



مکتوب فٹقنکوتن دان اینفوکومونیکاسی  
**MTIC** MINISTRY OF  
TRANSPORT AND  
INFOCOMMUNICATIONS

# MTIC 2025

Strategic Plan for Ministry of Transport and Infocommunications

Brunei Darussalam







بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

**Strategic Plan**  
**MTIC 2025**

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Brunei Darussalam

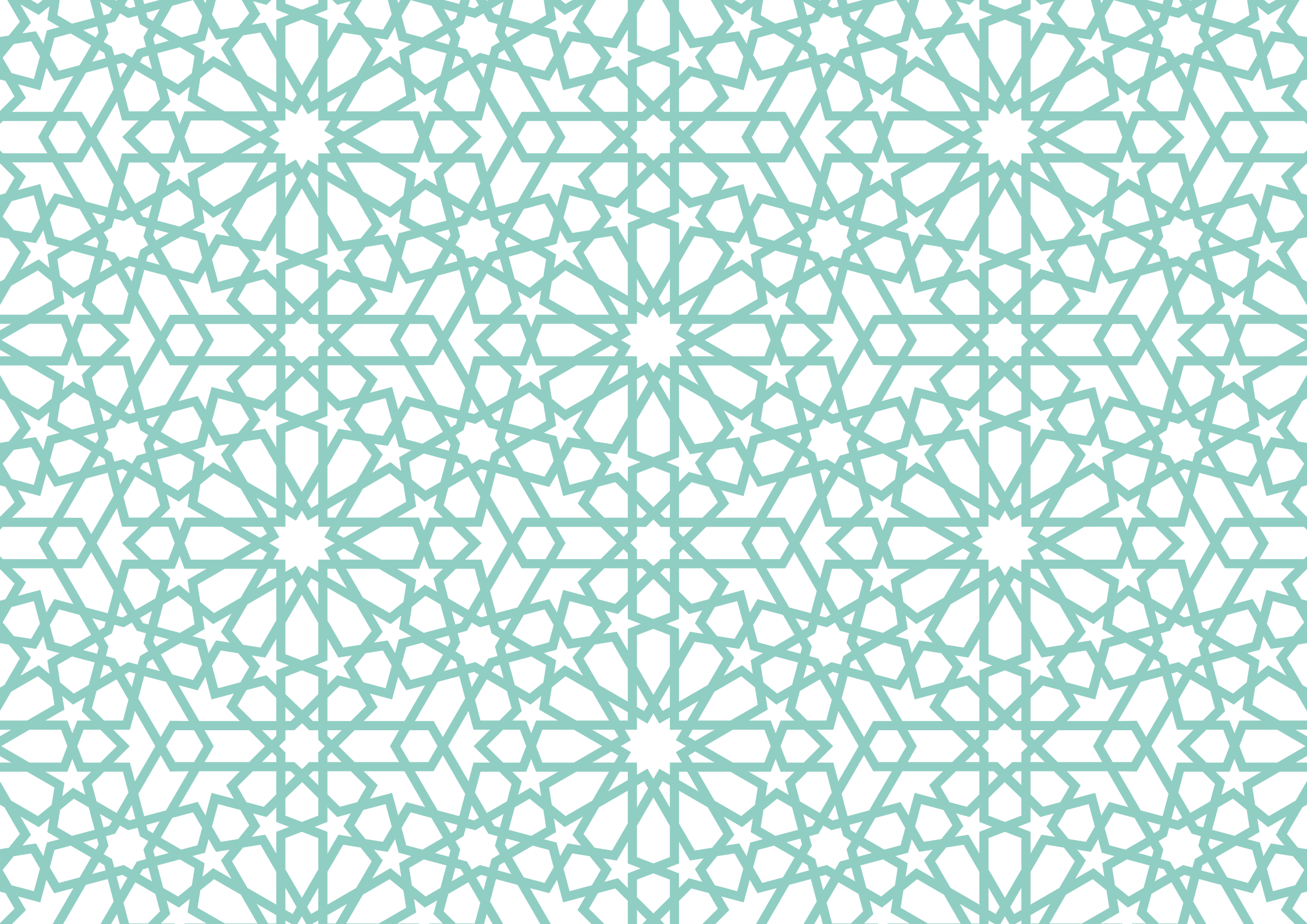
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## Hadith

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*From Aisyah RA, the Prophet Muhammad (PBUH) stated:*

“

Sesungguhnya Allah  
'Azza Wa Jal kasih  
apabila seseorang  
daripada kamu  
melakukan sesuatu  
amalan hendaklah buat  
secara tekun.

