



BRUNEI DARUSSALAM

مکتوب قشاکوتن دان اینفوکومونیکاسی

MTIC

MINISTRY OF
TRANSPORT AND
INFOCOMMUNICATIONS

MTIC 2025 **REFRESH** STRATEGIC PLAN

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Brunei Darussalam

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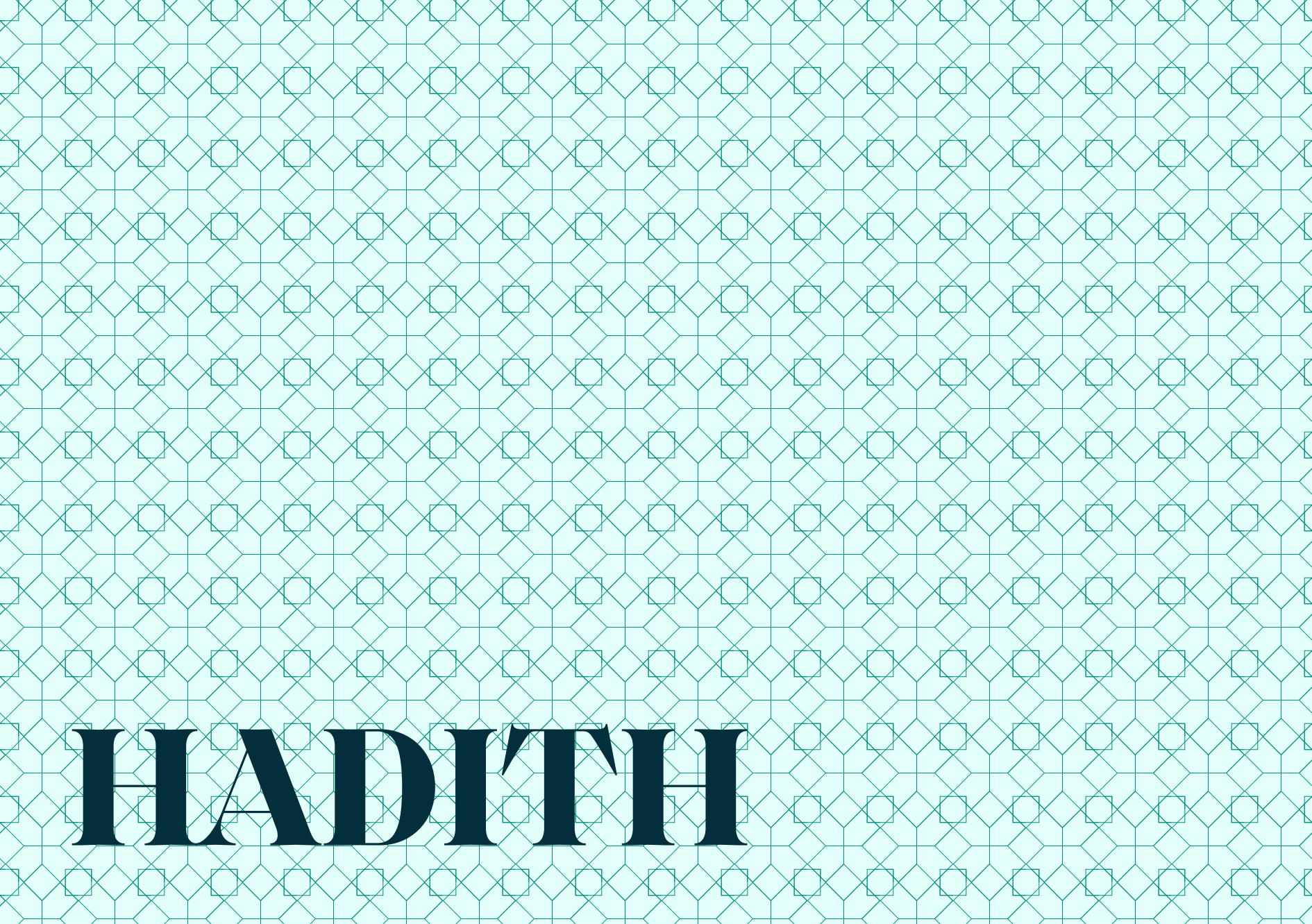
بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

MTIC
2025 **REFRESH**
STRATEGIC PLAN

Ministry of Transport and Infocommunications
Brunei Darussalam

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HADITH

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

By His Majesty Sultan Haji Hassanal
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

“...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

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ
السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ



The Honourable
Pengiran Dato Seri Setia Shamhary bin
Pengiran Dato Paduka Haji Mustapha
Minister of Transport
and Infocommunications

Alhamdulillah, with gratitude to Allah Subhanahu Wata'ala, it gives me great pleasure to present the refreshed MTIC 2025 Strategic Plan. The refreshed Strategic Plan helps to sharpen the focus of the Ministry of Transport and Infocommunications (MTIC) to deliver the results it wishes to achieve by 2025. With the vision "Connected Smart Nation" - the Ministry's direction and priorities remains aligned with the aspiration of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam for the country to become a Smart Nation by leveraging on the application and adaptation of technology and innovation. This in turn should lead to the provision of a safe and high quality of life as well as the creation of sustainable socio-economic opportunities for Brunei Darussalam.

