

TENTH NATIONAL DEVELOPMENT PLAN (2012 – 2017)

BRUNEI DARUSSALAM



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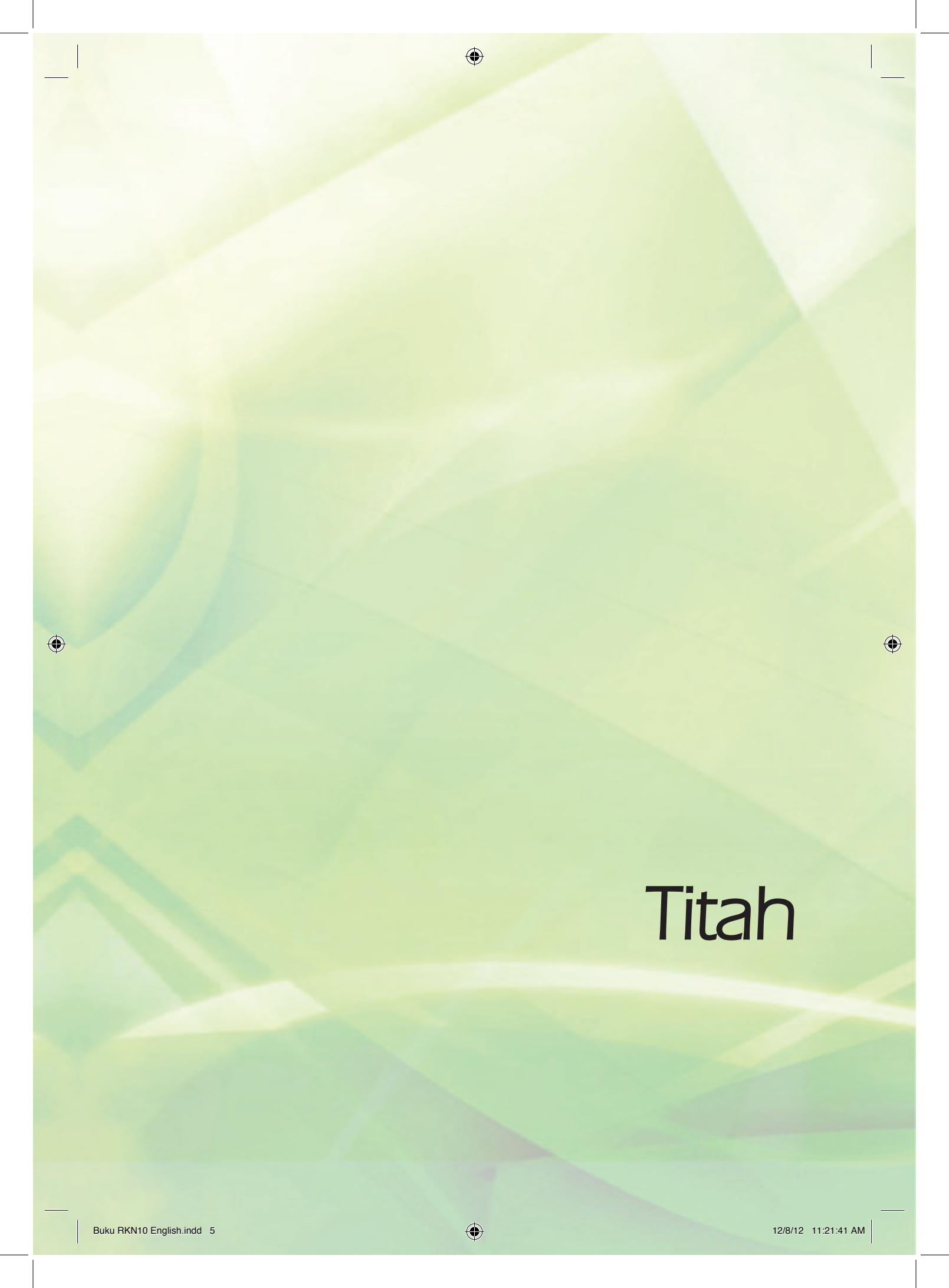


بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

اللَّهُمَّ صَلِّ عَلَى سَيِّدِنَا مُحَمَّدٍ صَلَاةً تُنَجِّنَا بِهَا مِنْ جَمِيعِ الْأَهْوَالِ وَالْآفَاتِ ،
وَتَقْضِي لَنَا بِهَا جَمِيعَ الْحَاجَاتِ ، وَتُطَهِّرُنَا بِهَا مِنْ جَمِيعِ السَّيِّئَاتِ ،
وَتَرْفَعُنَا بِهَا عِنْدَكَ أَعْلَى الدَّرَجَاتِ ، وَتُبَلِّغُنَا بِهَا أَقْصَى الْغَايَاتِ مِنْ
جَمِيعِ الْخَيْرَاتِ فِي الْحَيَاتِ وَبَعْدَ الْمَمَاتِ ، وَعَلَى آلِهِ وَصَحْبِهِ وَسَلَّمَ
تَسْلِيمًا كَثِيرًا بِرَحْمَتِكَ يَا أَرْحَمَ الرَّاحِمِينَ

Ya Allah! pour out blessings on Saiyidina Muhammad, peace
be on him and save us from all the terrible things
and tear, and achieve our intention and purify us from all evil, and raise us
to the highest degree/level, and deliver to us all the goodness in life and
after death. Ya Allah pour out blessings as well on his family and his friends.





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

We are now embarking on the Tenth National Development Plan (RKN10), the second National Development Plan in our efforts towards realising *Wawasan Brunei 2035*. We aspire to be a nation with a well-educated population, highly skilled and accomplished 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.

During the period of the RKN9, we had witnessed how acutely challenging our surroundings could be. The world economic and financial crises that occurred had hampered the nation's economic growth and that of the region. It had become clear that we would not be able to achieve the economic growth that we desired in line with our vision of *Wawasan Brunei 2035*.

In view of this, we have no other choice but to work even harder and to continue to increase our productivity, be it in the public, private or independent sectors. This will not only accelerate economic growth but will also serve as a protective shield in the face of future economic crises.

A vital key to the continuous increase in productivity is knowledge. As such, emphasis must be given to the effective provision of education and the development of skills in all areas such as science and technology, engineering, security, economy, business, entrepreneurship, health and agri-food, while not neglecting such areas as society, culture, religion and the environment.

Every member of the workforce must be provided with on-going and appropriate training to keep them abreast of the latest technological developments to assist them in their jobs.

In addition, pertinent research activities need to be intensified in higher education institutions and in other sectors so as to enable the discovery of new and more effective approaches which may enhance our capabilities and assist us in resolving whatever difficulties and complications we may face.

All of these efforts are intended to strengthen the capabilities of our workforce which, in turn, will contribute to increasing productivity. It is hoped that the increase in productivity will help to accelerate the nation's economic growth to the extent that it can be at par with the economic growth of the region.

In conclusion, I pray that these efforts will ensure the prosperity we have enjoyed thus far will be everlasting and shared by our future generations.

Wabillahi Taufiq Wal-Hidayah, Wassalaammu 'Alaikum Warahmatullaahi Wabarakaatuh.

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

X

Sabda





***His Royal Highness Prince Haji Al-Muhtadee Billah ibni
His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah,
D.K.M.B., D.P.K.T., King Abdul Aziz Ribbon, First Class (Saudi Arabia),
The Order of the Renaissance (First Degree) (Jordan), Medal of Honour (Lao),
DSO (Singapore), Order of Lakandula with the Rank of Grand Cross (Philippines),
The Order of Prince Yaroslav the Wise, Second Class (Ukraine),
DSO (Military) (Singapore), P.H.B.S.
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

Alhamdulillah, we are grateful to Allah the Almighty, for with His blessings as well as the wise leadership of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Brunei Darussalam, we have been able to enjoy the fruits of national development through several of the previous National Development Plans, and Insya' Allah, the development agenda for the next period of five years will be implemented through the National Development Plan (2012-2017) or RKN10.

The citizens and residents of this country are grateful to Allah the Almighty for the grace and providence bestowed upon Brunei Darussalam as well as for the Government's care under the leadership of His Majesty that has always prioritised investment in education, health and infrastructural development through the provision of a large amount of funding.

RKN10 is the second national development plan within the framework of Brunei Darussalam's Long Term Development Plan as a continuation to RKN 2007-2012. All planning made therein has been to further accomplish the nation's mission to achieve the goals outlined in *Wawasan Brunei 2035*. Consistent with the mission, RKN10's theme is "Knowledge and Innovation, Increase Productivity, Accelerate Economic Growth".

RKN10 has been formulated taking into account the nation's progress in development and economic growth which has still remained at a low level during the last 5 years, the national development goals as well as the challenges likely to be encountered and which will need

to be surmounted. In conforming to its theme, RKN10's preparation is focused upon programmes and projects that will help accelerate economic growth as well as cultivate an economic landscape that is progressive and productive, centred upon knowledge and innovation, in which its accomplishments are intended to contribute to high value-added growth within much wider economic sectors.