*- Narrated by Imam At-Tabrani and  
Imam Al-Baihaqi*

”

# Titah Excerpts

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By His Majesty Sultan Haji Hassanah  
Bolkiah Mu'izzaddin Waddaulah ibni  
Al-Marhum Sultan Haji Omar 'Ali  
Saifuddien Sa'adul Khairi Waddien,  
Sultan and Yang Di-Pertuan of  
Brunei Darussalam



“...Negara Brunei Darussalam juga tidak ketinggalan mengikuti perkembangan Era-Digital yang sering dikaitkan dengan *Fourth Industrial Revolution*, di mana teknologi seperti *Edge*, *Cloud*, *Artificial Intelligence* dan *Extended Reality* akan turut memacu transformasi industri Digital...”

His Majesty's Titah  
in conjunction with the  
New Year of 2020  
1441H / 2020

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“...Mengenai pasaran kerja yang pesat berubah ini, perlu disedari, bahawa kita kini sedang berada dalam era revolusi industri ke empat (*fourth industrial revolution*), di mana teknologi digital akan mengubah cara hidup kita dan juga cara bekerja. Respon terhadap revolusi ini tentu saja melibatkan semua pihak yang berkepentingan, sama ada oleh sektor awam, swasta dan malah seluruh masyarakat, termasuk para akademik dan graduan untuk berganding bahu menggerakkan pembangunan negara melalui *knowledge-based*...”

His Majesty's Titah  
in conjunction with the  
30th Convocation of Universiti Brunei Darussalam  
18 Zulhijjah 1439H / 29 August 2018



# Foreword from the Minister



**“In its vision towards a Connected Smart Nation, the Ministry of Transport and Infocommunications (MTIC) plays a lead role spearheading Brunei Darussalam in developing its national digital and transport agenda.”**

The Honourable Dato Seri Setia Awang Abdul Mutalib  
bin Pehin Orang Kaya Seri Setia Dato Paduka Haji Mohammad Yusof,  
Minister of Transport and Infocommunications

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ  
السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ

MTIC 2025 represents our intentions to communicate our vision for the transport and infocommunications sectors for the next five (5) years from 2020 to 2025. In its vision towards a Connected Smart Nation, the Ministry of Transport and Infocommunications (MTIC) plays a lead role spearheading Brunei Darussalam in developing its national digital and transport agenda. The national digital and transport agenda, amongst others, aims to reap benefits from rapid technological developments to enhance the standard of living of citizens as well as facilitating businesses for national development.

The renaming and rebranding of the Ministry on 15th December 2018 represents the Ministry's expanded portfolio to include issues of increasing significance and global importance, such as cybersecurity, digital economy and smart transport. This is further highlighted through the Titah of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam, which

on several occasions, have emphasised the emergence of the 4th Industrial revolution and its significant impact on national growth and global relevance.

In driving Brunei Darussalam towards the status of a Smart Nation, MTIC is pursuing five (5) policy priorities, namely:-

- Developing infrastructure and its readiness through ensuring transport and ICT infrastructure are able to facilitate businesses, reduce cost of doing business and increase productivity;
- Strengthening Cybersecurity as a prerequisite to the growth of a Smart Nation by ensuring a safe and secure ecosystem for all users, governed efficiently and effectively through the formation of a national cybersecurity agency;
- Continued Agility as the principal aspect in keeping pace with the development of technologies, adaptability to digital

technology is also vital in enhancing efficiency and productivity, accompanied by a review of relevant legislations in both the transport and infocommunications sectors;

- Improving Affordability, Accessibility and Reliability as the main aspects in policy-making for the benefit of the citizens and all users. Taking advantage of the high level of readiness of users to embrace new technologies and services, the adaptability to the advancement of technologies can provide more affordable, accessible and reliable services to all citizens;

- Furthering Engagement, where the journey towards a Smart Nation involves continuous collaboration, coordination and commitment of all stakeholders concerned.