MTIC 2025 Refresh was timely pursued as part of the strategic plan's mid-term review. This also presented a valuable opportunity for the Ministry's leadership and management to take stock of the progress made in achieving the Ministry's 6 Strategic Objectives. The review also included a thorough assessment of the existing sectoral master plans, actions plans and its 34 Key Performance Indicators (KPIs). Having undergone the review, I believe we have formulated a pragmatic refreshed Strategic Plan with better defined KPIs to help define what success looks like.

Notable progress has been made on different fronts during the past three-year period, amidst the challenges posed by the prolonged COVID-19 pandemic and other evolving circumstances. In the face of the changing landscape at the local, regional and global levels, reprioritisation of the strategic objectives was therefore necessary in order to take into account of emerging issues and to grasp new opportunities. Hence, to ensure that efforts are aligned with the desired outcomes and to provide clarity on what needs to be achieved, 10 main KPIs were identified along with 3 fundamental value drivers focusing on - (i) to ensure public safety and security; (ii) to safeguard well-being and the provision of efficient and clean services; and finally (iii) to support a sustainable economy.

MTIC will continue to play a leading role in spearheading Brunei Darussalam's national digital and transportation agenda with the ultimate aim of supporting the achievement of Wawasan Brunei 2035. This document will serve as an important reference for the Ministry, and will continue to be revisited in the lead-up to the next cycle of strategic plan review and development in order to remain relevant and aligned to the needs of our nation.

To this end, my gratitude goes to all those who have participated and contributed in the review exercise. With the blessing of Allah Subhanahu Wata'ala and the concerted efforts from all relevant stakeholders, I have every confidence that the Ministry will reach new heights through our shared vision and goals.

Wassalaamu 'Alaikum Warahmatullaahi Wabarakatuh.

MESSAGES



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.



Haji Hairul Mohd Daud bin Haji Abdul Karim
Deputy Permanent Secretary
(Infocommunications)

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 Mohd Salihin bin Haji Aspar
Deputy Permanent Secretary
(Transport)

Besides the dynamic strategic planning, sustainability of the transport sector is one of the crucial components in determining the success of the plan. Therefore, it is important to have a plan that is adaptive and forward-looking in order to becoming responsive to – unforeseen opportunities, respond swiftly to challenges, adopt new technology and carry out new ideas for continuous improvement.

Delivering the outcome of a well plan, through a balanced strategy, for achieving sustainable public transportation towards improving connectivity, seamless mobility while supporting economic growth.

VISION

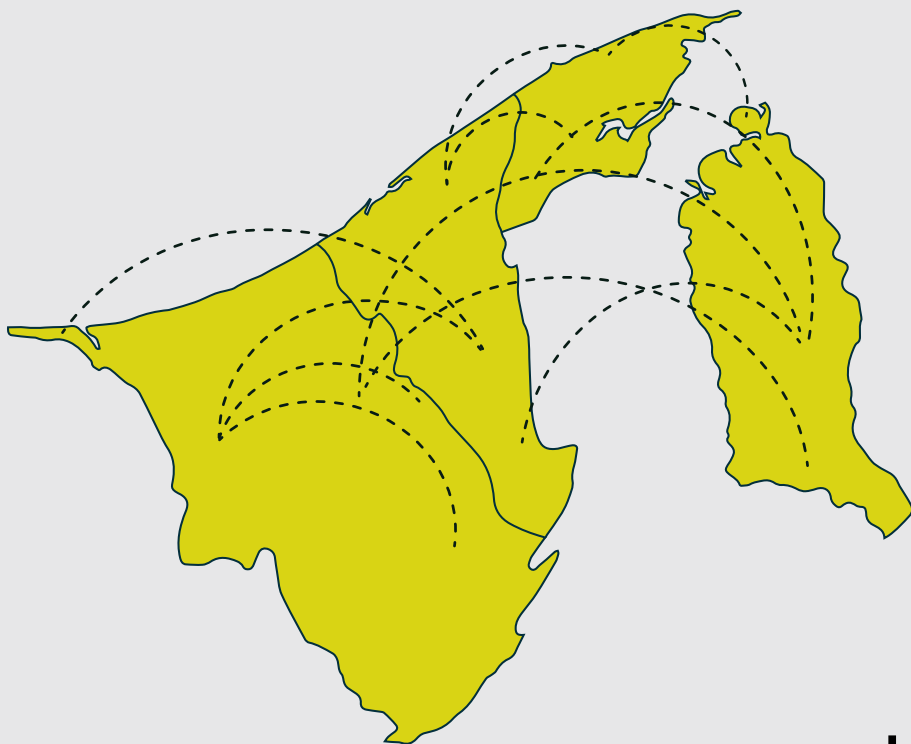
CONNECTED SMART NATION

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"

