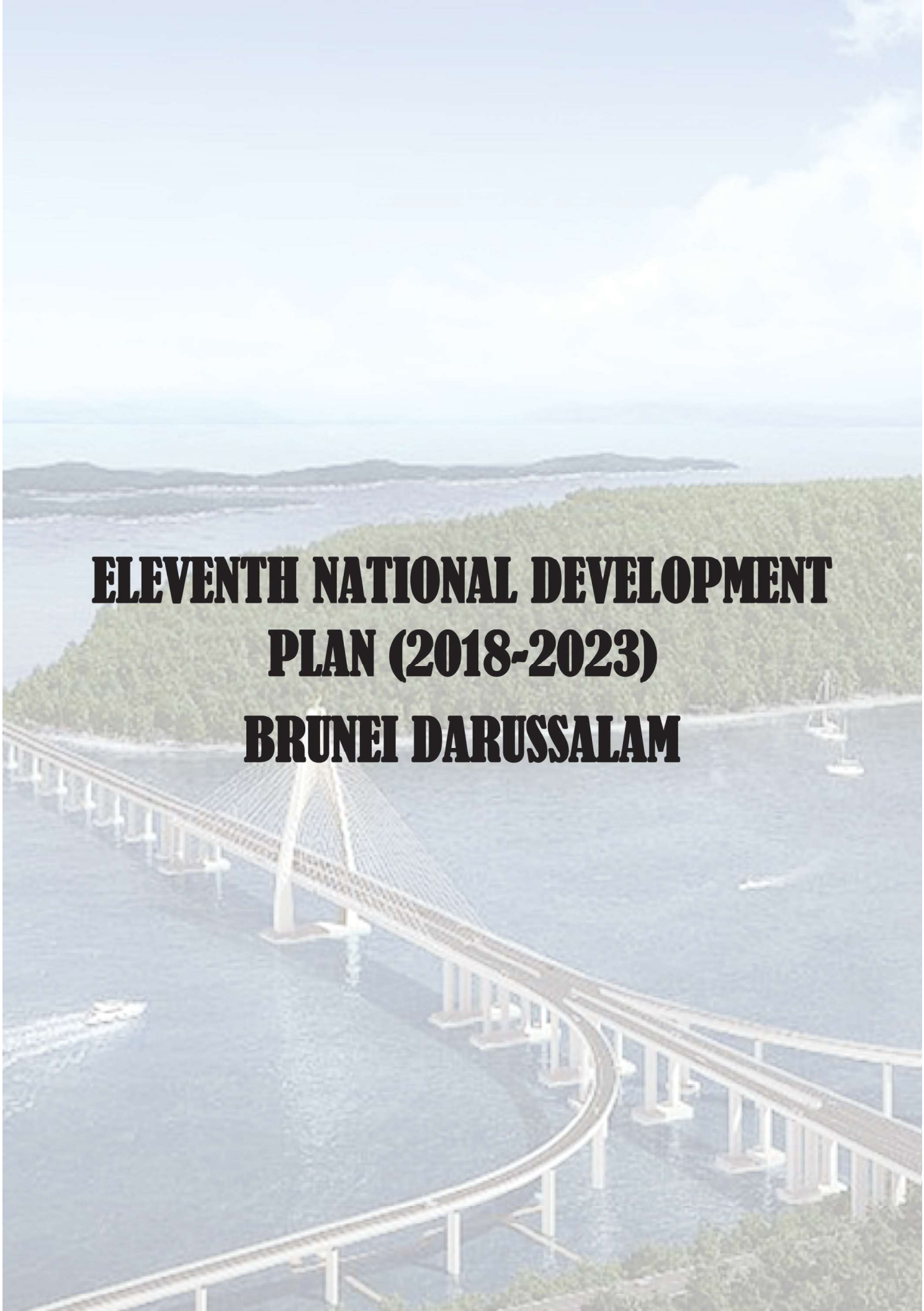
NATIONAL DEVELOPMENT PLAN

ELEVENTH NDP (2018-2023)
BRUNEI DARUSSALAM

"Increased Non-Oil and Gas Sector Output as Catalyst for Economic Growth"



ELEVENTH NATIONAL DEVELOPMENT PLAN (2018-2023)

BRUNEI DARUSSALAM

Published By
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Brunei Darussalam

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Titah

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

TITAH

بسم الله الرحمن الرحيم

السلام عليكم ورحمة الله وبركاته

الحمد لله رب العالمين والصلاة والسلام على أشرف الأنبياء والمرسلين سيدنا محمد وعلى آله وصحبه أجمعين، وبعد

Alhamdulillah, I am grateful to Allah Subhanahu Wata'ala, for it is only with His gracious blessings, My Government and people are now embarking on the Eleventh National Development Plan (RKN11).

Since the formulation of the 30-year Long-Term Development Plan Framework in 2007, two National Development Plans have been implemented. My Government has faced and overcome numerous challenges, specifically the global financial crisis, volatile oil prices, increased competition to attract foreign direct investment, climate change affecting production, and many more.

Towards 2035 and beyond, I foresee that the upcoming years will bring more challenges including the change in paradigm resulting from the Fourth Industrial Revolution, which requires new approaches based on innovation, science and technology, productivity and an aptitude for creativity.

Brunei Darussalam has to be able to foresee and make effective preparations through close cooperation amongst all parties (Whole-of-Nation Approach) as well as give dedication and commitment not just to be able to deal with the challenges to come, but also to ensure the country commits to peace and prosperity.

The focus will be given to increase Brunei Darussalam's readiness in achieving robust economic growth in spite of the challenges while fostering the principles of the Malay Islamic Monarchy (MIB). The MIB is our value system which continues to be our guide.

The skills and talents of our current and future generations should be constantly improved to anticipate forthcoming changes. High productivity acts as an additional catalyst for our nation's growth. All of these will provide assistance in achieving our *Wawasan Brunei 2035*.

Programmes and projects under RKN11 should be of high value with regards to the country's socio-economic development, not only to consistently improve the quality of life of both the citizens and residents but also to generate opportunities of employment for our people thus adding value to the economy.

I hope that RKN11 will continue to maintain the momentum of the success of the last two RKN under the Long-Term Development Plan Framework.

To conclude, I pray that all of our sincere efforts will ensure that the prosperity we savoured thus far will continue and can be equally shared by the future generations.

Wabillahi Taufiq Wal-Hidayah, Wassalamu'Alaikum Warahmatullahi Wabarakatuh.

SULTAN HAJI HASSANAL BOLKIAH
SULTAN AND YANG DI-PERTUAN
OF BRUNEI DARUSSALAM

Sabda

His Royal Highness Prince Haji Al-Muhtadee Billah ibni His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah

The Crown Prince and Senior Minister at the Prime Minister's Office

SABDA

بسم الله الرحمن الرحيم

السلام عليكم ورحمة الله وبركاته

الحمد لله رب العالمين والصلاة والسلام على أشرف الأنبياء والمرسلين سيدنا محمد وعلى آله وصحبه أجمعين، وبعد

Alhamdulilah, we are grateful to Allah the Almighty, for with His blessings upon which have bestowed upon us the benevolent and wise leadership of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Mahrum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan dan Yang Di-Pertuan of Brunei Darussalam, by which we have been able to enjoy progress and national development through carefully planned and implemented series of National Development Plan (NDPs). Insya' Allah, we shall continue to progress the development agenda for the next five years through the Eleventh National Development Plan (2018-2023) or RKN11, aligned with His Majesty's aspirations for **Wawasan Brunei 2035**, to ensure that the quality of life enjoyed by the people will continue to be enjoyed by the future generations delivered through the clear and realistic plans which take into account future trends in education, human resource development and the economy.

The citizens and residents of this country are grateful to Allah the Almighty for the blessings and sustenance bestowed upon Brunei Darussalam and for His Majesty's leadership and guidance through the Government of His Majesty, which has always prioritised investments in the country's socio-economic development to ensure long-term progressiveness. These include projects which ensure the well-being and welfare of the citizens and residents helping them to be active and productive members of society and contribute towards the development of a dynamic and sustainable economy. As such, priorities will continue to focus on building institutional capacity, development of human resource capital and developing our industries and expand trade network.

RKN11 is the third NDP within the framework of Brunei Darussalam's Long Term Development Plan as a continuation to RKN9 and RKN10 which are catalytic towards the success for the goals outlined in *Wawasan Brunei 2035*. In line with this mission, the RKN11's theme is "**Increased Non-Oil and Gas Sector Output as Catalyst for Economic Growth**".

RKN11 has been formulated by studying the nation's progress in development and economic growth over the last five years, progress within the overall national development goals and the future challenges which are likely to be encountered. In conforming to its theme, RKN11's primarily focuses on increasing the capacity of the Non-Oil and Gas Sector by emphasising on strengthening the efficiency in governance, development of a skilled, able and resilient workforce and improving the dynamism of the private sector including local businesses.

Programmes and projects are carefully evaluated based upon several criteria including the potential contribution to the Government revenue streams; involvement of stakeholders and the possibility of public-private partnership (PPP); judiciousness in spending; potential in generating employment opportunities; encouraging development of entrepreneurship and trade efforts and in attracting medium-term investments.

In this regard, I most respectfully present my highest appreciation and gratitude before His Majesty for consenting the allocation of BND 3.5 billion to implement the RKN11. The allocation of funding for programmes and projects has taken into account the need to secure effectiveness in terms of cost, value for money, priority and significance to the nation, the alignment towards the theme and goals of RKN11 and its readiness for implementation. With this, I hope the National Development Plan through RKN11 projects will be implemented efficiently and effectively, and that all projects will have a positive impact at the national level, in line with the Key Areas and National Key Performance indicators towards achieving *Wawasan Brunei 2035*.

At this juncture, I would like to express my sincerest appreciation to all members of the Committee for their active involvement and their contribution, constructive ideas and opinions offered throughout the process. I call upon all parties concerned, including the implementing agencies and stakeholders, to carry out their responsibilities and roles dutifully and in the spirit of mutual cooperation, solidarity and with the highest level commitment and dedication. I hope that all parties will jointly uphold and ensure the accomplishment of the RKN11 goals, to which Insya' Allah may we always be blessed in all the endeavours and efforts that we carry out.

Wabillahi Taufiq Wal-Hidayah, Wassalamu'Alaikum Warahmatullahi Wabarakatuh.

HIS ROYAL HIGHNESS PRINCE HAJI AL-MUHTADEE BILLAH
IBNI HIS MAJESTY SULTAN HAJI HASSANAL BOLKIAH
MU'IZZADDIN WADDAULAH

THE CROWN PRINCE AND SENIOR MINISTER AT THE PRIME MINISTER'S OFFICE

Executive Summary

EXECUTIVE SUMMARY

1. Through the *Wawasan Brunei 2035*, we aspire for Brunei Darussalam to be known as a country with a well-educated, highly-skilled and accomplished people as measured by the highest international standards; enjoying a high quality of life among the top ten countries in the world; and having a dynamic and resilient economy which is ranked among the world's top ten countries in terms of per capita income.

2. Towards realising the *Wawasan* and diversifying the economy, the Eleventh National Development Plan (RKN11) will focus on further developmental efforts on the production of Non-Oil and Gas Sector. Therefore, the *Wawasan Brunei 2035* Supreme Council has approved the following RKN11 theme:

   "Increased Non-Oil and Gas Sector Output as Catalysts for Economic Growth"

3. In supporting the RKN11 theme, six (6) development thrusts have been outlined in providing direction in preparing RKN11 programmes and projects.

4. The First Thrust is **Improving Quality of Teaching and Training to Produce Educated and Highly-Skilled Human Capital,** which emphasised that the Government sector will thus continue to strive to develop human capital that is educated and talented (talent pool) so that the country can be more prepared to deal with any structural changes in the economy, especially in the country's desire to diversify the economy.

5. The Second Thrust is **Developing Manpower in line with Industry Requirements**. This thrust gives emphasis towards manpower planning in line with the industry requirements. This will help to reduce unemployment; reduce business costs in terms of providing basic workforce training; and prepare the country to compete with others in attracting FDIs, especially in increasing the country's contribution to the Non-Oil and Gas Sector.

6. The Third Thrust is **Building Visionary and *Wasatiah* Communities** in order to create a knowledgeable, competitive, and highly-skilled human capital that have strong principles and high self-identity based on the principle of Malay Islamic Monarchy (MIB).

7. The Fourth Thrust is **Strengthening the Sustainable Welfare of the People** that focuses in providing a sustainable and quality basic facilities and necessities. Private sector involvement is important not only in terms of financial resources but also in delivering cost-effective and efficient services as well as its ability to increase economic activity. With this regard, the Government sector needs to take pro-active actions in implementing reforms on existing welfares and policies or introducing appropriate new policies.

8. The Fifth Thrust is **Increasing Output and Contribution of Non-Oil and Gas Sector to Gross Domestic Product (GDP)**. In improving the country's Non-Oil and Gas Sector, the private sector plays a crucial role in assisting the micro, small and medium sized companies to thrive and be more competitive with other companies from abroad and correspondingly, penetrate the international market. The influx of Foreign Direct Investments (FDIs) in the country will also accelerate the growth of Non-Oil and Gas Sector and benefit the country, such as through the introduction of new technology, knowledge transfer as well as increase productivity and skilled workforce.

9. The Sixth Thrust is **Strengthening Government's Governance for a Conducive Business Environment**. This Thrust supports the empowerment of the private sector, in ensuring the Government's pro-business governance by providing environment that are accessible as well as conducive and also helps to reduce business costs. With an easy and low-cost business environment, it will encourage the society to venture into entrepreneurship and also make the country competitive in attracting more FDIs.

10. In RKN11, a new approach for the selection of projects and budget allocation has been adopted as follows:
    i. All projects submitted by Ministries were endorsed by the *Wawasan* Champions to make sure they are in line with the *Wawasan Brunei 2035* goals;
    ii. The effectiveness of each project was evaluated based on their contribution towards achieving the 'National Outcomes';
    iii. Not only focused on infrastructure projects;
    iv. The project should focus on improving quality and productivity of the public and private sector and supporting the RKN11 theme;
    v. All proposed projects should be ready to be implemented and can be completed within the RKN11. Therefore, every ministry needs to ensure adequate capacity to implement, including workforce, experts, and availability of site readiness; and
    vi. To ensure cost-effectiveness and value-for-money in the RKN11 expenditure, the following analysis measurement will be used for project assessment:
        a. Cost Benefit Analysis (CBA) will ensure that each project provided are value-for-money; and
        b. Needs Analysis (NA), to ensure the needs and Whole Government Approach are in line with the *Wawasan Brunei 2035* goals, Strategic Plan, Master Plan and also Regional Plan.

11. A total of BND3.5 billion has been allocated for the five-year period under the RKN11 to finance 186 projects. The selection of projects was based on their contribution to economic growth and development, as well as the capacity of the implementing agency in carrying out the project.

12. The Government will also explore the use of alternative financing for projects that have a commercial value in order to encourage private sector involvement in the development of the economy through the Public-Private Partnership (PPP) model.

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2. Developing Manpower in line with Industry Requirements;
3. Building Visionary and *Wasatiah* Communities;
4. Strengthening the Sustainable Welfare of the People;
5. Increasing Output and Contribution of Non-Oil and Gas Sector to Gross Domestic Product (GDP); and
6. Strengthening Government's Governance for a Conducive Business Environment.

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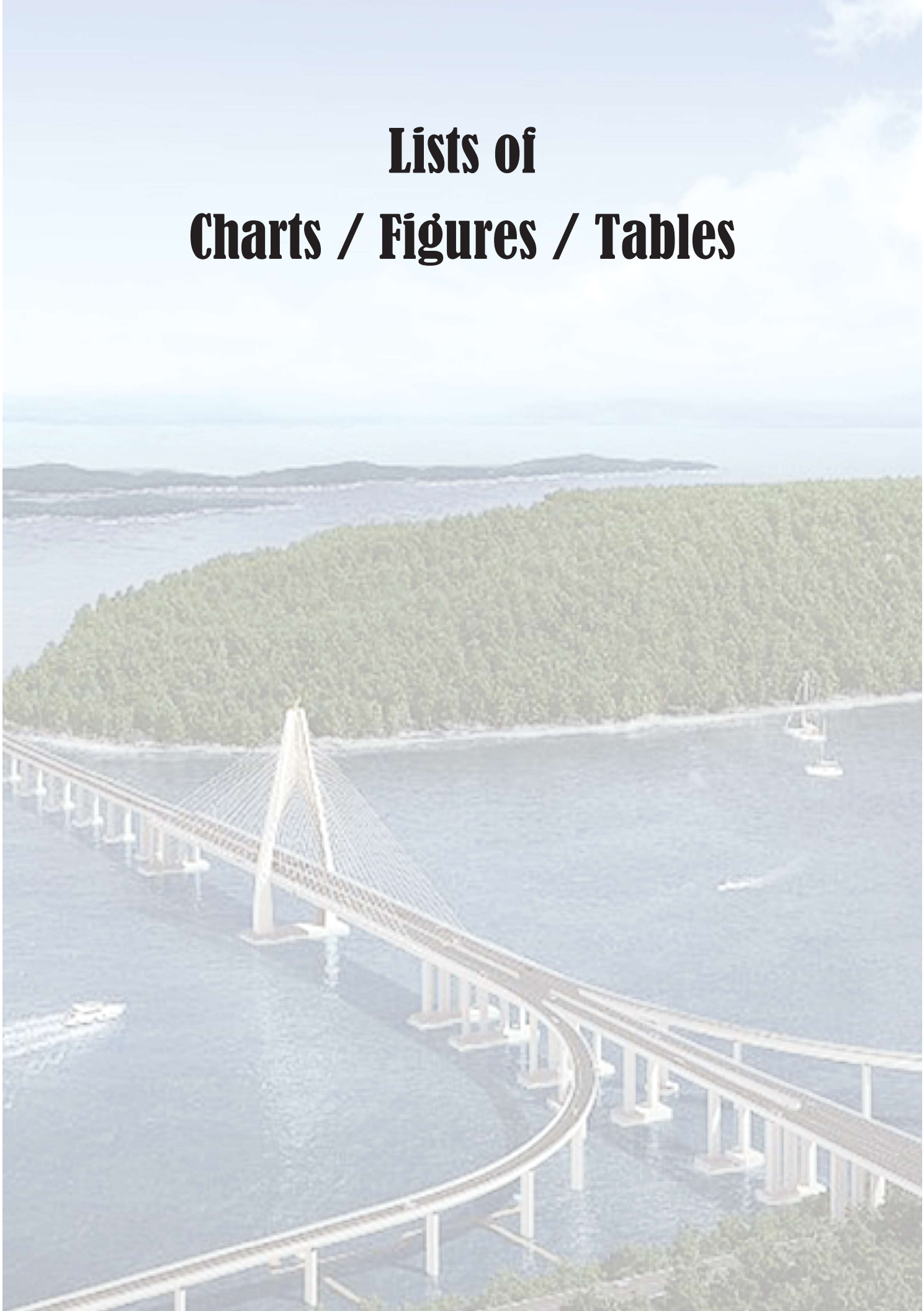

