▶ To implement Universal Service Obligations; and
- ▶ To encourage private sector suppliers to adopt electronic commerce, thereby improving their competitiveness.

8.3 Strategic Objectives 3: Infrastructure Development

8.3.1 Ministerial Strategic Objectives 3:

- ▶ To enhance infrastructure and optimise utilisation

All the departments and the Ministry continue to ensure;

- i. That the public infrastructure in the country be developed to match the needs of all stakeholders;
- ii. That supply is always ahead of demand; and
- iii. That free trade zones are established at Brunei International Airport and Muara Port.

- ▶ To strengthen maintenance and support services

Proper maintenance and support system will be strengthened to optimise utilisation and to ensure that the infrastructure is appropriately utilised.

8.3.2 Departmental Strategic Objectives 3:

- ▶ To continuously improve and upgrade facilities and services at the airport in general and the passenger Terminal in particular through various expansion projects;
- ▶ To develop regional distribution, transshipment and logistics activities at Brunei International Airport and Muara Port;
- ▶ To establish the airport as a regional refuelling centre by offering the most attractive fuel prices and liberalising fuel suppliers;
- ▶ To build a 5 Star Airport Hotel within the airport gazette area;
- ▶ To improve transportation systems;
- ▶ To improve public transportation services;
- ▶ To promote and support multi-modal transportation;
- ▶ To develop regional distribution and logistics activities (encourage re-export by sea);
- ▶ To roll out high speed wired and wireless broadband infrastructure connectivity for every citizen;
- ▶ To centralise mobile network system;
- ▶ To enhance the capabilities of EG-Bandwidth;
- ▶ To build an R&D research institute;
- ▶ To make full use of NGN infrastructure by offering a wider range of services;
- ▶ To build broadband convergence services;
- ▶ To improve accessibility to public transport facility;
- ▶ To improve integration of various modes of land transportation;

- ▶ To improve human resources competency of the department and its related industry;
- ▶ To align the human resources development with the Land Transport Department's function and responsibility;
- ▶ To develop a competent and professional workforce in land transport related industry;
- ▶ To construct a modern inflight kitchen infrastructure; and
- ▶ To ensure the runway, taxiway and apron are in excellent condition that meets operational requirements.

8.4 Strategic Objectives 4: Operations Enhancement

8.4.1 Ministerial Strategic Objectives 4:

- ▶ To adopt international best practices

All relevant departments are urged to adopt international best practices so as to ensure efficient transport and communication operations so as to facilitate passenger and cargo movements as well as facilitate trade and tourism.

- ▶ To reduce bureaucracy and increase productivity

The Ministry supports the use of appropriate technology and adoption of e-government services to improve productivity. Government services to the public and stakeholders will be delivered in progressively convenient and accessible manners. Internal process such as sound financial management and process re engineering are encouraged.

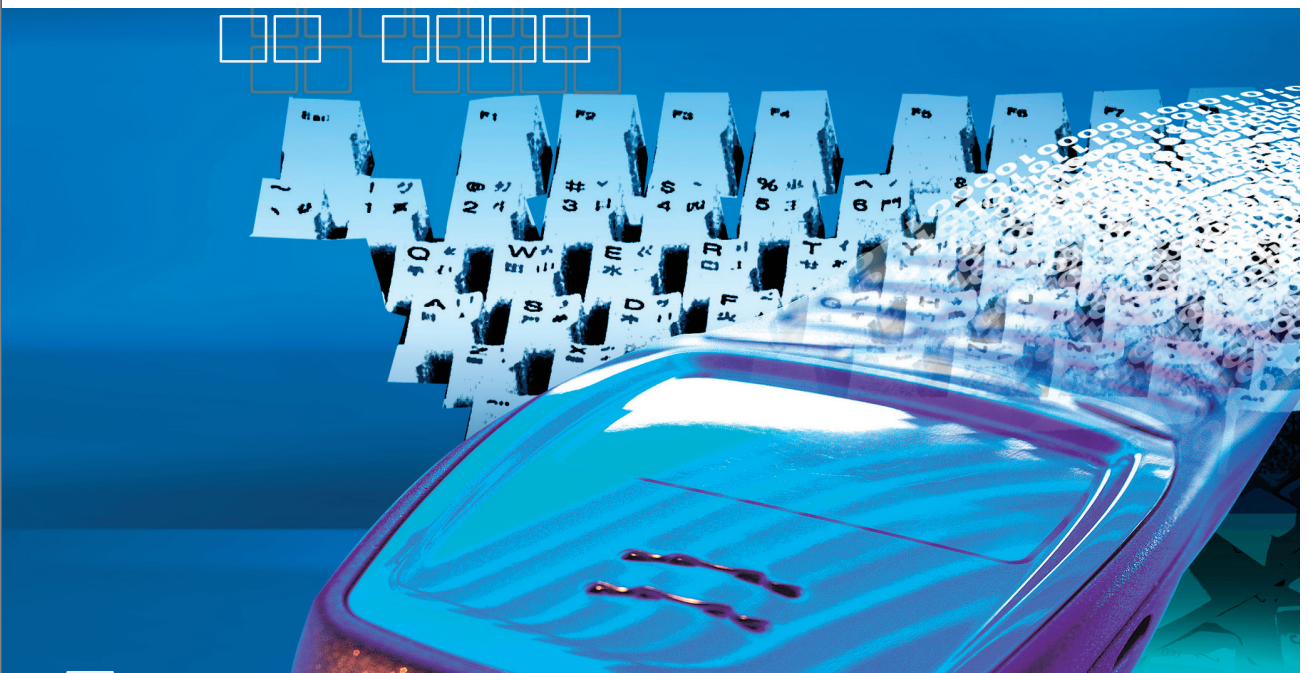
- ▶ To develop hubbing activities

The relevant sectors within the Ministry shall promote and develop hubbing activities.

8.4.2 Departmental Strategic Objectives 4:

- ▶ To improve gathering data / info / statistics from Port Service Providers and other relevant government agencies (e.g. Royal Customs & Excise, Health, Agricultural / Ministry of Industry and Primary Resources, etc);
- ▶ To provide competitive services and attracting vessels destined to North-East Asia (China, Japan, Korea, Australia, etc);

- ▶ To encourage cruise ship operators to berth in Brunei Darussalam;
- ▶ To simplify processes;
- ▶ To transform the Brunei Postal Services into a modern one with necessary technological inputs and to introduce new services based on modern technology and improve quality of mail and efficiency of mail delivery;
- ▶ To improve efficiency and productivity of Postal Services;
- ▶ To make Postal Services as a one window multi - counter services centre for the public to do their everyday business with the government and private sectors;
- ▶ To provide the public with easy access to postal information;
- ▶ To encourage a more balanced competition in the telecom industries making telcos compete on a level playing field;
- ▶ To be transparent to the public on government processes;
- ▶ To introduce seamless services and revamping back-end business processes to tie in with front-end electronic services;
- ▶ To use appropriate tools to provide efficient and effective services;



- ▶ To promote the provision of value added services.
- ▶ To ensure the key legislation is put in place to cater to the current industry environment;
- ▶ To enable 'next generation' public services delivery;
- ▶ To encourage migration to the electronic channel to increase interfaces between government with citizens and business;
- ▶ To support the introduction of the new portal, 'www.gov.bn' as a single entry point to online government information and services;
- ▶ To support the adoption of e-procurement in the government that will encourage private sector suppliers, including SMEs, to migrate to electronic commerce, thereby generating fundamental changes to their internal processes and competitiveness;
- ▶ To produce and analyse national and international IT statistics on communications;
- ▶ To provide the highest comfort level of arriving, departing and transit passengers as well as the general public and airport staff;
- ▶ To install integrated baggage handling system that caters for all aircraft operations and meeting airport security requirements;





- ▶ To attain the highest standard of efficiency through improved facilities and services; and
- ▶ To provide facilities for the physically challenged (handicapped) individuals.