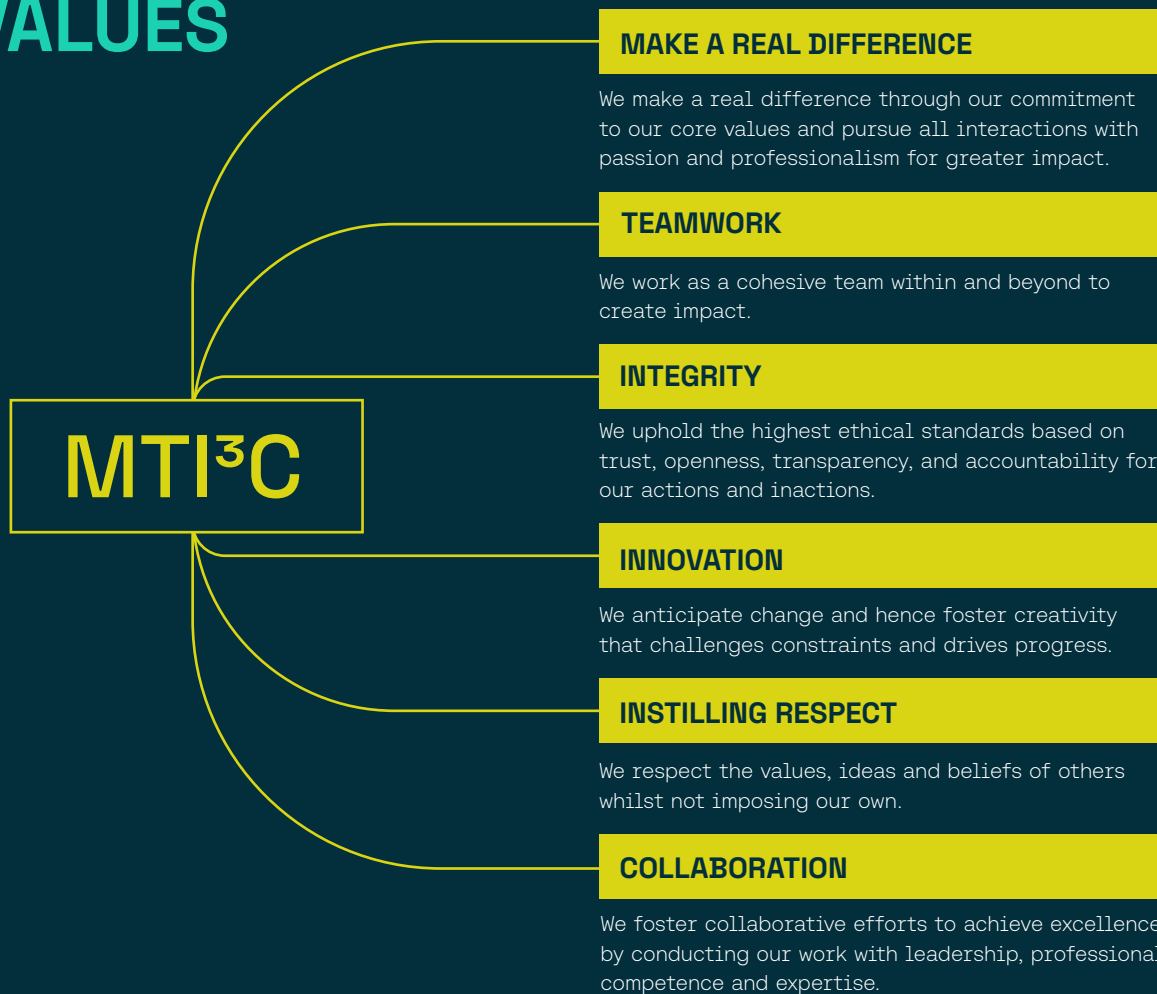


MISSION



**ENHANCING
CONNECTIVITY
FOR GREATER
SOCIO-ECONOMIC
OPPORTUNITIES,
INNOVATION AND
HIGH QUALITY OF LIFE**

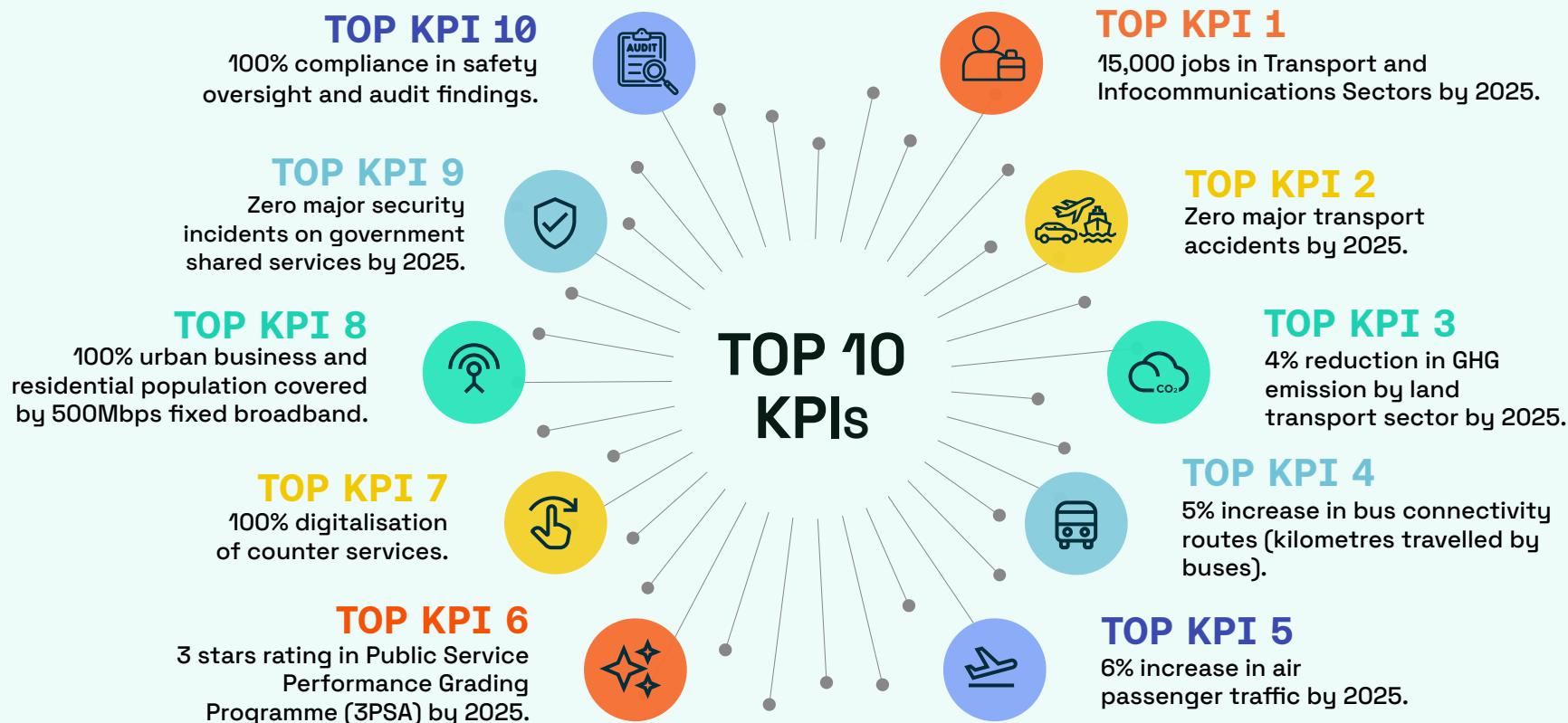
CORE VALUES



THE MILESTONES:



TOP 10 KPIs



| 2022 | 2023 | 2024 | 2025 |
|---|--|------|------|
| Top KPI 1: 15,000 jobs in Transport and Infocommunications Sectors by 2025. | | | |
| Manpower Industry Steering Committee-Working Group (MISC-WG) on Transportation & Logistics | | | |
| Pilot Bus Passenger Information System | | | |
| Developing Competency Framework for Heavy Vehicle Drivers (HDV) and Articulated Vehicle Drivers | | | |
| | | | |
| Digital Upskilling for Youth & ICT Workforce | | | |
| → 2026 | | | |
| ICT manpower development initiatives | | | |
| → 2026 | | | |
| | Maritime Training & Development | | |
| | Recognition of Standards of Training, Certification, and Watchkeeping for Seafarers (STCW) | | |

MAIN INITIATIVES

| 2022 | 2023 | 2024 | 2025 | |
|---|---|---------------------------------|------|--|
| | Maintaining quality STCW standard | | | |
| | | | | |
| | Aviation Job Fair | | | |
| | | Coding.BN | | |
| | | TechInspire Programme | | |
| | | Overseas Digital Apprenticeship | | |
| | | | | |
| Top KPI 2: Zero major transport accidents by 2025. | | | | |
| Table Top Exercise (TTX) on Oil Spill | | | | |
| | Mid-Term Review of Brunei Darussalam Strategic Plan on Road Safety 2025 | | | |
| | | | | |
| | Table Top Exercise (TTX) on Maritime Accident | | | |

| 2022 | 2023 | 2024 | 2025 |
|--|--|------|---|
| <div>Top KPI 3:</div> <div>4% reduction in GHG emission by land transport sector by 2025.</div> | | | |
| 2021 → | Increase total sales of Electric Vehicles to 60% by 2035 | | → 2035 |