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Glossary of Acronyms

GLOSSARY OF ACRONYMS

AWOS	Airport Automatic Weather Observation System
BDTA	Brunei Darussalam Teachers Academy / *Akademi Guru Brunei Darussalam*
BEES	Brunei Entrepreneurship Education Scheme / *Program Skim Pendidikan Keusahawanan Brunei*
BKB	*Bantuan Kebajikan Bulanan* / Monthly Welfare Assistance
BND	Brunei Darussalam Dollar
BPTV	*Biasiswa Pendidikan Teknikal dan Vokasional* / Technical and Vocational Education Scholarship Scheme
BRU-HIMS	Brunei Darussalam Healthcare Information and Management System
CBA	Cost Benefit Analysis
CORS	Continuously Operating Reference Station
CPI	Consumer Price Index / *Indeks Harga Pengguna*
CSLP	Civil Service Leadership Pipeline
DEPS	Department of Economic Planning and Statistics / *Jabatan Perancangan Ekonomi dan Statistik*
DME	Distance Measuring Equipment
DVOR	Doppler VHM Omni Directional Range
EODB	Ease of Doing Business
EWRS	Air Defense Capability and Related Infrastructure / *Keupayaan Pertahanan Udara dan Infrastruktur yang Berkaitan*
FY	Financial Year / *Tahun Kewangan*
GDP	Gross Domestic Product / *Keluaran Dalam Negeri Kasar*

GLC	Government-Linked Companies / *Syarikat-Syarikat Berkaitan Kerajaan*
HDI	Human Development Index / *Indeks Pembangunan Manusia*
I-RDY	i-Ready
IBA	Industry Business Academy / *Akademi Perniagaan Industri*
ICF	Industry Competency Framework / *Rangka Kerja Kompetensi Industri*
ICT	Info-Communications and Technology / *Info-Komunikasi dan Teknologi*
IHP	*Indeks Harga Pengguna* / Consumer Price Index
ILS	Instrument Landing System
IMF	International Monetary Fund
ISQ	Industrial Skills Qualification
JAPEM	*Jabatan Pembangunan Masyarakat* / Department of Community Development
JPES	*Jabatan Perancangan Ekonomi dan Statistik* / Department of Economic Planning and Statistics
KDNK	*Keluaran Dalam Negeri Kasar* / Gross Domestic Product
KPI	Key Performance Indicator / *Petunjuk Prestasi Utama*
KUPUSB	*Kolej Universiti Perguruan Ugama Seri Begawan* / Seri Begawan Religious Teachers University College
LNG	Liquified Natural Gas / *Gas Cecair Asli*
ME	Ministry of Energy / *Kementerian Tenaga*
MIB	*Melayu Islam Beraja* / Malay Islamic Monarchy

MOFE	Ministry of Finance and Economy / *Kementerian Kewangan dan Ekonomi*
MRS	Medical Reception Station
MSMEs	Micro, Small and Medium Enterprises / *Perushaan Mikro, Kecil dan Sederhana*
MUIB	*Majlis Ugama Islam Brunei* / Brunei Islamic Religious Council
NA	Needs Analysis
NAWS	National Automatic Weather Stations / *Stesen Cuaca Automatik Nasional*
NDP	National Development Plan / *Rancangan Kemajuan Negara*
NEA	National Entrepreneurship Agenda / *Agenda Keusahawanan Kebangsaan*
NERS	National Emergency Response System / *Sistem Respons Kecemasan Nasional*
NKPI	National Key Performance Indicator / *Petunjuk Prestasi Utama Kebangsaan*
NRW	Non-Revenue Water
NTRL	National TB Reference Laboratory
OBBD	Outward Bound Brunei Darussalam
OSPD	Outline of Strategies and Policies for Development / *Matlamat Jangka Panjang*
PKS	*Perusahaan Kecil dan Sederhana* / Small and Medium Enterprise
PMKS	*Perusahaan Mikro, Kecil, dan Sederhana* / Micro, Small and Medium Enterprise
PPB	*Pusat Pembangunan Belia* / Youth Development Centre
PPK	*Pusat Pembangunan Kapasiti* / Capacity Building Centre
PTV	*Pendidikan Teknik dan Vokasional* / Technical and Vocational Education

RKN	*Rancangan Kemajuan Negara* / National Development Plan
RKN7	*Rancangan Kemajuan Negara Ketujuh* / Seventh National Development Plan
RKN8	*Rancangan Kemajuan Negara Kelapan* / Eighth National Development Plan
RKN9	*Rancangan Kemajuan Negara Kesembilan* / Ninth National Development Plan
RKN10	*Rancangan Kemajuan Negara Kesepuluh* / Tenth National Development Plan
RKN11	*Rancangan Kemajuan Negara Kesebelas* / Eleventh National Development Plan
RKNPMS	RKN Project Management System / *Projek Sistem Pemantauan RKN*
RPN	*Rancangan Perumahan Negara* / National Development Housing
RTO	Registered Training Organizations
SCADA	Supervisory Control and Data Acquisition Sistem / *Pengurusan Kawalan Rangkaian, Pengawasan Kawalan dan Sistem Perolehan Data*
SDG	Sustainable Development Goals / *Matlamat Pembangunan Berdayatahan*
SMEs	Small and Medium Enterprises / *Perusahan Kecil dan Sederhana*
SPN21	*Sistem Pendidikan Negara Abad Ke-21* / 21st National Education System
TK	*Tahun Kewangan* / Financial Year
UNISSA	*Universiti Islam Sultan Sharif Ali* / Sultan Sharif Ali Islamic University
USD	*United States Dollar*
UTB	*Universiti Teknologi Brunei* / University Technology Brunei

Section

1

WAWASAN BRUNEI 2035 AND ENDURING VALUES

WAWASAN BRUNEI 2035

The country's vision known as *Wawasan Brunei 2035* aspires for Brunei Darussalam, by the year 2035, to be known worldwide as a country with: An Educated, Highly-Skilled and Accomplished People; A High Quality of Life; and A Dynamic and Sustainable Economy.

GOAL 1 OF *WAWASAN BRUNEI 2035*: AN EDUCATED, HIGHLY-SKILLED AND ACCOMPLISHED PEOPLE

The aspiration to make Brunei Darussalam a developed country depends on its educated, highly-skilled and competent human capital to meet the market and economic needs, while having strong national values in accordance to the Malay Islamic Monarchy (MIB) philosophy. For this purpose, an integrated human capital development will require improving the education and training system as a whole, encompassing Pre-school, Primary and Secondary Schools, Technical and Vocational Education, Higher Education as well as Lifelong Learning.

There needs to be a shift in focus on education and training needs, from developing physical infrastructure aspects to improving the quality of the education and training of the workforce. The quality of the existing education and training system need to be at par with international counterparts for the country's development. Accessibility to quality education will ensure opportunity is given to every individual to maximise their potential as well as intellectual abilities. This will lead to a productive workforce and will be able to meet labour demand towards ensuring economic growth and development.

In order to support the achievement of this goal, the related RKN11 projects includes new and additional construction of buildings and infrastructure, improvement to the national education management system in addition to the provision of human resource development fund and scholarships.

GOAL 2 OF *WAWASAN BRUNEI 2035*: HIGH QUALITY OF LIFE

Aspects of quality of life such as healthcare, social, cultural, security, environment and provision of basic facilities will be the main priority including provision of key infrastructure, national security and caring for the environment, in order to achieve a high quality of life on par with the needs of a developed country.

In supporting this goal, related RKN11 projects will focus on providing a world class healthcare, development and provision of quality public infrastructure and basic utilities, accessibility to good quality dwellings, improvement in the quality of service delivery as well as strengthening the capabilities of security and intelligence agencies, especially towards ensuring national security.

GOAL 3 OF *WAWASAN BRUNEI 2035*: DYNAMIC AND SUSTAINABLE ECONOMY

In order to ensure a dynamic and sustainable economy that can be enjoyed by generations to come, Goal 3 of the *Wawasan Brunei 2035* aspires for Brunei Darussalam to become a high income and developed country, with knowledge and technology as the basis for developing and strengthening private sector involvement. This can be achieved through continuous increase in output and productivity, strategic investments and economic diversification. In the meantime, the Government will continue to play its role in facilitating the success of this development.

RKN11 projects that support the achievement of this goal include projects that enhance the development of key sectors, improving the infrastructure and basic utilities for industrial sites, rehabilitation and upgrading of tourism sites and implementation of capacity development programmes.

ENDURING VALUES

While recognising the need to change, we will continue to uphold vigorously the core values that have been the foundation of our country's political stability, social harmony and prosperity.

In any efforts, we shall be guided by our commitment to the Brunei monarchy and country, our faith in the values of Islam, based on the *Ahli Sunnah Wal-Jemaah, Mazhaf Shafie*, and our tradition of tolerance, compassion and social harmony. We believe that our ability to adapt and manage change is greatly enhanced by the Malay Islamic Monarchy (MIB) concept which is inspired by these core values.

EFFORTS TO ACHIEVE *THE WAWASAN BRUNEI 2035*

In order to ensure that *Wawasan Brunei 2035* will be achieved systematically and effectively, several efforts have been undertaken, as follows:

- Establishment of a governing structure for *Wawasan Brunei 2035*, comprising of the *Wawasan Brunei 2035* Supreme Council and the *Wawasan* Champions, to create and generate synergy towards integrated planning and achieving *Wawasan Brunei 2035*.

- Development of the *Wawasan Brunei 2035* Framework to assess and measure the level of achievement and the country's progress towards *Wawasan Brunei 2035* in a much clearer and detailed manner. This is an outcome and performance-based approach towards ensuring that Ministries, Departments and implementing agencies are able to improve their performance towards realising *Wawasan Brunei 2035* goals. With this Framework, all stakeholders involved will be able to undertake integrated actions including continuous planning and implementation of programmes and projects;

- The use of National Key Performance Indicators (NKPIs) in assessing the performance and progress of each NKPIs against the targets set towards achieving the related National Outcomes; and

- The *Wawasan Brunei 2035* Framework will be continuously communicated in a comprehensive manner to all Government agencies and the general public to educate on their roles in contributing towards realising *Wawasan Brunei 2035*.

One of the main roles of the *Wawasan Brunei 2035* Supreme Council is to assure that the three (3) main goals of *Wawasan* are achieved through the *Wawasan Brunei 2035* Framework; by providing policy directions for the realisation of *Wawasan Brunei 2035*; as well as ensuring implementation of policies and strategies at the top level are aligned, integrated and sustainable.

Meanwhile, the *Wawasan* Champions are responsible for identifying strategies to achieve the National Outcomes; formulating and implementing strategic action plans along with conducting engagements with relevant stakeholders between Government agencies, private sector, non-Governmental organisations and the general public in the planning process; and to ensure the implementation of high impact programmes and projects at the national level.

NATIONAL OUTCOMES IN THE *WAWASAN BRUNEI 2035* FRAMEWORK

A new approach that has been utilised in the selection of projects and provision of RKN11 budget is that every project requested by Ministries will be assessed by the *Wawasan* Champions beforehand in terms of its relevancy towards achieving *Wawasan Brunei 2035* and its effectiveness through its contribution towards the National Outcomes.

There are 12 National Outcomes in the *Wawasan Brunei 2035* Framework, as follows:

Goal 1

1. First Class Education;
2. Equal Educational Opportunities; and
3. Human Resource Development that meet the needs of the economy.

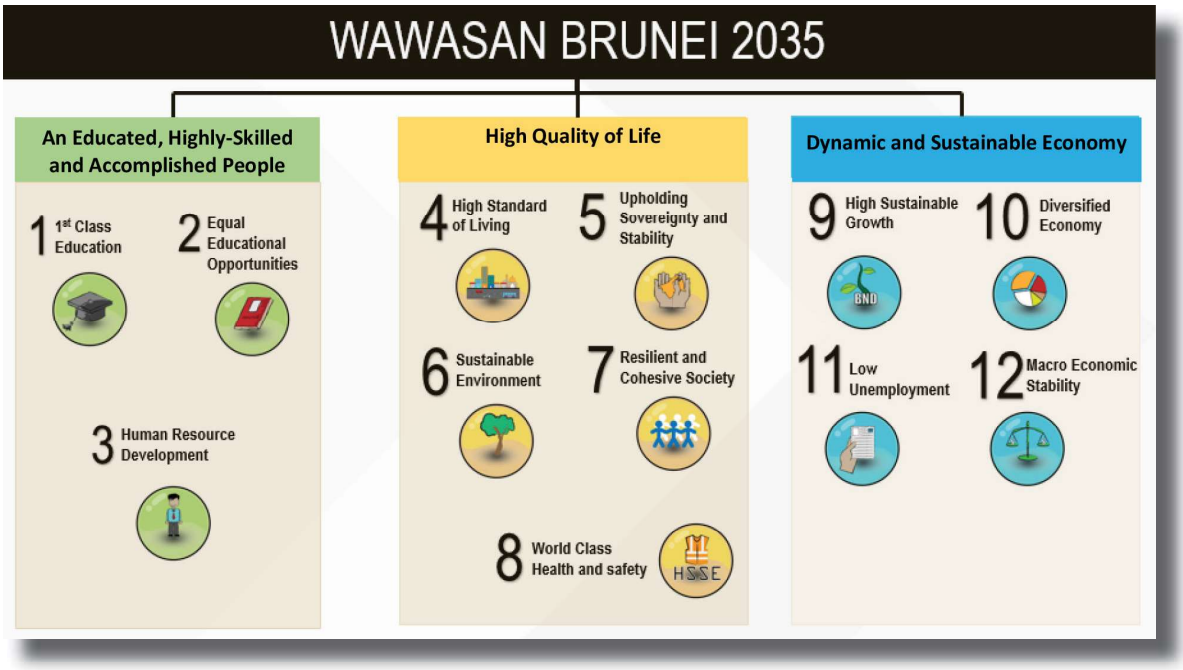
Goal 2

4. High Standard of Living;
5. Upholding Sovereignty and Stability;
6. Sustainable Environment;
7. A Resilient and Cohesive Society; and
8. World Class Health and Safety in the Workplace.

Goal 3

9. High and Sustainable Economic Growth;
10. Economic Diversification;
11. Low Unemployment; and
12. Macroeconomic Stability.

SECTION 1
Wawasan Brunei 2035
and Enduring Values



Section

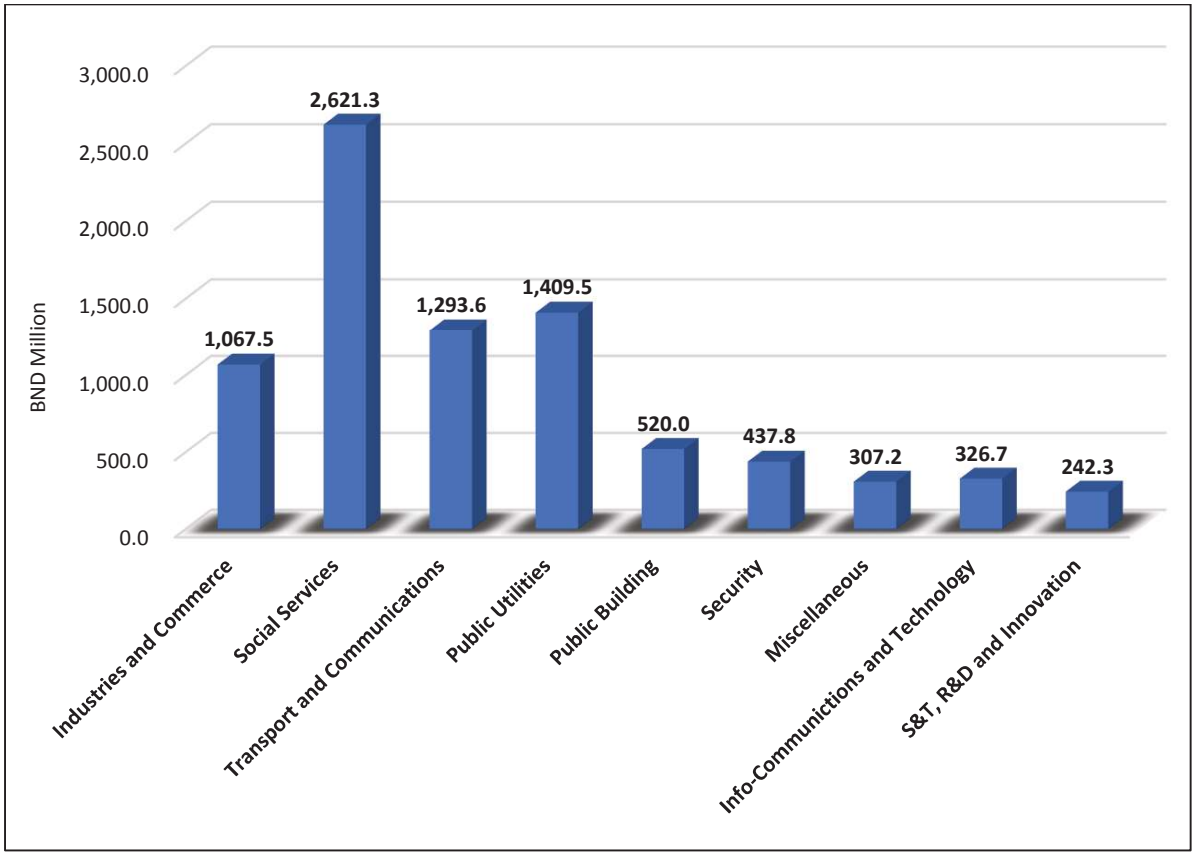
2

ACHIEVEMENTS OF THE TENTH NATIONAL DEVELOPMENT PLAN (2012-2018)

BACKGROUND

For the Tenth National Development Plan (RKN10) which ran from 2012 to 2017, the Government approved 567 projects to be implemented with a scheme value of BND8.2 billion. The RKN10 period was then extended until March 2018, bringing the total number of projects to 568 projects due to the transfer of the Temburong Bridge project to RKN in Financial Year 2017/2018. The scheme value of RKN10 was distributed across the nine (9) main sectors. The highest allocation of BND2,621.3 million, accounting for 31.9 per cent of the total scheme value, was allocated to the Social Services Sector, followed by the Public Utilities Sector accounted about BND1,409.5 million (17.1 per cent), and the Transportation and Communications Sector about BND1,293.6 million (15.7 per cent). The distribution of the scheme value by main sectors is shown in **Chart 2.1.**

Chart 2.1: Scheme Value of RKN10 by Main Sectors

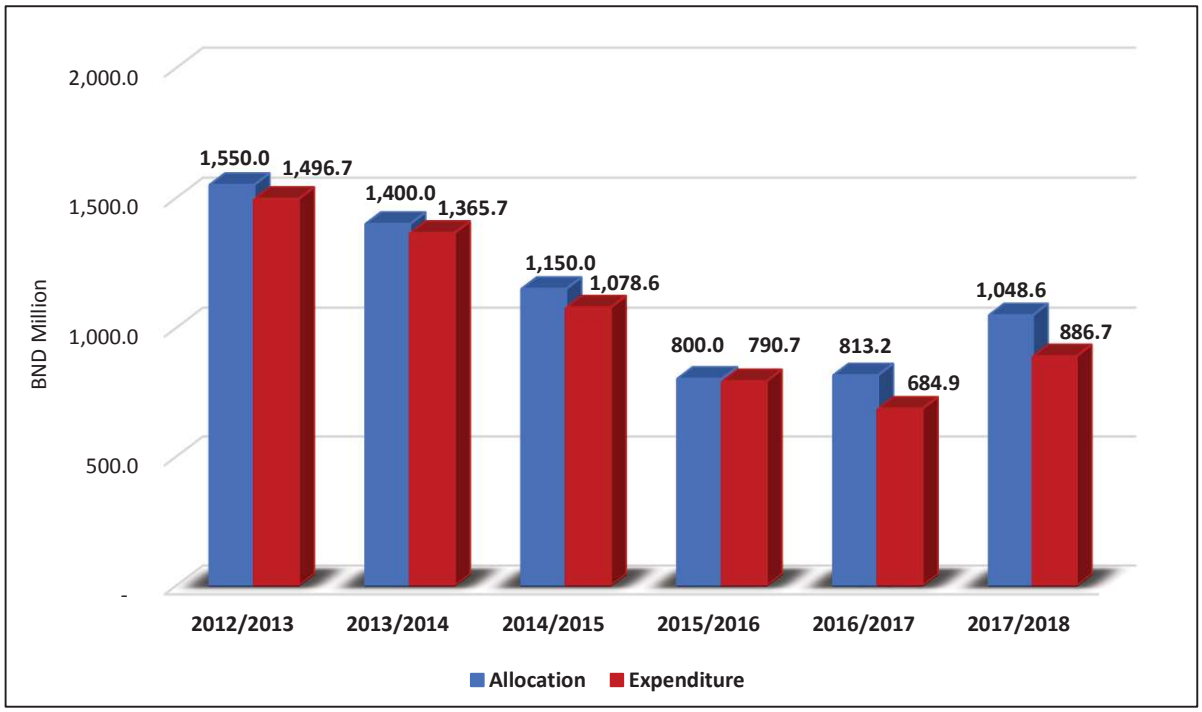


Source: DEPS

EXPENDITURE BY FINANCIAL YEAR

Within the RKN10 period, BND6,303.3 million had been spent as of 31st March 2018. This amount accounts for 76.6 per cent of the BND8.2 billion approved scheme value. This is based on performance of the development and the expenditure of the projects in accordance to the requirements from the implementing agencies. **Chart 2.2** illustrates the allocation and expenditures of RKN10 by Financial Year.

