



STRATEGIC PLAN 2026 – 2030



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

In the name of Allah, the Most Gracious, the Most Merciful.

MTIC 2030

STRATEGIC PLAN 2026 – 2030

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Brunei Darussalam

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HADITH

Abu Hurairah, may Allah be pleased with him, narrated that Prophet Muhammad Shallallahu 'Alaihi Wasallam, Peace and blessings be upon him, is reported to have said,

مَنْ يَسَّرَ عَلَى مُعْسِرٍ،
يَسِّرَ اللَّهُ عَلَيْهِ فِي الدُّنْيَا وَالْآخِرَةِ

*"Whoever makes it easy for someone in difficulty,
Allah will make it easy for him in this World and
in the Hereafter"*

[Narrated by Ibn Majah]



Titah Excerpt

**of 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**

“... Our economy is still reliant on oil and gas. Therefore, we must continue to pursue transformation to enhance productivity and national revenue across sectors such as agriculture, transportation, education, health, tourism, safety and public services as well as new industries, while taking into account the rapid advancement of technology ...”

His Majesty's Titah
in conjunction with the Official Opening Ceremony of the
First Meeting of the 21st Legislative Council (LegCo) Session
for the Year 1446H / 2025M

Foreword from the Minister



**Yang Berhormat
Pengiran Dato Seri Setia Shamhary
bin Pengiran Dato Paduka
Haji Mustapha**
Minister of Transport and Infocommunications

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ
السلام عليكم ورحمة الله وبركاته

It is with great pleasure and a deep sense of gratitude that I present **MTIC 2030**, the Ministry of Transport and Infocommunications' new Five-Year Strategic Plan 2026–2030. All praise is due to Allah Subhanahu Wata'ala for enabling us to reach this point.

Building on the Ministry's previous plan, this plan consolidates past achievements and lessons learnt. By harnessing our strengths and collective capabilities, we ensured that the development of this plan is the result of a concerted, collaborative effort.

I therefore, would like to express my sincere appreciation to everyone involved in its development, providing insights and the diverse perspectives necessary to chart the Ministry's direction for the next five years.

This document is not merely a theoretical exercise. It serves as the definitive roadmap that provides a clear and actionable direction for all entities within the Ministry's purview to support our national development goals under Wawasan Brunei 2035. The strategic goals and priorities articulated herein are the overarching framework that must align and govern the operational plans, decision-making, and resource allocation of every department and statutory body within the purview of the Ministry.

I expect all leaders and teams to take ownership of their respective roles in translating these high-level objectives into concrete, measurable actions, ensuring that our collective efforts are strategically aligned and driven by a unified purpose to secure our nation's progress.

Also, at the heart of our mission is a commitment to doing what is right (Integrity), making sure no one is left behind (Inclusivity), and constantly asking 'what's next?' (Innovation). These 3Is serve as our core values where Integrity means leading with honesty and accountability to build a strong foundation of trust. Inclusivity ensures that no one is left behind as we continue meaningful engagement with our stakeholders, partners and the community we serve. Innovation remains central to our mission, as a mindset that embraces change and drives continuous improvement.

I am confident that with ownership, the continued dedication and commitment of our entire team, the goals we aspire to accomplish will, by the Grace and Will of Allah Subhanahu Wata'ala, translate into critical gains and a testament to our shared vision for a better tomorrow.

I invite everyone to join hands with us on this compelling journey to drive our nation's advancement.

Wabillahir Taufeq Walhidayah, Wassalamu 'Alaikum Warahmatullahi Wabarakatuh.

Message from the Permanent Secretary

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ
السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ



**Ir. Haji Mohammad Nazri
bin Haji Mohammad Yusof**
Permanent Secretary

In an era defined by rapid technological advancement, the integration of infocommunications and transport sectors presents unprecedented opportunities to transform how we connect, move, and interact. Emerging technologies such as artificial intelligence, data analytics, and autonomous systems are no longer distant concepts, but integral enablers of smarter infrastructure, more responsive services, and greater economic dynamism. By embedding innovation into the core of our workstreams, we are enhancing operational agility and driving inclusive growth.

Therefore, our Strategic Plan 2026 – 2030 serves as a five-year roadmap for achieving the vision of greater connectivity for all by capitalising the potential for advancement towards improving the quality of life. It envisions an integrated smart nation where government, society and businesses are seamlessly connected. As we chart the path towards a transformative journey, we remain firmly anchored in the principles of safety and security, performance and service excellence, sustainability and resilience.

Above all, this means reinforcing cyber resilience, embracing green technologies, and investing in future capabilities to ensure our sectors that we serve remain trusted and adaptable. By integrating sustainable development with digital leadership, we are building a transport and infocommunications landscape that is smarter, cleaner, and more inclusive. Through strengthened collaboration and innovation, we will continue to unlock new opportunities and shape a connected future that benefits everyone.

Messages from the Deputy Permanent Secretaries



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

The infocommunications sector stands at the forefront of our nation's continued journey towards greater digital transformation, serving as the foundation for a smart, inclusive, and resilient future. Therefore, technological advancement is not just an option; it is a necessity for our nation's sustainable growth and development.

As we accelerate digitalisation, we are embracing innovation to unlock new possibilities – enhancing public services, empowering businesses, and enriching the daily lives and experience of society. This transformation is not just about technology – It is about our people, our partners and the purposeful use of digital tools to create real and lasting impact. The path towards digitalisation is not without its challenges. Hence, robust cybersecurity standards and regulatory safeguards are critical to ensure trust and resilience in the digital systems. In terms of operational excellence, our approach is to adopt best practices, encourage continuous innovation, and also nurture talent to meet the demands of a dynamic digital economy.

By aligning all efforts with a unified vision for digital advancement, we are strategically shaping an infocommunications ecosystem that is secure, agile, and future-resilient – well-positioned to drive sustained national progress. By strengthening the digital infrastructure, we are committed to building a connected and future-ready society.



**Haji Mohammad Salihin
bin Haji Aspar**
Deputy Permanent Secretary
(Transport)

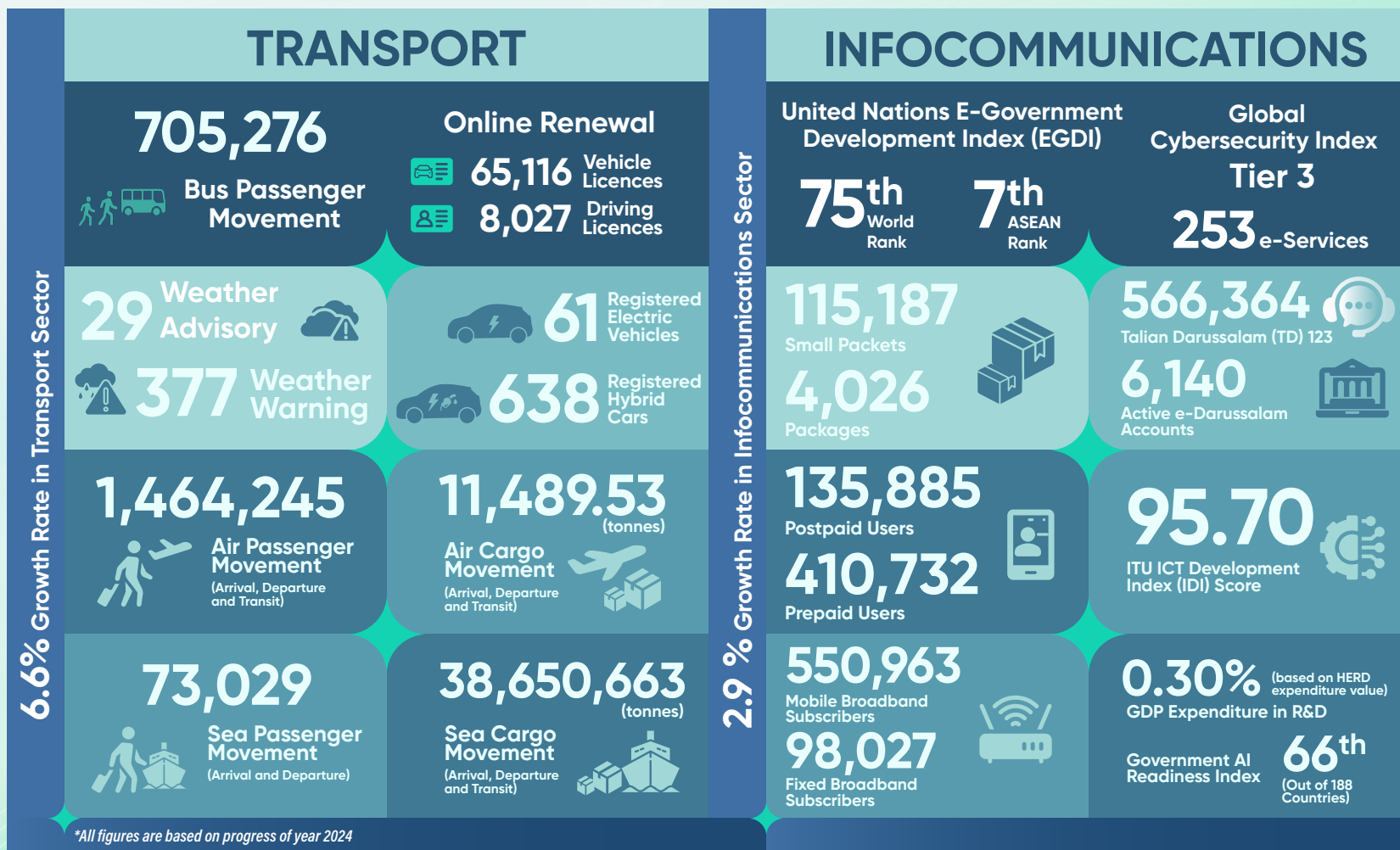
The transport sector is undergoing a profound transformation as we strive to modernise our processes and systems. Looking ahead, the MTIC 2030 charts a clear and focus direction for this sector over the next five years and beyond to meet the evolving needs of a dynamic and connected society.