Hence MTIC 2025, Inshaa Allah will be the Ministry's 5-year action plan in further progressing the nation's infocommunications and transport sectors by the year 2025.



# Messages

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



**Mohammad Nazri bin Mohammad Yusof,**  
Permanent Secretary

MTIC 2025 represents the renewed journey of the Ministry of Transport and Infocommunications. It maps out our new vision, mission and strategies in our journey towards bringing Brunei Darussalam to the status of a Smart Nation.

A Smart Nation where technology spurs innovation and enhances quality of life requires future-ready human resource. Strategies and the action plan in MTIC 2025 aspire to ensure human resource development towards preparing human resources that will effectively embrace the challenges of global digitalisation trends and IR4.0.

The rapid development of technology and innovation has brought great changes to every aspect of life today. Development of the digital industry which includes, among others, the Internet of Things (IoT), Artificial Intelligence and smart robots has therefore changed employment, industry structure, social interaction, governance system and data security landscapes in Brunei Darussalam as well as globally.

Through MTIC 2025, this ministry will continue to work together with all stakeholders involved to ensure strategic deliverables, facilitated by such technology and innovation, are achieved by 2025 and beyond.



**Haji Hairul Mohd Daud bin Haji Abdul Karim,**  
Deputy Permanent Secretary  
(Infocommunications, Cybersecurity, Strategy and Corporate)



**Pengiran Haji Mohd Zain bin Pengiran Haji Abd Razak,**  
Acting Deputy Permanent Secretary  
(Transport, Research and Development)

To ensure effective implementation of the strategic initiatives set out in the five-year journey through MTIC 2025, there is a need for a clear institutional mechanism to exist, promising working efficiency among the involved stakeholders as well as avoiding unnecessary duplication of functions.

More importantly, all efforts towards implementation of the Strategic Plan needs to be effective so that more can be done with less, ensuring that time and resources are optimally utilized to produce positive strategic results for MTIC 2025 and beyond.

# VISION

## Connected Smart Nation

Utilising technology and connectivity to spur innovation and improve the lives and needs of citizens and businesses for continued national development through Digital Economy, Digital Government and Digital Society initiatives.

- “Vibrant and diversified economy”
- “Improved competitiveness and economic growth by developing infrastructure, innovation, data capability, human capital and other resources”
- “Improved quality of life, public services, schools, safety, mobility of people and to achieve environment sustainability”



# Connected Smart Nation





# MISSION

**Enhancing  
connectivity  
for greater  
socio-economic  
opportunities,  
innovation and  
high quality of life**



# Core Values

# MTI<sup>3</sup>C

## TEAMWORK

We work as a cohesive team within and beyond to create impact.

## INNOVATION

We anticipate change and hence foster creativity that challenges constraints and drives progress.

## COLLABORATION

We foster collaborative efforts to achieve excellence by conducting our work with leadership, professional competence and expertise.

## MAKE A REAL DIFFERENCE

We make a real difference through our commitment to our core values and pursue all interactions with passion and professionalism for greater impact.

## INTEGRITY

We uphold the highest ethical standards based on trust, openness, transparency, and accountability for our actions and inactions.

## INSTILLING RESPECT

We respect the values, ideas and beliefs of others whilst not imposing our own.





# Strategic Objectives

***BRUNEI INTERNATIONAL AIRPORT***



# Strategic Objectives



# Strategic Objective 1: Digital Transformation

To enhance efficiency,  
effectiveness and  
transparency in process  
implementation.