| | Increase total sales of hybrid & other energy efficient vehicles | | |
| | Public Bus Transport Upgrading Project | | → 2028 |
| | Improvement in taxi and e-hailing services | | |
| <div>Top KPI 4:</div> <div>5% increase in bus connectivity routes (kilometres travelled by buses).</div> | | | |
| Pilot Bus Passenger Information System (SMART-JAMP) | | | |
| | Upgrading Public Bus Transportation | | |
| | | | Smart Transportation System (STS) → Beyond |

MAIN INITIATIVES

| 2022 | 2023 | 2024 | 2025 |
|--|---|--------------------------------|------|
| Top KPI 5: | | | |
| 6% increase in air passenger traffic by 2025. | | | |
| | Close coordination with Tourism Development Department: <ul style="list-style-type: none">- Routes World- Routes Asia- Tourism Roadmap | | |
| | Collaboration with Airline Operators: <ul style="list-style-type: none">- Ramping up capacity & flight services- Increase frequency of flights | | |
| | Reviewing Airport Policies & Incentives | | |
| | | Improving Airport Facilitation | |
| Top KPI 6: | | | |
| 3 stars rating in Public Service Performance Grading Programme (3PSA) by 2025. | | | |
| | Checklists & Guidelines for Public Service Performance Grading Programme (PSA) | | |
| | 3PSA Briefing/Training/Talk | | |

| 2022 | 2023 | 2024 | 2025 |
|--|--|----------------------------------|------|
| | 3PSA Progress Stocktaking | | |
| | | | |
| | 3PSA Self-Assessment | | |
| | | | |
| Top KPI 7: 100% digitalisation of counter services. | | | |
| | | | |
| Digitalisation of 45 External Processes | | | |
| | | | |
| | Enhancement of Vehicle Registration Number Tendering System (VRNTS) - 'Nomborku' | | |
| | | Online Climate Data Purchase | |
| | | | |
| | | Meteorological e-Tender Document | |