8.5 Strategic Objectives 5: Human Resource Development

8.5.1 Ministerial Objectives 5:

- ▶ To increase professionalism and competency

All personnel and staff will be subjected to a structured competency development process so as to effectively implement the strategic plan of the Ministry.

- ▶ To facilitate training and education to stakeholders

The Ministry will facilitate relevant training schemes and promote public awareness related to selected areas, for example, cadet training will be strengthened to encourage more locals to participate in the industry.



8.5.2 Departmental Objectives:

- ▶ To enhance road safety through better driving learning and tests;
- ▶ To enhance marine cadet officer training programmes and facilities;
- ▶ To develop ICT training industries;
- ▶ To develop local expertise at Authority for Information Communication Technology Industry;
- ▶ To promote an e-culture in the community by pressing on with the e-government programme;
- ▶ To provide minimum training to meet the competency requirements for the operation of Air Navigation Services and Aerodrome;
- ▶ To provide minimum training to meet the competency requirements to perform regulatory functions;
- ▶ To provide training in the form of initial training, on the job training and recurrent training (refresher course) in all disciplines of DCA for the continuing development of their knowledge and skills related to their respective responsibility;
- ▶ To participate in seminars and workshops organised by ICAO and international and regional aviation- related organisation;
- ▶ To develop transport training industry; and
- ▶ Bridge digital divide by promoting human resource management.





8.6 Strategic Objectives 6 : Safe, Secure and Clean Environment

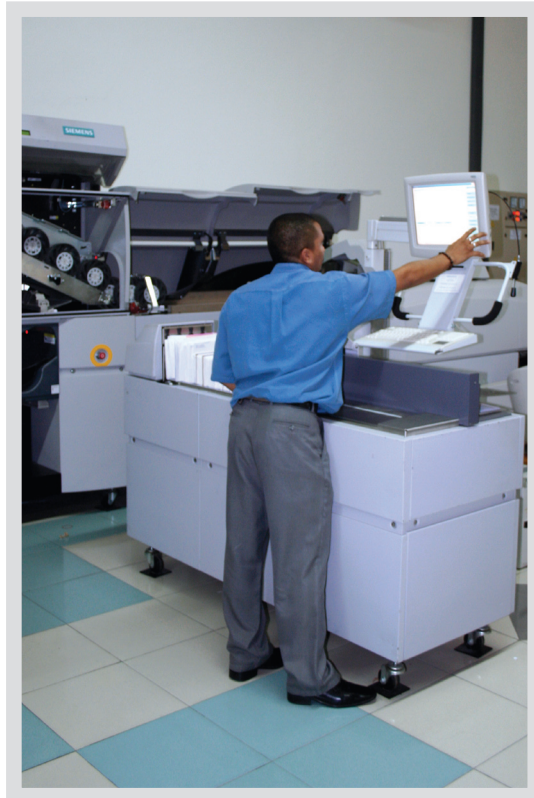
8.6.1 Ministerial Strategic Objectives 6:

- ▶ To comply with and maintain international safety and security standards

The Ministry stresses the importance of compliance with relevant international organisation standards and requirements such as ICAO and IMO.

- ▶ To promote preservation of environment for sustainable development

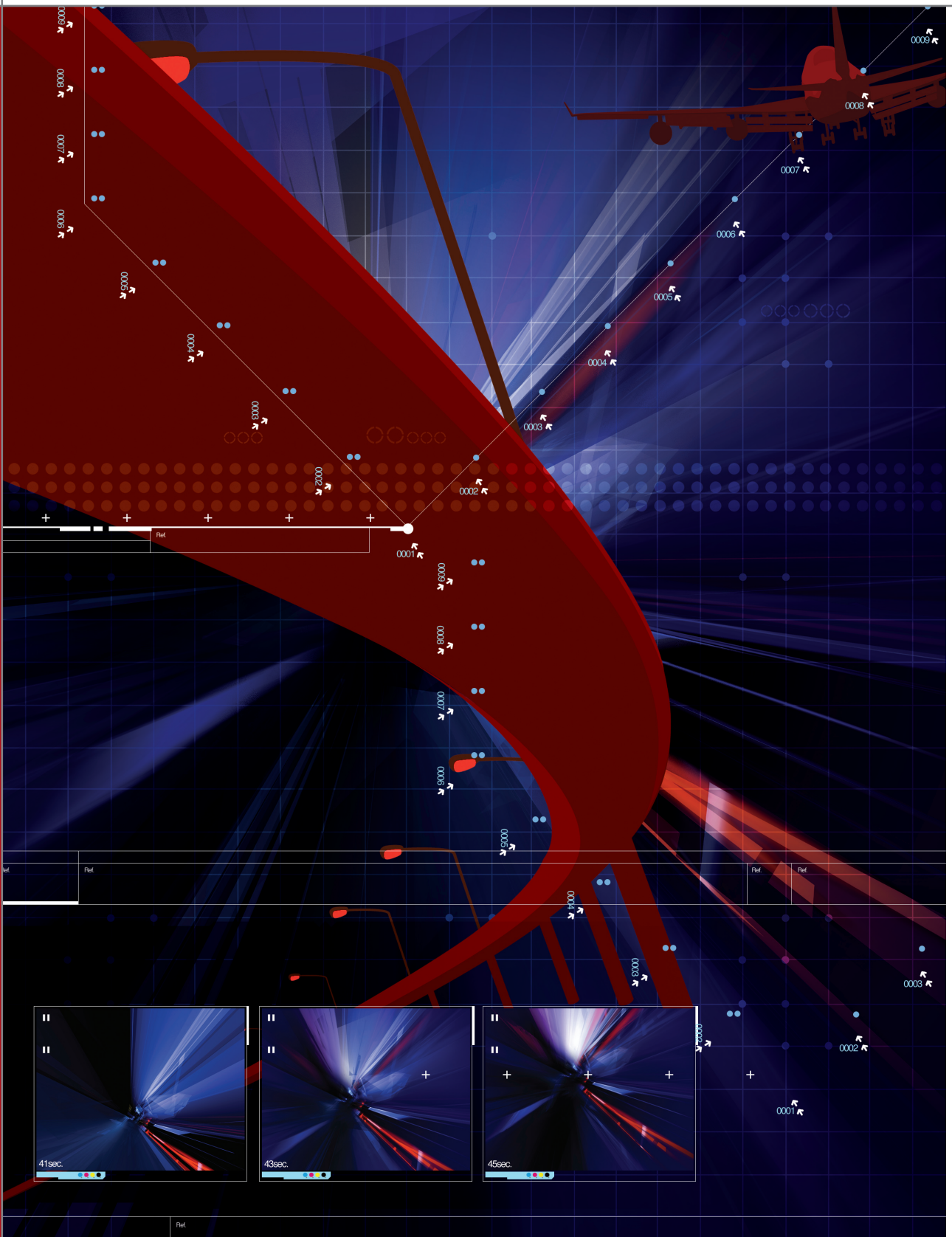
The Ministry supports the national aspiration towards protecting the environment, especially in the context of oil spill, traffic pollution and waste discharges from ships and automobile workshops.



8.6.2 Departmental Strategic Objectives 6:

- ▶ To attain the highest standards of aviation safety, security and efficiency through improved facilities and services;
- ▶ To improve the delivery of roles and responsibilities, functions and to adhere to international obligations and requirements of ICAO and IMO;
- ▶ To ensure and maintain all compliance with the safety and security-related provision in all safety-related annexes as required by ICAO and IMO;
- ▶ To incorporate security features in the design of infrastructure so as to ensure airport and port security;
- ▶ To install 100% hold baggage screening (HBS) integrated with modern baggage handling system;
- ▶ To enhance airport and port security through meeting International Standard and to install security equipment;
- ▶ To enhance safety and protection of the marine environment;
- ▶ To improve drivers and vehicles safety and to protect public interests;
- ▶ To improve facilities for cyclists and pedestrians;
- ▶ To reduce carbon dioxide (CO₂) emission from vehicles;
- ▶ To improve road safety instruments, awareness programmes and standards in public transportation;
- ▶ To improve driving standards / drivers quality; and
- ▶ To introduce road safety audits.