**97%** System availability for e-government shared services by 2025

**TOP 40** United Nations (UN) E-Government Survey by 2025

**50%** Digitisation of MTIC documentation by 2025

**30%** MTIC Services automated by 2025



# SO 1

## *Initiatives and Action Plan*



Meteorological Products Development Programme

Identification of services to be digitised and automated under the Ministry and its implementation for reliable end-to-end services and robust operations

Delivering e-Government Programme using digital tools, technology and processes

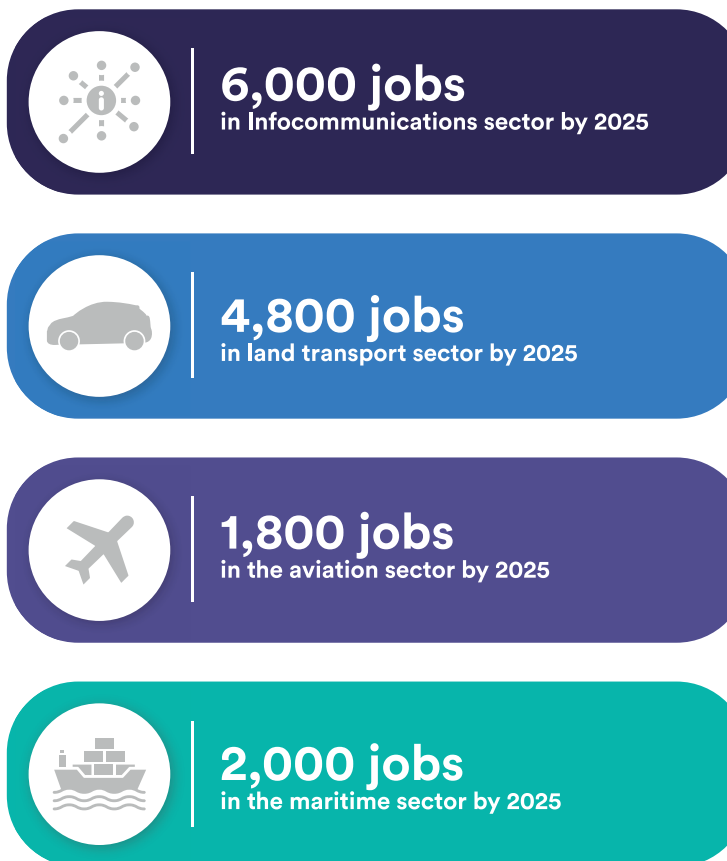
Accelerate development of digital skills and competency

Promote smart use of technology

# Strategic Objective 2: Ensuring Sustainability of Transport and Infocommunications Sectors

This policy includes ensuring services are accesible and affordable. Regulation to be improved to ensure healthy competition and facilitate sectoral development and growth.