MAIN INITIATIVES

| 2022 | 2023 | 2024 | 2025 |
|---|------|------|------|
| Top KPI 8: 100% urban business and residential population overed by 500Mbps fixed broadband. | | | |
| Close collaboration with Housing Development Department (HDD) and Unified National Networks (UNN) on national housing development project | | | |
| Top KPI 9: Zero major security incidents on government shared services by 2025. | | | |
| Endpoint Security and Protection for Government Infrastructure 2020 → | | | |
| Directory Hardware Refresh 2020 → | | | |
| Exchange Rebuild Email Gateway 2020 → | | | |
| Cybersecurity Awareness Training 2020 → | | | |

| 2022 | 2023 | 2024 | 2025 |
|---|---|------|------|
| 2020 → | Revision of Government Protective Security Manual | | |
| 2020 → | Alignment of Cyber Threat Severity Level | | |
| 2020 → | CSB Cyber Watch Centre | | |
| 2020 → | Cyber Drills | | |
| 2021 → Central Account Password Privilege | | | |
| 2021 → Management Platform | | | |
| 2021 → Conducting Information Security Management System Audit | | | |
| 2021 → Pilot Multi Factor Authentication | | | |

MAIN INITIATIVES

| 2022 | 2023 | 2024 | 2025 |
|---|--|------|------|
| Top KPI 10: 100% compliance in safety oversight and audit findings. | | | |
| | Compliance to ICAO Universal Safety Oversight Aviation Programme (USOAP) audit | | |
| | Alignment of Procedures with Brunei Aviation Requirements | | |
| | | | |
| Addressing IMSAS Findings: | | | |
| Availability and Maintenance of Aids to Navigation (AtoN) 2018 → | | | |
| | | | |
| National Search and Rescue Manual (Review & Update) 2018 → | | | |
| | | | |
| Merchant Shipping Safety Convention 2018 → | | | |
| | | | |
| Recognized Organisations (RO) Monitoring & Oversight Programme 2018 → | | | |
| | | | |
| Meteorological Services and Warnings 2018 → | | | |

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STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVES (SO)



Science, technology & innovation and digital transformation.



Ensuring sustainability of transport & infocommunications sectors.



Safety and security standards in transport and infocommunications sectors.



Policy, legal and regulatory framework conducive to safety, security, investment and businesses.



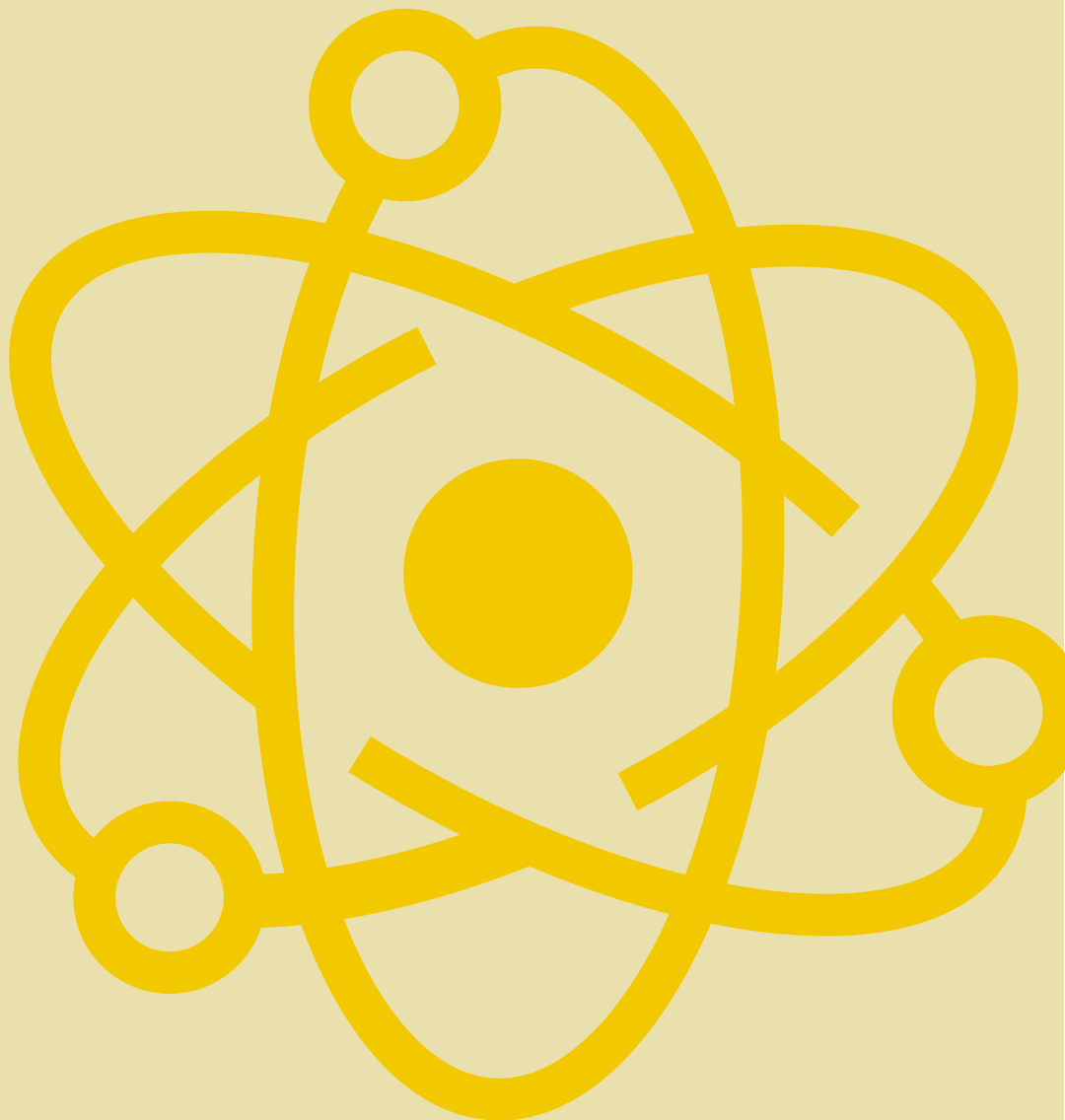
Organisational transformation.