Programmes and projects are also evaluated based upon several criteria including their contribution towards improving Government revenue streams, their potential contribution through the participation of public-private partnerships, savings in Government expenditure, the potential to generate employment opportunities, to encourage the development of entrepreneurship and trade, as well as generating and attracting investments from within and outside the country in the medium term.

In this regard, I most respectfully present my highest appreciation before His Majesty for consenting to allocate a total of BND6.5 billion to implement RKN10.

Consequently, the re-evaluation of the allocation of funding for programmes and projects that have been considered will next take into account the programmes and projects that are characterised by effectiveness in terms of cost, value for money, project priority and the significance to the nation, as well as mutually complementing the essence and goals of RKN10 including its readiness for implementation.

Several reforms have also been introduced by the Executive Committee for RKN10 to ensure transparency and accountability, especially in terms of more objective programme monitoring, including mechanisms for scheduled periodic project evaluations, in order to ensure that RKN10's implementation focus will be of a higher quality and will meet the targeted timelines that have been set.

Towards this end, I intend to personally conduct site visits to specific project sites to ensure progress in their implementation, whilst at the same time staying informed of the latest project developments. This is also to ensure the earliest identification of any problems that may arise, and Insha' Allah whatever remedial actions are necessary will also be jointly planned in a prompt manner.

At this juncture, I would like to express my sincerest appreciation to all members of the Executive Committee for RKN10 for their active involvement, as well as their contribution to the focussed discussions held, and the plethora of ideas that were shared alongside the constructive opinions offered throughout the process of preparations.

Finally, I call on all parties concerned, including the implementing agencies and other stakeholders, to discharge their duties as well as roles respectively by inculcating enthusiasm for mutual cooperation, solidarity and a high level of dedication in jointly upholding and ensuring the accomplishment of the RKN10 goals, Insya' Allah may we be blessed in all the endeavours and efforts that we carry out.

Wabillahit 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**

CHAIRMAN
EXECUTIVE COMMITTEE
TENTH NATIONAL DEVELOPMENT PLAN (RKN10)



Foreword



Foreword

بسم الله الرحمن الرحيم
اسلام عليكم ورحمة الله وبركاته

Alhamdulillah, I am grateful to Allah Subhanahu Wata'ala for with His grace and guidance, the Tenth National Development Plan (RKN10) has successfully been prepared. This success has been possible due to the concerted efforts of members of the committees who had been entrusted with the preparation of this Plan.

The formulation of this Plan has been made possible with the swift and accurate input and information provided by ministries and departments, as well as the private sector. To facilitate the acquisition of the necessary information, several working groups had been established with members comprising officers from the Department of Economic Planning and Development (JPKE), with officers from other ministries being appointed as resource persons. Due to the cooperation among these officers, RKN10 was successfully completed as scheduled.

In this regard, I would like to take this opportunity to express my highest gratitude to all officers and staff from all the ministries that were involved: for their active contribution in providing the required information; for sharing their ideas and suggestions; and for their support and cooperation throughout the preparation of this Plan.

Lastly, I would like to convey my appreciation and deepest gratitude to the officers and staff of JPKE who were involved, whether directly or indirectly, in the preparation of the information, working papers and reports which were used in the discussions, reviews and deliberations during the meetings of the RKN10 committees. Without their dedication and support, this document would not have been possible.

Wabillahit Taufiq Walhidayah, Wassalamu 'Alaikum Warahmatullahi
Wabarakatuh.

DR DAYANG HAJAH MAY FA'EZAH BINTI HAJI AHMAD ARIFFIN
ACTING DIRECTOR GENERAL OF ECONOMIC PLANNING AND DEVELOPMENT
SECRETARY TO THE
EXECUTIVE COMMITTEE OF THE TENTH NATIONAL DEVELOPMENT PLAN



Members of
the Executive Committee of the Tenth
National Development Plan (2012 – 2017)
Brunei Darussalam

CHAIRMAN



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

DEPUTY CHAIRMAN



Yang Berhormat
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Second Finance Minister at the Prime Minister's Office

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Dato Seri Setia Awang Haji Suyoi bin
Haji Osman,
Minister of Development



Yang Berhormat
Pehin Orang Kaya Seri Utama
Dato Seri Setia Awang Haji Yahya bin
Begawan Mudim Dato Paduka Haji Bakar,
Minister of Industry and Primary Resources