► Chapter 9 Policy Directions

9.1 Transportation Policy Directions

In order to facilitate the Departments under the Ministry of Communications to execute the Strategic Plan, the following policy directions are recommended to serve as the overall framework and guidelines for relevant decision making.

9.1.1 Transport and Logistic Hub

The objectives of policy direction as a transport Hub and Logistics Hub is to promote activities in the following areas;

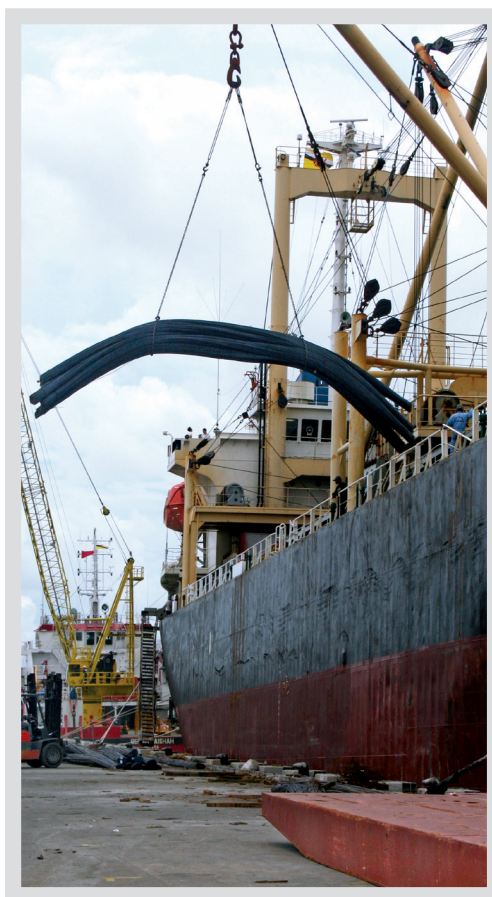
- ▶ Import and export through Brunei Darussalam; and
- ▶ Travel to and through Brunei Darussalam.

The present public transport system will be reviewed to make improvements in terms of service delivery product and quality so that the public transportation becomes efficient, convenient, timely safe, fulfilling and sustainable.

In order to achieve the above, current weaknesses and deficiencies should be looked into and converted into opportunities. The transportation will include the following :

9.1.1.1 Air Transportation Services

- ▶ Encourage more airlines to operate to Brunei Darussalam;
- ▶ Provide incentives to encourage more airlines to come to Brunei Darussalam such as reduction on landing fees, office rental rebates, parking fees, etc, for a certain period;
- ▶ Improve refuelling services;
- ▶ Support aircraft engineering development at the airport;



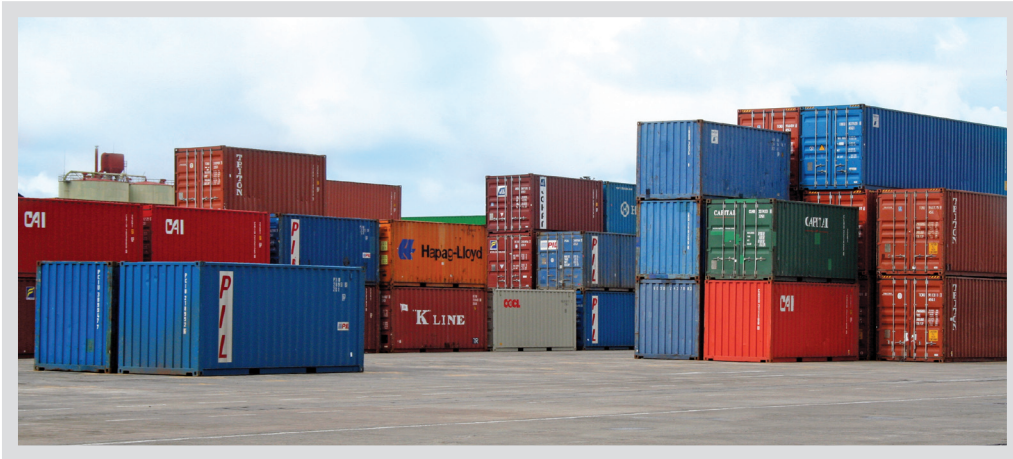
- ▶ Upgrade and extend the existing terminal and build a new airport to support the growth of inflow of passengers;
- ▶ Create a fun and exciting airport by enhancing the facilities and services in the airport terminal by adding more retail outlets, setting up an airport hotel and other services in the terminal.



- ▶ Provide commercially successful facilities incorporating retail shops, food & beverage outlets, hotel, business centre, recreation facilities and conference centre;
- ▶ Provide expansion for cargo activities in order to accommodate cargo & logistics related facilities, such as freight terminal, freight apron, freight forwarders building, logistic centre and customs clearance building;
- ▶ Monitor the performance of the Brunei International Airport Cargo Centre (BIACC) and its development plan so that development of the BIACC is in line with the aspirations of the Ministry;
- ▶ Support RBA and other airlines to operate cargo service through chartered flights;
- ▶ Establish free trade zones (FTZ) at Brunei International Airport;
- ▶ Develop a regional distribution centre, transshipment centre and logistics centre;
- ▶ Support cargo carriers to operate into Brunei International Airport; and
- ▶ Develop the Air Cargo Centre in phases in order to accommodate air cargo growth in the next 12 years.

9.1.1.2 Land and Sea Transportation

- ▶ Invest in quality and sufficient public transport facilities to enable better connectivity while at the same time creating a safe multi-modal connection internally and with neighbouring countries with common borders (Sabah, Sarawak and Indonesia);
- ▶ Improve cross-border movement of goods and people;



- ▶ Establish safest land transportation system;
- ▶ Create more public transport services as they are currently insufficient to cover key developed areas in the country including encouraging feeder services;
- ▶ Introduce franchise taxi services;
- ▶ Identify health, safety and environment related issues such as pollution and land transport related waste from mechanical workshops operating around the country. Land Transport Department and Environment, Parks and Recreation Department, should formulate a monitoring and data collection mechanism on Health, Safety and Environment related to land Transport industry;
- ▶ Encourage light and medium motor industry such as vehicles assembly with car manufacturer to encourage technological transfer, create job and uplift national capacity building; and
- ▶ Address fuel consumption in transportation sector.
- ▶ Make transshipment and logistics as the core activities;

- ▶ Provide bunkering service;
- ▶ Provide chandeling services;
- ▶ Provide training facilities / schemes for local shipping crew;
- ▶ Declare Muara Port as free trade zone;
- ▶ Support Pulau Muara Besar development;
- ▶ Focus on safety, security of ships and protection of the marine environment by promoting and monitoring of maritime safety, security and protection of the marine environment through the formation of the Maritime Coordination Centre (MCC);
- ▶ Continuous review of the laws and regulations in line with the International Maritime Organisation (IMO) requirements;
- ▶ Formation of the Maritime and Port Authority (MPA) with competence personnel;
- ▶ Promote the usage of electronic documentation e-government in collection of data, information and statistics;
- ▶ Recruit and train more personnel to achieve competency qualification for department succession planning; and
- ▶ Support the development of maritime industries.

9.1.2 Tourism Related Transportation Services

- ▶ Improve transportation services and coordinate facilities at Kampong Ayer and other marine touristic spots;
- ▶ Include the Brunei International Airport and other terminals / entry points and hotels as part of the public transport system;
- ▶ Provide courtesy and customer oriented training and awareness programs for taxi drivers, bus operators and boat operators;
- ▶ Improve processing time for passport and visa clearance during arrival and departure;
- ▶ Convert transit passengers into inbound tourist; and
- ▶ Establish tourists information centre at transit hall.