At the heart of this transformation lies a commitment to a purposeful change – empower human capital, leverage emerging technologies, integrate green technologies, enhance infrastructure, and embrace new mobility solutions to create smarter, safer, and more efficient transport networks. As we advance, upholding the highest standards of safety and security in transportation remains our steadfast commitment. These are non-negotiable standards that guide every initiative we undertake.

On human capital, it is one of the high priority enablers identified in this strategic plan. Thus, we remain committed to empowering our workforce and equipping them with the right skillsets and tools to be future-ready so as to meet emerging technological and industry demands. Strengthening governance and industry collaboration through 'whole-of nation' approach, are of equal importance. On this, the plan emphasises on improving institutional capacity, complying with regulatory frameworks, and enhancing partnerships with various stakeholders and industry players.

Through such coordinated approach, we also aim at steering the transformation of our transport ecosystem – by ensuring it remains inclusive, environmentally sustainable, and resilient in the face of future challenges. With that, we look forward to implementing this strategic plan as a platform for further collaboration across the transport sector.

Who We Are (Year 2024 Key Figures)



*All figures are based on progress of year 2024

Executive Summary

The Ministry of Transport and Infocommunications (MTIC) Strategic Plan 2026–2030, also known as **MTIC 2030**, sets the Ministry's strategic direction for the next five years under the overarching Vision of **"Connectivity for All"**, supported by the Mission of delivering **"Trusted and Seamless Connectivity for a Sustainable and Resilient Future"**.

Anchored in its Core Values **MTI³C**, the Ministry approaches its work by embedding Maqasid Syari'ah in all conduct of duties, instilling the spirit of Teamwork, upholding Integrity and ensuring Inclusivity while promoting Innovation and fostering Collaboration.

MTIC 2030 marks a significant evolution in the Ministry's strategic approach, reflecting a renewed focus on impact, integration, and long-term value creation. At its core, the Strategic Plan is shaped by three (3) Value Drivers that emphasise – **Ensuring Public Safety and Security; Enhancing Well-Being Through Efficient and Quality Services; and Supporting Sustainable Socio-Economic Growth and Development**.

Building on these value drivers, MTIC 2030 is structured by a **4-4-4 Framework** to ensure a coherent and integrated approach to implementation. Within the framework, the essential components comprises four (4) High Priority Enablers (HPE) namely – **People**

and **Infrastructure; Policy and Regulations; Emerging Technologies and Data; and Meaningful Partnerships**, which support the four (4) Strategic Pillars (SP) focusing on these key areas of priority – **Driving Digitalisation and Innovation; Complying with Safety and Security Standards; Striving for Performance Excellence; Advancing Sustainable Growth and Resilient Development**.

Collectively, the framework is also designed to achieve four (4) Strategic Goals (SG) – **Connected and Future-Ready Government; Connected and Inclusive Society; Connected and Sustainable Businesses; Connected and Trusted Ecosystem**.

The Strategic Plan serves as a practical roadmap for translating strategic intent into action. It is supported by **121 initiatives, projects, and programmes**, measured through **21 high-level Strategic Targets (ST)**, with progress to be monitored through quarterly and annual reviews to ensure accountability and effective delivery of outcomes.

With that, MTIC 2030 reaffirms the Ministry's commitment to the fulfillment of the aspirations under Wawasan Brunei 2035, National Blueprints and other relevant plans towards a connected vision for a better tomorrow.

MTIC 2030: At a Glance

 **Vision**
Connectivity for All

 **Mission**
**Trusted and Seamless Connectivity
for a Sustainable and Resilient Future**

 **Core Values**
MTI³C
Maqasid Syari'ah • Teamwork • Integrity
Inclusivity • Innovation • Collaboration

4 High Priority Enablers **4** Strategic Pillars **21** Strategic Targets **121** Initiatives, Projects and Programmes

4 Strategic Goals

 Strategic Goal 1 Connected and Future-Ready Government	 Strategic Goal 2 Connected and Inclusive Society	 Strategic Goal 3 Connected and Sustainable Businesses	 Strategic Goal 4 Connected and Trusted Ecosystem
<p>4 27</p> <p>Strategic Targets Initiatives, Projects and Programmes</p> <p>Greater efficiency, transparency and responsiveness in operations and services delivery through the adoption of digital solutions</p>	<p>5 15</p> <p>Strategic Targets Initiatives, Projects and Programmes</p> <p>Equitable and inclusive access to transportation and infocommunications services, while fostering public trust and enhancing quality of life</p>	<p>7 34</p> <p>Strategic Targets Initiatives, Projects and Programmes</p> <p>Foster a digitally enabled, efficient, and integrated ecosystem that facilitate business and investment, job opportunities and sustainable socio-economic growth</p>	<p>5 45</p> <p>Strategic Targets Initiatives, Projects and Programmes</p> <p>Strengthen regulatory and standards compliance while reinforcing emergency crisis preparedness and readiness for effective response</p>

MTIC 2030: Our Approach

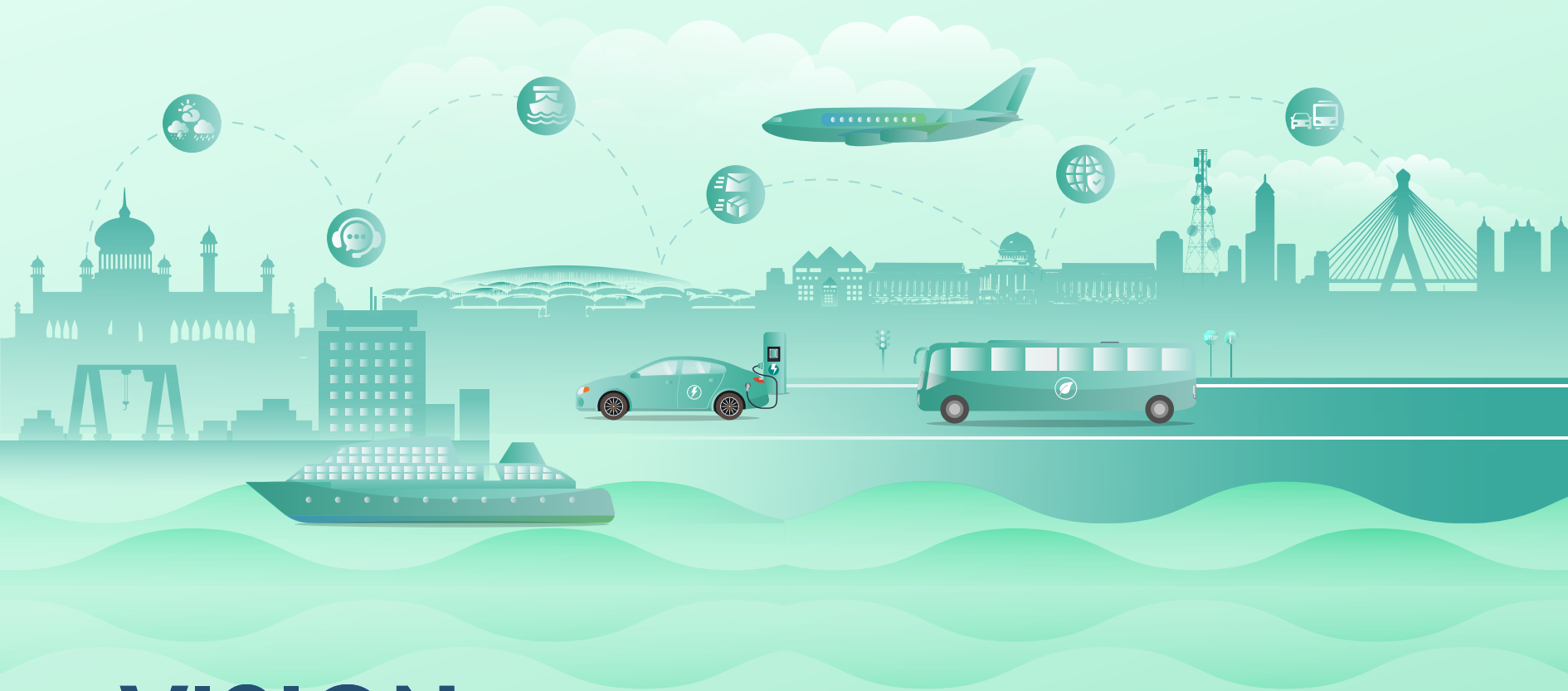
The last strategic plan has embarked on a new beginning with a broad agenda to achieve a vision of 'Connected Smart Nation'. Building on the progress made and lessons learnt, MTIC renews its approach by setting out realistic goals, that is intended to meaningfully connect the nation to become truly and digitally smart.