## Total jobs by 2025



Based on 5%  
Annual Growth

**BY 2025**

**INCREASE  
IN TAXIS**

**100%**

**INCREASE  
IN HYBRID  
VEHICLES**

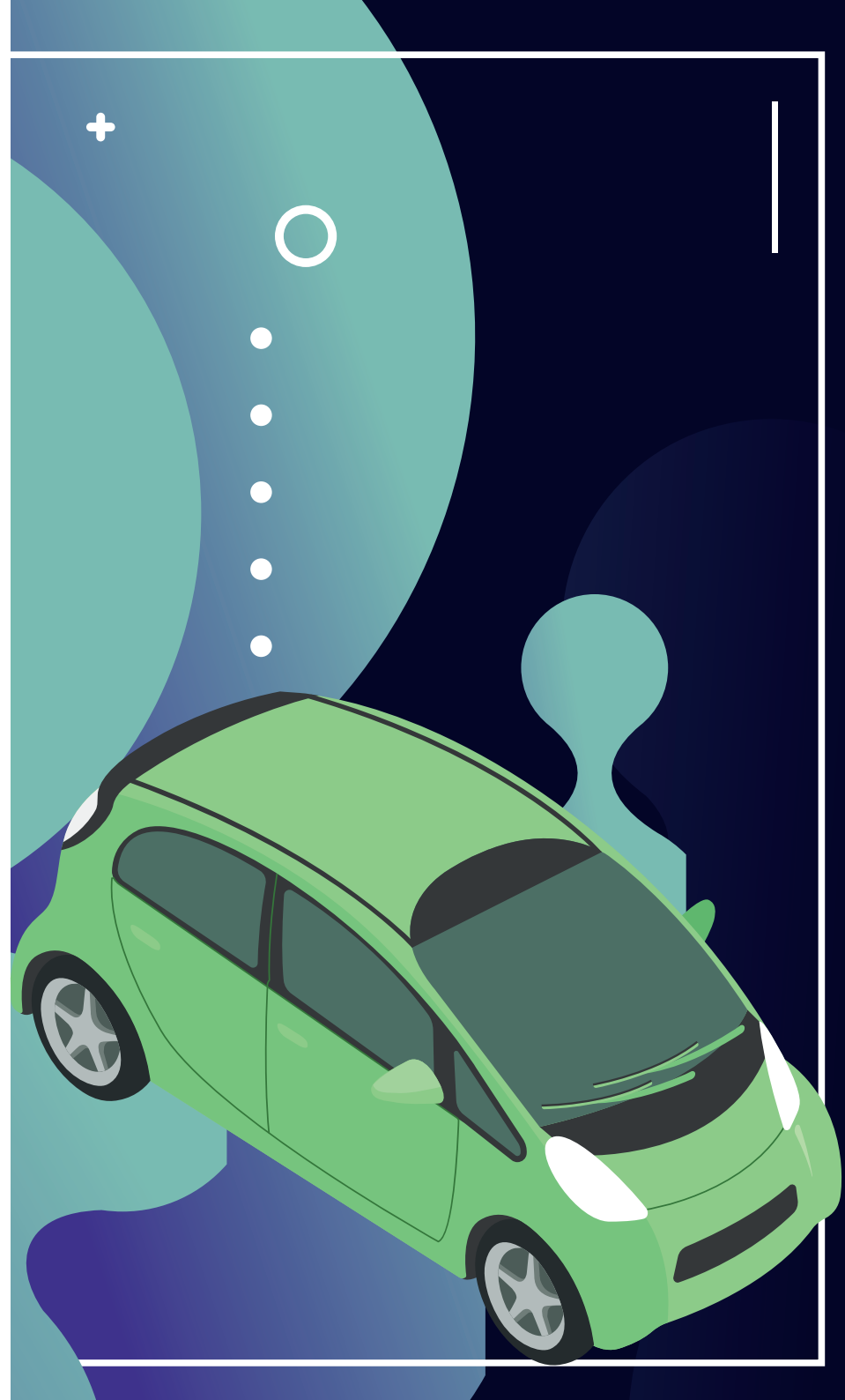
**50%**

**INCREASE  
IN ELECTRIC  
VEHICLES**

**50%**

**INCREASE  
IN BUS  
RIDERSHIP**

**10%**





**2IPD (Integrated Index for  
Postal Development)  
among ASEAN countries  
by 2025**

**In International  
Telecommunications Union  
(ITU) ICT Development Index  
by 2025**

**In ASEAN  
Ranking in ICT  
Development Index by  
2025**



# 80%

Urban businesses and residential population covered by 500Mbps fixed broadband by 2025



# 90%

Customer Satisfaction (Postal Sector) by 2025



# 3

New maritime and ports related businesses established by 2025



## Airlines Operating at Brunei International Airport by 2025

Baseline (2020): 6 Airlines

## City Pairs/Connectivity by 2025 (Cities of departure and destination)

Baseline (2020): 29 City Pairs

## Increase in Passenger Traffic by 2025

Baseline (2020): 2.15 million passengers

# SO 2

## Initiatives and Action Plan



Enhancing competitiveness of the airport through liberalisation of airport services such as Ground Handling, etc.