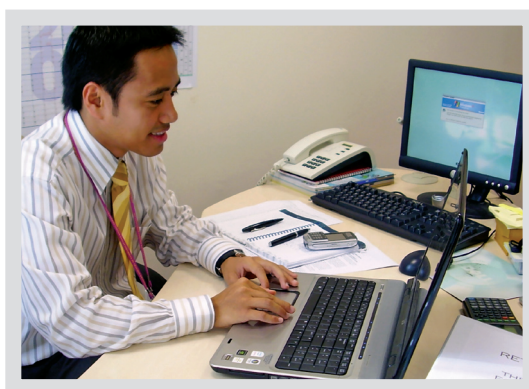
9.2 Communications Policy Directions

9.2.1 Postal Services:

- ▶ Corporatise Postal Services Department and accelerate liberalisation of postal services in order to create more quality services and promote a conducive environment for competition;
- ▶ Address and pursue business expansion by using technology applications in operations; and
- ▶ Encourage all private couriers to provide services to rural areas.

9.2.2 Information Communication Technology (ICT)

- ▶ Promote digital inclusion, technological progress, ubiquitous and competition-driven environments;
- ▶ Encourage business / private sector investment and participation as well as development of e-business activities;
- ▶ Create a dynamic regulatory framework;
- ▶ Intensify cooperation among main players in both the public and private sector in the development of the information infrastructure;
- ▶ Narrow the digital divide in terms of physical infrastructure, accessibility, affordability, language, ICT skills, content and enabling people with special needs;
- ▶ Ensure open and non-discriminatory access to public telecommunications networks for all information providers and users in accordance with laws and regulations;
- ▶ Ensure provision of universal access to public telecommunications services;
- ▶ Develop and utilise local content effectively to all backgrounds of society;



- ▶ Promote social awareness of the need for information among the people;
- ▶ Promote diversity of content including cultural and linguistic diversity;
- ▶ Ensure the protection of intellectual property rights, privacy and data; and
- ▶ Promote Research & Development.





10.1 Coordination Mechanism

10.1.1 The Ministry's Strategic Plan 2008-2017 has been developed with clear linkages to work programmes / action plan and performance indicators for the measurement of the performances of the Ministry and departments under it in meeting the strategic objectives.

It is also important to highlight work that has been done to translate the strategic objectives into high level action plans and prioritisation of the areas of work / tasks.

However, a projection of the Ministry's resource requirements to identify areas to be strengthened will require a legal framework, financial, human and other resource support especially in implementing the strategic plan. Proper communication and publicity work should be carried out before implementing the policies and programmes.

10.1.2 The Ministry of Communications will evaluate and measure success of its strategy and implementation of policies and initiatives so as to:

- ▶ Ensure all relevant data are kept up-to-date;
- ▶ Assess results against the targets set; and
- ▶ Evaluate success of policies and initiatives to determine future strategies.

It is also recommended that the time frame for the Strategic Plan to be 10 years and with half yearly reviews to ensure that it is relevant and up-to-date.

10.2 Translation Mechanism of Policy Directions and Key Initiatives

The Strategic Plan has stated several important policy directions and key initiatives. These directions and initiatives will be developed into a comprehensive plan covering, among others, the objectives, budget requirements, implementing agencies and targets.

10.3 Monitoring Mechanisms

The Ministry of Communications has identified the following monitoring mechanisms in order to assess the progress and development made towards achieving the vision, mission and targets of the Ministry:

10.3.1 Setting Strategies Direction Committees:

- i. Committee 1 - Committee on liberalisation of services.
- ii. Committee 2 - Committee on private-public participation (PPP) initiatives.
- iii. Committee 3 - Committee on processes and procedures.
- iv. Committee 4 - Committee on balanced score card / key performance indicators.
- v. Committee 5 - Committee on strategic thinking.
- vi. Committee 6 - Committee on strategic alignment (realignment of strategic plans and goals with other Ministries and Departments).
- vii. Committee 7 - Committee on human resource development.
- viii. Committee 8 - Committee on international relation development.

Progress of these Committees shall be routinely reported at higher administrative levels for monitoring purposes.

10.3.2 Status of Implementation of National Development Plan (NDP)

The progress of NDP project implementation will be monitored monthly by the Policy and Planning Division of the Ministry of Communications.

10.3.3 Project Implementation Monitoring Template

An implementation monitoring template will be used to monitor projects listed in the 20 years Road Map of the Ministry of Communications as well as listed in the Strategic Plan 2008 – 2017. The Policy and Planning Division of the Ministry will continue to implement the Plan through policy enforcement, policy promotion and evaluation of feedback.



► Chapter 11 Key Initiatives for the Ministry of Communications

The following prioritised initiatives projects are linked to the strategic objectives and are designed to give directions to the implementing agencies within the Ministry. These initiatives are derived from the Project Implementation Monitoring Template and series of discussions in preparing this Strategic Plan.

The projects in the key initiatives by the departments and other agencies will be monitored closely since they are critical to the success of the strategic plan.

11.1 Land Transport Department

- ▶ Improvement of public transport such as buses, taxis, etc;
- ▶ Privatisation of key services such as VIC or driving schools;
- ▶ Promotion of more products and technological applications that can enhance land transportation;
- ▶ Promotion and support of multi-modal transportation;
- ▶ Improvement of road and vehicle safety;
- ▶ Setting up of a research unit to examine thoroughly land transportation requirement;
- ▶ Implementation of government projects such as Sistem Pengangkutan Darat (SPD); and
- ▶ To provide conducive inland and cross-border movement of goods and people.

11.2 Civil Aviation Department

- ▶ Restructuring of Civil Aviation Department;
- ▶ Expansion / upgrading of Airport Infrastructure and facilities such as expansion of passenger terminal building, cargo building, and new modern flight kitchen;
- ▶ Implementing ICAO Standards and recommended practices;
- ▶ Promulgation of new regulations in line with ICAO requirement such as: regulation on the carriage of liquids, aerosols and gels, regulation on SMS;
- ▶ Enhancing regulatory functions including performing safety and security oversight;
- ▶ Upgrading of air navigation services including communications, navigation, surveillance / air traffic management system;
- ▶ Liberalisation of air transports services;



- ▶ Establishment of cargo village through the establishment of airport free trade zone and airport free trade zone authority;
- ▶ Installation of intergrated baggage handling system;
- ▶ Establishment of aircraft maintenance centre; and
- ▶ Privatisation of certain services such as:
 - Airfield light system;
 - Cleaning contract terminal building; and
 - Maintenance term contract runway taxiway and apron.

11.3 Marine Department

- ▶ Restructuring of Marine Department and succession planning (Cadets' officer training);
- ▶ Implementation of e-government projects such as Marine Management System (MMS) e-Marine;
- ▶ Implementation of Flag State and Port State Control Inspections;
- ▶ Continuously enhancing the oilspill response responsibilities, and
- ▶ Continuous updating of maritime legislation in line with the International Maritime Organisation (IMO) requirements.

11.4 Ports Department

- ▶ Developments of transshipment activities;

- ▶ Implementation of e-government projects such as Computerisation of services through e-Port;
- ▶ Introduction of attractive tariffs and special incentives;
- ▶ Development of Regional Distribution Center (RDC) and Regional Logistics Center (RLC) key players / activities; and
- ▶ Regulating of Port Service Providers by having legal framework for Port Licensing.

11.5 Postal Services Department

- ▶ Promotion of international express money order services;
- ▶ Improvement of quality of mail handling and delivery;
- ▶ Liberalisation of services;
- ▶ Setting up international mail hub and office of exchange; and
- ▶ Setting up logistics and distribution facilities.