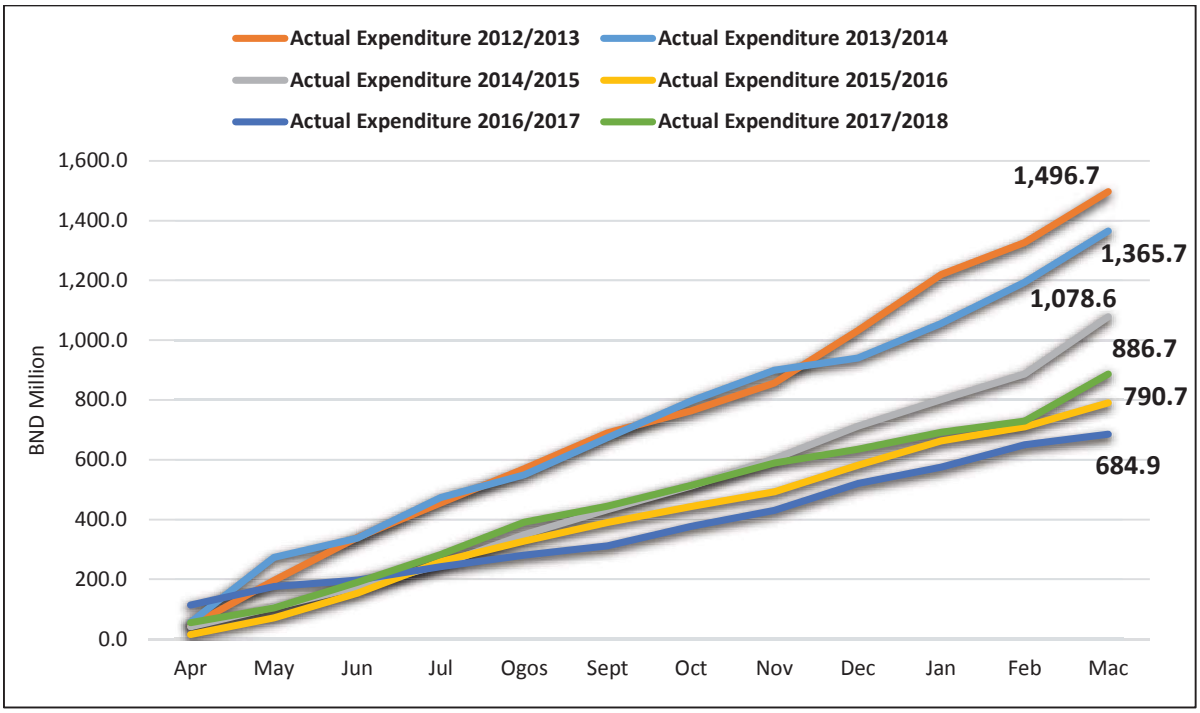
Chart 2.2: Allocation and Expenditure of RKN10 by Financial Year



Source: DEPS

Based on **Chart 2.2**, expenditure in the first and second Financial Year were for projects carried over from RKN9 that were in the implementation stage. This included mega projects that had been completed. For the third Financial Year, new projects of RKN10 started to be implemented and the expenditure showed the beginning of the expenditure of RKN10 projects. **Chart 2.3**, shows the actual monthly expenditure for the six (6) Financial Years during RKN10 period.

Chart 2.3: Monthly Expenditure of RKN10 by Financial Year



Source: DEPS

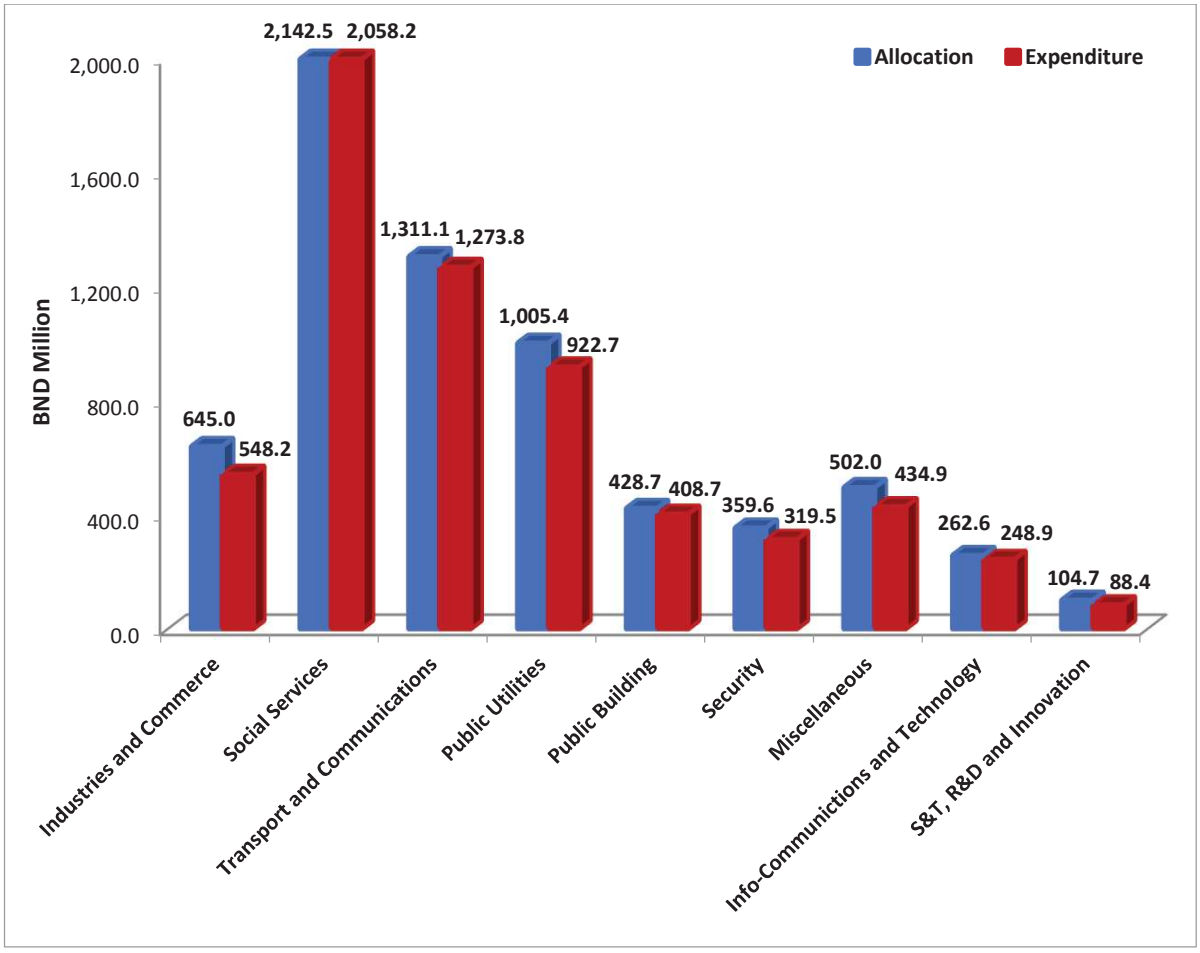
EXPENDITURE BY MAIN SECTORS

Social Services Sector recorded the highest expenditure amounting to BND2,058.2 million compared to other sectors. This was due to the implementation of mega projects such as the 4,000 unit housing project for Kampong Mengkubau National Housing; 1,500 unit housing project for Daerah Tutong National Housing; 1,000 unit cluster houses for Kampong Lugu National Housing; and also the Human Resources Fund. On the other hand, several projects that were carried forward under RKN9 were successfully completed within the period.

The Transportation and Communication Sector recorded the second highest expenditure of BND1,273.8 million. Projects under this sector included the construction of Raja Isteri Pengiran Anak Hajah Saleha Bridge, modernisation of the Brunei International Airport, the construction of Tutong Road to Seria, Stage 3 - Road connecting Telisai Lumut (16km) and Temburong Bridge.

The third highest expenditure was recorded by the Public Utilities Sector amounting BND922.7 million. Projects under this sector consisted of electrical services projects such as the Bukit Panggal Power Station, Power Generation Lumut Station Phase 2, and water supply projects such as Ulu Tutong Dam Project. In addition, this sector also include the Industrial Development projects and Sungai Liang Industrial Park. Expenditures of RKN10 by main sectors are as shown in **Chart 2.4**.

Chart 2.4: Allocation and Expenditure of RKN10 by Main Sectors



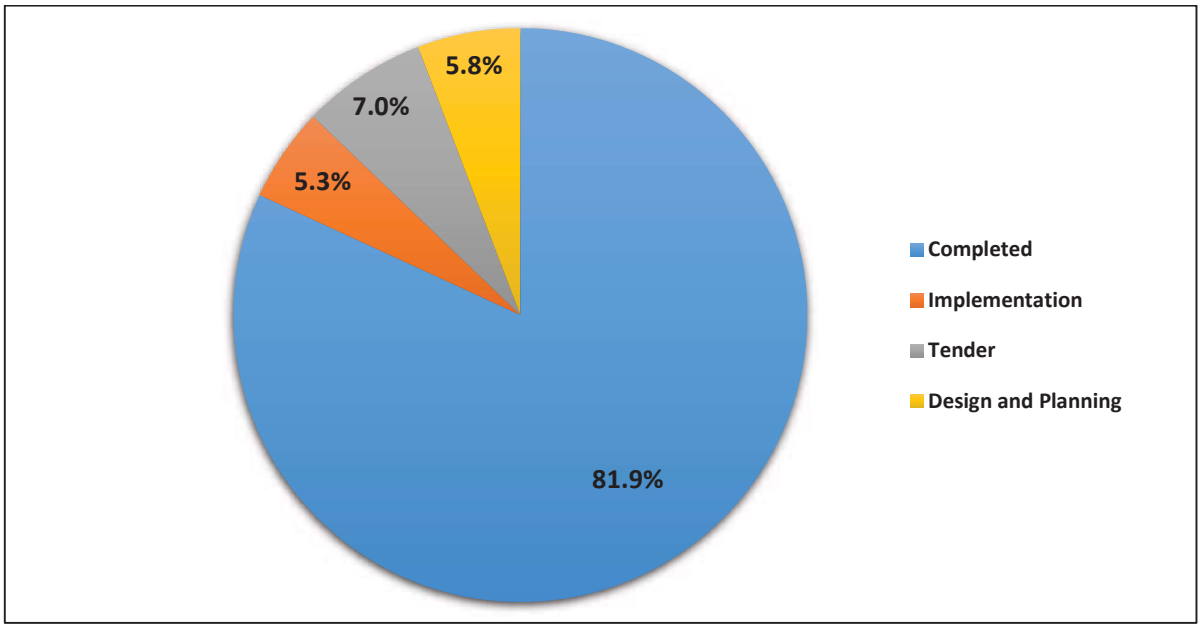
Source: DEPS

RKN10 PROJECT IMPLEMENTATION STATUS

Out of the 568 approved projects under RKN10, 465 projects (81.9 per cent) were successfully completed, 30 projects (5.3 per cent) were in the implementation stage, 39 projects (7.0 per cent) were in the tendering stage, and 34 projects (5.8 per cent) were in the design and planning stage.

The completed projects include mega projects such as Raja Isteri Pengiran Anak Hajah Saleha Bridge, *Taman Mahkota Jubli Emas*, *Taman Riadah Khas*, construction of Flyover at Muara Beach / Mengkubau Housing Highway Interchange, the construction of Gadong / Telanai Road Interchange, the construction of 4,000 unit housing project in Kampong Mengkubau National Housing and the modernisation of the Brunei International Airport. **Chart 2.5** illustrates the overall status for RKN10 projects.

Chart 2.5: Number of RKN10 Projects by Status



Source: DEPS

CHALLENGES IN THE IMPLEMENTATION OF RKN10 PROGRAMMES AND PROJECTS

A number of challenges were faced by the Government despite continuous efforts to ensure the smooth implementation of programmes and projects. These challenges were due to a number of factors such as:-

i) Unavailability of sites for projects;
ii) Frequently changing work scope;
iii) Delays in the preparation of project briefs in the implementation stage;
iv) Delays in the preparation of tender documents and evaluation;
v) The time-consuming process of appointing consultants; and
vi) Problems related to contractors.

MEASURES TO IMPROVE THE IMPLEMENTATION AND MONITORING OF RKN PROJECTS

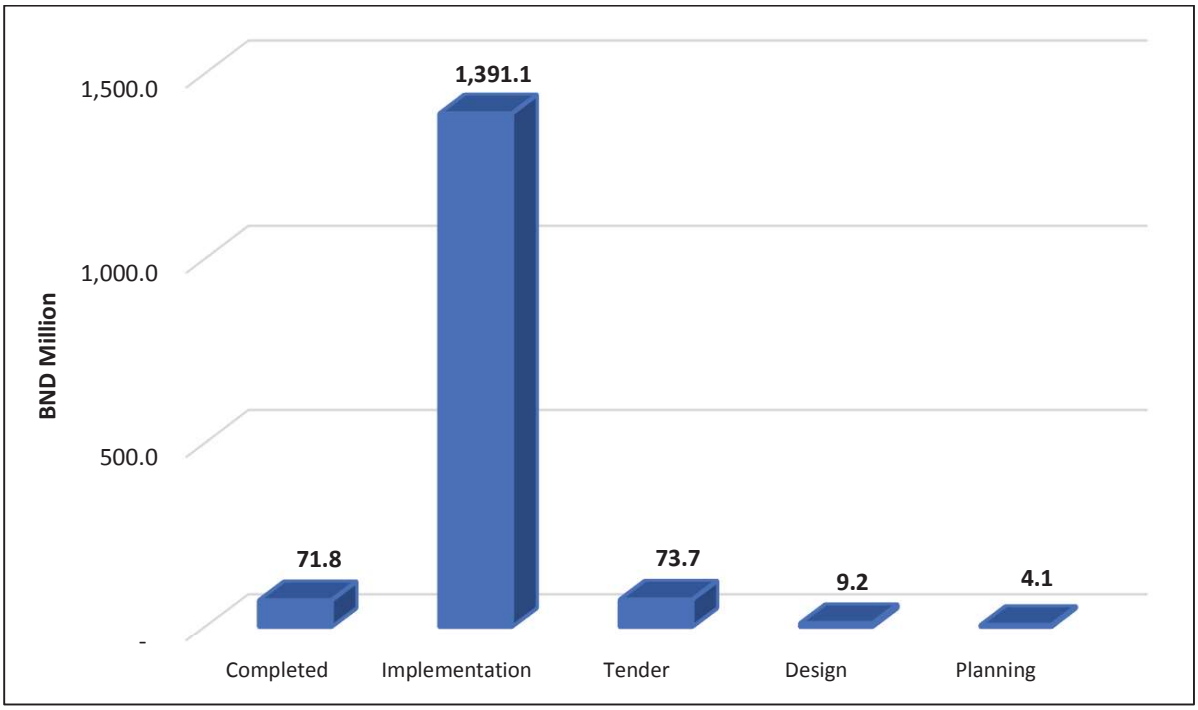
In order to ensure that RKN projects are implemented according to schedule and within the approved budget allocations, the Government will continue to closely monitor the development of the projects. In addition, the following measures have been introduced and implemented:

i. Carried forward projects from previous plan must be completed in the current plan;
ii. Implementing agencies need to ensure that RKN projects are completed according to specifications, within the approved allocation and following implementation schedules without affecting the functionality of the project;
iii. Ensured payments were made according to contractual terms and original scope;
iv. During the RKN period, any project that required additional funding will be advised to implement detailed and innovative study on how the project will be implemented within the approved allocation without affecting the main function of the project;
v. Ensured the monitoring system, RKN Project Management System (RKNPMS) was fully used and updated by the client and implementing agency;
vi. Emphasised on the concepts of the value-for-money and shared faclilties. The planned expenditure will be based on the average rates for the costs of construction of Government buildings and projects to ensure projects are not over-specified and exceed their actual functions or needs;
vii. Organised scheduled and surprise visits to project sites to ensure the physical progress met the scheduled implementation progress;
viii. Conducted monthly meetings with client and implementing agency to discuss project development and financial status; and
ix. Withdrawn projects and their allocation if they were not implemented after one year they have been approved.

SCHEME VALUE FOR CARRIED FORWARD PROJECTS TO RKN11

In order to ensure the continuity in implementation of programmes and projects under RKN10, the Government had carried forward 30 projects to be implemented and completed during RKN11 with total scheme value of BND1.5 billion (44.3 per cent from the overall RKN11 scheme value) based on the readiness of the projects to be implemented. **Chart 2.6** illustrates the scheme value for carried forward projects according to status.

Chart 2.6: Scheme Value for Carried Forward Projects according to Status



Source: DEPS

CONCLUSION

Despite the challenges faced during the RKN10 period, numerous developments have been achieved. A number of projects on infrastructure and basic amenities such as schools, hospitals, housing, roads, electric and water provisions were successfully completed for the welfare of the citizens and residents of of the country. Among the projects successfully completed under RKN10 were the construction of Raja Isteri Pengiran Anak Hajah Saleha Bridge and the *Taman Mahkota Jubli Emas* project, as landmarks for the 50th anniversary of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam ascended the throne. Similar projects will be continued to be implemented focusing on projects that can generate economic growth.