On this, MTIC 2030 draws on a 3-step approach which resulted in a framework of '4-4-4' essential components that defines MTIC's strategic direction for the next five years.



Strategic Alignment





VISION

Vision

Connectivity for All

Seamless, people-centered, and future-ready connectivity for Brunei Darussalam

It envisions a future where:



Digital Services

Trusted • Easy • Seamless



Transport Networks

Accessible • Safe • Sustainable



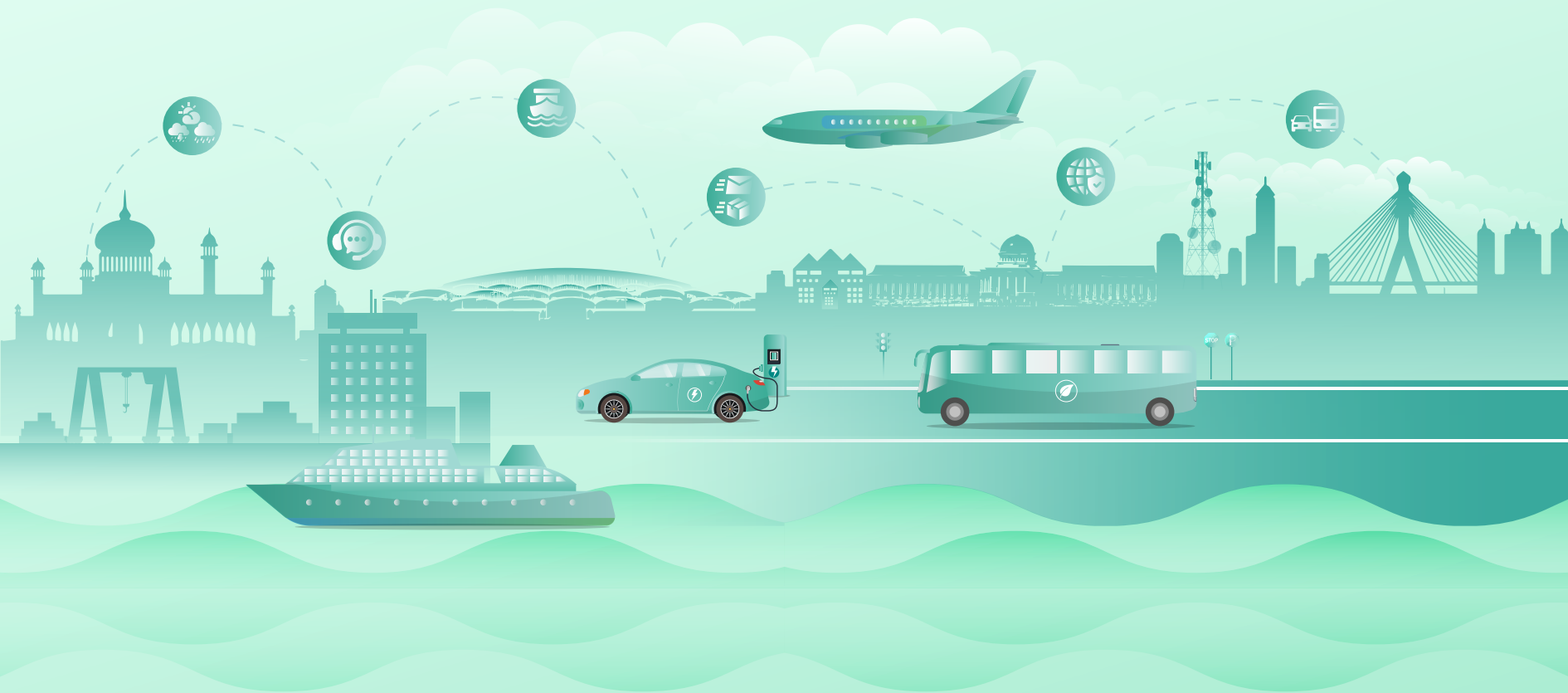
Policies and Infrastructure

Evolving • Competitive • Resilient



Impact of Connectivity

Productivity • Inclusion • Progress



MISSION

Trusted and Seamless Connectivity for a Sustainable and Resilient Future



Sustainability

Resilience

Robust • Reliable • Future-Proof



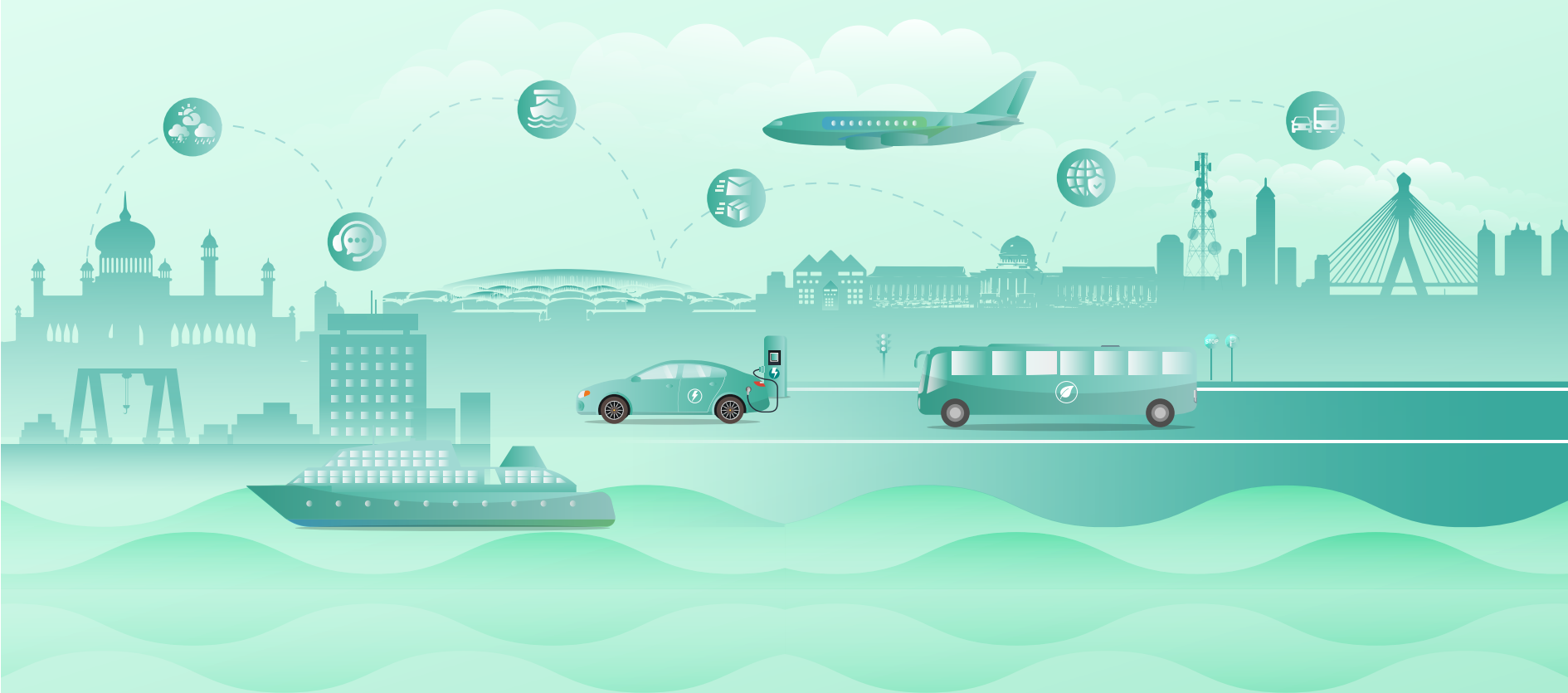
CORE VALUES

Core Values

In today's fast-paced and digital landscape, change is inevitable. Hence, MTIC reaffirms six (6) core values which serve as the guiding principles to fulfil its vision by embedding Maqasid Syari'ah in all conduct of duties, instilling the spirit of teamwork, upholding integrity and ensuring inclusivity while promoting innovation and fostering collaboration.