11.6 Information and Communication Technology (ICT)

- ▶ Upgrading of core backbone and access networks to meet demands for higher bandwidth, higher performance, more intelligent services and secure infrastructure;
- ▶ Implementation of wireless technology to improve accessibility and last mile connectivity;
- ▶ Introduction of an info-communication competency programme;
- ▶ Narrowing of the digital divide;
- ▶ Development of local ICT providers;
- ▶ Development of e-Business and domain names;
- ▶ Promotion and development of RFID solutions;
- ▶ Facilitation of convergence among telecommunications, broadcasting and IT leading to emergence of new products and services;
- ▶ Collaboration with the relevant agencies for promoting foreign direct Investment (FDI); and
- ▶ Development and delivery of e-services via e-mincom portal.



► Chapter 12 Key Performance Indicators

The core strategies of the strategic Plan are measured by several key performance indicators and graphic presentations. Many of these indicators are being developed and will be established at a later stage. The Policy and Planning Division will develop, establish, monitor and analyse these indicators for the purpose of smooth execution of the Plan.

12.1 Core Strategy 1: Corporatisation and Privatisation

12.1.1 Progress of Corporatisation and Privatisation

The measures for the progress of corporatisation are defined in terms of the preparation of legal infrastructure, the number of relevant laws being drafted, approved by Jawatan Kuasa Penswastaan, submitted to the Attorney General Chambers and enacted. Additional indicators on services are used to monitor the progress involved in transforming the Departments in the Ministry into a corporate and statutory entity.

The following table lists the current status of progress and the targets:

Performance Indicators for Corporatisation and Privatisation	Current	Target (additional number by 2010)
Number of corporatisation papers to be approved by the Ministry	-	2
Number of corporatisation papers to be approved by Department of Economic and Development	-	3
Number of outsourced services	4	5
Number of commercialised services	21	5
Number of services being privatised	4	2
Number of services being franchised	2	1

12.2 Core Strategy 2: Private Sector Facilitation and Participation

12.2.1 GDP contributions from Communications Industry

The economic indicators acquired from the Department of Economic Planning and Development in the classification of Gross Domestic Products contributions will be used to measure the growth of communications industry. It is more realistic to measure the percentage increase in GDP contributions from Communications sector to the overall non-oil sectors.

Performance Indicators for GDP Contributions	Current	Target by 2024
Percentage of staff achieving 100 hrs of trainings per year	3%	10%

12.2.2 The incentive schemes for operating communications businesses

The Ministry will pay close attention to the introduction and support of the various incentive schemes or privileges for private sector to operate businesses in Brunei Darussalam.

Performance Indicators for Provision of Incentive Schemes	Current	Target (additional scheme per year)
Number of incentive schemes given by:		
Civil Aviation Department	-	1
Ports Department	-	1
Marine Department	-	1
Land Transport Department	-	1
Postal Services Department	-	1

12.3 Core Strategy 3: Infrastructure Development

12.3.1 Increased Adoption of Telecommunications Systems (Internet, WiFi, GSM, 3G)

The key performance indicators for infrastructure development are the increased adoptions / usages of services such as Internet, WiFi, GSM and 3G on yearly basis.

For measuring the increased adoption of telecommunications systems in Brunei Darussalam, among the growth rates that can be observed are as follows:

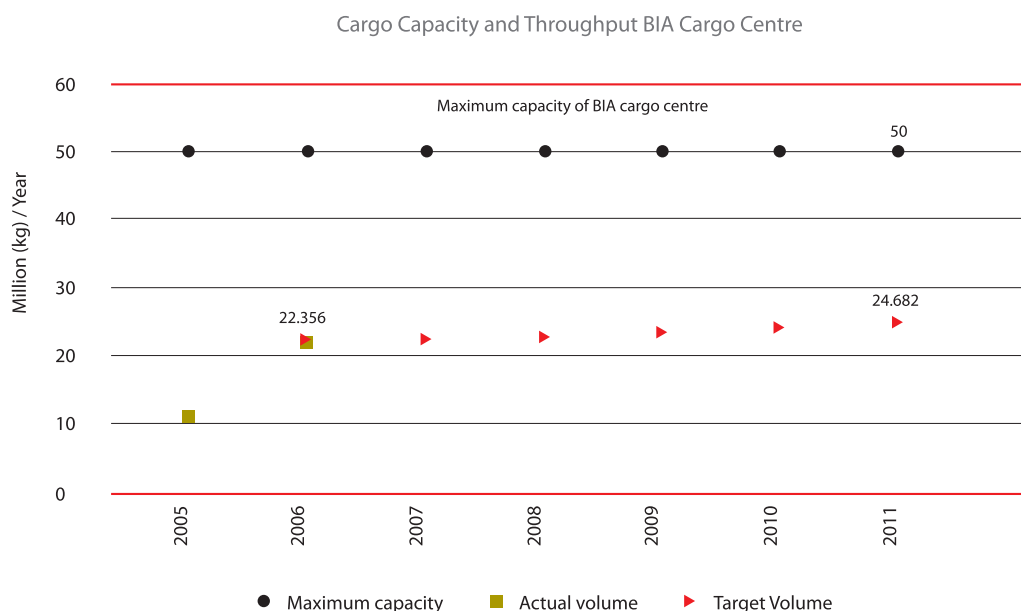
- ▶ Penetration Rate for Mobile Subscribers (GSM and 3G) per 100 inhabitants in Brunei Darussalam;
- ▶ Penetration Rate for Estimated Internet Users (Narrowband and Broadband) per 100 inhabitants in Brunei Darussalam; and
- ▶ Penetration Rates for Broadband and Narrowband Users per 100 inhabitants in Brunei Darussalam.

In light of the rapid changes in these areas, the measures and targets will be separately prepared and published at a later stage.

12.3.2 Increase in public transport users, airline passengers, transshipment cargo and containers

The Ministry will monitor the percentage differences on a yearly basis of public transport users (buses and taxis), airline passengers, transshipment cargo and containers. The following three performance factors are used to measure the excellence in infrastructure and services. However, due to the fluctuating needs and requirements of the infrastructure, the measures and targets will be provided at a later stage.

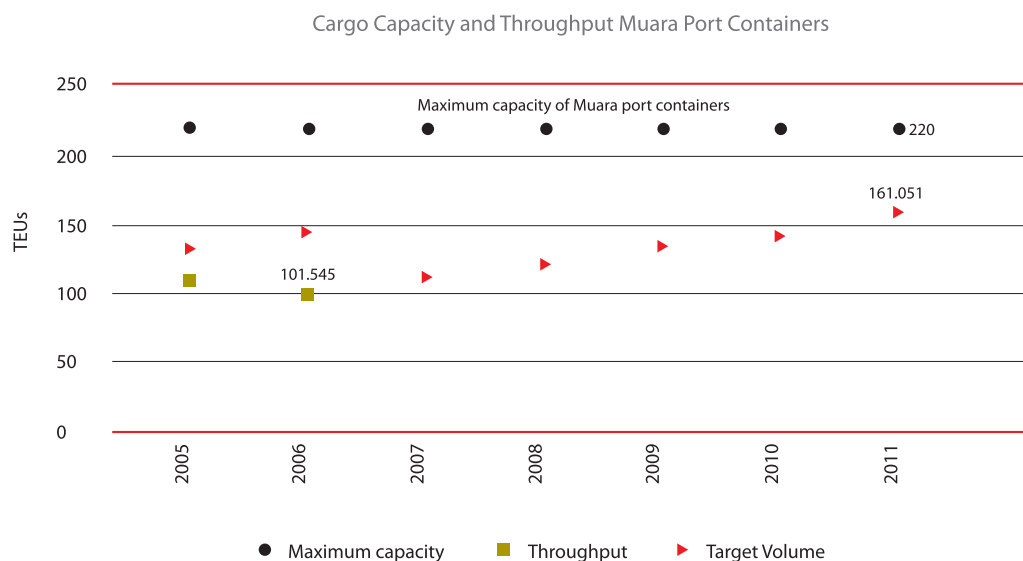
- ▶ Capacity – space available on the existing and future infrastructure
- ▶ Volume – consumption of capacity or space
- ▶ Services – feedback from customers and user