In addition, through the allocation for the Human Resources Fund in RKN10, positive achievements have been accomplished. These positive developments will continue to be further enhanced during the RKN11, by introducing new programmes to produce highly-skilled and educated people such as the Civil Service Leadership Pipeline (CSLP), Human Resource Fund as well as projects for building, upgrading and construction of school buildings in the country.

Planning of these projects will continue in RKN11 to foster the country's mission towards achieving the goals outlined in the *Wawasan Brunei 2035*.

Section

3

ECONOMIC PERFORMANCE OF BRUNEI DARUSSALAM

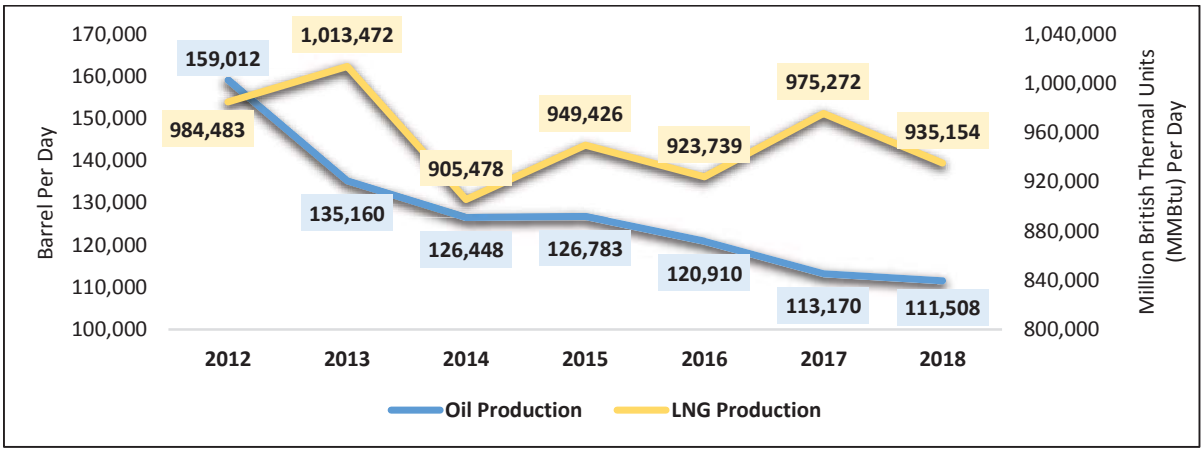
BACKGROUND

In the period of RKN 2012-2018, Brunei Darussalam experienced a challenging economic environment and recorded a markedly muted level of economic growth. The country's dependence on the Oil and Gas Sector remains high as a percentage of GDP (59.4 per cent), Government revenue (82.3 per cent), and exports (more than 90 per cent). The trade balance continued to record surpluses, however at decreasing levels due to high dependence on the oil and gas exports. Meanwhile, the fiscal balance is in deficit since the Financial Year 2014/2015 following the drastic decline in the oil and gas revenue. With regards to consumer prices, the inflation rate measured by the consumer price index (CPI) remains low and manageable.

GROSS DOMESTIC PRODUCT (GDP)

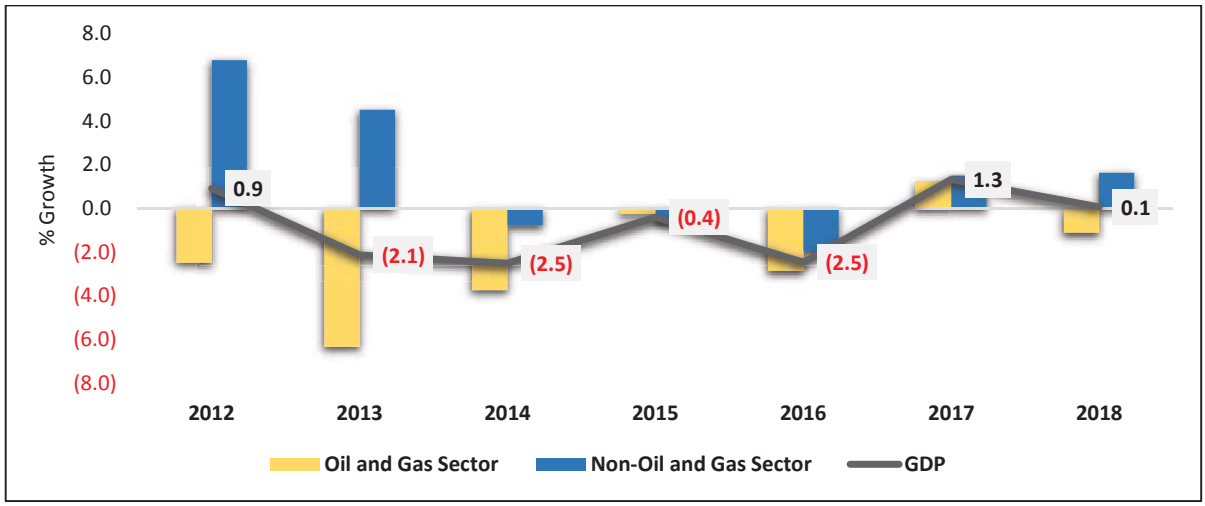
The economy of Brunei Darussalam recorded slow average growth in the period of 2012-2018. This was mainly due to the decline in the Oil and Gas Sector, in line with the fall in both oil production from 159,012 barrels per day in 2012 to 111,508 barrels per day in 2018 and Liquefied Natural Gas (LNG) production from 984,483 million British thermal units (MMBtu) per day to 935,154 MMBtu per day during the same period **(Chart 3.1)**. However, in 2018, our economy improved by 0.1 per cent **(Chart 3.2)** mainly due to an increase in the Non-Oil and Gas Sector, on the back of developments in several subsectors namely Government Services (3.4 per cent), Manufacturing (15.5 per cent), Construction (6.0 per cent) and Wholesale and Retail Trade (2.3 per cent).

Chart 3.1: Brunei Darussalam's Oil and LNG Production, 2012-2018



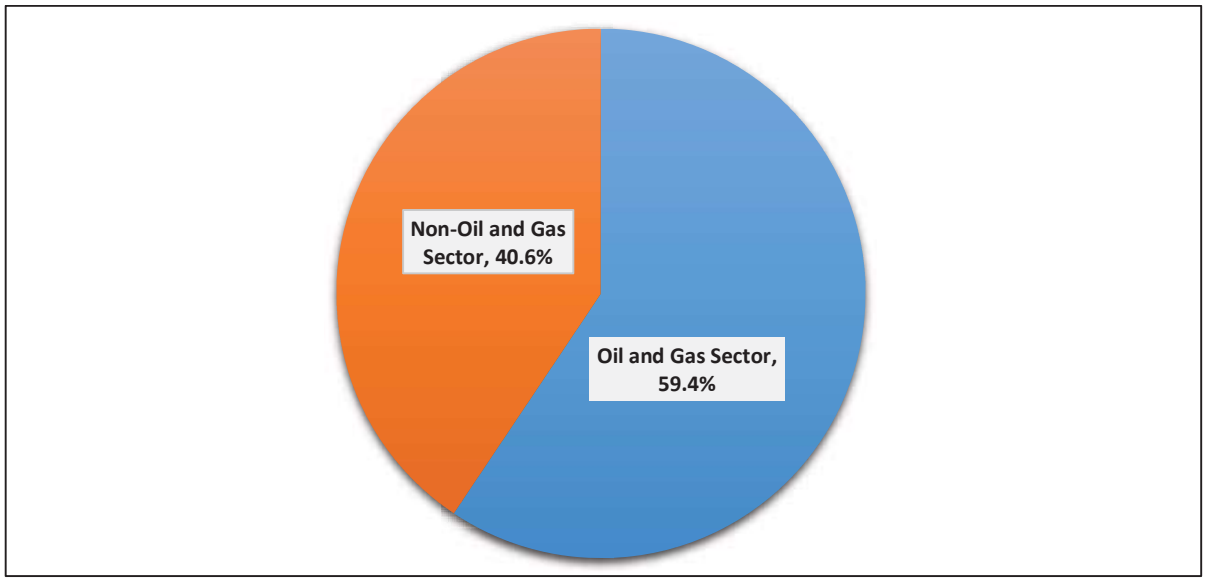
Source: ME

Chart 3.2: Brunei Darussalam's GDP Growth, 2012-2018



Source: DEPS

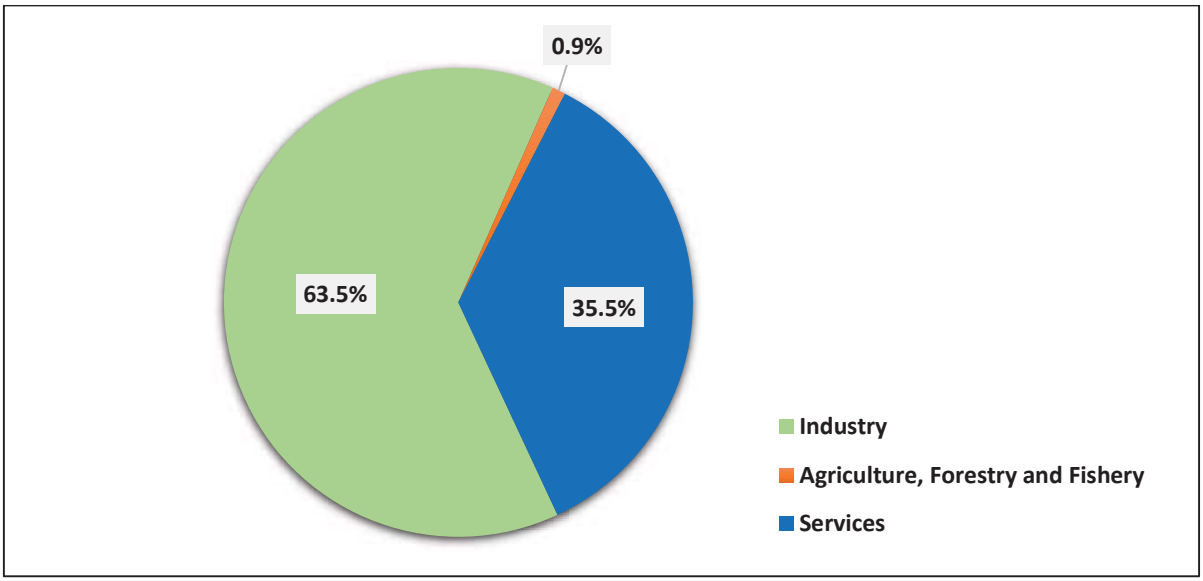
Chart 3.3: Brunei Darussalam's GDP Contribution by Sector, 2012-2018



Source: DEPS

By kind of economic activity, the Industrial Sector was the largest contributor, accounting for about 63.5 per cent of GDP, which however also includes the activities of the Oil and Gas Sector. This was followed by the Services Sector at 35.5 per cent and the Agriculture, Forestry and Fishery Sector at 0.9 per cent.

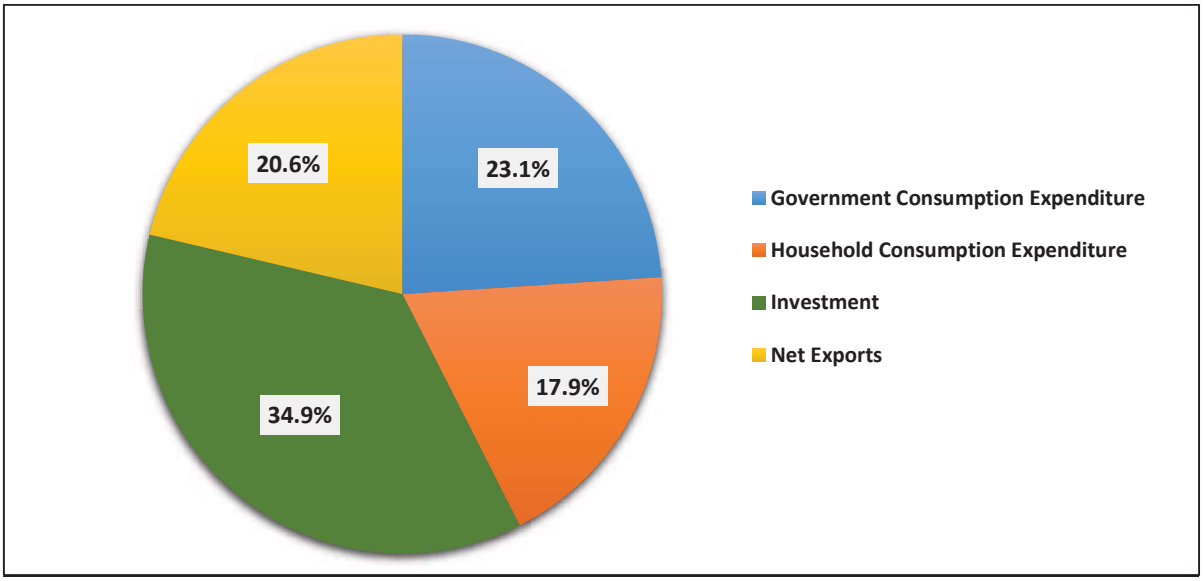
Chart 3.4: : Brunei Darussalam's GDP Contribution by Kind of Economic Activity, 2012-2018



Source: DEPS

By type of expenditure, investment constituted the largest component of GDP with an average share of about 34.9 per cent during the period of 2012-2018. This was followed by Government consumption expenditure (23.1 per cent) and net exports (20.6 per cent). Meanwhile, the share of household consumption was at 17.9 per cent **(Chart 3.5).**

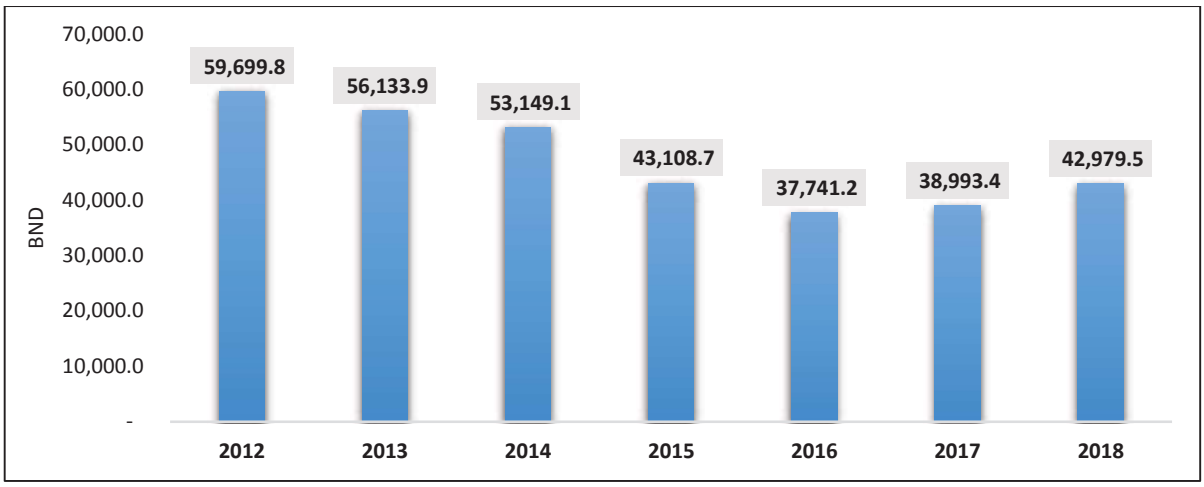
Chart 3.5: GDP by Type of Expenditure, 2012-2018



Source: DEPS

GDP per capita in the period of 2012-2018 showed a declining trend. In 2018, the country's GDP per capita stood at BND42,979.5 **(Chart 3.6)** compared to BND59,699.8 in 2012. According to the International Monetary Fund (IMF[1]), Brunei Darussalam was ranked 27th in the world in terms of GDP per capita in 2018.

Chart 3.6: GDP Per Capita at Current Prices, 2012-2018



Source: DEPS

One of the aspirations of *Wawasan Brunei 2035* is for Brunei Darussalam to be within the top ten countries in the world in terms of income per capita.

As the population increases at an average rate of 1.7 per cent per annum for the period of 2012-2018, efforts to ensure a more rapid rate of economic growth are actively pursued and implemented. Among others, these efforts include:

I. Increasing the growth of the Non-Oil and Gas Sector such as the Services Sector and the Agriculture, Forestry and Fishery Sector;
II. Intensifying entrepreneurial activities;
III. Attracting FDI;
IV. Improving productivity and efficiency in public and private services. Such efforts include improving Info-Communications Technology (ICT) application through e-Government projects, Research and Development (R&D), education, training, expertise as well as innovation;
V. Enhancing Micro-Small and Medium Enterprises (MSMEs); and
VI. Assessing the possible corporatisation and commercialisation of several agencies or activities that are currently being carried out by Government agencies.

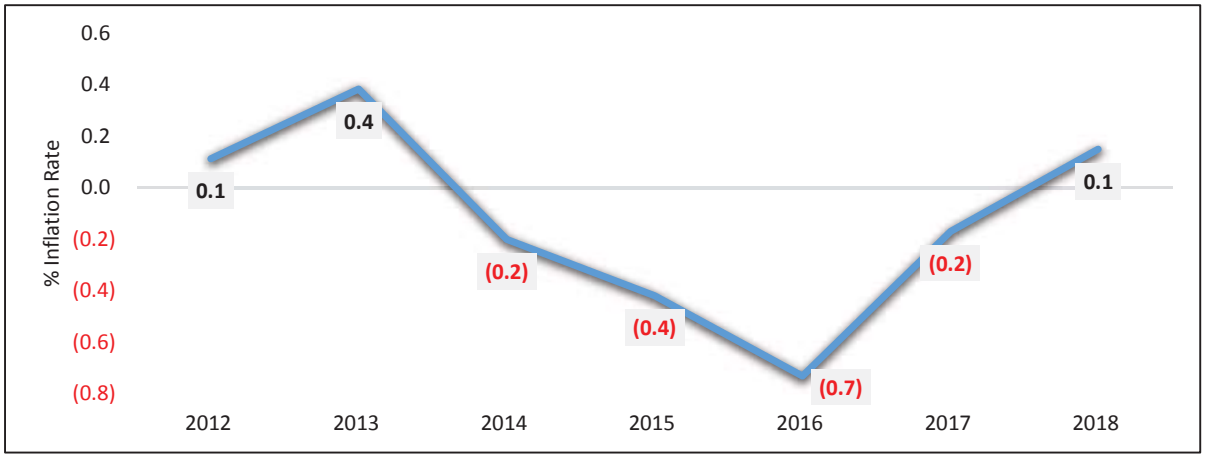
[1] World Economic Outlook, International Monetary Fund (IMF) (April 2019)

CONSUMER PRICES

The Consumer Price Index (CPI) was at a low rate of -0.1 per cent per annum on average during the period of 2012-2018.

The inflation rate in Brunei Darussalam is manageable through several Government initiatives such as the enforcement of the Price Control Act, the provision of subsidies on basic goods and utilities, as well as other administrative arrangements.