Maqasid Syari'ah	Embedding MAQASID SYARI'AH Formulate policies and guide decision as well as service delivery to safeguard Faith, Life, Mind, Progeny and Wealth while promoting public welfare and sustainable national development
Teamwork	Instilling TEAMWORK Work as a cohesive team within and beyond to create impact
Integrity	Upholding INTEGRITY Demonstrate honesty and guided by strong moral principles to strengthen trust and transparency
Inclusivity	Ensuring INCLUSIVITY Affirm that everyone has equitable opportunities within an inclusive and accessible ecosystem
Innovation	Promoting INNOVATION Cultivate a dynamic and forward-looking culture that drives growth, supports digital transformation and builds a future-ready organisation
Collaboration	Fostering COLLABORATION Through open communication, mutual respect, and collective effort to deliver solutions that are inclusive, accessible, and truly impactful for all



VALUE DRIVERS

Value Drivers

The Ministry's long-standing value drivers continue to serve as the strategic compass, guiding future-focused decisions aligned with its vision and mission to deliver transformative and sustainable outcomes:



Ensuring Public Safety and Security

Driven by adaptive and forward-looking policy and regulations, compliance oversight and robust emergency preparedness and response. These efforts aim to anticipate emerging risks and threats, safeguard society and reinforce long-term trust and confidence.



Enhancing Well-Being with Efficient and Quality Services

Achieve through streamlined processes, seamless digital integration and adoption of emerging technologies. The target is to meet evolving societal and economic needs, enhance ease of access to services and elevate the quality of



Supporting Sustainable Socio-Economic Growth and Development

Advance environmentally responsible, socially inclusive and economically resilient development by modernising systems and infrastructure, expanding digital connectivity, and promoting green, low-emission mobility.



HIGH PRIORITY ENABLERS (HPE)

4 High Priority Enablers (HPE)

Serve as fundamental components crucial for the successful implementation of this strategic plan. These include:



People and Infrastructure

Having a competent and future-ready digital workforce, supported by modern technology and resilient infrastructure that enable efficient, safe and secure operations to deliver high-quality services.



Policy and Regulations

Having a well-defined framework of effective rules, regulations, and laws that ensure sound governance across sectors. It lays a solid foundation gaining public trust and confidence, attracting investment, and creating greater business opportunities.



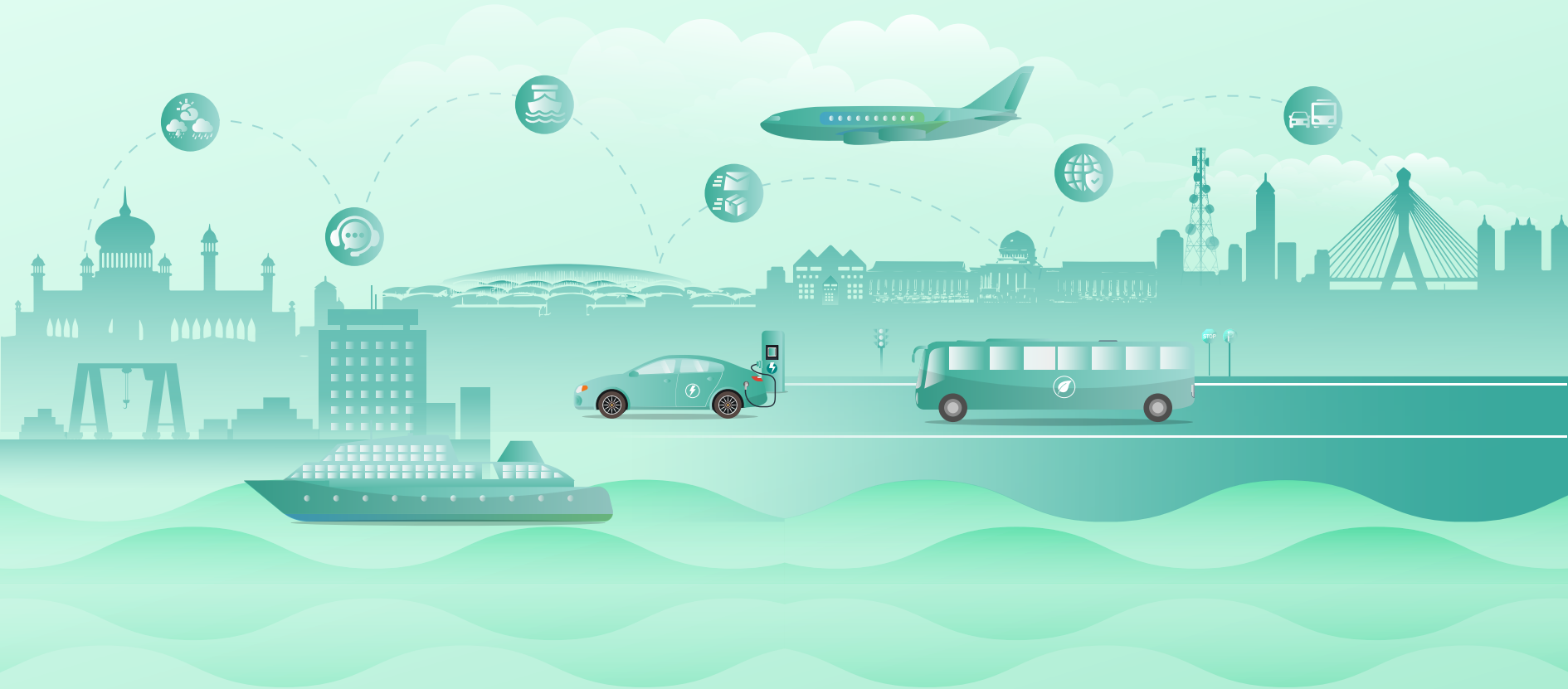
Emerging Technologies and Data

Embracing emerging technologies, including Artificial Intelligence (AI) and leveraging data to drive innovation and advance digitalisation of public services for greater efficiency, accessibility and transparency.



Meaningful Partnerships

Promoting synergistic alliances through whole-of-nation approach between and among various stakeholders at all levels to achieve mutually beneficial and shared goals.



STRATEGIC PILLARS (SP)

4 Strategic Pillars (SP)

Function as the foundation of MTIC 2030 with identified key areas of priority to achieve its strategic goals, long-term vision and mission.

SP1

**Driving
Digitalisation
and Innovation**

Advance transformation towards future readiness by leveraging digital and forward-looking solutions

SP2

**Complying with
Safety and Security
Standards**

Ensure safe, secure and robust systems and infrastructure that are resilient to emerging risks and threats

SP3

**Striving for
Performance
Excellence**

Deliver efficient, user-centric services that are digitally enabled, inclusive, and responsive to the evolving needs of people and businesses

SP4

**Advancing
Sustainable Growth
and Resilient
Development**

Focus on sustainable practices that create long-term viability, revenue generation and a thriving digital ecosystem

Strategic Pillar 1 (SP1)

Driving Digitalisation and Innovation

Drive operational excellence and future readiness by leveraging digital and forward-looking solutions based on four (4) key areas of priority:



A Resilient, Vibrant, Dynamic and Inclusive Digital Landscape

Enhance robust digital infrastructure while promoting innovation to deliver inclusive, accessible and efficient services for all



Harnessing Digital Solutions

Drive efficiency through the strategic adoption of digital technologies to unlock new economic and technological opportunities, accelerate modernisation and foster innovation



Transformative and Purpose-Driven Sectors

Promote sectors to evolve beyond traditional functions, actively contributing to economic growth and operate with a clear purpose, aligning with the long-term sustainable goals



Digital Literacy Framework

Enhance individual skills and knowledge required to engage with digital technologies effectively, safely and responsibly

Expected Outcome

Greater efficiency, transparency and responsiveness in operations and services delivery through the adoption of forward-looking digital solutions and innovative strategies

Strategic Pillar 2 (SP2)

Complying with Safety and Security Standards

Ensure safe, secure, future-ready systems and infrastructure that are resilient to emerging risks and threats by focusing on four (4) key areas of priority:



Enhance Infrastructure and System Resilience

Invest in more-adaptable infrastructure and system that minimise risks and threats to ensure business continuity



Improve Crisis Management Response

Refine organisation's plans and capabilities essential for ensuring swift and effective response to various crises



Strengthen Cybersecurity Ecosystem

Respond swiftly to emerging digital threats while maintaining a trustworthy cybersecurity landscape



Uphold International Agreements and Regulations, Recognised Standards and Codes of Practice

Maintain standardised safety practices, equipment management, and system reliability through the adoption of established global procedures

Expected Outcome

Enhanced regulatory and standards compliance coupled with emergency crisis preparedness and readiness for effective response

Strategic Pillar 3 (SP3)