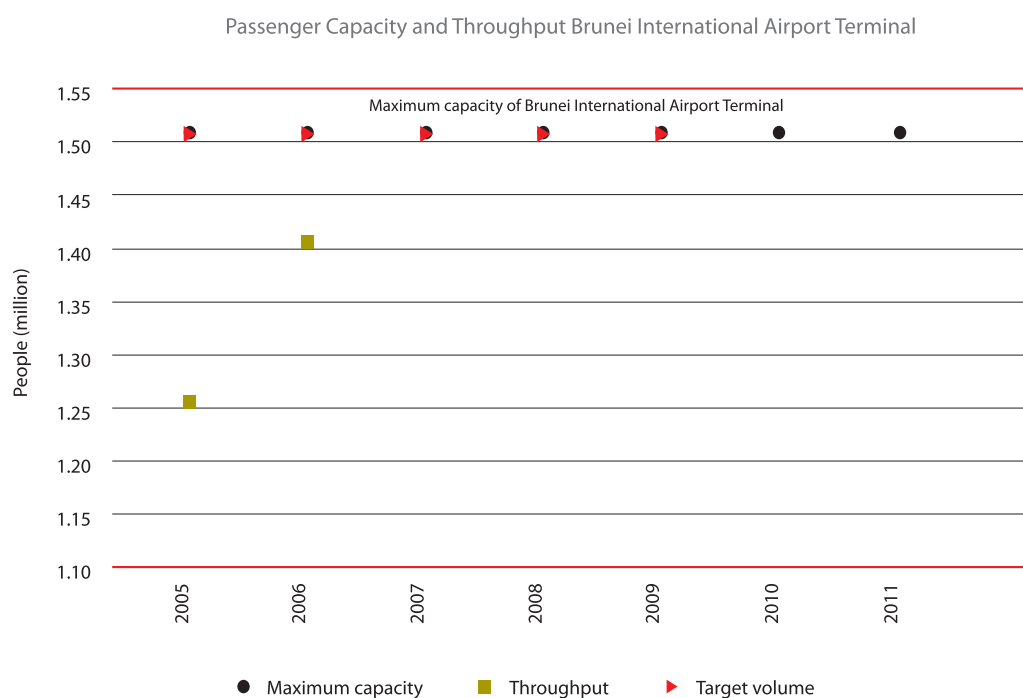
From the graph above, it clearly shows that BIA cargo centre still has a significant / large amount of space available for storage in years to come. In 2006, it only utilised 44.71% of the capacity provided whereas it is estimated that only 49.37% in 2011 will be utilised.

Volumes of cargo in the centre must grow at least 10% annually.

From the graph below, it also shows that Muara Port containers still have a sufficient amount of space available for storage in years to come. In 2006, it only utilised 46.16% of the capacity whereas it is estimated that only 73.21% will be utilised in 2011.



From the graph below, it shows that the capacity in the Brunei International Airport Terminal still has a sufficient amount of space available for people operating or transiting at the airport terminal. In 2006, about 93.33% of capacity was utilised. Expansion of the airport terminal must be taken into account for years to come.



12.4 Core Strategy 4: Operations Enhancement

12.4.1 Attaining global certification

It is envisaged that all agencies in the Ministry shall achieve international accreditations or certifications on international standards such as ISO.

12.4.2 Customer Feedback

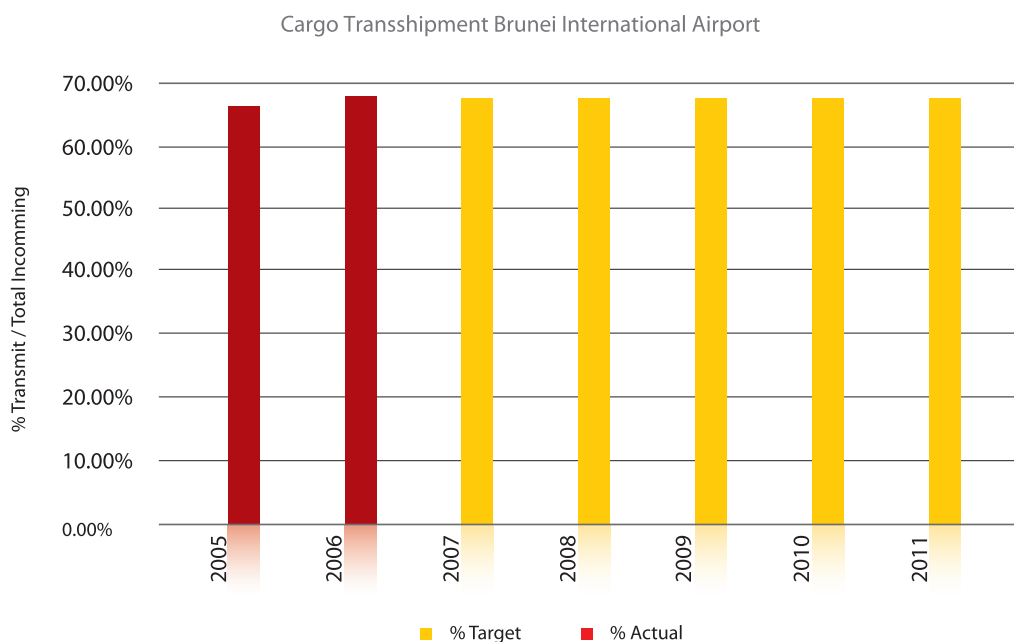
The Ministry will conduct regular surveys on the key stakeholders to establish their interests, aspirations, concerns and their assessment of the Ministry service delivery. The indicators will be based on the survey results.

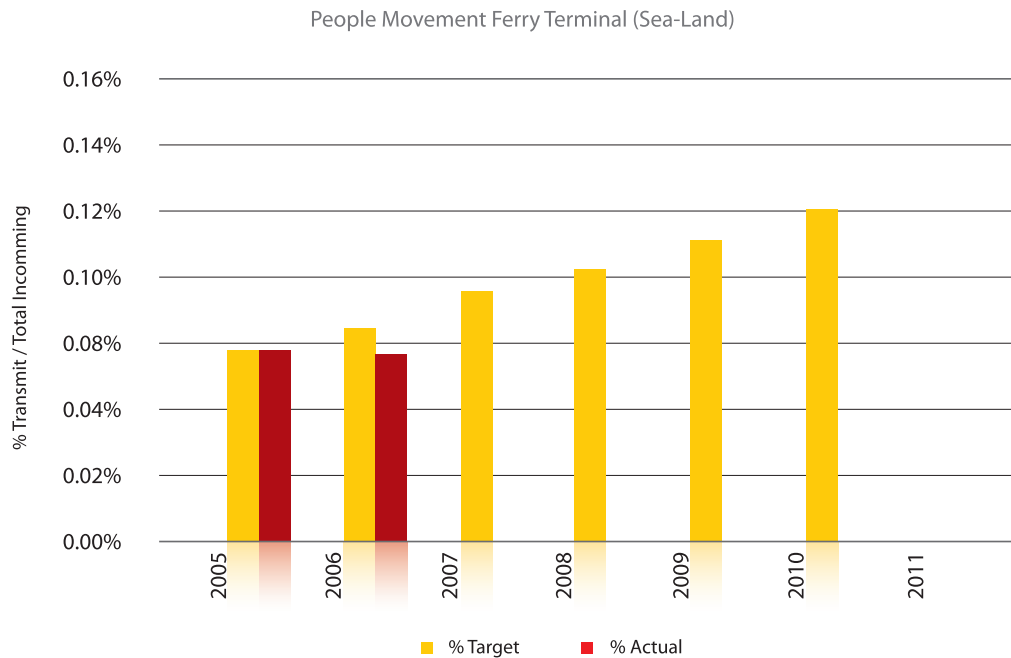
12.4.3 Hubbing Activities Indicators

In order to assess the success of the Hubbing activities, three groups of indicators shall be consistently used, namely:

- ▶ Cargo Transshipment – total amount of cargo transiting through Brunei Darussalam by air, sea and land;
- ▶ People Movement Through Brunei – number of incoming people that transit and stay in Brunei Darussalam by means of air, sea and land; and
- ▶ Vehicles Movement Through Brunei – number of incoming vehicles that transit and stay in Brunei Darussalam by means of sea and land.