Chart 3.7: Inflation Rate, 2012-2018

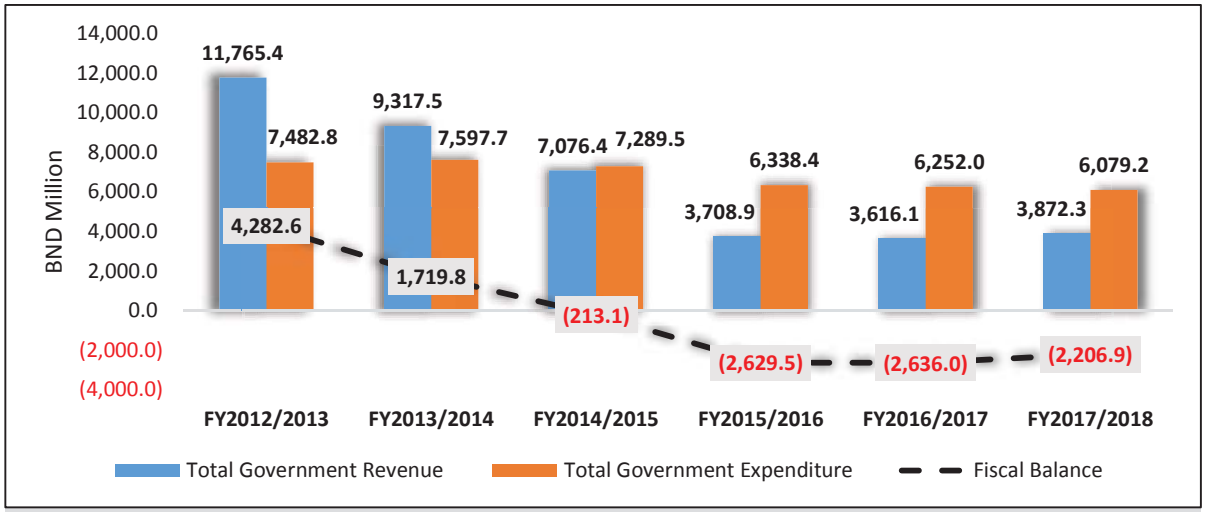


Source: DEPS

GOVERNMENT FINANCE

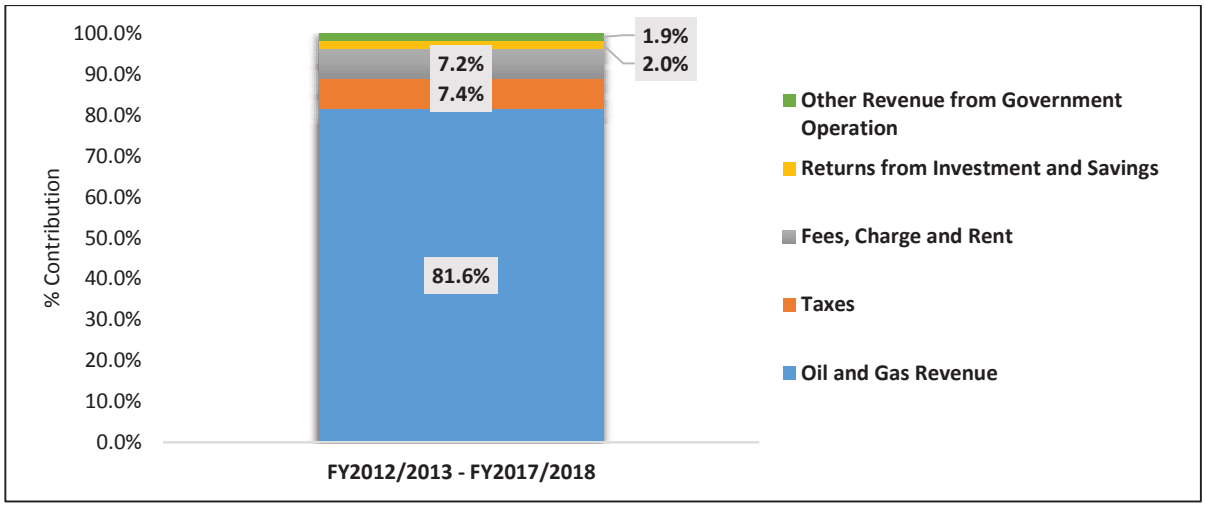
Since the Financial Year 2014/2015, the Government's fiscal balance continued to record a deficit **(Chart 3.8)**. This was due to the fall in the oil and gas revenue, in line with the decline in global oil prices and lower domestic oil production. In view of the prolonged and sizeable fiscal deficits, the Government has stepped up fiscal consolidation efforts to control Government expenditure and increase revenue. Given these efforts, the fiscal deficit has begun to narrow in the Financial Year 2017/2018 with improvements shown in consolidating expenditure and revenue collection.

Chart 3.8: Brunei Darussalam's Government Finance, FY2012/FY2013-FY2017/FY2018



Source: MOFE

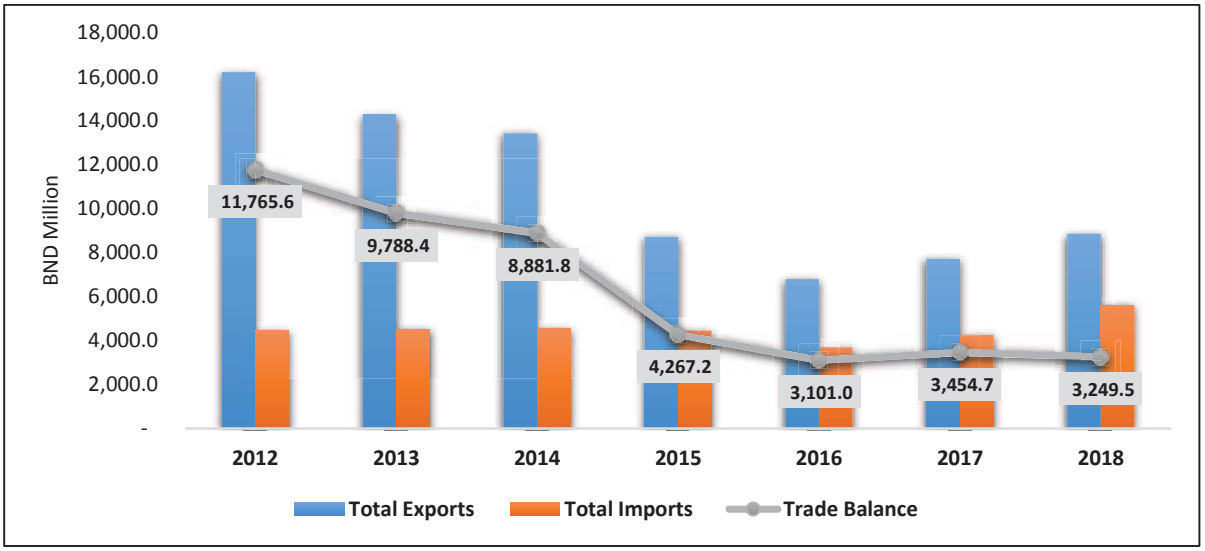
Chart 3.9: Brunei Darussalam's Contribution of Government Revenue, FY2012/2013-FY2017/2018



Source: MOFE

MERCHANDISE TRADE

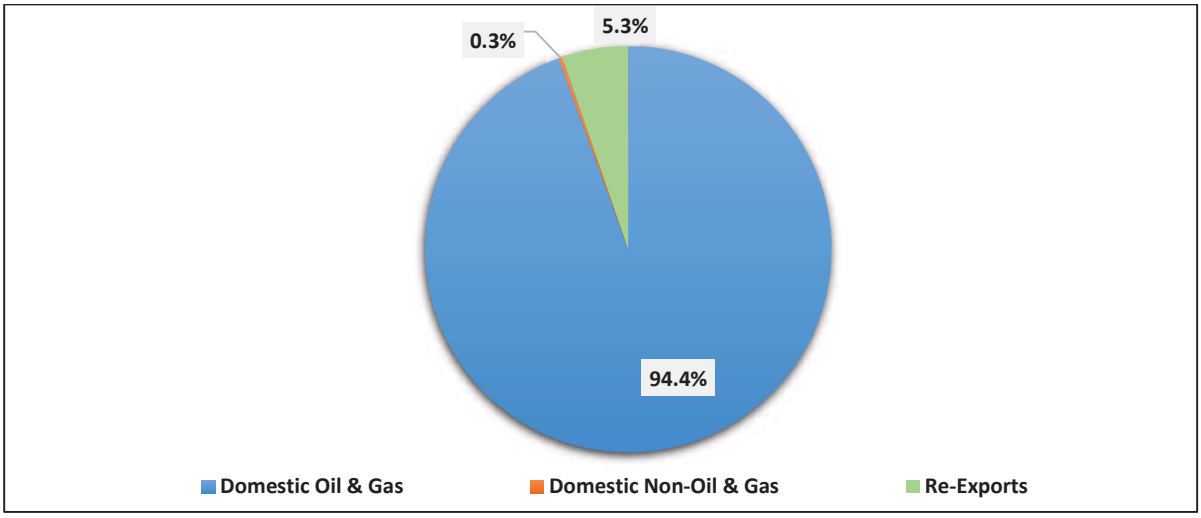
Chart 3.10: Brunei Darussalam's Merchandise Trade, 2012-2018



Source: DEPS

In the period of 2012-2018, the trade balance has recorded a surplus (**Chart 3.10**). This was mainly due to the high value of exports of around BND10.9 billion per annum compared to imports which only recorded around BND4.5 billion per annum. However, the trade balance has declined due to the continuous fall in exports, especially the oil and gas exports.

Chart 3.11: Brunei Darussalam's Distribution of Export, 2012-2018



Source: DEPS

In terms of contribution, more than 90 per cent of the total export was derived from oil and gas exports (**Chart 3.11**), in which two (2) of the largest exports commodities for Brunei Darussalam were LNG and crude oil. Thus, the decline in oil production and prices has weakened the country's value of exports and trade balance. In 2018, the main destinations for LNG exports were Japan and Korea, meanwhile, for crude oil, the main destinations were Thailand and Australia.

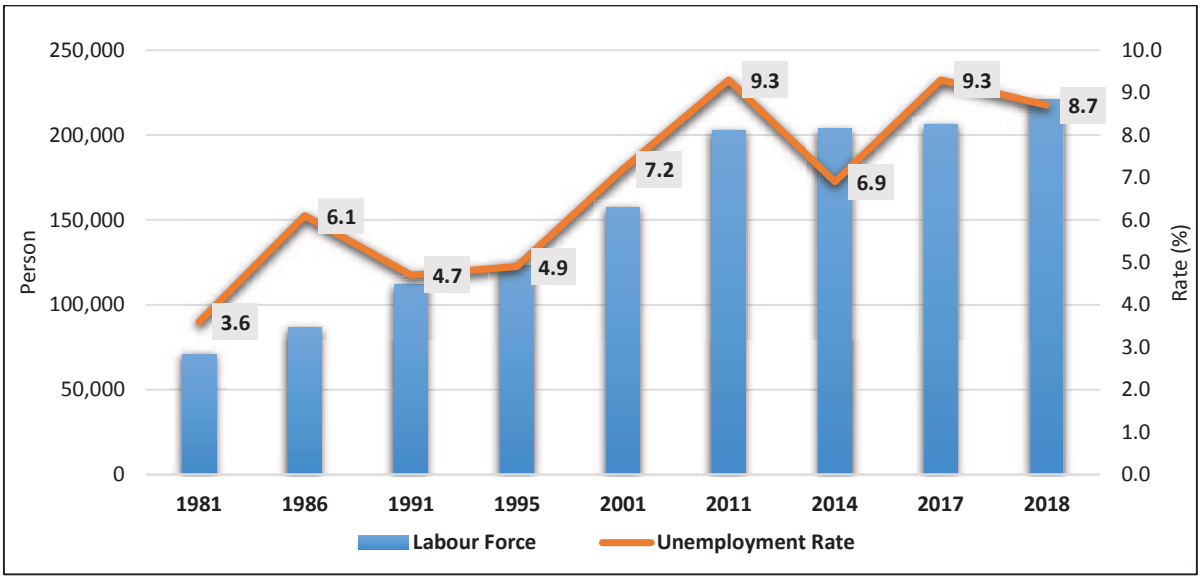
Meanwhile, domestic non-oil and gas exports only accounted for 0.3 per cent during the period of 2012-2018, while re-exports accounted for 5.3 per cent during the same period.

In terms of imports, the largest import commodities were Machinery and transport equipment and Manufactured goods, which represented an average of 38.3 per cent and 28.5 per cent of total imports in 2018, respectively.

LABOUR FORCE AND EMPLOYMENT

The labour force during the period of 1981-2018 grew at an average rate of 3.1 per cent per annum, resulting in an increase in the labour force from 70,690 persons in 1981 to 220,965 persons in 2018. The unemployment rate recorded a rising trend from 3.6 per cent in 1981 to 8.7 per cent in 2018 (**Chart 3.12**).

Chart 3.12: Labour Force, 1981-2018



Source: DEPS

CONCLUSION

Brunei Darussalam registered low economic growth in the period of 2012-2018 due to unexpected exogenous factors. As a country which is still dependent on revenue from the Oil and Gas Sector, the drastic fall in global oil prices coupled with lower oil production have significantly impacted economic growth, Government revenue, as well as exports.

The situation calls for immediate and integrated efforts to be enhanced to diversify economic activities and resources, so as to achieve economic growth that is more sustainable and progressive. Efforts towards economic growth through increased output of the Non-Oil and Gas Sector will be the main strategy of RKN11. Greater focus will be placed on programmes and initiatives to achieve robust and sustainable growth momentum, planned and implemented in an integrated manner. The anticipated priority initiatives include attracting more FDI, exploring potential PPP programmes, intensifying the development of Government-Linked Companies (GLCs), creating new businesses or industries, enhancing entrepreneurial activities and strengthening MSMEs.

Section

4

ELEVENTH NATIONAL DEVELOPMENT PLAN THEME

ELEVENTH NATIONAL DEVELOPMENT PLAN THEME

Economic diversification, one of the development objectives in Brunei Darussalam's Long-Term Development Plan (2007-2035), was identified as early as RKN2 (1962-1966). It again became one of the objectives focused on in the Outline of Strategies and Policies for Development (OSPD) (1986-2005), taking into account Brunei Darussalam's economic structure at the time, which was heavily reliant on oil and gas resources. 30 years since the OSPD (1986-2005) started, this dependence has not yet been reduced completely.

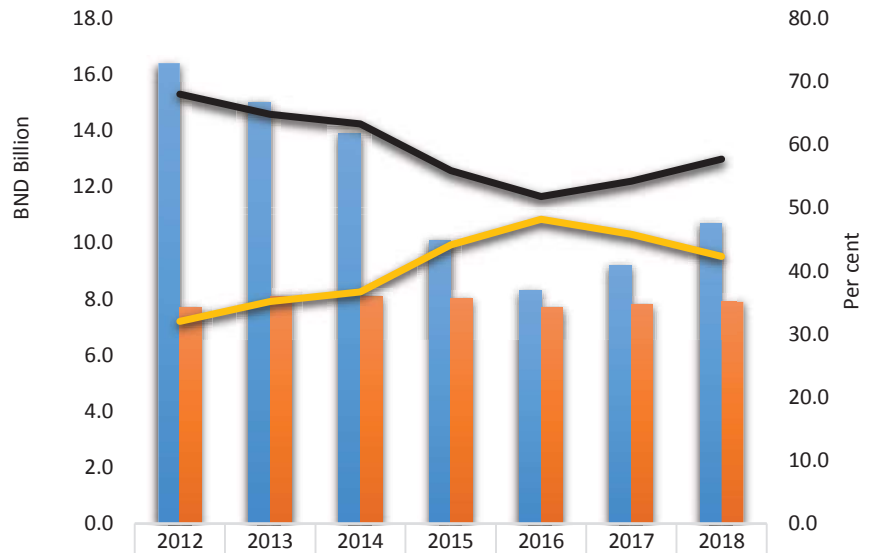
Essentially, a diversified economy refers to an economic structure which is balanced in terms of sectoral contributions to the Gross Domestic Product (GDP), international trade, particularly exports, as well as its contribution to Government revenue. Economic diversification ensures that the country's sources of income are stable and are not affected by external influences such as prices and the demand for commodities, which results in high dependency. Additionally, economic diversification can also offset the tendency of labour movements towards dominant sectors that offer higher compensation or wages as well as job preferences. Thus, in the long run, a diversified economy will be able to help a country's sustainability and competitiveness.

For Brunei Darussalam, the country's socio-economic development is closely linked to the contribution of the Oil and Gas Sector. This is particularly clear in terms of Government revenue, where oil and gas resources contribute more than 80 per cent to the overall revenue. Any development efforts undertaken by the Government depend on this revenue. From an economic diversification standpoint, the country's objective is to reduce its dependency on the Oil and Gas Sector and concurrently increase the contribution of the Non-Oil and Gas Sector not just to Government revenue but also to the GDP and exports.

So far, the country's progress in its efforts to diversify the economy has not yet met expectations. Brunei Darussalam is still dependent on the Oil and Gas Sector in terms of its contribution to GDP, exports and Government revenue. This dependency can be seen as one of the underlying causes of imbalanced employment opportunities, whereby more than 30 per cent of jobs is in the Goverment sector which itself leads to a dependency on the Government to provide employment. Economic diversification is closely linked to the development of the private Non-Oil and Gas Sector. As such, all efforts in terms of planning, policies and strategies should be towards the same goal, namely diversification of the economy through developing the private Non-Oil and Gas Sector, taking into account the country's dependency on the Oil and Gas Sector as compared to the Non-Oil and Gas Sector. This dependency can still be seen from the country's economic performance during the RKN10 period.

Overall, during the RKN10 period, GDP growth was recorded at negative 0.8 per cent annually. This negative growth was heavily influenced by the Oil and Gas Sector, which recorded a negative growth of 2.2 per cent annually. However, the Non-Oil and Gas Sector showed a positive annual growth of 1.5 per cent in the same time period.

Chart 4.1: Comparison between Value and GDP Contribution for Oil and Gas Sector and Non-Oil and Gas Sector at Current Prices, 2012-2018



	2012	2013	2014	2015	2016	2017	2018
Oil & Gas Sector	16.4	15.0	13.9	10.1	8.3	9.2	10.7
Non-Oil & Gas Sector	7.7	8.1	8.1	8.0	7.7	7.8	7.9
Oil & Gas Sector Contribution	68.0	64.8	63.3	55.9	51.8	54.2	57.7
Non-Oil & Gas Sector Contribution	32.0	35.2	36.7	44.1	48.2	45.8	42.3

Source: DEPS

Cognizant of the need to address the issue of economic diversification that has not yet been achieved, the Long-Term Development Plan (2007-2035) ensures that policies, strategies and planning that increases the contribution of the private Non-Oil and Gas Sector to GDP, exports and Government revenue continue to be implemented. As such, the country has to focus on the development of the private sector (including Government Linked-Ccompanies (GLCs)) to help fulfill the goal of increasing revenue or the country's wealth while diversifying the economy at the same time. Increasing the contribution of the private Non-Oil and Gas Sector is no longer a choice for Brunei Darussalam. Indeed, it is now something that has to be worked towards urgently and in an integrated manner. Taking into account this need, the *Wawasan Brunei 2035* Supreme Council has unanimously agreed for the RKN11 theme to be as follows:

"Increased Non-Oil and Gas Sector Output as Catalysts for Economic Growth"

Increasing the output of the Non-Oil and Gas Sector requires all parties to implement initiatives to achieve the goal of economic diversification in an integrated manner. Strengthening the private sector through improving public governance, particularly in processes relevant to businesses, will help in attracting foreign direct investment as well as accelerate the growth of Micro, Small and Medium Enterprises (MSMEs). This will also help to improve productivity, encourage research and innovation, including the introduction of new technology and knowledge transfer.