Striving for Performance Excellence

Deliver efficient, user-centric services that are digitally enabled, inclusive, and responsive to the evolving needs of people and businesses supported by four (4) key areas of priority:



Performance-Based and Data-Driven Organisation

Cultivate accountability and continuous improvement through robust performance management framework and application of data analytics across its functions



People-Centric Engagement

Emphasise on open communication, dialogue and collaborative approaches to promote inclusivity, build trust and encourage collective ownership towards common shared goals



Digitally Competent and Skilled Manpower

Foster a culture of continuous learning, provide access to relevant trainings and development programs, and promote digital literacy at all levels



Providing Equitable Access for All

Ensure fair, equitable, and inclusive access to transport infrastructure and digital connectivity

Expected Outcome

Reliable, secure and trusted digital public services accessible by all,
enabled by effective and efficient organisation

Strategic Pillar 4 (SP4)

Advancing Sustainable Growth and Resilient Development

Support green economy towards long-term national progress by emphasising the following four (4) key areas of priority:



Strengthen Sustainability Policy and Regulatory Frameworks

Enhance and align laws, regulations and policies that support long-term environmental, social and economic sustainability



Promote Green Technology and Practices

Act collectively responsible in adopting environmentally friendly technologies and practices across sectors



Sustainable, Resilient and Inclusive Sectors

Contribute to generating potential revenue channels and create new business and employment opportunities, paving the way for a sustainable future

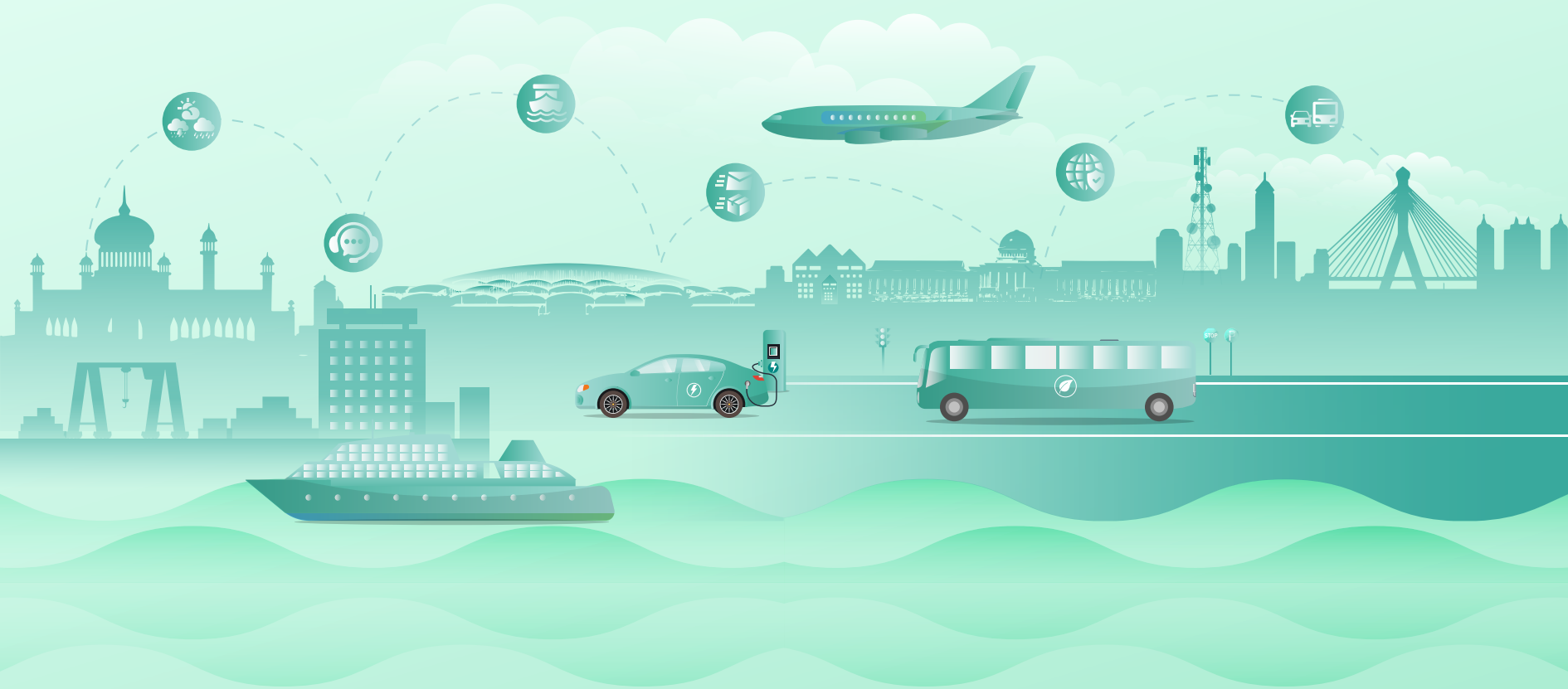


Foster Sustainable and Meaningful Partnerships

Encourage public-private partnerships by strengthening multi-stakeholder collaboration at all levels for shared sustainability goals

Expected Outcome

Integrated approach towards long-term economic progress that is environmentally responsible, socially inclusive and adaptable to future challenges



STRATEGIC GOALS (SG)

4 Strategic Goals (SG)

Articulate the main direction that the Ministry will focus on by cascading the key priorities into performance goals.



SG1 | Connected and Future-Ready Government

Greater efficiency, transparency and responsiveness in operations and services delivery through the adoption of digital solutions



SG2 | Connected and Inclusive Society

Equitable and inclusive access to transportation and infocommunications services, while fostering public trust and enhancing quality of life



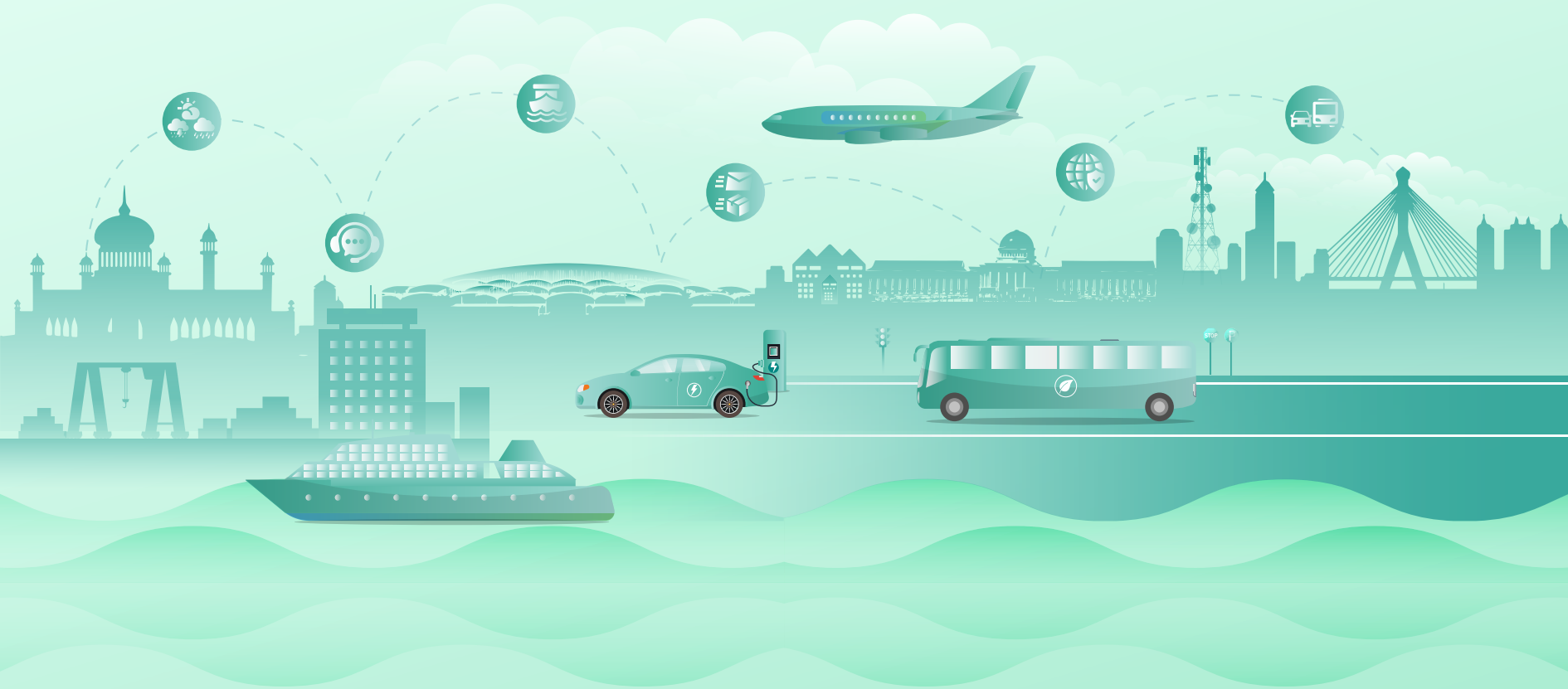
SG3 | Connected and Sustainable Businesses