Key Performance Indicators for Main Hubbing:





12.5 Core Strategy 5: Competency, Development and Training

12.5.1 Competency Development and Training

The Ministry will monitor the progress of implementing the competency skill development training programmes. The availability of the 100 hour training system defined by the Prime Minister Office will be used to ensure that all the staff in the Ministry attains regular training.

Performance Indicators for Competency Development and Training

Target by 2010

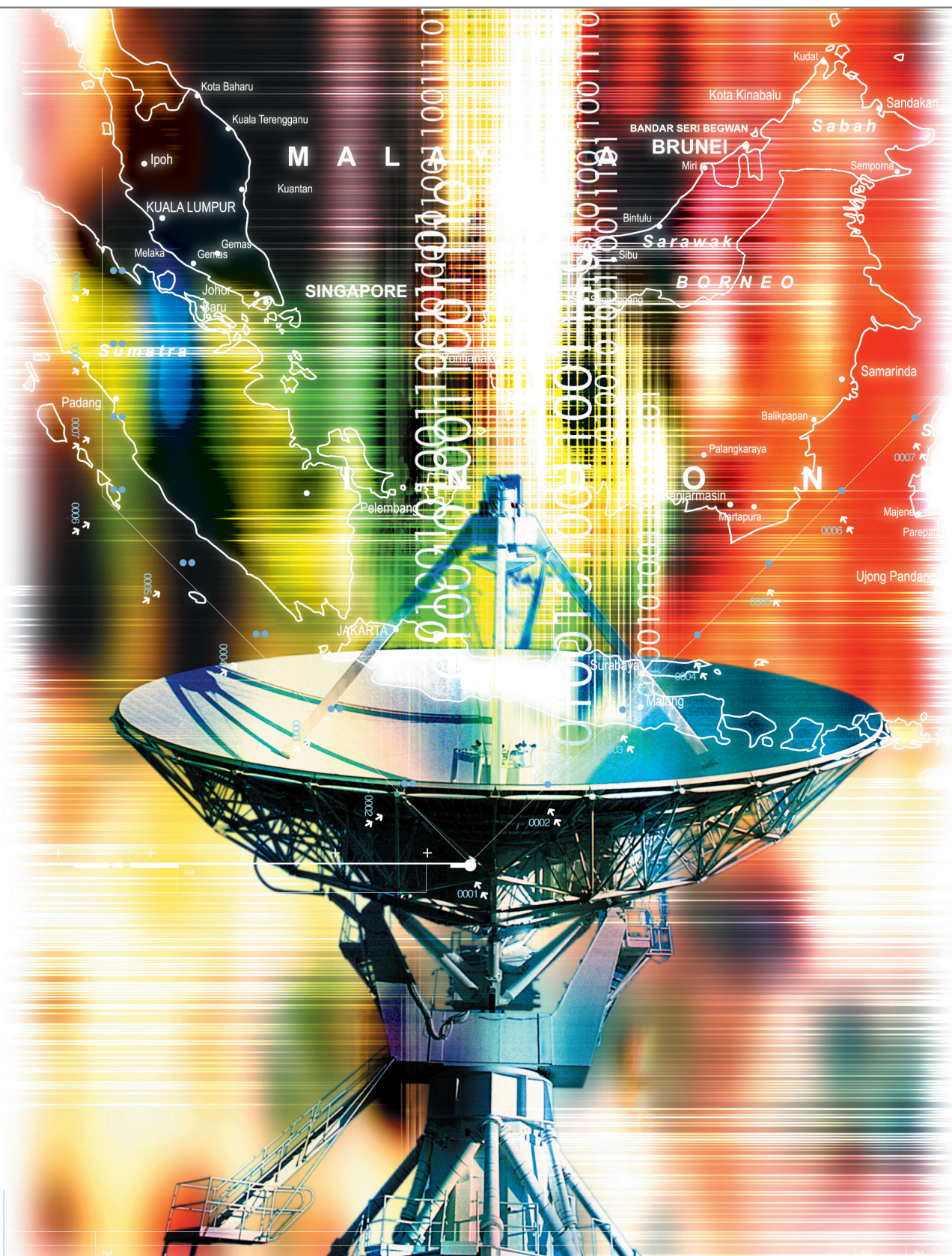
Percentage of staff achieving 100 hours of trainings per year

100%


12.6 Core Strategy 6: Safe, secure and clean environment

12.6.1 Decrease in Road and Maritime Accidents

Through a unified approach in managing safety on roads and the maritime, the number of incidents must be reduced. The target for road and maritime fatalities should be drastically minimised.



► Chapter 13 Conclusion



*“ Verily never will Allah
change the fate (condition) of a people
until they change it themselves”*

Surah Ar-Ra'd, Quranic Verse 11



Tomorrow's society and business landscape shall be different. Increasingly complex forces shall continue to have an impact on the Ministry. This highlights the need for effective strategic management to achieve the Ministry's new vision and mission of developing a sophisticated society.

This Strategic Plan handbook has allowed the Ministry to assess itself and its market position. In this plan, the Ministry has examined the critical issues that it faces, established a new vision and mission, outlined relevant strategic principles to guide its future actions, set important goals and outlined core strategies to achieve those goals.

The Ministry shall work hard to implement this plan over the next decade. The strategic plan shall be cascaded to each division, department and unit within the Ministry. Each division, department and unit shall present their key performance indicators quarterly to gauge the progress of the strategic plan.



► Appreciation

Appreciation of Commitment and Ownership of The Strategic Plan

Yang Berhormat Pehin Orang Kaya Seri Kerna Dato Seri Setia
Haji Awang Abu Bakar bin Haji Apong
Minister of Communications

Yang Mulia Dato Paduka Haji Yusoff bin Haji Abd Hamid
Deputy Minister of Communications

Yang Mulia Awang Haji Alaihuddin bin Pehin Orang Kaya Digadong Seri Lela
Dato Seri Utama Haji Awang Mohd Taha
Permanent Secretary of Communications
Yang Mulia Dato Paduka Haji Md Yussof bin Haji Md Hassan
Former Permanent Secretary of Communications

Yang Mulia Haji Ibrahim Ali
Yang Mulia Awang Hj Ibrahim bin Haji Hassan
Yang Mulia Pg Hj Md Yakub bin Pg Haji Othman
Yang Mulia Pg Yusof bin Pg Hj Jeludin
Yang Mulia Haji Hamidon bin Haji Mohd Tahir
Yang Mulia Awang Ang Kian Guan
Yang Mulia Pg Haji Abd Rahman bin PSI Pg Haji Ismail
Yang Mulia Haji Umarali bin Haji Abdullah
Yang Mulia Awang Haji Alimin bin Haji Md Tanjong
Yang Mulia Awang Haji Abd Kadir bin Tengah
Yang Mulia Awang Bolkini bin Haji Abd Rahman
Yang Mulia Awang Haji Souyono bin Salamat
Yang Mulia Pg Hj Md Zain Pg Hj Abd Razak
Yang Mulia Awang Md Manan bin Hj Lakim
Yang Mulia Tasad bin Haji Tamam
Yang Mulia Pg Hj Salleh bin Pg Hj Aji (AiTi)
Yang Mulia Pg Haji Rosli bin Pg Haji Halus

Ministry of Communications Working Committee

Chairperson
Yang Mulia Haji Ibrahim Ali

Vice Chairperson
Yang Mulia Haji Hamidon bin Haji Mohd Tahir

Secretary
Yang Mulia Pg Haji Md Zain bin Pg Haji Abd Razak

Members

Yang Mulia Tasad bin Haji Tamam
 Yang Mulia Pg Haji Rosli bin Pg Haji Halus
 Yang Mulia Haji Zulfadli bin Haji Othman