Yang Berhormat
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Mohammad Yasmin bin Haji Umar,
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Prime Minister's Office

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bin Apong,
Deputy Minister at the
Prime Minister's Office



Yang Mulia
Dato Paduka Awang Haji Bahrin
bin Abdullah,
Deputy Minister of Finance



Yang Mulia
Dato Seri Setia Awang Haji Yusoff
bin Haji Ismail,
Deputy Minister of Education



Yang Mulia
Dato Paduka Awang Haji Mohd Roselan
bin Haji Mohd Daud,
Permanent Secretary
(International, Economic, Finance, Research
& Development),
Prime Minister's Office
(from 6 October 2011)



Yang Mulia
Dato Paduka Awang Haji Hisham
bin Haji Mohd Hanifah,
Permanent Secretary (Performance),
Ministry of Finance

SECRETARY



Yang Mulia
Dr Dayang Hajah May Fa'ezah binti Haji Ahmad Ariffin,
Acting Director-General of Economic Planning and Development,
Department of Economic Planning and Development,
Prime Minister's Office



Executive Summary



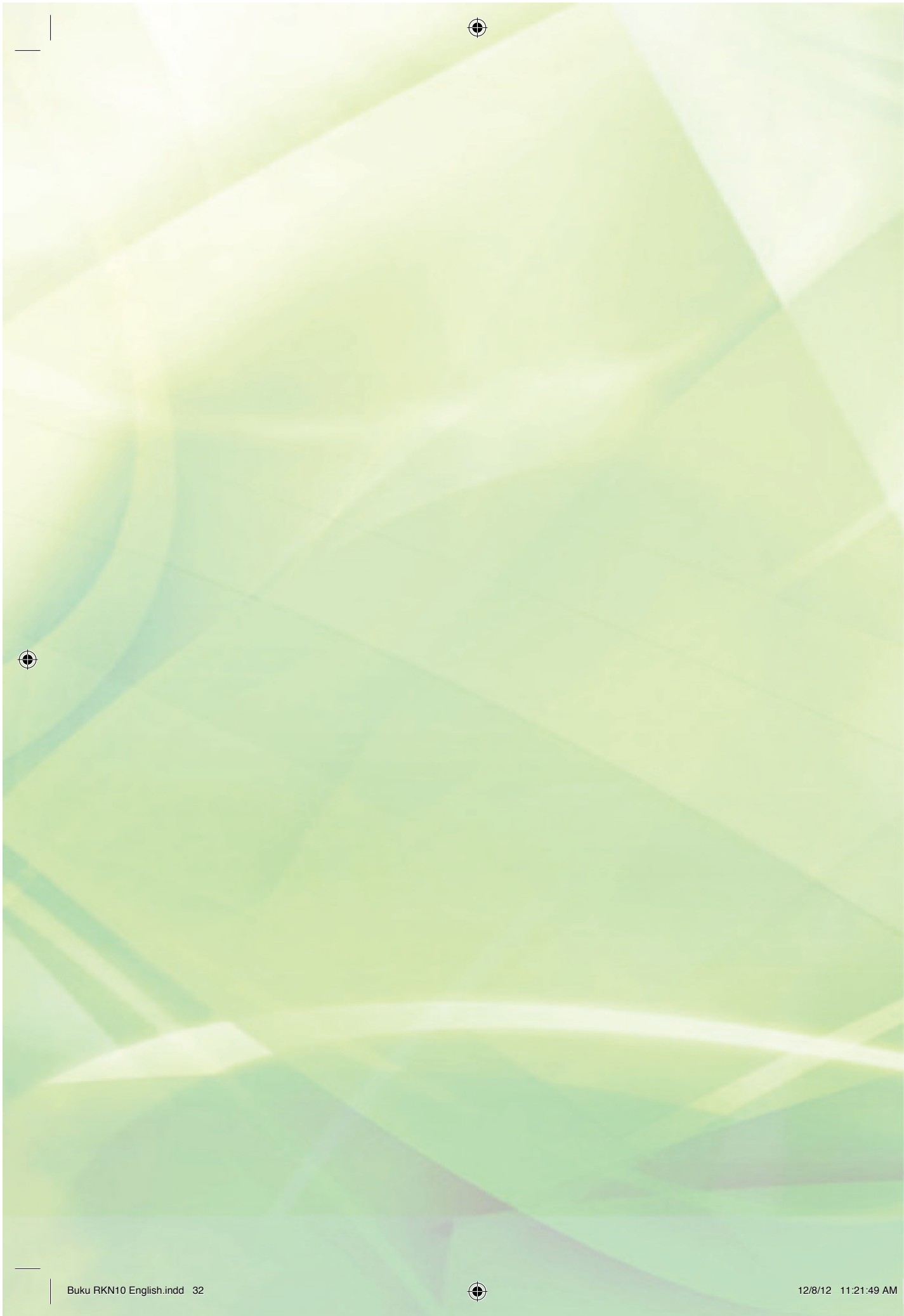
Executive Summary

- i. Through the *Wawasan Brunei 2035*, we aspire for Brunei Darussalam to be known as a nation 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.
- ii. Eight strategies have been identified to ensure that all aspects of development can be implemented in an organised and effective manner, namely: (i) education strategy; (ii) economic strategy; (iii) security strategy; (iv) institutional development strategy; (v) entrepreneurship and local business development strategy; (vi) infrastructure development strategy; (vii) social security strategy; and (viii) environment strategy.
- iii. Towards realising the *Wawasan*, the Tenth National Development Plan (RKN10) will focus on developmental efforts to achieve faster and higher economic growth. This will be accomplished through enhancing productivity based on knowledge and innovation in line with the RKN10 theme "Knowledge and Innovation, Increase Productivity, Accelerate Economic Growth".
- iv. In supporting the RKN10 Theme, six strategic development thrusts have been outlined and identified whereby elements of knowledge and innovation will be incorporated in all the programmes and projects within the six thrusts.
- v. The first thrust is a **Educated and Highly Skilled Population**. Seven factors will contribute to this thrust: i) Quality education infrastructure and facilities; ii) Quality teachers; iii) Professional and highly skilled workforce; iv) Lifelong education; v) Entrepreneurial education; vi) Science, technology and innovation; and vii) Private sector involvement. All these factors will focus on enhancing the levels of education and skills of the human resource.
- vi. The second thrust is a **High Quality of Life** which covers seven factors: i) Sustainable and inclusive development; ii) Quality and sufficient housing; iii) Comprehensive health and medical services; iv) Clean and healthy environment; v) Public security; vi) Access to basic amenities, such as water, electricity, communication and transportation; and vii) Cultural, sports, leisure and recreational infrastructure. These seven factors are aimed at enhancing the quality of life of the citizens and residents of the nation which will lead to peace and prosperity.