Additionally, accelerating the growth of the Non-Oil and Gas Sector will also increase trade, Government revenue and job generation. This will require a focus towards improving the quality of education and the skills of the labour force. Overall, a conducive business environment is also much needed to support the growth of the private sector. This will increase the ability of the private sector to generate innovative and high value products and services, not just targeted to the local market to reduce the need to import, but also able to get a position in the international market as well. This will increase exports, which will result in an improved trade balance.

This improvement will be measurable using international standards such as, among others, the World Bank Doing Business Report, Global Competitiveness Index (GCI), Human Development Index (HDI) and World University Ranking and etc.

To continue the achievements of these initiatives, programmes and projects in RKN11 will be guided by six (6) development thrusts that will help to achieve the country's goal of realizing the goals of *Wawasan Brunei 2035*, where Goal one will be supported by the first and second thrusts; Goal two by the third and fourth thrusts; and Goal three by the fifth and sixth thrusts.

The six thrusts in RKN11 encompasses three (3) main aspects, namely sustainable development through diversifying and widening the economic base while pursuing alternative financing options where viable (Thrusts 5 and 4), strengthening public sector governance to provide a conducive business environment to grow the private sector and attract FDI (Thrust 6), and emphasize the development of human capital that will support economic growth (Thrusts 1, 2 and 3).

To achieve its aim, the Government has allocated a scheme value amounting to BND3.5 billion in RKN11 to carry out 186 projects[2]. Selection of RKN11 projects are made on the basis of their contribution to economic growth and development, the ability of the implementing agency to carry out the project as well as the fiscal capacity of the country.

[2] Including contigency fund and liabilities.

Section

5

ELEVENTH NATIONAL DEVELOPMENT PLAN IMPLEMENTATION BASED ON THRUSTS

Thrust

1

IMPROVING QUALITY OF TEACHING AND TRAINING TO PRODUCE EDUCATED AND HIGHLY-SKILLED HUMAN CAPITAL

THRUST 1: IMPROVING QUALITY OF TEACHING AND TRAINING TO PRODUCE EDUCATED AND HIGHLY-SKILLED HUMAN CAPITAL

INTRODUCTION

Human capital is an important factor as a catalyst for a sustainable, inclusive and equitable economic growth. Investments in education and training will help to develop the potential of the country's youth in various fields of expertise. The Government has provided a variety of educational and training opportunities to build the knowledge and skills of youths to meet the demands of the domestic labour market.

In addition, similar to developed countries, emphasis on developing human capital is also given on achieving high quality teaching and training by committed teaching staff with relevant qualifications and skills, the utilisation of the latest technologies in learning techniques, and the provision of a conducive environment and quality educational facilities[3].

In the Government sector, civil servants whom are educated and highly-skilled, productive and innovative, can create a conducive business and investment environment. This will bring the desired impacts in raising productivity within the private sector, and thus further accelerate the country's economic growth.

> *"… In the field of education, efforts are being made in expanding the education channels while also strengthening its quality towards the achievement of Wawasan Brunei 2035.*
>
> *The priority is in empowering the quality of teachers to develop them into high performing educators…"*
>
> ***His Majesty's The Sultan and Yang Di-Pertuan of Brunei Darussalam***
> ***Titah (Royal Speech) in Conjunction with the New Year 2017***

[3] The Secret to Finland's Success: Educating Teachers; and Finnish Education in a Nutshell

MAIN FOCUS

In 2015, student achievements in national public examinations for all primary, secondary, as well as tertiary levels were still below target in line with the Key Performance Indicator (KPI), Ministry of Education[4]. Taking this into account, the Government needs to ensure on-going efforts to strengthen the national education system in order to achieve the goal of the *Wawasan Brunei 2035* to produce 'An Educated, Highly-Skilled and Accomplished People'. The Government will thus continue to strive to develop human capital that is educated and multifaceted or having a diverse talent pool so that the country can be more prepared to face any structural changes in the economy, especially those related to the country's desire in diversifying the economy.

This thrust focuses on two (2) main objectives. The first objective focuses on improving academic achievements. This involves achieving excellent results in public examinations, particularly in Mathematics, Science, Language and ICT, to produce human capital that is educated, versatile and innovative, comparable to those in developed countries[5]. Students also have the opportunity to pursue their studies in higher learning institutions overseas through scholarships and the Government's Education Financing Scheme

The second objective focuses on efforts to diversify and improve the quality of technical and vocational education which offers a variety of courses in specific areas relevant to the needs of the country. Better quality and relevance programmes and training will be provided to avail local youth with opportunities for reskilling, and to continuously enhance their talents and competencies. With the right and proper training, this will help to further improve productivity and work performance and subsequently develop individuals who are able to think rationally, innovatively, and creatively, as well as who are physically and mentally capable.

[4] Report of the 1st Meeting of the 12th Session of the Legislative Council (2016), 12 March 2016
[5] The National Education System for the 21st Century (SPN21), Ministry of Education, Brunei Darussalam

In line with the Government's continuous initiatives to build the capacity of the country's youth, efforts to produce competent, professional and highly motivated teachers will also be emphasised. Moreover, the aspect of leadership in schools will also be emphasised to enhance the effectiveness of the education system in Brunei Darussalam.

In addition, opportunities are made available by the Government for those working in the public and private sectors to further enhance their level of education and skills through various short courses and training, both locally and abroad, as well as through the in-service training programmes.

INITIATIVES

In the RKN11, various initiatives will continue to be implemented and introduced to support the goal of producing quality human capital in pursuing a sustainable national development agenda.

The Government has introduced the 21st Century National Education System (SPN21). SPN21 is designed with the aim to equip the citizens with knowledge, skills, attitudes as well as values which are appropriate to the requirements of this century. In line with the Government priorities, improvements will be implemented to further enhance the quality of education and training provided to the youths of Brunei Darussalam.

Student's achievement and success are among the main aspects targeted for improvement. In this regard, efforts to improve students' academic achievements at the primary and secondary levels, particularly in literacy and numeracy, are currently being pursued. This is one of the initiatives undertaken to ensure a systematic improvement in the quality of teaching and learning for literacy and numeracy in schools. Such initiative utilises experts in professional development, as well as teaching in literacy and numeracy as major agents of change.

This is in line with another major initiative involving the competency and quality of teachers and trainers. Programmes for improving the competency and skills of the teaching pool will continue. One initiative is the continuous professional development programme through the Brunei Darussalam Teachers Academy (BDTA). This initiative is intended to deepen the skills and knowledge of teachers towards enriching students with skills and knowledge of the 21st century. The Teachers Professional Development Framework is another programme implemented which looks to develop professional teachers in a systematic process and aims to create and increase the effectiveness of efforts to develop 'professional learning communities' among teachers and school leaders.

Additionally, the Teacher-Workplace Trainer Partnership Programme is also carried out for teachers in fields related to oil and gas. The programme enables teachers in related institutions as well as trainers in the industry to share teaching methods, best working practices, needs, equipment and technologies used in that industry. Such initiatives can be extended to other non-oil and gas industries to further narrow the gaps for the skills required. This will also help to expand hands-on experiences and knowledge of the teachers and trainers in the industry.

Leadership programmes will also continue to be implemented to produce skilled school leaders. Through such initiatives, teachers and trainers are expected to be more competent and certified in developing innovative and versatile human capital pool as desired. It is also intended to be taken as a measure for leadership levels in schools and enable measures to be undertaken to further enhance the effectiveness of the education process in schools in the country.

> *"…It should also be taken into attention that education nowadays are not limited only to classrooms, but many of the knowledge, information and skills can be obtained through the use of internet technology, which can be accessed easily and quickly.*
>
> *However, in the urge to benefit from this sophisticated technology, we should also not be oblivious from irresponsible entities, whom utilises technology for the purposes of harm, including through the use of social media to spread false and defamatory news. All these can lead to disasters…"*
>
> ***His Majesty's The Sultan and Yang Di-Pertuan of Brunei Darussalam Titah (Royal Speech) at the Opening of the 1st Meeting of the 13th Legislative Council (LegCo) session 2017***

To increase the quality of schools and learning institutions, teaching and learning through innovative education and technology are also being implemented. Efforts to strengthen competence in the use of ICT for teachers and trainers, as well as the application of cost-effective teaching methods through the use of technology are actively being pursued. Some examples are programmes that help to enhance teachers' competencies in innovative teaching techniques using ICT such as Digital Age Literacy, Interactive Studies and others. The latest technology facilities for education are also provided to create a more conducive, encouraging and effective teaching and learning environment. This will help in making the teaching and learning process more interesting, efficient and effective towards a creative talent pool.

Also implemented is the transformation of the Technical and Vocational Education which aims to upgrade the technical and vocational education system to be more responsive to the needs of the labour market in accordance to the demands of technological progress and national economic development.

Towards fostering an entrepreneurial mindset from an early stage, the National Entrepreneurship Agenda (NEA) is also being undertaken. This agenda involves participation from all levels of schooling, education and community towards cultivating entrepreneurial minds with attributes of self-reliance, creativeness, innovativeness, visionary, opportunistic, resourceful as well as able to identify and address risks. Additionally, the Brunei Entrepreneurship Education Scheme (BEES) 2.0 is another programme being implemented which aims to assist students to better understand business methods through practical activities, creating awareness for self-reliance, as well as by inspiring youths to learn and understand business concepts.

The Government will also continue to extend scholarship to students as well as training for employees in the public and private sectors in ensuring that the human resource pool in this country will have the highest level of education and skills in various fields, in line with the changes in economic demands.

Lifelong education also plays an important role in the efforts to encourage the people and residents to continuously upgrade their skills and knowledge especially for those in the labour force so as to ensure sustained increases in productivity levels. Informal education such as through advanced classes, special courses and others will be enhanced and programmes offered will be expanded towards the creation of a more competitive human capital pool.

With regards to the provision of infrastructure, the approved RKN11 projects includes the upgrading and extension of existing primary, secondary and religious schools, including the re-construction of Sultan Hassan Bangar Secondary School, Temburong through emphasising the concept of 'shared facilities' and 'value-for-money' to avoid wastage in Government spending.

CONCLUSION

In support of the goal of *Wawasan Brunei 2035,* "An Educated, Highly-Skilled and Accomplished People", the Government will be implementing the Human Capital Development Programme in a holistic and inclusive manner, which encompasses the acquisition of knowledge and skills, including entrepreneurial capabilities, as well as the cultivation of positive attitudes, values and ethics towards socio-economic advancement through programmes which are structured, relevant and focused in the achievement of outcomes.

Thrust

2

DEVELOPING MANPOWER IN LINE WITH INDUSTRY REQUIREMENTS

THRUST 2: DEVELOPING MANPOWER IN LINE WITH INDUSTRY REQUIREMENTS

INTRODUCTION

Manpower is a vital asset for a country's growth and development. In Brunei Darussalam's effort to increase GDP especially in the Non-Oil And Gas Sector, a competent and proficient manpower is required to meet the needs of the local job market based on industrial requirements, that can contribute to a sustainable economic growth.

Hence, manpower planning, particularly in the provision of relevant education, training and expertise, plays an important role in ensuring that the country's manpower are employable with regards to the needs of the local job market, in line with the development of the main clusters. These will uphold the first goal of *Wawasan Brunei 2035* of 'An Educated, Highly-Skilled and Accomplished People', as well as the third goal of *Wawasan Brunei 2035* of 'Dynamic and Sustainable Economy'.

Manpower planning which is aligned with industrial requirements can reduce unemployment and eliminate poverty; lower the costs of doing business in terms of providing trainings; and enable our country to compete with others in attracting foreign investors.

MAIN FOCUS

Towards increasing the contribution of the Non-Oil and Gas Sector to GDP, the country will need manpower that is multi-skilled and experts in different fields. Based on the Labour Force Survey 2018 Report, the country's manpower are still concentrated in a few sectors, especially in the Public Administration, which accounts for 22.9 per cent. This is followed by 12.7 per cent in Wholesale and Retail Trade and 10.2 per cent in Construction. In terms of occupation, manpower is mainly concentrated in Service and Sales Workers (23.9 per cent); Elementary Occupation (16.7 per cent); and Professionals (16.5 per cent).

More than 55.0 per cent of the unemployed have only achieved secondary level education[6]. In 2018, a total of 5,040 vacancies were advertised at the JobCentre Brunei and only 2,764 of those vacancies were filled by locals[7]. This may be due to a mismatch between local skills or expertise and the jobs on offer. As such, our youths need to be equipped with specific skills which satisfy the current needs and requirements of the job market. Progress may be seen from the total manpower with technical and vocational education in 2018 contributing by 15.1 per cent[8].

Considering the current status of manpower, Thrust 2 will focus on generating manpower that is qualified and competent. Thus, will meet the market demands as well as tapping the potential of the local industry for further development to support sustainable GDP growth.

The Government will spearhead the development and planning of local manpower as well as the preparation for high-quality human resources through a supportive ecosystem. This will directly increase participation in the labour force from different levels of education which will lower the unemployment rate. In raising the level of education and skills, the country will be able to produce more experts, professionals and successful entrepreneurs, which will indirectly increase the country's appeal to FDI and subsequently contribute to the inclusive and sustainable development of the country.

[6] Labour Force Survey 2018
[7] JobCentre Brunei, Prime Minister's Office
[8] Labour Force Survey 2018

INITIATIVES

In the RKN11, projects are training programmes which ensures manpower are continuously developed according to industrial needs in line with its strategic plan "Skilling Brunei Darussalam". Several initiatives under this thrust will be implemented by the relevant agencies as follows:

1) Centre for Capacity Building (PPK)

PPK is one of the main initiatives as a national effort towards reducing unemployment, with a target of reducing the number of unemployed persons by around 3,000 people by the end of 2018. It is expected that PPK will give opportunities for local youths to gain skills that can be used to secure jobs in fields required by local industries. Programmes under the PPK are targeted at the unemployed with 4 'O' levels and below. Under these programmes, students will have the opportunity for up-skilling or re-skilling and obtain certifications accredited by local industries. This will boost their employability in the private sector within their area of study.

"…Other developments, My Government is also currently increasing efforts to equip youths with relevant skills. This is done through a few specific programmes and a collaboration between the Human Resource Unit, Prime Minister's Office and the Ministry of Education in particular, has introduced courses under the Industry Competency Framework (ICF).

As part of this effort, I have consented an additional initiative, the Centre for Capacity Building (PPK), which will offer training opportunities for local youths in order to qualify them to hold job positions in the private sector, including foreign direct investment (FDI) companies…"

His Majesty's The Sultan and Yang Di-Pertuan of Brunei Darussalam Titah (Royal Speech) in Conjunction with His Majesty's 71st Birthday 2017

2) JobCentre Brunei

- i-Ready

In effort towards increasing human resource capacity as well as aligning jobseekers' capabilites with industrial needs, a Graduate Apprenticeship Scheme or 'i-Ready' has been introduced. Its objective is to provide working experience for graduates who are seeking employment to gain working experience and skills required by the industry. Through this programme, graduates will not only be able to gain on-the-job training and experience in the real-world working environment, they will also have re-skilling opportunities not necessarily based on their academic background.

"…Whatever the plan, everything also depends on human resource. This is our problem. In Brunei, our human resource is still an issue. Apart from being picky, another problem is that, after getting a job in the private sector, they quit just after a month or even a few weeks, and return to being unemployed once again.

With regards to this, I have consented for the creation of an Apprenticeship programme specifically for graduates who are still seeking employment. This programme will be launched in April 2017 Insya' Allah. It will be known as the I-RDY (I-Ready) programme, specifically as a platform for graduates to enter the working world, either in the private sector or the public sector…"

His Majesty's The Sultan and Yang Di-Pertuan of Brunei Darussalam Titah (Royal Speech) at the Opening of the 1st Meeting of the 13th Legislative Council (LegCo) session 2017

3) Manpower Planning Unit

- Industry Competency Framework (ICF)

  This initiative is aimed at aligning technical and vocational training programmes with the needs of industries. This is to ensure that local youths obtain the right skills and qualifications as needed by industries and prepares them for work (industry-ready) upon completion of their training programmes.

- Industrial Skills Qualification (ISQ)

  The ISQ aims to give an incentive for students who have completed their training in Registered Training Organizations (RTOs) to get employment within their field of study in the private sector.

In addition, initiatives under this thrust also comprises of training and development programmes for youths of all ages, including through technical and vocational education or through related institutions such as the Youth Development Centre (PPB), the Entrepreneurship Development Centre and etc., with the objective of building the capacity of the country's youth and encouraging them to be independent and be involved in entreprenuership.

To meet the ever increasing demand especially in technical and vocational education, the Government has prepared a scholarship scheme i.e. Technical and Vocational Education Scholarship Scheme (BPTV) under the RKN specifically for 'O' level graduates to further their studies in private educational institutions. This will provide opportunities for them to pursue studies at the higher level and subsequently realise *Wawasan Brunei 2035*. This initiative will also prevent 'O' Level students leavers from becoming a part of a neglected community with low-level education, unskilled and unemployable.

In the effort to advance research activities and the development of creative ideas as well as fostering innovation and entrepreneurship among local youths, training programmes in the creative and multimedia industry are provided by the iCentre, Knowledge Hub and Design and Technology Centre. This will produce skilled and independent youths mainly in entrepreneurship and info-communications and technology.

CONCLUSION

The initiatives which are being implemented are hoped to further increase the capacity of local youths, and generate manpower which can contribute both positively and significantly towards achieving socio-economic development. It has also become the country's aspiration, that through the alignment of training opportunities with industrial needs in the country, will help raise the quality and well-being of the citizens and residents of the country.

Thrust

3

BUILDING VISIONARY AND *WASATIAH* COMMUNITIES

THRUST 3: BUILDING VISIONARY AND *WASATIAH* COMMUNITIES

INTRODUCTION

Brunei Darussalam needs visionary human capital that possesses '*Wasatiah*' traits as well as whom are able to venture into fields that will contribute to sustainable development of the country, including in the field of entrepreneurship.

'*Wasatiah*' traits are those who are of the best and highest quality, are the greatest and utmost fair, noblest and supreme. In the context of religious life, Islam is not merely good but the best, is not merely at a high level but at the highest level, and is not merely superior but the most supreme[9]. Thus, Islam *Wasatiah* demands that every Muslim needs to be stronger and perform at a greater level. In other words, when performing any kind of work, they should be earnest, sincere and always aim to produce the best results. Similarly, within the community and family life, *'Wasatiah'* traits are a core element in identity of Muslims in this country. The prosperity and well-being of the country is largely a result of the community life who hold fast to the teachings of Islam.

A visionary community, on the other hand, is one which has a vision and mission as well as plans and strategies for self-development. Moreover, they also have strong principles with a high self-identity for building not only their own potential but others as well.

Going forward, the country will build a visionary and '*Wasatiah*' community by cultivating *'Bekarih'* attitudes and practices that is showcased by the Bruneian proverb, *'Siapa Bekarih Berisi Marih'.* This proverb is a symbol of persistence, retribution, meticulousness, full of zeal, self-reliance, creative and innovative in managing and administering one's life, of which all needs to be personified in today's community. Therefore, towards building this visionary and '*Wasatiah*' community, specialisation in the field of entrepreneurship is key. More importantly, this will create a pool of self-reliant human capital, which supports the theme of RKN11, "Increased Non-Oil and Gas Sector Output as Catalyst for Economic Growth" and at the same time reduce over dependence on Government assistance.