Foster a digitally enabled, efficient, and integrated ecosystem that facilitate business and investment, job opportunities and sustainable socio-economic growth



SG4 | Connected and Trusted Ecosystem

Strengthen regulatory and standards compliance while reinforcing emergency crisis preparedness and readiness for effective response



STRATEGIC TARGETS (ST)

21 Strategic Targets (ST)

4	5	7	5
SG1: Connected and Future-Ready Government	SG2: Connected and Inclusive Society	SG3: Connected and Sustainable Businesses	SG4: Connected and Trusted Ecosystem
ST 1 80% Digitalisation of Government Services by 2030	ST 1 70% Utilisation of Available Government Digital Services by 2030	ST 1 0.5% of Gross Domestic Product (GDP) Expenditure in Research and Development (R&D) by 2030	ST 1 70% Accomplishment of Global Aviation Safety and Security Oversight Programme by 2030
ST 2 98% Availability of Government Shared Services by 2030	ST 2 75% Individuals with at least Basic Digital Skills by 2030	ST 2 2 Structurally Transformed Departments by 2030	ST 2 Zero Major Transport Accidents by 2030
ST 3 100% Achievement on Targeted Certification of Personnel Competence by 2030	ST 3 80% Accuracy in Weather Warning by 2030	ST 3 1,800 Job Opportunities in Transport and Infocommunications Industries by 2030	ST 3 32 Industrial Average for Government Cyber Security Risk Index
ST 4 3 Stars Rating in Public Sector Performance Grading Programme (3PSA) by 2030	ST 4 99.5% Reliability of Internet Connectivity by 2030	ST 4 9% Average Growth Rate of ICT Sector by 2030	ST 4 Emergency Preparedness and Readiness (TTX* and FTX*) in Transport and Infocommunications Sectors
	ST 5 5% Increase in Bus Connectivity Routes (km travelled by buses) by 2030	ST 5 20% Average Growth Rate of Transport Sector by 2030	ST 5 Greenhouse Gases (GHG) Emission Reduction in Transport Sector by 2030
		ST 6 Increase in Air and Sea Passenger Movement by 2030 6.1. 40% Increase in Air Passenger Movement by 2030 6.2. 16% Increase in Sea Passenger Movement by 2030	
		ST 7 Increase in Air and Sea Cargo Movement by 2030 7.1. 38,000 Tonnes in Air Cargo Movement by 2030 7.2. 40 Million Tonnes in Sea Cargo Movement by 2030	

SG1: Connected and Future-Ready Government

Greater efficiency, transparency and responsiveness in operations and services delivery through the adoption of digital solutions.



ST 1

80% Digitalisation of Government Services by 2030



ST 2

98% Availability of Government Shared Services by 2030



ST 3

100% Achievement on Targeted Certification of Personnel Competence by 2030



ST 4

3 Stars Rating in Public Sector Performance Grading Programme (3PSA) by 2030

SG2: Connected and Inclusive Society

Equitable and inclusive access to transportation and infocommunications services, while fostering public trust and enhancing quality of life.



ST 1

70% Utilisation of Available Government Digital Services by 2030



ST 2

75% Individuals with at least Basic Digital Skills by 2030



ST 3

80% Accuracy in Weather Warning by 2030



ST 4

99.5% Reliability of Internet Connectivity by 2030



ST 5

5% Increase in Bus Connectivity Routes (km travelled by buses) by 2030

SG3: Connected and Sustainable Businesses

Foster a digitally enabled, efficient, and integrated ecosystem that facilitate business and investment, job opportunities and sustainable socio-economic growth.



ST 1

0.5% of GDP Expenditure in Research and Development (R&D) by 2030



ST 2

2 Structurally Transformed Departments by 2030



ST 3

Job Opportunities in Transport and Infocommunications Industries by 2030



ST 4

9% Average Growth Rate of ICT Sector by 2030



ST 5

20% Average Growth Rate of Transport Sector by 2030



ST 6

Increase in Air and Sea Passenger Movement by 2030
6.1. 40% Increase in Air Passenger Movement by 2030
6.2. 16% Increase in Sea Passenger Movement by 2030



ST 7

Increase in Air and Sea Cargo Movement by 2030

- 7.1. 38,000 Tonnes in Air Cargo Movement by 2030
- 7.2. 40 Million Tonnes in Sea Cargo Movement by 2030

SG4: Connected and Trusted Ecosystem

Strengthen regulatory and standards compliance while reinforcing emergency crisis preparedness and readiness for effective response.



ST 1

70% Accomplishment of Global Aviation Safety and Security Oversight Programme by 2030



ST 2

Zero Major Transport Accidents by 2030



ST 3

32 Industrial Average for Government Cyber Security Risk Index



ST 4

Emergency Preparedness and Readiness (TTX* and FTX*) in Transport and Infocommunications Sectors



ST 5

Greenhouse Gases (GHG) Emission Reduction in Transport Sector by 2030



ACTION PLAN 2026 – 2030



Action Plan

121

(Initiatives, Projects
and Programmes)



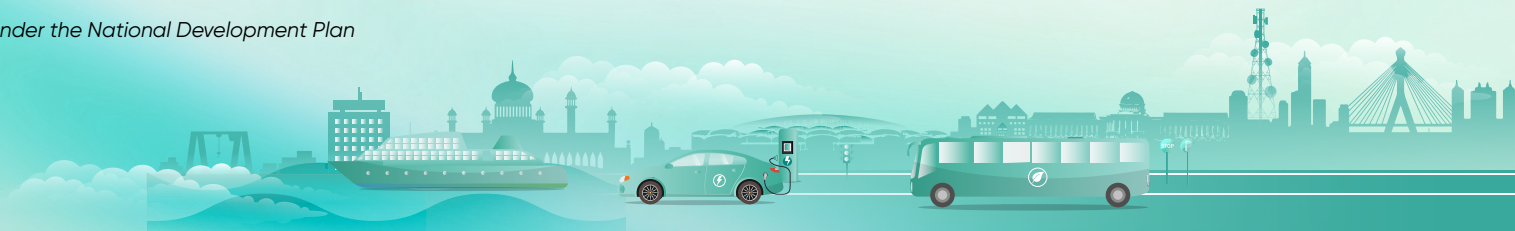
SG1 | Connected and Future-Ready Government

(27 Initiatives, Projects and Programmes)

2026

- **Cooperation on NAVTEX System (Weather and Navigational Information)**
- **Maritime Policy Recommendations for Workforce Development**
- **MPABD Digital Transformation Phase 2**
- **Seafarers Identification Document (ID) System Development**
- **Upgrading of Brunei Maritime Academy Standards**
- **National Framework on Science, Technology and Innovation (STI)**

**Project under the National Development Plan*



2030

- Enhancement of Weather Information System 2.0
- Development of Weather Nowcasting System
- Fully Operational Critical Meteorological System
- Development of Long-Term Climate Projection
- Comprehensive Maritime Training Program for International Association of Marine Aids and Lighthouse Authorities (IALA) Certification
- Conduct Annual In-House Refresher Course for Vessel Traffic Operators

2029

- Policy Competency Roadmap
- e-Government Development Index
- Infocommunications Cooperation Project – (ASEAN Telecommunication Regulator's Council, ATRC)
- Competency and Professional Development Programme
- Human Resources Competency Assessment
- National Artificial Intelligence (AI) Strategy
- Maritime Competency Employment and Succession Plan

2027

- Data Analytics as a Service* (DAaaS)
- Digitalisation of Land Transport Services* (DriveBN)
- Construction of Gov.BN 2.0 Platform*
- Software Defined Network (SDN) Infrastructure for the Government*
- Digital Brunei Transformation Plan – Digital Government Strategy
- Digital Brunei Transformation Plan – Data and AI Strategy
- Record Management System* (SpeRe)

2028

- Next Generation Weather Analysis Forecast and Warning Integrated System*

**Project under the National Development Plan*



SG2 | Connected and Inclusive Society

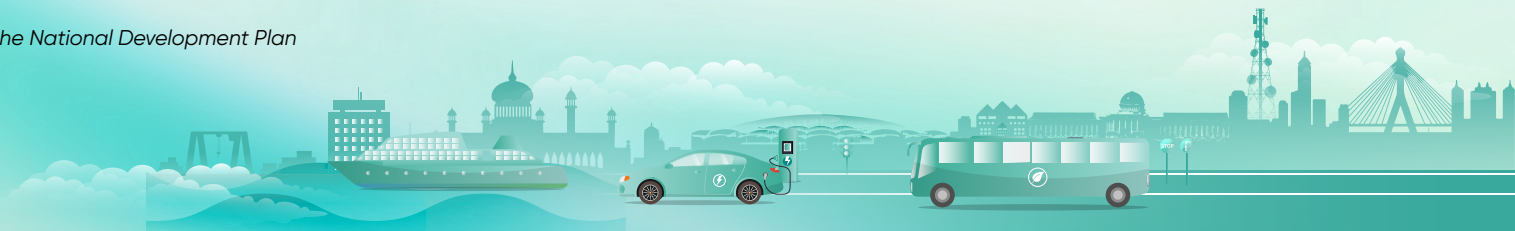
(15 Initiatives, Projects and Programmes)