Increase public confidence in aviation sector through safety and security

Improve competency and mastery through continuous development of Air Traffic Controllers (ATCs), regulatory inspectors and training for trainers programmes

Implementation of Global Air Navigation Plan



# SO 2

## *Initiatives and Action Plan*



Develop a robust and extensive Smart Nation platform for government agencies, businesses and citizens

Develop and implement Universal Service Provision (USP) requirements

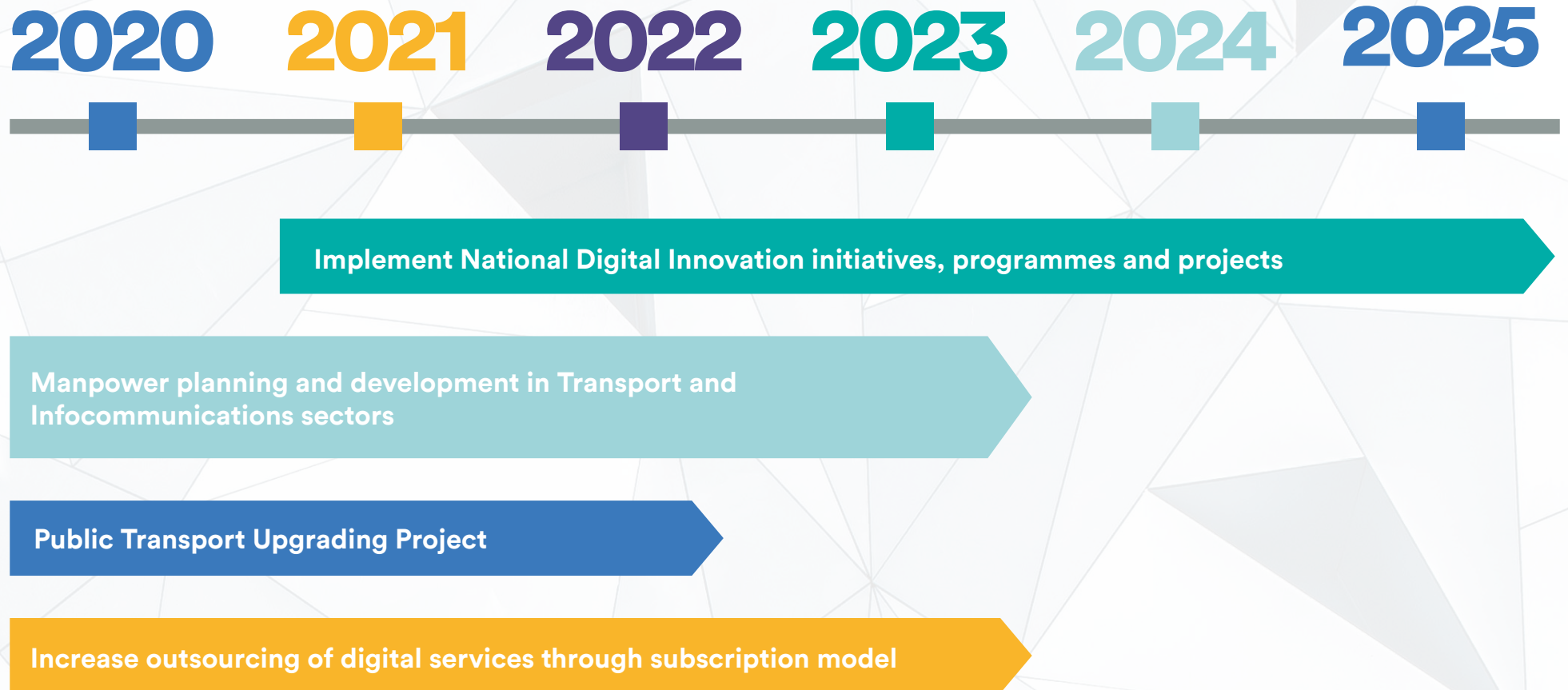
Develop testbed for new technology

Develop National Digital Innovation Framework



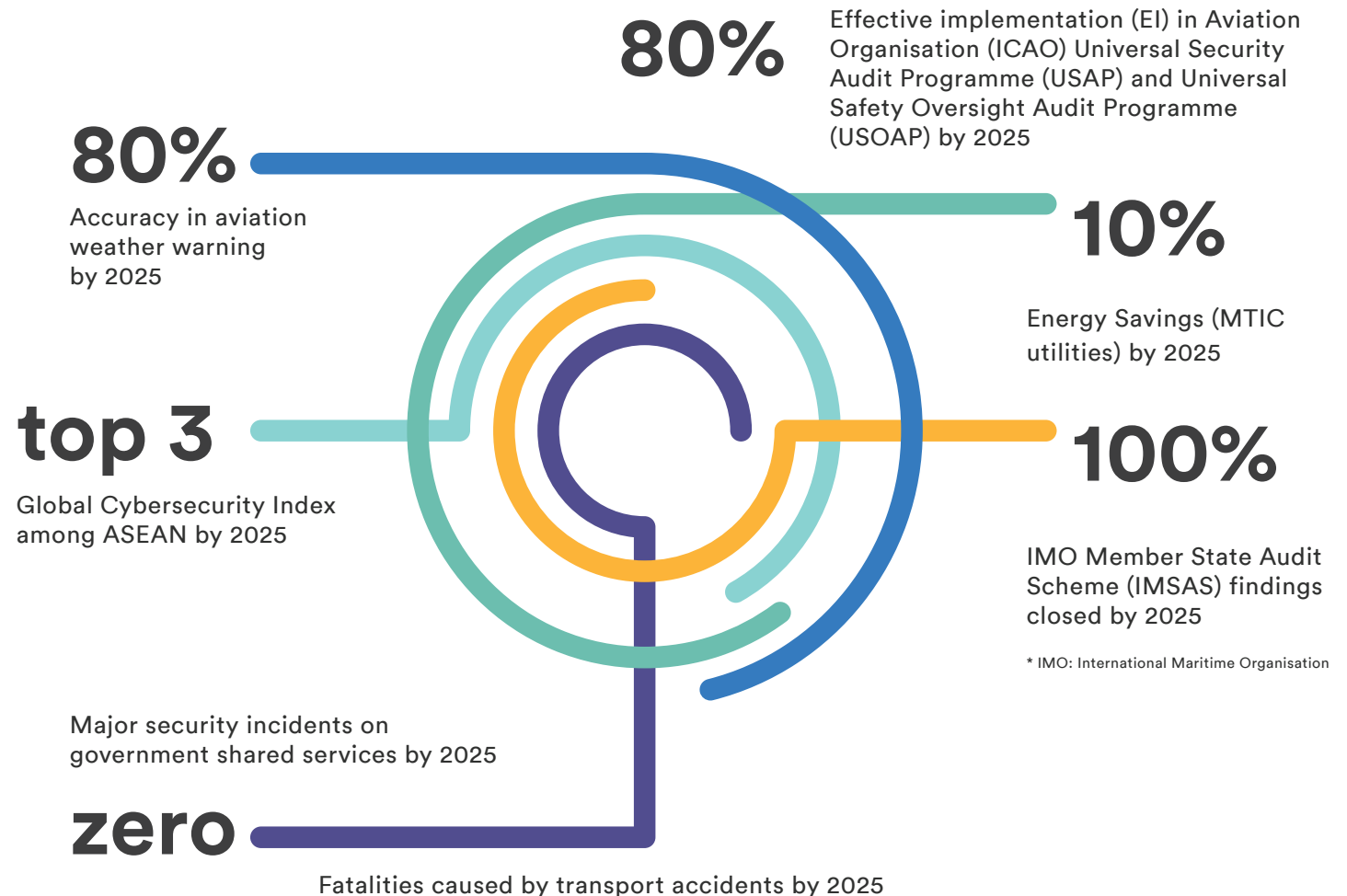
# SO 2

## Initiatives and Action Plan



# Strategic Objective 3: Safety Standards in the Transport and Infocommunications Sectors

This encompasses compliance to international safety and security standards in the transport and infocommunications sectors.