In addition, visionary and '*Wasatiah*' traits will also contribute to the achievement of the second goal of *Wawasan Brunei 2035,* 'High Quality of Life' through a high-principle, *'berkarih berjarih berlurih'* human capital, as well as ensuring harmony and community unity.

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[9] *Perdana Wasatiah Asas Kesejahteraan Sejagat Yang Berhormat Pehin Dato Seri Maharaja Dato Paduka Seri Setia (Dr) Ustaz Hj Awang Abdul Aziz bin Juned Mufti Kerajaan*, page 5.

MAIN FOCUS

According to statistics from the Department of Community Development (JAPEM), the number of monthly welfare recipients had increased by 8.0 per cent in 2015 compared to the previous year. Over the past few years, the number of Government assistance applicants, either through the Monthly Welfare Assistance (BKB) Programme administered by JAPEM or through the Zakat Programme administered by the Brunei Islamic Religious Council (MUIB), has been increasing.

Meanwhile, the ratio of employment in the public sector to the private sector is approximately 51.2 per cent : 48.8 per cent in 2018. This illustrates the preference of Bruneian to work in the public sector. The number of self-reliant community in the country is also still very low, where statistics has shown that out of the total number of employed in 2018, only 4.3 per cent are self-employed; 2.8 per cent are employers; and 0.5 per cent are employees working with their own family enterprises[10].

In line with His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam's *titah* during the 8th National Youth Day Celebration 2013 on 20 November 2013, Thrust 3 emphasises on creating and empowering a visionary community that possesses '*Wasatiah*' traits that can support the efforts to achieve sustainable and dynamic economic growth in accordance with *Wawasan Brunei 2035*. This includes strengthening the country's ecosystem based on the principle of MIB, more importantly, through a holistic national educational system of which encompasses the mental, physical and spiritual aspects. This thrust is also aimed at fostering a sense of responsibility, self-confidence and self-reliance while also adhering to the Islamic values in the country's community, including the youth in the country.

INITIATIVES

RKN11 initiatives under this thrust will place an emphasis on formal and informal education towards building a visionary and *Wasatiah* community.

Towards developing an educated society, the Government will focus on learning from an early stage through the provision of primary and secondary education across the country, along with the necessary info-communications and technology facilities as well as competent, professional and highly-skilled teachers. With the provision of such high quality education, it is hoped that this will help build and equip our locals with intellectual skills, moral values, and ethical thinking to become a dynamic and responsible citizens capable of contributing positively and significantly to the development of the country.

Equally important is the ability to foster spiritual development amongst the community and the youth of the country. In developing and strengthening human capital that possess *Wasatiah* traits, the provision of religious education will continue to be given adequate emphasis, whereby a number of Religious and Arabic school projects have been approved, in line with the enforcement of the Compulsory Religious Education Order 2012. In addition, the Ministry of Religious Affairs will continue to conduct several programmes to support the country's vision to be a "*Negara Zikir*", as well as to help strengthen self-identity and instil positive attitudes amongst youth in the country. To further support this, a number of projects for the construction of new mosques have also been approved for implementation within RKN11.

[10] Labour Force Survey 2018

Moreover, in addition to providing basic education, initiatives to enhance knowledge, among the local youth and community, in the field of business and entrepreneurship are also given attention especially among the youth who has the potential, where project such as Youth Development Centre (PPB) is provided.

CONCLUSION

The Government's continuous efforts in developing and empowering a visionary and *Wasatiah* community are important to develop a human capital pool that are knowledgeable, competitive, highly-skilled, which holds strong principles and high self-identity based on the concept of MIB. On-going programmes will be reviewed periodically to ensure their relevance and improvements would be implemented so as to enhance the effectiveness of these programmes. All stakeholders need to carry out their respective roles to shift the community's mindset to be more independent, motivated, hardworking and productive towards contributing to the socio-economic development of the country. Cohesive collaboration, coupled with continuous support and the involvement of all stakeholders are essential towards developing a more pro-business and pro-investment country.

Thrust

4

STRENGTHENING THE SUSTAINABLE WELFARE OF THE PEOPLE

THRUST 4: STRENGTHENING THE SUSTAINABLE WELFARE OF THE PEOPLE

INTRODUCTION

The Government is always concerned with the welfare and prosperity of citizens and residents in the country. Various facilities and basic utilities have been provided by the Government such as education, electricity and water provision, roads, housing, medical services, public security services and more. Assistance have also been extended in the form of subsidies and monthly allowances to low-income earners. Sustainable well-being of the people will contribute to accomplish our second goal of *Wawasan Brunei 2035* which is 'High Quality of Life' towards social stability, increase national productivity as well as in ensuring the prosperity, peace and harmony of a country.

MAIN FOCUS

The provision of facilities and basic utilities by the Government as a whole have been financed through RKN allocations under the Public Utilities Sector and the Social Services Sector. As with the previous RKNs, the largest expenditures are under these two (2) sectors (RKN7 - 50 per cent; RKN8 - 43 per cent; RKN9 - 48 per cent; and RKN10 - 49 per cent). Continuous planning and measures taken by the Government in ensuring the welfare and prosperity of the citizens and residents have been apparent from the United Nations' Human Development Report which have consistently, every year, classified Brunei Darussalam under the category of having 'Very High Human Development'. Under the Human Development Report 2016, Brunei Darussalam was ranked 30th in the Human Development Index (HDI).

Despite these achievements, Brunei Darussalam's HDI rank is still below the national target of being amongst the top ten countries with high HDI[11]. This shows that there is a need to improve aspects of the development of the citizens and residents' well-being to achieve the target that has been set.

[11] Brunei Darussalam Long-Term Development Plan (2007), Department of Economic Planning and Development, Prime Minister's Office, Brunei Darussalam.

In this regard, the current economic situation of the country has become one of the challenges that the Government faces in the provision facilities and assistance. As such, all stakeholders have roles and responsibilities in helping to develop the country's socio-economy developments to become more resilient and sustainable, in line with the focus of this Thrust. All stakeholders also have to support the Government's efforts in continuously providing facilities and assistance in terms of provision of facilities and basic utilities which will certainly become more limited over time, as the country's population grows which increases the costs of providing such facilities and assistance.

Despite the challenging environment, the Government remained committed to fiscal consolidation by strengthening the resilience of the economy towards achieving the country's prosperity and improvement of the welfare of the people. In this regard, the Government will continue to improve the effectiveness and efficiency of expenditure without compromising the quality of service delivery.

Sustaining the prosperity and welfare of the people can also be achieved by ensuring that RKN projects are assessed according to priority and emphasises on 'cost-effectiveness', 'value-for-money', 'functional' needs, while taking into account the commitments to maintenance and yearly operation expenditure, and projected revenue. Consideration should also be taken into using shared existing facilities to control public expenditure as well as to foster solidarity among the Bruneian citizens.

"…From the Fiscal aspect, we also need to maintain our fiscal stability policy, especially in considering the fiscal allocation and expenditure of the country that emphasises on prudent spending and value for money, with such practice Insya' Allah, it can enable the country to save and use these savings to accommodate future provisions when it is more needed.

This way of fiscal management also needs to happen at an individual and family level..."

His Majesty's The Sultan and Yang Di-Pertuan of Brunei Darussalam Titah (Royal Speech) in Conjunction with the Official Opening of the First Meeting of the 11th Legislative Council Session 2015

INITIATIVES

In ensuring that the welfare and prosperity of the community are constantly taken care of, RKN11 projects will encompass the provision and upgrading of facilities and basic utilities as well as the improvement of public safety through the supply of electricity and water, housing, medical services, roads, bridges, and others.

In ensuring that quality medical and healthcare services are provided continuously, among the projects that will be implemented, including the construction of a new block for Silver Jubilee Health Centre at Sengkurong, the construction of emergency services building at Suri Seri Begawan Hospital in Kuala Belait, Establishment of Certified BSL3 Laboratories with Supporting BSL2 Labs for An Accredited National TB Reference Laboratory (NTRL) and Virology Services and more.

In ensuring the safety and comfort for users and the public in general, the Government will continuously carry out maintenance and repairs on Government assets. Among the projects that will be carried out are the construction / repair / upgrading of the Water Supply system, including the replacement of the main pipes and the construction of water tanks; Maintenance and repairs of existing buildings, housing including houses constructed under National Housing Scheme and to upgrade library buildings in Bandar Seri Begawan; The construction / repairs of Public Transport Infrastructure that is under the improvement and repair of bridge and roads infrastructure programme as well as construction of flyover.

"…I hope, we can all enjoy and seize available opportunities when we realise the ASEAN community at the end of 2015.

With regards to the quality of life, I want the relevant authorities to be more agile and efficient in handling the rising crime rates, which has been occurring since the past few years. This includes crimes of murder, robbery and theft. They must be handled earnestly and firmly. Prevent it from happening, and if it does happen, find them until they are caught..."

His Majesty's The Sultan and Yang Di-Pertuan of Brunei Darussalam Titah (Royal Speech) in Conjunction with the New Year 2015

In an effort to improve public safety, specific projects will be carried out, including the Police Force Academy, Brunei National Cyber Security Framework and National Emergency Response System (NERS).

CONCLUSION

The Government will continuously ensure that focus are given to preserve and improve the welfare and prosperity of the citizens and residents as this is an important foundation towards national development and the development of a more inclusive society. With the country's fiscal dependent largely on limited natural resources, the capacity of the Government in constantly providing facilities and basic needs may not be sustainable in the long run. Hence, the Government's expenditure must be planned by taking the appropriate approaches. Consequently, failure to take the necessary steps may affect the welfare and prosperity of the future generation.

Thrust

5

INCREASING OUTPUT AND CONTRIBUTION OF NON-OIL AND GAS SECTOR TO GROSS DOMESTIC PRODUCT (GDP)

THRUST 5: INCREASING OUTPUT AND CONTRIBUTION OF NON-OIL AND GAS SECTOR TO GROSS DOMESTIC PRODUCT (GDP)

INTRODUCTION

Brunei Darussalam's economy is still heavily dependent on the Oil and Gas Sector. In 2018, the Oil and Gas Sector contributed 57.7 per cent (BND10.7 billion) to overall GDP, while Non-Oil and Gas Sector contributed 42.3 per cent (BND7.9 billion). In terms of total exports, the Oil and Gas Sector constituted 88.9 per cent (BND7.9 billion), while the Non-Oil and Gas Sector was 11.1 per cent (BND1.0 billion).

During the period of 2012-2018, the economy of Brunei Darussalam recorded slow average growth, in which we experienced negative economic growth for four (4) consecutive years since 2013 until 2016. This was mainly because of declining performance of Oil and Gas Sector; following the decline in oil production from 159,012 barrels per day in 2012 to 111,508 barrels per day in 2018 and Liquefied Natural Gas (LNG) production from 984,483 million British thermal units (MMBtu) per day to 935,154 MMBtu per day in the same period of time.

Brunei Darussalam certainly is no exception to the effects of the fall in global oil prices which reached below USD75 per barrel in 2018. Other oil producing countries which are still heavily dependent on oil and gas resources as a major source of Government revenue are also pressured by similar challenges.

In facing the challenges of uncertainty in external and domestic factors; and not heavily relying on oil and gas, the country must ensure sustainable economic growth. In addition, we also need to focus on strengthening the development of Non-Oil and Gas Sector to enhance the overall sustainability and competitiveness of the economy. This requires close cooperation between all parties consisting of the public and the private sector, and also citizens and residents of Brunei Darussalam.

"As a country that is still heavily reliant on oil and gas, we need to take a more active role in diversifying our economy following to the unstable world oil price

Although global demand has risen and oil prices are rebounding, economic growth remains slow.

Therefore, we need to continue to monitor the country's fiscal balance in the short and long term.

Through saving measures alone without putting in any accompanying effort will no longer suffice. We also need to put in more effort to boost our Gross Domestic Product (GDP)..."

His Majesty's The Sultan and Yang Di-Pertuan of Brunei Darussalam Titah (Royal Speech) in Conjunction with the Official Opening Ceremony for the First Meeting of the 14th Annual Meeting of the National Legislative Council in 2018

MAIN FOCUS

To diversify our economy, so as to achieve the third goal of *Wawasan Brunei 2035*; to build a dynamic and sustainable economy, Brunei Darussalam will continue its effort to diversify and strengthen the economic base to increase the contribution of the Non-Oil and Gas Sector to the country's GDP. Although such efforts have increased non-oil and gas activities in the country, these achievements so far have been minimal. This is due to the challenges faced by the country such as uncertain oil prices, competition for attracting more direct FDI, climate change that reduces production and competitiveness of local entrepreneurs.

The Non-Oil and Gas Sector showed an increase of 1.5 per cent on average in the period of 2012 until 2018, and recorded a negative growth on average of 1.1 per cent since 2014 until 2016. However, this sector performed better in 2017, in which it grew by 1.5 per cent.

The main contributors to the positive growth of the Non-Oil and Gas Sector are such as:

- Finance Subsector - Through the performance of financial institutions and insurance companies;
- Agriculture, Forestry and Fishery Subsectors - The largest contribution is from Agriculture and Fishery activities which is driven by increased productivity and establishment of new companies including foreign investment companies; and
- Wholesale and Retail Trade Subsectors - Increased in the national acivities as well as growth from other sectors which generated spin-offs to the other activities such as hospitality, restaurants, food supplies, transportation and others.

Some of the developments in the above subsectors are supported by the provision of basic infrastructure implemented through RKN10 projects. This includes the provision of site preparation projects, communication infrastructure, the use of high technology, conducting research and development (R&D), and the provision of entrepreneurial development programmes.

The positive growth was resulted from the initiatives undertaken by relevant agencies during the RKN10, in which the objectives were to diversify the economy by strengthening the private sector, attract FDI, encourage development of Micro, Small and Medium Enterprises (MSMEs) and provide a conducive business environment.

These measures were able to accelerate the growth of the Non-Oil and Gas Sector and benefited the country through creating employment opportunities, enhancing competition and productivity and improving skills of the workforce through the use of new technologies and transfer of knowledge.

In addition, the RKN projects were also expected to nurture the ability of the private sector to produce varieties of high value and innovative products and services, not only aimed at meeting the needs of the domestic market and reducing import requirements but also to gain market position abroad. This will further enhance the value of exports towards the improvement of the country's trade balance.

To ensure the development of the Non-Oil and Gas Sector, efforts to continue the country's economic development are undertaken, primarily focusing on the development of five (5) major clusters which are halal products and services, innovative technologies and creative industries, business services, tourism and downstream industry of oil and gas.

HALAL	INNOVATIVE TECHNOLOGIES AND CREATIVE INDUSTRIES	BUSINESS SERVICES	TOURISM	DOWNSTREAM INDUSTRY OF OIL AND GAS
• Pharmaceuticals and Health Supplements • Aquaculture • Agriculture • Food Processing, Manufacturing and Distribution • Cosmetic	• Data Centre • Digital Media • Internet of Things • Bio-technology	• Transportation and Logistic • Financial Services • Business Process Outsourcing	• Eco-Tourism • Medical Tourism • Cultural Tourism • Hospitality	• Downstream Oil and Gas • Petrochemical

Source: Invest.gov.bn

INITIATIVES

In the RKN11, several new projects have been approved. Among others, the provision of basic infrastructure for industrial sites towards the development of non-oil and gas output; strengthening of tourism products and the establishment of the Brunei Stock Exchange to support the growth of Financial Subsector in Brunei Darussalam.

In addition, RKN11 also focuses on the implementation of 'soft infrastructure' projects such as training programmes. Other than training programmes to further support the demands of industries in Brunei Darussalam, priority is also given to projects that can ensure improvements in productivity through the use of technology. These projects were in line with the country's objective to develop the five (5) major clusters which have been identfified.

In addition, projects under RKN11 have been designed to have high value and cost-effectiveness in supporting the Government's efforts to spend on priority.

CONCLUSION

Brunei Darussalam's economy is still dependent on the Oil and Gas Sector. The development of Non-Oil and Gas sector are still low and not yet able to be major contributor to the GDP, exports and Government revenues. However, the Government through this RKN11 will continue its effort to focus on developing the Non-Oil and Gas Sector through various initiatives comprising of development of physical infrastructure and technology, entrepreneurship, knowledge and expertise. These initiatives are expected to increase productivity and create opportunities to generate income and employment.

Thrust

6

STRENGTHENING GOVERNMENT'S GOVERNANCE FOR A CONDUCIVE BUSINESS ENVIRONMENT

THRUST 6: STRENGTHENING GOVERNMENT'S GOVERNANCE FOR A CONDUCIVE BUSINESS ENVIRONMENT

INTRODUCTION

In the efforts to improve the capacity of the Non-Oil and Gas Sector, it is also important to strengthen the governance in the public sector by improving the existing policies and processes. An efficient and robust governance in the public sector is a catalyst in achieving *Wawasan Brunei 2035,* especially the Goal 3, and to support the implementation of RKN11 through the 'Whole of Nation Approach' which needs the participation and coordination between the public sector and the private sector. Some of the aspects needed to produce public service servants with integrity towards realizing robust governance, is the practice of honourable virtues such as honest and trustworthy; efficient, quick and accurate; patient, perseverant and polite.

Towards strengthening the private sector, public service as a facilitator has been continuously implementing initiatives to increase productivity through efficient and effective delivery of services. In ensuring the Government's pro-business governance in line with the 'Ease of Doing Business' (EODB) initiatives, the Government had undertaken reforms to the laws and regulations, and reviewed processes to facilitate business in the country. In addition, the projects under RKN11 is expected to support the continous efforts such as capacity building projects through information technology for example Halal Certification System and Brunei's National Business Services Platform.

> *"…From the economic point of view, the global economy is uncertain. Nevertheless, we are grateful with the new initiatives and the 'Whole of Nation Approach', we experienced improvement in the country's rank in 'Ease of Doing Business (EODB), as reported by the World Bank…"*
>
> ***His Majesty's The Sultan and Yang Di-Pertuan of Brunei Darussalam Titah (Royal Speech) in Conjunction with New Year 2017***

MAIN FOCUS

The current business environment is challenging where the transaction becomes complex, competitive and borderless due to technological advances and innovation. Therefore, the country will continue to intensify and strengthen governance in the public sector to support efforts towards enhancing the conducive business environment. This is hoped to provide more efficient, productive, skilled, open, innovative and less bureaucratic services.

Through the Government's on-going efforts, Brunei Darussalam's ranking in Doing Business Report 2019 by World Bank has improved by 50 places from 105th in 2014 to 55th in 2018 out of 190 countries. This achievement involves several reforms and improvements to processes, regulations or legislation, specificially in obtaining electricity, obtaining credit, and tax payments. The Report also recognised Brunei Darussalam as the top ten countries with the most new initiatives and reforms to facilitate business for a period of two (2) consecutive years.

To improve the country's position further as well as to produce significant achievement in generating economic activity annually, the Government will equip civil servants with the latest knowledge and skills in the delivery of services to the public, particularly to the private sector. The public service ability to provide services with quality and integrity will expedite private sector development continuously and support the RKN11 theme.