Enhancing international collaboration.

S01

SCIENCE, TECHNOLOGY &
INNOVATION AND DIGITAL
TRANSFORMATION



SO1: Science, Technology & Innovation and Digital Transformation

98%

System availability for e-Government Shared Services by 2025.

Top 40

United Nations (UN) E-Government Strategy Survey by 2025.

100%

Digitalisation of MTIC processes by 2025:

- Internal process: Automation of Services.
- External Process: Digitalisation of Counter Services.

Research intensity

0.01% of GDP Spending on Research & Development.

3.2%

ICT sector contribution to Gross Domestic Product (GDP).

68.7%

Consumer Trust in Digital Ecosystem.

56%

Individuals with at least basic digital skills.

S02:

ENSURING SUSTAINABILITY
OF TRANSPORT &
INFOCOMMUNICATIONS
SECTORS



S02: Ensuring Sustainability of Transport & Infocommunications Sectors

Jobs in Transport and Infocommunications sectors by 2025:

- 6,000 jobs in Infocommunications sector by 2025.
- 4,800 jobs in Land Transport sector.
- 1,800 jobs in the Aviation sector.
- 2,000 jobs in the Maritime sector.
- 400 jobs in the field of Science, Technology & Innovation (STI) and Research & Development (R&D).

15,000

10%

Increase in e-hailing rides by 2025.

4%

Reduction in Greenhouse Gases (GHG) emission by land transport sector by 2025.

5%

Increase in bus connectivity routes
(kilometers travelled by bus).