2026

2027

- Digital Brunei Transformation Plan – Digital Society Strategy
- Smart Transportation System*
- Public Transportation System*

**Project under the National Development Plan*



2030

- Digital for All, including MOU to Support Special Needs
- Digital Brunei Community Outreach Programme
- National Digital Literacy Framework
- Nationwide Coding with Smart Devices for Schools
- Increase Accessibility through Network Infrastructure Roll Out
- Continue the Expansion of Last-mile Connectivity to Rural Areas

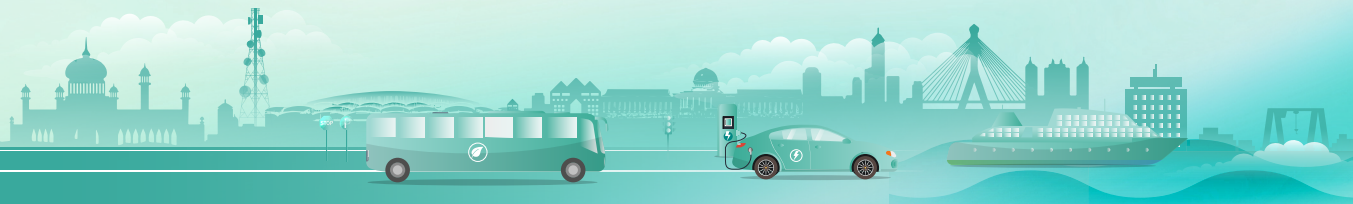
2029

- Development and implementation of Updated Universal Service Provision (USP) Fund to Subsidise Services/Devices for Underserved or Digitally Excluded Groups
- Development of Early Warning for All (EW4II)
- Enhancement and Development of Directive, Standards and Code of Practices (CoP) for Telecom Equipment, Infrastructure Deployment and Installation
- Impact-Based Forecast/Warning

2028

- Web-based Portal for Online Climate Data Purchase
- Enhancement of Brunei WX App and BDMD Website

**Project Under the National Development Plan*



SG3 | Connected and Sustainable Businesses

(34 Initiatives, Projects and Programmes)

- Kuala Belait Pilotage District Area Development
- Operational Licensing for Shipyard Facility Operators
- Feasibility Study on Maritime Business Expansion and Investment Attraction
- Competency-Based Training Transition to Accredited Providers
- Establishment of Ship to Ship and Lay-up Designated Area (SLDA)
- Establish a Fully Functional Integrated Maritime Supply Base (IMSB) Framework
- Conduct Feasibility Study on Serasa-Labuan Route and other Potential Linkages
- Offer Scholarship Programmes for Maritime Workforce Development
- Digital Economy Framework Agreement (DEFA)
- Corporatisation of Postal Services Department

2026

2027

- Digital Brunei Transformation Plan – Digital Business Strategy
- Enhancement of Brunei ICT Industry Competency Framework (BIICF)

2028

- Modernised and New Air Services Agreements (ASA)

2029

- Strengthen Maritime Cooperation, Trade, and Regulatory Alignment with International and Regional Partners
- Free Trade Agreement in Infocommunications Sector
- Programmes to Support Data Industry and AI Development
- Programmes to Support Digital Media, Augmented Reality (AR)/Virtual Reality (VR) and Gaming Content Development
- Brunei ICT Award (BICTA) and Asia Pacific ICT Alliance (APICTA)
- Digital Upskilling Training Programme
- Coding.bn
- Testbed for Emerging Technologies (5G Testbed)
- Facilitate the Partnership between Telecommunications Retail Service Providers (RSPs) and XaaS Providers towards Seamless and Easy-to-use Digitalisation Packages for Businesses
- PENJANA 2.0
- TechXPLORE Overseas Digital Apprenticeship
- Enhancement of Brunei ICT Industry Competency Framework (BIICF)
- TechInspire Apprenticeship
- Digital Academy
- National Digital Manpower Masterplan
- Capacity Development and Awareness Programmes for MSMEs and Industries
- Enhance Fixed Broadband Network Coverage in Key Industrial Sites and Other Commercial Needs
- Incentivise Digital Enterprise Development
- Structurally Transformed Two (2) Departments
- Science, Technology and Innovation (STI) Research*
- CREATES Research Fund*

2030

SG4 | Connected and Trusted Ecosystem

(45 Initiatives, Projects and Programmes)

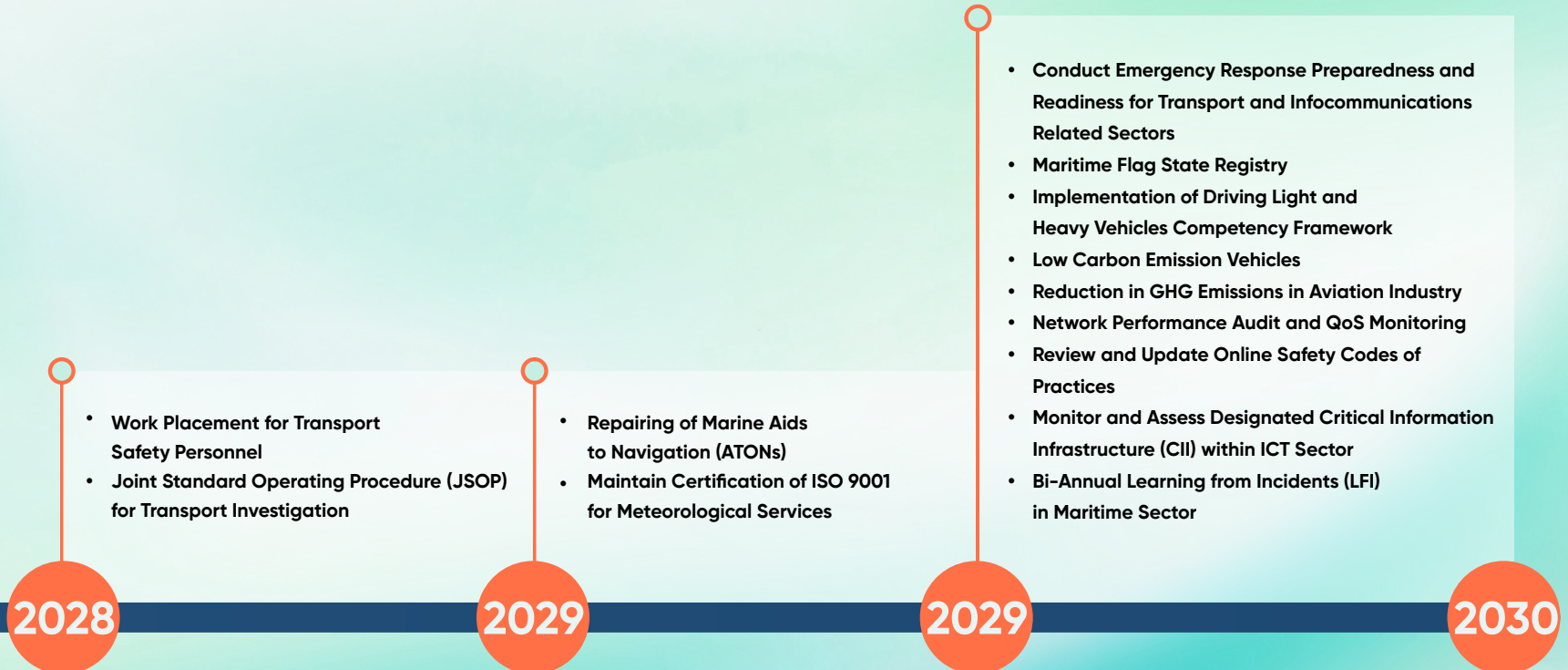
- Airfield Pavement at Brunei International Airport – Phase II*
- ISO 9001:2015 Quality Management System Implementation
- Safety Fencing and Detection System at Brunei International Airport*
- Surface Movement Radar (SMR) and Provision of Other Related Services*
- Navigational Safety Enhancements (Tide Poles and Markings)
- Upgrading of Vessel Traffic Management System (VTMS) for Safe Navigation
- Implementation of ISO:14001 and ISO:45001
- Tier 2 Emergency Response Preparedness
- Strengthen Maritime Emergency Response Centre Development through Policy Manual and Verified Practical Exercises
- Joint Oil Spill Response Standard Operating Procedure (SOP)
- Accession to International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA)
- Enhanced Security Measures Operations for Port (International Ship and Port Facility Security (ISPS) Regulation Compliance)
- ISPS Compliance Protocol Improvements
- Resolutions of International Maritime Organization (IMO) Member State Audit Scheme (IMSAS) Findings
- Strengthening and Alignment of MPABD Legislative Framework
- Accession to Convention on Facilitation of International Maritime Traffic (FAL), Hong Kong Convention and Bunker Convention
- Navigational Safety Enhancements – Tide Poles and Markings
- Port Hydrographic Surveys at Muara and Kuala Belait
- Ship Carbon Emission Monitoring System Creation
- Green Port Policy Master Plan Development
- Maritime Safety Awareness Campaigns
- Ballast Water Management Research and Development