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 UBD

Yang Mulia Dr Hajah Sainah binti Haji Saim
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Rapporteurs

Head of Rapporteurs

Yang Mulia Pg Haji Md Zain bin Pg Haji Abd Razak

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 Yang Mulia Dayang Hajah Hairmi Hj Ibrahim
 Yang Mulia Dayang Fadzila Abd Hamid
 Yang Mulia Dayang Suhaila Matzan
 Yang Mulia Dayang Amal Frishah Hj Aji
 Yang Mulia Dk Marlina Pg Haji Metarsad
 Yang Mulia Haji Zulfadli bin Haji Othman

Photography

Yang Mulia Tasad bin Haji Tamam
 Yang Mulia Haidi bin Haji Panjang
 Yang Mulia Lani bin Hj Mahmud
 Yang Mulia Mohd Rafiq bin Hj Mohd Saleem

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Civil Aviation Department
 Land Transport Department
 Ports Department
 Marine Department
 Postal Services Department
 Tourism Services Department
 Authority for Info-Communication Technology Industry
 TelBru
 Royal Brunei Airlines



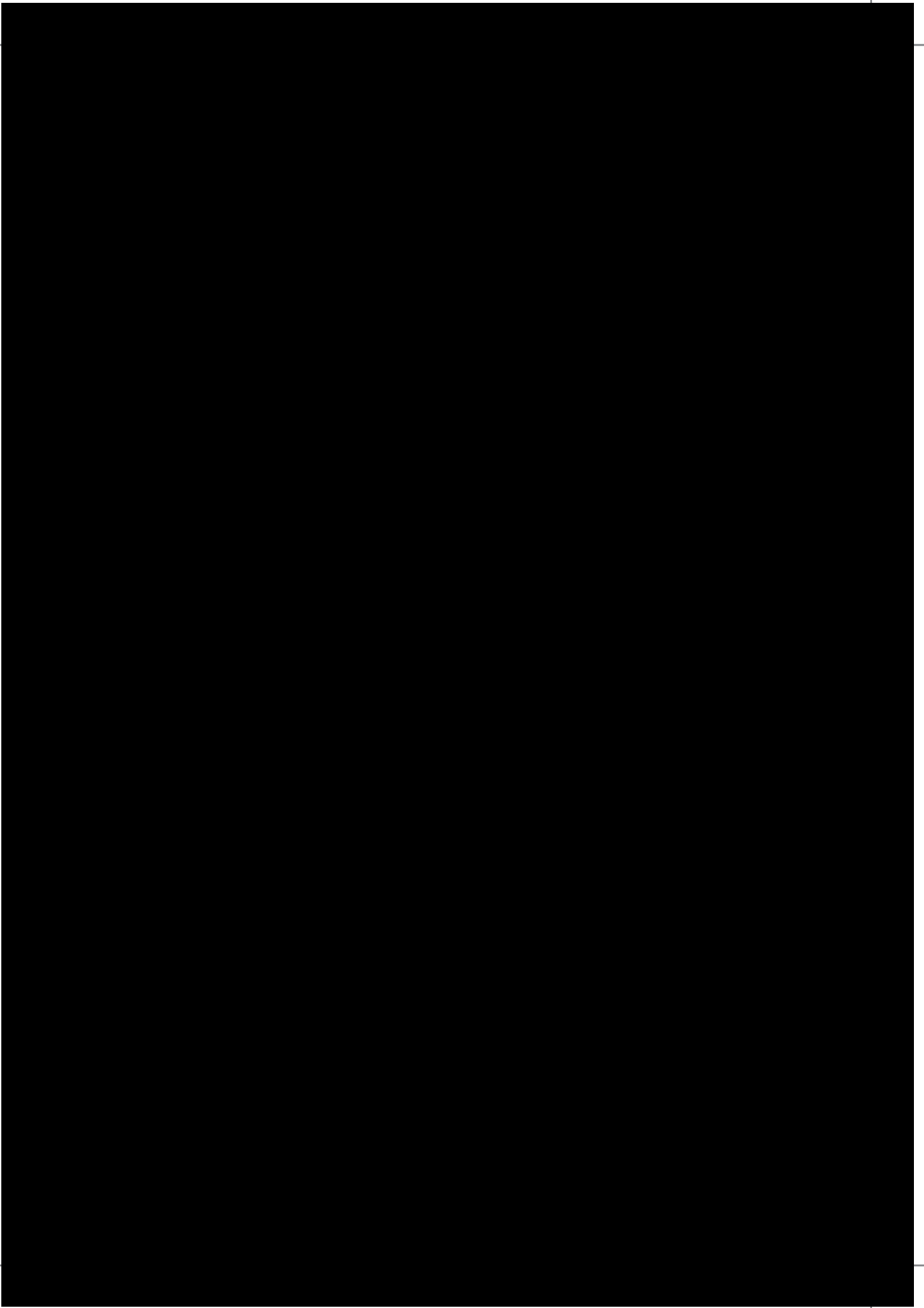
Working Committee

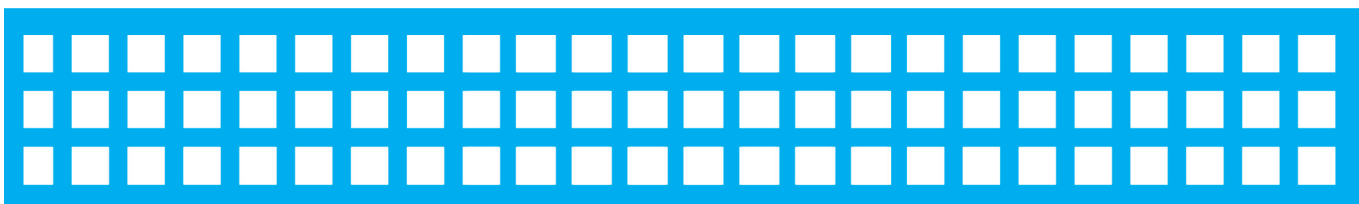
IMO	▶	International Maritime Organisation
ILO	▶	International Labour Organisation
ICAO	▶	International Civil Aviation Organisation
ITU	▶	International Telecommunications Union
UPU	▶	Universal Postal Union
WTO	▶	World Trade Organisation
APEC	▶	Asia-Pacific Economic Cooperation
ASEAN	▶	Association of Southeast Asian Nations
BIMP-EAGA	▶	The Brunei Darussalam, Indonesia, Malaysia, the Philippine – East ASEAN Growth Area
ISO	▶	International Organisation for Standardisation
HRD	▶	Human Resources Development
BICTA	▶	Brunei Info-Communication Technology Awards
FDI	▶	Foreign Direct Investment
EG-Bandwidth	▶	E-Government Bandwidth
R&D	▶	Research and Development
NGN	▶	Next Generation Network
FTZ	▶	Free Trade Zones
VIC	▶	Vehicles Inspection Center
SPD	▶	Sistem Pengangkutan Darat
MMS	▶	Marine Management System
RDC	▶	Regional Distribution Center
RDL	▶	Regional Logistics Center
EGTAB	▶	e-Government Technical Authority Body
GDP	▶	Gross Domestic Products
WiFi	▶	Wireless Fidelity
3G	▶	Third Generations of Mobile Phone
CoC	▶	Certificate of Competency
AiTi	▶	Authority for Info-Communications Technology Industry
RFID	▶	Radio Frequency Identification

Strategic Plan Framework



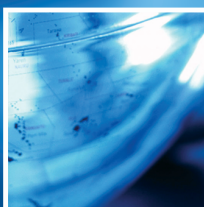
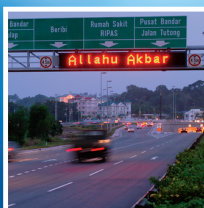






STRATEGIC PLAN

2008-2017



TOWARDS A SOPHISTICATED SOCIETY