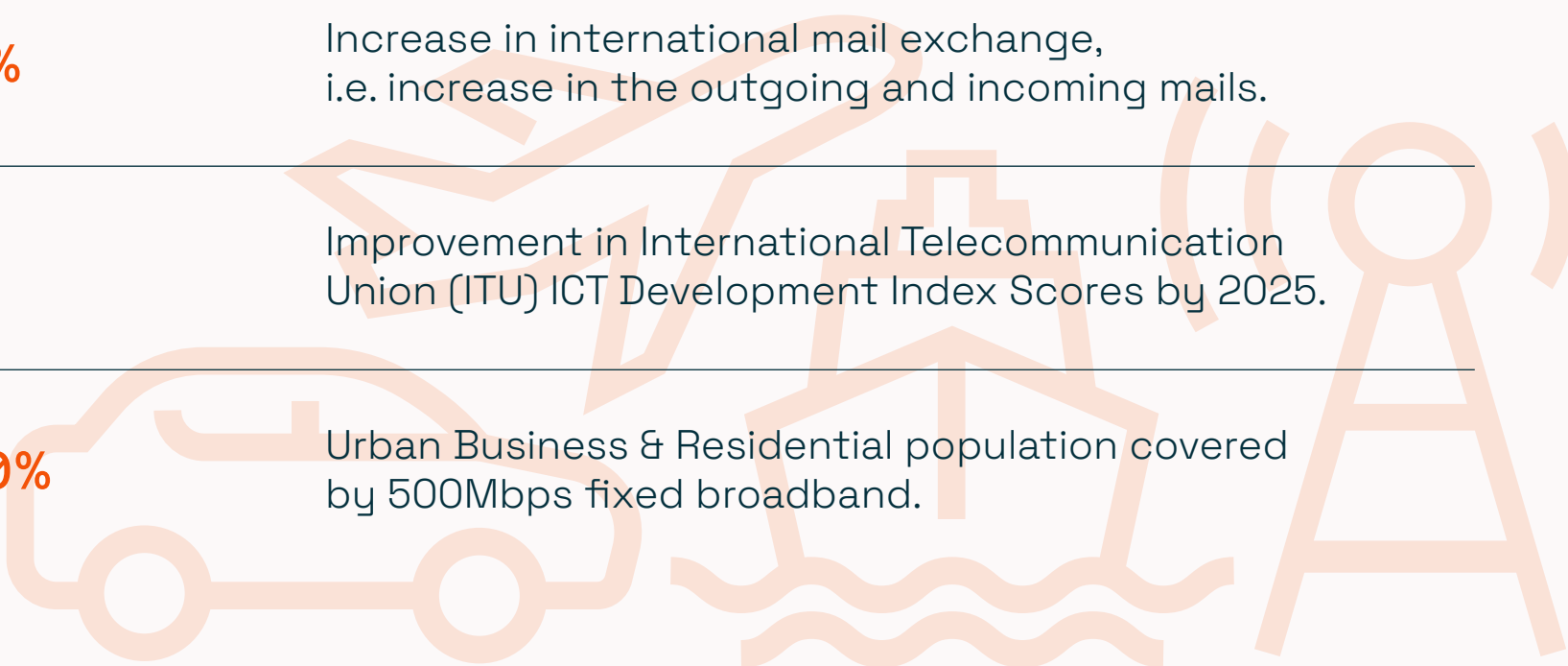
20%

Increase in international mail exchange,
i.e. increase in the outgoing and incoming mails.

Improvement in International Telecommunication
Union (ITU) ICT Development Index Scores by 2025.

100%

Urban Business & Residential population covered
by 500Mbps fixed broadband.



90%

Customer satisfaction by 2025.

Three (3)

New maritime and ports related business established by 2025.

6%

Increase in air passenger traffic by 2025.

6%

Increase in air cargo movement by 2025.



S03:

SAFETY AND SECURITY
STANDARDS IN TRANSPORT
AND INFOCOMMUNICATIONS
SECTORS



S03: Safety and Security Standards in Transport and Infocommunications Sectors

90%

Accuracy in aviation weather warning by 2025.

Top 30

Global Cybersecurity Index by 2025.

Zero

Major security incidents on government
shared services by 2025.

Zero

Major transport accidents by 2025:

- Zero fatalities caused by road traffic accidents by 2025.
- Zero accidents in aviation sector by 2025.
- Zero accidents in maritime sector by 2025.

Standardisation of Aviation Requirements:
Brunei Aviation Requirements (BARs) and
National Civil Aviation Security Programme (NCASP).

70%

Accomplishment of aviation regulatory oversight
Programme annually.

10%

Energy savings by 2025.

100%

IMO Member State Audit Scheme (IMSAS) findings
closed by 2025.

Three (3)

Qualified transport accident investigators by 2025.

S04:

POLICY, LEGAL AND
REGULATORY FRAMEWORK
CONDUCTIVE TO SAFETY,
SECURITY, INVESTMENT
AND BUSINESSES



S04: Policy, Legal and Regulatory Framework Conducive to Safety, Security, Investment and Businesses

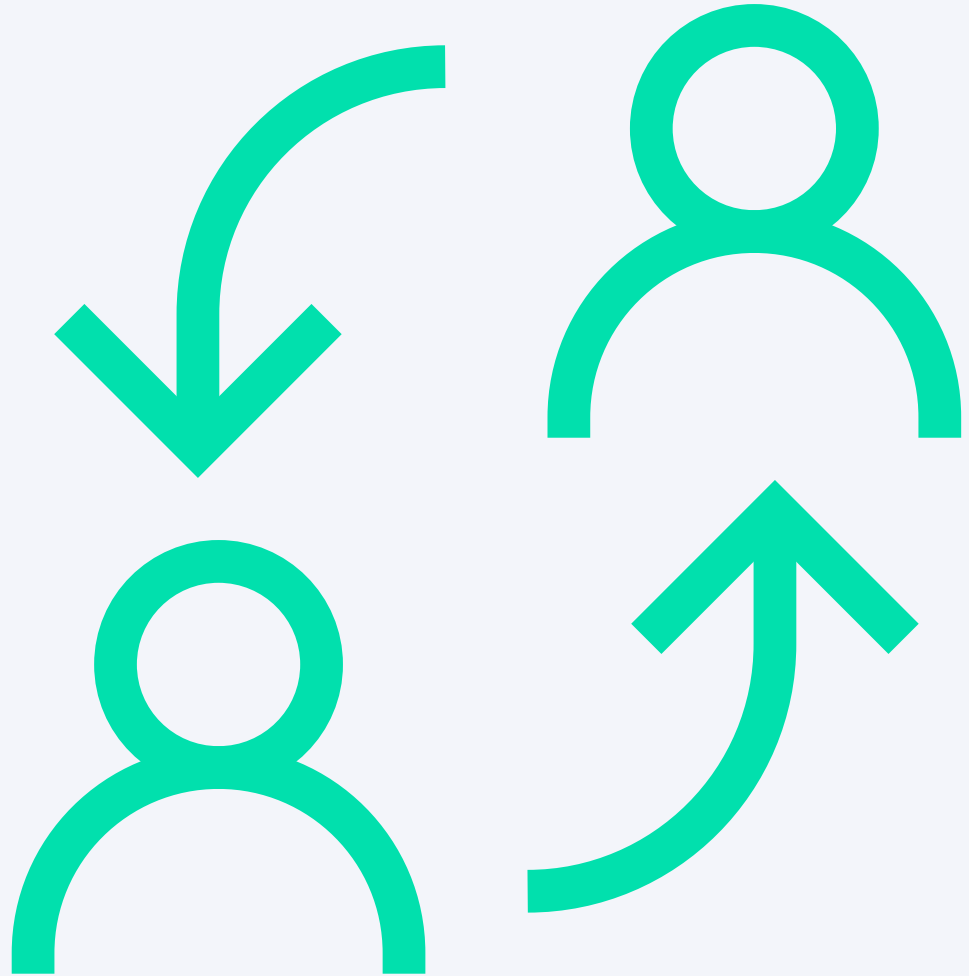
Twenty (20)

Review of MTIC legislations and regulatory framework by 2025.