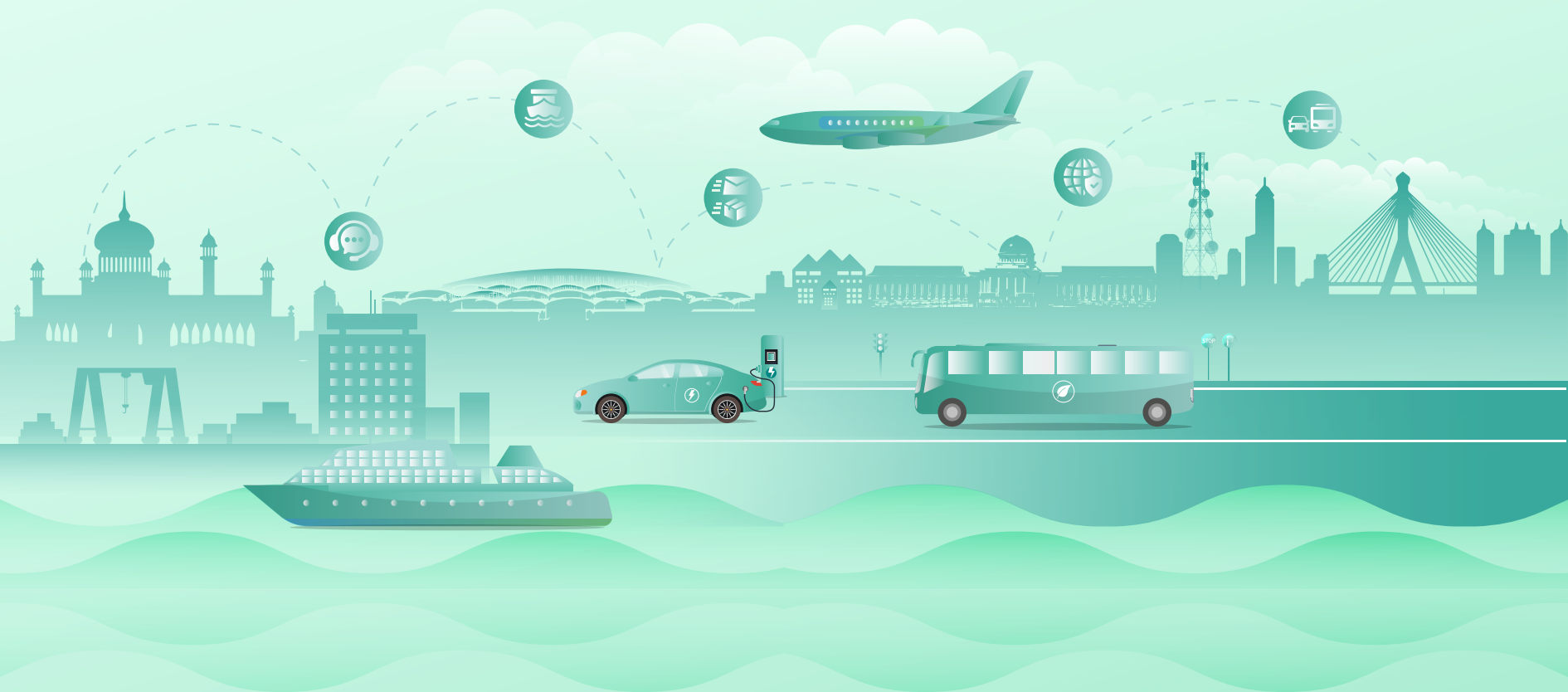
- Formation of National Hydrography Committee
- Construction of Detention Pond and Flood Mitigation of Brunei International Airport*
- Implementation of Procedural Airspace Design and Air Traffic Controller Procedures*
- Transition of Aeronautical Information System (AIS) to Aeronautical Information Management (AIM)*
- Implementation and Adoption of Personal Data Protection Order (PDPO)
- Effective Implementation of Cybersecurity Strategy
- Strengthen MTIC's ISO and Cyber Security Incidents Reporting SOP
- Transport Investigators Training
- Joining Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)
- Compliance of International Civil Aviation Standards and Recommended Practices

2026

2027

**Project under the National Development Plan*

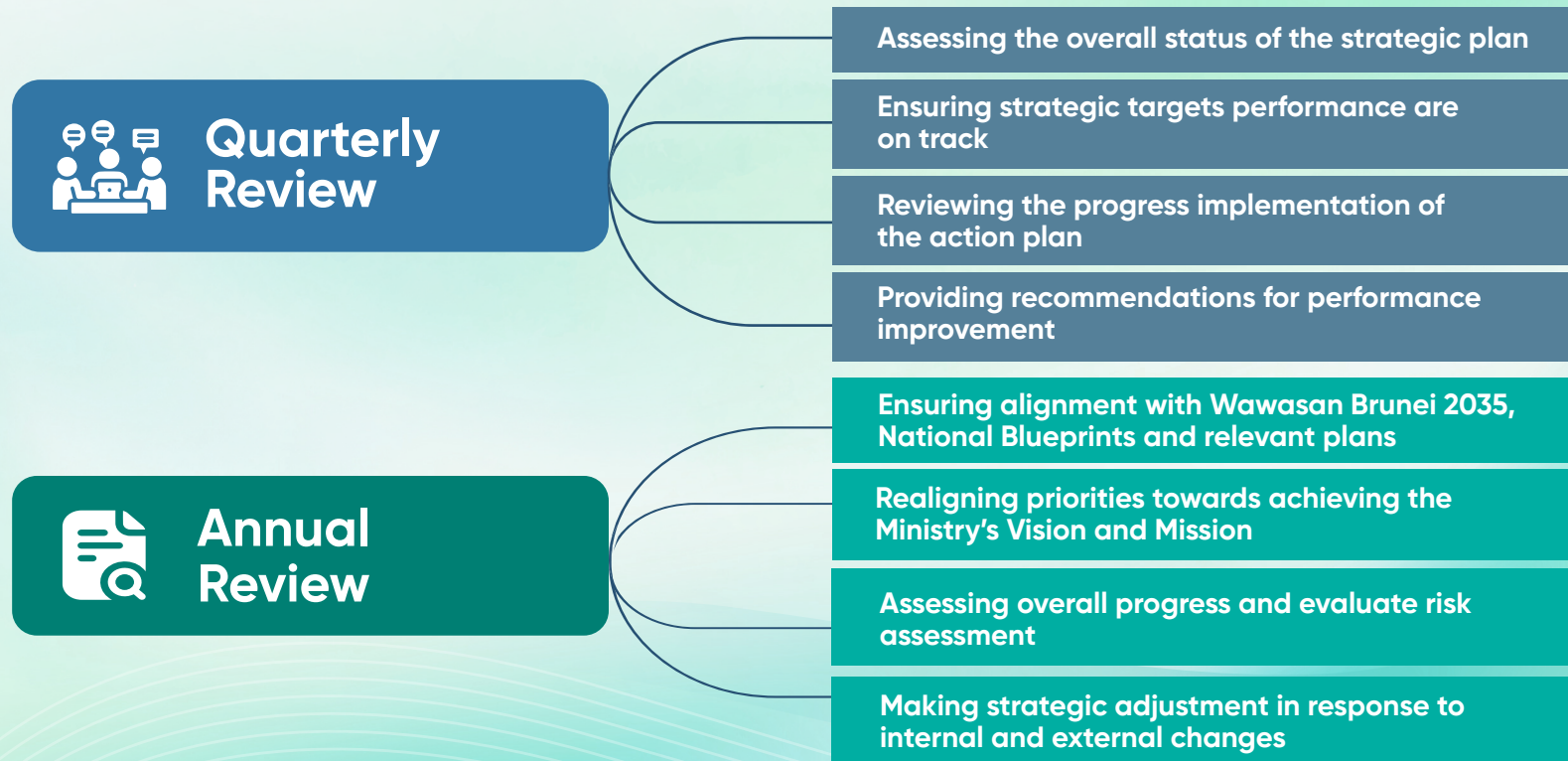




STRATEGY REVIEW

Strategy Review

Existing mechanism of quarterly strategy review will continue to serve as a platform and to be complemented by an annual review to drive organisational focus, ensure accountability and achieve desired results.





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