The improvement in the quality of public service delivery is aimed to support a more conducive business and investment environment which will generate more economic activities and attracting FDI into the country. This initiative is not only aimed at improving the country's economic activities, but it will also create spill-over effects such as providing business opportunities for SMEs, increase the value of country's exports, increase Government's revenue, more employment opportunities to local and the transfer of knowledge, skills and technology. The concerted efforts and continuous collaboration of all Government agencies as well as private stakeholders will be able to drive towards a more balanced development of the country, with the support of a stronger, broader, and resilient economic base.

INITIATIVES

The Government will continue to evaluate and strengthen their respective services to support the needs of the private sector as well as the public sector for seamless and effective business processes. Therefore, the concerted efforts of several Government agencies as well as private sector play an important role in ensuring the improvements that will be implemented are fully beneficial.

Among the initiatives that has been emphasised continuously is to meet and collaborate with stakeholders involved in the formulation of policies and updating the processes and procedures of services. These include the reform of the traditional processes to innovative Government processes. For example, the use of online systems and reduction of application processes related to starting a business, such as business registration, construction permit, real estate registration, employee quota, and competitive tax rates.

The effectiveness of the Government's reforms also depends on innovative and pro-active public service servants with positive mindset, motivated and excellent work culture. Therefore, initiatives by the Government to provide relevant trainings, will continue to be strengthened. With high quality civil servants with integrity in service delivery, will catalyse private sector development continuously.

In RKN11, the Government will continue to provide the necessary infrastructure including ICT facilities, to increase the capacity of e-services in supporting the efficient management of the public service. The ICT projects to be implemented are in line with the 2015-2020 Strategic Plan (Digital Government Strategy), to create a more conducive business environment and to enhance the Government's governance to support the EODB initiative. In this regards, the Government spending for this infrastructure will emphasis value-for-money and create spin-off to the private sector.

CONCLUSION

Civil Servants play an important role in guiding towards more balanced development of the country and supported by a more robust, broad-based and sustainable economic fundamentals to achieve more sustained socio-economic growth.

For the Government to be more pro-business, initiatives will be implemented include the integrated upgrading and improving of the e-Government system, and amendments to laws and regulations, and updating processes to facilitate business in this country.

These will be able to reduce business costs and further promote economic activities; provide business opportunities to SMEs; increase the export value of the country; increase Government revenue; create more employment opportunities to locals and transfer knowledge, skills and technology.

Section

6

LISTS OF ELEVENTH NATIONAL DEVELOPMENT PLAN PROJECTS

GOAL 1: AN EDUCATED, HIGHLY-SKILLED AND ACCOMPLISHED PEOPLE

THRUST 1: IMPROVING QUALITY OF TEACHING AND TRAINING TO PRODUCE EDUCATED AND HIGHLY-SKILLED HUMAN CAPITAL

ROYAL BRUNEI ARMED FORCES (RBAF)

- Training School at Royal Brunei Airforce Base

EDUCATION

- Construction of New Building for Islamic Religious Activity Centre / Kampong Senukoh Religious School
- Extension Building for Tanah Jambu Religious School
- Extension Building for Arabic School Belait
- Upgrading of Hassanal Bolkiah Boys Arabic Secondary School
- Construction of Covered Netball Court, Raja Isteri Pengiran Anak Damit Girls Arabic Secondary School
- Seri Begawan Religious Teachers University College (KUPUSB)
- New Building for Kampong Kiulap Religious School
- New Building for Kampong Bolkiah Religious School
- Universiti Teknologi Brunei (UTB) Phase 4 - School of Applied Sciences and Mathematics
- Rebuilding of Sultan Hassan Bangar Secondary School Temburong
- Extension Building for Menglait Secondary School
- Extension Building for Sultan Abdul Bubin Sungai Besar Primary School
- Extension Building for AHMY Katimahar Primary School
- Extension Building for Bendahara Sakam Bunut Primary School
- Extension Building for Batu Marang Religious School
- Sultan Sharif Ali Islamic University (UNISSA)
- Upgrading and Extension of Orang Kaya Setia Bakti Kilanas Primary School
- Upgrading and Extension of Sengkurong Primary School
- Arabic Preparatory School - Kampong Rimba National Housing
- Science Secondary School - Kuala Belait
- Jalan Bedil Religious School

HUMAN RESOURCE DEVELOPMENT

- Civil Service Leadership Pipeline (CSLP)
- Technical and Vocational Education Scholarship (BPTV)
- Human Resource Fund

INFO-COMMUNICATIONS AND TECHNOLOGY

- Upgrading Government School Network Infrastructure
- National Education Management System

THRUST 2: DEVELOPING MANPOWER IN LINE WITH INDUSTRY REQUIREMENTS

PUBLIC BUILDINGS

- Additional Hall and Lecture Rooms for Youth Development Centre

HUMAN RESOURCE DEVELOPMENT

- Industry Competency Framework (ICF)
- i-Ready
- Capacity Building Centre (PPK)
- Industrial Skills Qualification 5 (ISQ 5) and Industrial Skills Qualification 6 (ISQ 6)

GOAL 2: HIGH QUALITY OF LIFE

THRUST 3: BUILDING VISIONARY AND *WASATIAH* COMMUNITIES

RELIGIOUS AFFAIRS

- Construction of Kampong Mengkubau National Housing Mosque
- Construction of Kampong Meragang National Housing Mosque
- Construction of Kampong Lugu National Housing Mosque
- Construction of Kampong Rimba National Housing Mosque
- Construction of Kampong Telisai Landless Indigenous Citizen Housing Scheme Mosque
- Construction of Kampong Lumut National Housing Mosque

PUBLIC FACILITIES AND ENVIRONMENT

- Slope Protection and Upgrading Roads, Outward Bound Brunei Darussalam (OBBD), at Batang Duri Camp, Temburong

THRUST 4: STRENGTHENING THE SUSTAINABLE WELFARE OF THE PEOPLE

ROYAL BRUNEI ARMED FORCES (RBAF)

- Master Plan for 4th Battalion Camp at Temburong District
- Air Defense Capability and Related Infrastructure (EWRS)
- Joint Force Headquarters near Defense Academy
- Proposed New Medical Reception Station (MRS) Bolkiah Garrison- Balance of Work
- Building a Base Camp at the Border of Brunei Darussalam

PUBLIC BUILDINGS

- New Headquarters for Brunei Research Department
- Retention and Rehabilitation Centre, Internal Security Department
- Building for Brunei Embassy and Official Residence in Riyadh, Saudi Arabia
- Rebuilding of Official Residence of Brunei High Commissioner in Kuala Lumpur (Seri Brunei), Malaysia
- Building for Brunei Embassy and Official Residence in Berlin, Germany
- Upgrading of Brunei Embassy and Official Residence in Brussels, Belgium
- Upgrading of Kampong Pulaie Welfare Home
- Building for Official Residence of Brunei High Commissioner in Canberra, Australia
- Upgrading of Ministry of Foreign Affairs and Trade Office and Bumbungan Dua Belas

ELECTRICITY

- Reinforcement of 11kv Network System for Jalan Pantai Sg. Liang, Sg. Lalit, Agis-Agis, Sg. Taring Lumut and Surrounding Areas in Belait District
- Reinforcement of 11kv from Rimba Landless MIS to Royal Pavilion MIS, Rimba Resettlement MIS to Royal Pavilion MIS and from Royal Pavilion MIS to Rimba Phase 5 MIS
- Reinforcement of 11kv Network System at Sinarubai, Masin, Ban Kampong Mulaut and Surrounding Areas
- Reinforcement of 11kv Network System at Badas Area
- Reinforcement of 415v Low Voltage System throughout the Country Phase 1
- Reinforcement of 11kv Network System for Manggis Main Electricity Station 66kv/11kv to Main National Electricity Station including Jalan Kebangsaan, Delima, Pulaie and Anggerek Desa
- Reinforcement of 11kv Distribution Network System at Diplomatic Area (Kuwait, Korea, China, Oman and India Embassy)
- Reinforcement of 11kv Distribution Network System Overhead Wire 3c/300mcm from Telisai to Kampong. Sg. Liang and Surrounding Areas in Tutong District
- Reinforcement of 11kv Distribution Network System Overhead Wire 3c/300mcm for Mukim Kiudang and Lamunin including Batu 18 Area to Lamunin, Tutong District
- Reinforcement of 11kv Distribution Network System Overhead Wire 3c/300mcm for Kampong Senukoh, Kampong Piasau-Piasau, Kampong Kenua, Kampong Semabat and Surrounding Areas of Temburong District
- Reinforcement of 11kv / 415v for Kampong Ayer Phase 1
- Reinforcement of 11kv Distribution Network System Overhead Wire 3c/300mcm throughout Jalan Tutong from Batu 18 to Kampong Keriam, Daerah Tutong
- Reinforcement of 11kv from 66kv/11kv Pasir Puteh Substation to JKR Package Unit Sarambangun, Mukim Tanjung Maya and Surrounding Areas in Tutong District
- Reinforcement of 11kv for Mukim Pekan Tutong including Kampong Penanjong, Tanah Buruk, Padang Kawat, Bukit Bendera and Sengkarai
- Installation of New Street Lighting throughout the country
- Reinforcement of 11kv / 415v Network System Main Switch Station Jangsak#1, Jangsak#2 to Main Switch Station Beribi VIP Housing from 66 / 11kv Batu 8 Kilanas Substation
- Reinforcement of 11kv / 415v Network System at Gadong Power Station 2 to Old Airport New Main Switching 11kv, Brunei and Muara District
- Reinforcement of 11kv Network System at Kuala Belait District Station: Setia Diraja, Panaga, Kampong Pandan and Rasau Main Network
- Reinforcement of 11kv / 415v Network System for Jalan Pasar Gadong and Surrounding Areas
- Upgrading of 11kv 1250a Metalclad Switchgear for Universiti Brunei Darussalam Electricity Station, Gadong Power Station #1, Royal Pavillion, Rimba Resettlement, Kiarong S1, Kiulap 1 and Beribi Industries #1
- Reinforcement of 11kv Network System for Jalan Gadong including Beribi Industry, Jalan Telanai, Kampong Beribi Commercial Area and Surrounding Areas
- Upgrading of 11kv 1250a Metalclad Switchgear for Layong, Kampong Penanjung, Perpindahan Bukit Beruang and Serambangun Light Industry Main Electricity Station
- Reinforcement of New 11kv Network System for 11kv Alternative Line from 66 / 11kv Beribi Electricity Station to Batu 1 Jalan Tutong and Batu 3 Main Electricity Station, Daerah Brunei Muara

- Renew and Upgrade of Power Generation - Lumut
- High Voltage Circuit- Overhead Wire from Lumut Power Station to S/S Setia Di Raja Kuala Belait including Lumut and S/S kV Setia Di Raja (Lumut-Mumong By-Pass)
- High Voltage Circuit- Gadong Feeder 7 & 8 Overhead Wire 275kV from S/S Pasir Puteh to Lumut Power Station
- High Voltage Circuit- 66/11kV New Substation at Kampong Lugu STKRJ and 66/11kV High Voltage Circuit from Bukit Panggal Power Station to S/S 66/11Kv Kampong Lugu
- 11kv/415V Distribution Network – Kampong Kapok, Kampong Meragang and Kampong Bukit Sabun, Jalan Muara
- Department of Electrical Services Supply Network Asset/ Inventory Management including Supervisory Control and Data Acquisition Sistem (SCADA)
- Upgrading of 66kV Transmission Overhead Line between GPS#1 and Muara 66kV S/S
- Reinforcement of 11kV/415V Brunei Muara District - 66/11kV Manggis Substation to Kampong Subok Spg 546 MIS Gurkha Reserves, Kampong Sg Akar, MIS Kebangsaan 11kV, MIS Kebangsaan 11kV including additional network
- Reinforcement of 11KV Network System Main Switch Station Belingus to Propose Main Switch Station 66KV/11KV Perdayan
- Propose 66KV Network Circuit from 66 / 11KV Mentiri Main Stations to New Stations 66/11KV Perdayan, Temburong District

ROADS

- Improvement and Repair of Road Infrastructure Programme
- Improvement and Repair of Bridge Infrastructure Programme
- Construction of Flyover at Muara - Tutong Highway Interchange / Tanjung Kajar Industrial Site
- Construction of Flyover at Muara-Tutong Highway / Kampong Lugu Housing Junction
- Construction of Tanah Jambu Link Road and Flyover at Mengkubau National Housing Junction/Mentiri Main Road
- Expansion of Residency Road (Phase II)
- Construction of Alternative Roads
- Temburong Bridge

METEOROLOGY

- Replacement and Enhancement of Meteorological Department Weather Radar Network
- National Automatic Weather Stations (NAWS)
- Replacement of Airport Automatic Weather Observation System (AWOS) at Brunei International Airport
- Provision of Replacement of Instrument Landing System (ILS) and Doppler VHM Omni Directional Range /Distance Measuring Equipment (DVOR / DME)

SANITATION

- Upgrading of Gadong Phase 2, Pintu Malim Sewerage Treatment Plants and Pumping Stations
- Sewerage Treatment - Kampong Menglait, Batu Bersurat and Pengkalan Gadong
- Sewerage Treatment - Kampong Lumut

PUBLIC FACILITIES AND ENVIRONMENT

- Upgrading of Hassanal Bolkiah Stadium Phase 2
- Construction of Retention Basins in Sungai Tutong Catchment
- Upgrading and Desilting of Major Rivers and Tributaries
- Coastal Protection along Kampong Danau Beach

MARINE AND PORTS

- Enhancement of Muara Radio Signal Station

WATER SUPPLY

- Construction of Badas New Raw Water Pumping Station and Installation of Raw Water Pipeline from Badas to SPARK
- Upgrading of Agis-Agis Treatment Plant, Belait District
- Replacement of Old Main Water Pipes throughout the Country
- Replacement of Water Supply Pipeline towards Sultan Flight Water Tanks
- Replacement of New Main Raw Water Pipe Support from Badas Water Pump Station to Seria Water Treatment Plant
- Replacement of Old Water Pipes Asbestos Cement / Galvanized Iron and PVC in Water Distribution System Network
- Improvement of Water Supply System (Construction of Water Tank and Improvement of Water Pump System)
- Construction of Bukit Barun Water Treatment Plant Stage 8

CIVIL AVIATION

- Airfield Pavement Rehabilitation Works at Brunei International Airport Phase 2
- Secure Fencing & Perimeter Intruder Detection System in Brunei International Airport
- Enhancement of Centralized Screening Equipment and Security Surveillance System for Brunei International Airport

TRANSPORT AND TELECOMMUNICATIONS

- Public Transportation System

DRAINAGE

- Upgrading of Sewer Pipes System at Brunei Muara Catchment Areas
- Upgrading of Sewer System at Kuala Belait and Seria Municipal Areas
- Construction of Flood Mitigation Pond Daerah Tutong - Phase I
- Flood Mitigation Scheme at Tutong River

FORESTRY

- Reforestation Programme on Degraded Forest Areas

MEDICAL AND HEALTH

- Construction of New Building Blocks for Sengkurong Silver Jubilee Health Centre - Basic Health Care Block
- Construction of Suri Seri Hospital Emergency Services, Kuala Belait
- Establishment of Certified BSL3 Laboratories with Supporting BSL2 Labs for an Accredited National TB Reference Laboratory (NTRL) and Virology Services
- Construction of Pandan Health Centre, Belait District

NATIONAL HOUSING

- Redevelopment of Kampong Ayer
- Infrastructure and General Housing Works
- Kampong Lugu National Housing Phase 2 (1,500 Unit Houses)
- Kampong Tanah Jambu National Housing Phase 7 (1,208 Unit Houses)

POLICE

- Construction of Marine Police Jetty, Royal Brunei Police Force
- Master Plan for Police Academy
- Construction of New Royal Brunei Police Force Quarters in Temburong

RADIO AND TELEVISION

- Replacement of FM Radio Transmission Equipment System at Bukit Subok Station and Andulau Transmission Station

SCIENCE & TECHNOLOGY, RESEARCH & DEVELOPMENT AND INNOVATION

- Upgrading & Densification of Continuously Operating Reference Station (CORS)
- Air Mapping and 3D Mapping Products for Geospatial Survey Brunei Darussalam
- Research and Management of Non-Revenue Water (NRW)

INFO-COMMUNICATIONS AND TECHNOLOGY

- National Welfare System
- Enhancement of BRU-HIMS
- Government Human Resource Management System
- Next Generation Government Hosting Infrastructure and Services
- National Centralised Database
- National Cyber Security Framework
- Central Account Password Privilege Management Platform
- National Registration System
- National Emergency Response System (NERS)
- Online Housing Application and Financing Billing System
- Government Asset and Infrastructure System

TELECOMMUNICATIONS

- Rural Area Tower Development

GOAL 3: DYNAMIC AND SUSTAINABLE ECONOMY

THRUST 5: INCREASING OUTPUT AND CONTRIBUTION OF NON-OIL AND GAS SECTOR TO GROSS DOMESTIC PRODUCT (GDP)

PUBLIC BUILDING

- Establishment of Brunei Darussalam Stock Exchange Project

ROADS

- Upgrading of Serasa Industrial Road towards Pulau Muara Besar Bridge

INDUSTRIAL DEVELOPMENT

- Cluster Development (Macroeconomy)
- Export Initiative
- Upgrading of Secondary Road for Serasa Industrial Sites
- Construction of New Electricity Substation for Industrial Sites
- Strengthening of Tourism Products
- Infrastructure Facilities and Services at Pekan Belait Industrial Sites - Phase 3
- Development of Pulau Muara Besar
- Development of Pulau Muara Besar - Phase 2
- Development and Infrastructure (Consultancy Services for the Development of SPARK-Infrastructure)

PUBLIC FACILITIES AND ENVIRONMENT

- Upgrading of Art Gallery Building (Old Customs Building)
- Rehabilitation and Upgrading of Brunei Museum Building and Exhibition Building, Kota Batu
- Strengthening of Kampong Ayer Tourism Products and Packages
- Upgrading of Jerudong Market
- Upgrading of Gadong Market

FISHERY

- Genetic Development and Selective Breeding Programmes to Increase Aquaculture Industry Productivity
- Development of Sites for Aquaculture Industries
- Programme to Increase Aquaculture Industry Production
- Prawn Breeding Industry Phase 4

AGRICULTURE

- Ornamental Plants and Flowers Enhancement Programmes to Create Export Markets
- Construction of Additional Irrigation Scheme for Paddy Planting Areas in all Districts
- Vegetable Production Enhancement Programme through High Technology to Generate Gross Domestic Product Output
- Development Plan for Livestock Industry to Increase Output from BND106.8 Million (2015) to BND300 Million (2020)
- Opening of 500 Hectare Commercial Paddy Planting, Kandol Area, Belait District (2nd Phase)

SCIENCE & TECHNOLOGY, RESEARCH & DEVELOPMENT AND INNOVATION

- Census and Socio-Economic Research
- Science, Technology and Innovation Research

HUMAN RESOURCE DEVELOPMENT

- Industry Business Academy (IBA)
- Start-Up Program

THRUST 6: STRENGTHENING GOVERNMENT'S GOVERNANCE FOR A CONDUCIVE BUSINESS ENVIRONMENT

INFO-COMMUNICATIONS AND TECHNOLOGY

- National Business Services Platform
- Halal Certification System (Brunei E-Halal)
- National Labour Management System
- Electronic Property Tax
- Online Land Payment System Phase 2

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