S05:

ORGANISATIONAL
TRANSFORMATION



S05: Organisational Transformation

Three (3)

Departments structurally transformed by 2025.

3 Stars Rating

Public Services Performance
Grading Programme, 3PSA by 2025.

S06:

ENHANCING INTERNATIONAL COLLABORATION



S06: Enhancing International Collaboration

Seven (7)

Modernised Air Services Agreements (ASA).

Five (5)

International technical and capacity-building assistance projects funded and implemented for MTIC by 2025.

Implementation of three (3) Transport and Infocommunications Cooperation Projects and Programmes by 2025.

Six (6)

New Air Services Agreement (ASA) signed by 2025.

KPIs Achievements & Progress

2020 - 2023

KPIs ACHIEVEMENTS & PROGRESS

S01: Science, Technology & Innovation and Digital Transformation

98% system availability for e-Government Shared Services by 2025. 

Top 40 UN E-Government Strategy Survey by 2025. 

100% Digitalisation of MTIC Processes by 2025.

→ Internal processes – Automation of Services. 

→ 100% digitalisation of counter services. 

Research Intensity (0.01 % of GDP Spending on R&D). 

3.2 % ICT Sector contribution to GDP (%). 

 Below Target  In Progress  On Target & Above

68.7 % Consumer Trust in Digital Ecosystem. 

56% of individuals with at least basic digital skills. 

S02: Ensuring Sustainability of Transport & Infocommunications Sectors

15,000 jobs in Transport & Infocommunications sectors by 2025.

→ 6,000 jobs in Infocommunications sector by 2025. 

→ 4,800 jobs in Land Transport sector by 2025. 

→ 1,800 jobs in the Aviation sector by 2025. 

→ 2,000 jobs in the Maritime sector by 2025. 

→ 400 jobs in the field of STI and R&D by 2025. 

S02: Ensuring Sustainability of Transport & Infocommunications Sectors

10% increase in e-hailing rides by 2025.



4% reduction in GHG emission by land transport sector by 2025.



5% increase in bus connectivity routes (km travelled by bus).



20% increase in international mail exchange.



Improvement in International Telecommunication Union (ITU) ICT Development Index Scores by 2025.



100% urban business & residential population covered by 500Mbps fixed broadband.



90% customer satisfaction by 2025:

→ Department of Civil Aviation.



→ E-Government National Centre.



→ Department of Land Transport.



→ Postal Services Department.



Three (3) new maritime & ports related business established by 2025.



6% increase in air passenger traffic by 2025.



6% increase in air cargo movement by 2025



KPIs ACHIEVEMENTS & PROGRESS

S03: Safety & Security Standards in Transport & Infocommunications Sectors

90% accuracy in aviation weather warning by 2025. ●

Top 30 Global Cybersecurity Index by 2025. ●

Zero major security incidents on government shared services by 2025. ●

Zero major transport accidents by 2025:

→ Zero fatalities caused by road traffic accidents by 2025. ●

→ Zero accidents in aviation sector by 2025. ●

→ Zero accidents in maritime sector by 2025. ●

Standardisation of Brunei Aviation Requirements (BARs) & National Civil Aviation Security Programme (NCASP). ●

70% accomplishment of Aviation Regulatory Oversight Programme annually. ●

10% energy savings by 2025:

→ Ministry of Transport & Infocommunications. ●

→ Brunei Darussalam Meteorological Department. ●

→ Department of Civil Aviation. ●

→ E-Government National Centre. ●

→ Land Transport Department. ●

→ Postal Services Department. ●

100% IMO Member State Audit Scheme (IMSAS) findings closed by 2025. ●

Three (3) qualified transport accident investigators by 2025. ●

● Below Target ● In Progress ● On Target & Above

KPIs ACHIEVEMENTS & PROGRESS

S04: Policy, Legal & Regulatory Framework Conducive to Safety, Security, Investment & Businesses

Review of 20 MTIC legislations & regulatory framework by 2025.



S05: Organisational Transformation

Three (3) Departments structurally transformed by 2025.



3 stars rating in Public Services Performance Grading Programme, 3PSA by 2025.



S06: Enhancing International Collaboration

Seven (7) modernised Air Services Agreements (ASA).



Five (5) international technical & capacity-building assistance projects funded and implemented for MTIC by 2025.



Implementation of three (3) Transport and Infocommunications cooperation projects and programmes by 2025:

→ Transport Sector.



→ Infocommunications Sector.



Six (6) New Air Services Agreements (ASA) signed by 2025.





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