2020 2021 2022 2023 2024 2025

Technical Assistance from International Telecommunication Union (ITU) and any other international agencies

Effective implementation of Universal Security Audit Programme (USAP) and Universal Safety Oversight Audit Programme (USOAP)

Compliance to International Civil Aviation Organisation (ICAO) Standards and Recommended Practices (SARPs) and other international standards

Certification of ISO9001 for Meteorological Services

Nowcasting Expertise Development Programme

Weather Observational Systems Projects

Integrated approach towards Road Traffic Injury (RTI) accident reduction on Brunei roads

Introduce effective technologies to improve transport safety and cleaner environment

Providing 24hr aviation weather warning

Uptake of Numerical Weather Prediction (NWP) and Climate Prediction Models

SO 3

*Initiatives and Action Plan*

# Strategic Objective 4: Policy and Regulatory Framework Conducive to Investment and Businesses

Endeavours to increase the GDP contributions from the Transport and infocommunications sectors. In this regard, MTIC will foster and maintain an environment conducive to investment and operating businesses.

34

orders/regulations  
revised by 2025

# SO 4

## *Initiatives and Action Plan*




Formulate Big Data legislation/ regulations framework for transport and infocommunications sectors

Develop Investment and Business Data Analytics Expertise relevant to transport and infocommunications sectors

Annual Statistical Publications (Transport and Infocommunications) to assist in trends, analysis and policy formulation

# Strategic Objective 5: Organisational Transformation



To shift the roles 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 establishing regulatory framework and business facilitation.

Priorities will include Postal Services Department, Department of Civil Aviation and Land Transport Department.



**3** Departments structurally transformed by 2025



2020 2021 2022 2023 2024 2025

Postal sector restructuring

Airport regulatory in operation

Airport management in operation

AITI as regulator to postal  
services industry

Land Transport Authority formed

Enhancement of land transport services

**SO 5**

*Initiatives and Action Plan*

# Strategic Objective 6: Enhancing International Cooperation

To ensure our transport and infocommunications sectors are in line with regional and international standards, developments and best practices.

7

Modernised Air Services Agreements (ASAs) signed by 2025

3

International projects funded and implemented for MTIC by 2025

3

Transport and infocommunications cooperation (agreements and projects) by 2025

4

New Air Services Agreements (ASAs) signed by 2025



# SO 6

## *Initiatives and Action Plan*



Modernisation and conclusion of Air Services Agreements (ASAs)

Implementation and utilisation of Bilateral, Regional and International Agreements

# Future Outlook

2020



- AITI as postal regulator
- Postal sector restructuring
- Electric Vehicle Pilot Project
- 5G Pilot Project
- Development of Cloud Policy
- Establishment of CyberSecurity Brunei
- Launch of Digital Economy Masterplan 2025
- Establishment of a smart nation office
- Liberalisation of Ground Handling services
- Intelligent Transport System (ITS) Pilot Project

2021



- Separation of Civil Aviation Regulatory function
- Airport Management Operation
- Liberalisation of passenger and baggage handling services
- New Land Transport Information System
- National Centralised Database
- Websites hosting through public cloud
- Review of Airport Masterplan

2022



- Public Transport System Upgrade
- Applications Hosting through Cloud Subscriptions
- Introduction of Digital ID
- MTIC 2025 mid-term review

# 2023



- 24 hour weather information
- Liberalisation of Aircraft Catering Services

# 2024



- All systems connected to Digital ID

# 2025



- Land Transport Sector restructuring
- New passenger airport terminal expansion (design stage)
- Export-oriented digital products and services
- Top 3 among ASEAN Economies in Global Innovation Index (GII) ranking
- 80% urban business residential population covered by 500 Mbps Fixed Broadband
- 75% household internet subscription
- 80% MSMEs enabled by technology
- Improve Global Cybersecurity Index Rank
- Improve Integrated Index for Postal Development Index (2IPD) rank
- 4% GDP contribution by Infocommunications sector
- 2.5% GDP contribution by Transport sector
- Preparation for MTIC 2030











BRUNEI DARUSSALAM

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