- vii. The third thrust is a **Conducive Business Environment**. This thrust focuses on efforts which can develop the nation's private sector and enhance its attractiveness as a destination for foreign direct investment, namely: i) Fast and easy process for starting a business; ii) Strong business capacity and capabilities; and iii) Protection of Intellectual Property Rights.

- 
- viii. The fourth thrust is a **Productive and Progressive Economy Based on Knowledge and Innovation**, which leads to the generation of a high and sustainable economic growth through investments in knowledge and high technology innovation, as well as non-oil and gas exports in efforts to diversify the economy. This thrust covers five main factors: i) Knowledge-based infrastructure and facilities; ii) Research and development (R&D) that have a commercial value; iii) High technology private investments; iv) Entrepreneurship development; and v) Non-oil and gas investment and exports.
- ix. The fifth thrust is **Good Governance and Government Modernisation**. This thrust concentrates on efforts that enhance the quality and productivity of the public sector. Three factors have been identified in establishing and enhancing public sector productivity, namely: i) Quality public infrastructure and facilities; ii) A professional civil service; and iii) Laws and regulations that meet current needs.
- x. The sixth thrust is a **High Quality and Sustainable Development Infrastructure**. This thrust covers six factors, which prepare the nation for private sector development in general and for attracting foreign direct investment, namely: i) Water supply, drainage and sewerage infrastructure; ii) Electricity infrastructure; iii) Communication and transportation infrastructure; iv) Info-communication network infrastructure; v) Sustainable and environmentally friendly growth and development; and vi) Industrial sites.
- xi. In the RKN10, a new approach for the selection of projects and budget allocation has been adopted, which is based on the following three principles: i) Prudent spending; ii) Project priority; and iii) Avoidance of wastage, all of which will ensure cost-effectiveness and 'value for money' in RKN10 expenditure.
- xii. A total of BND6.5 billion has been allocated for a five-year period under the RKN10 to finance 682 projects. The project selection was based on the contribution of the project to economic growth and development, as well as the capacity of the implementing agency in carrying out the project.
- xiii. 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 model.
- xiv. In ensuring that the RKN10 will be implemented soundly and on target, new regulations have been introduced which have to be complied with by all ministries.

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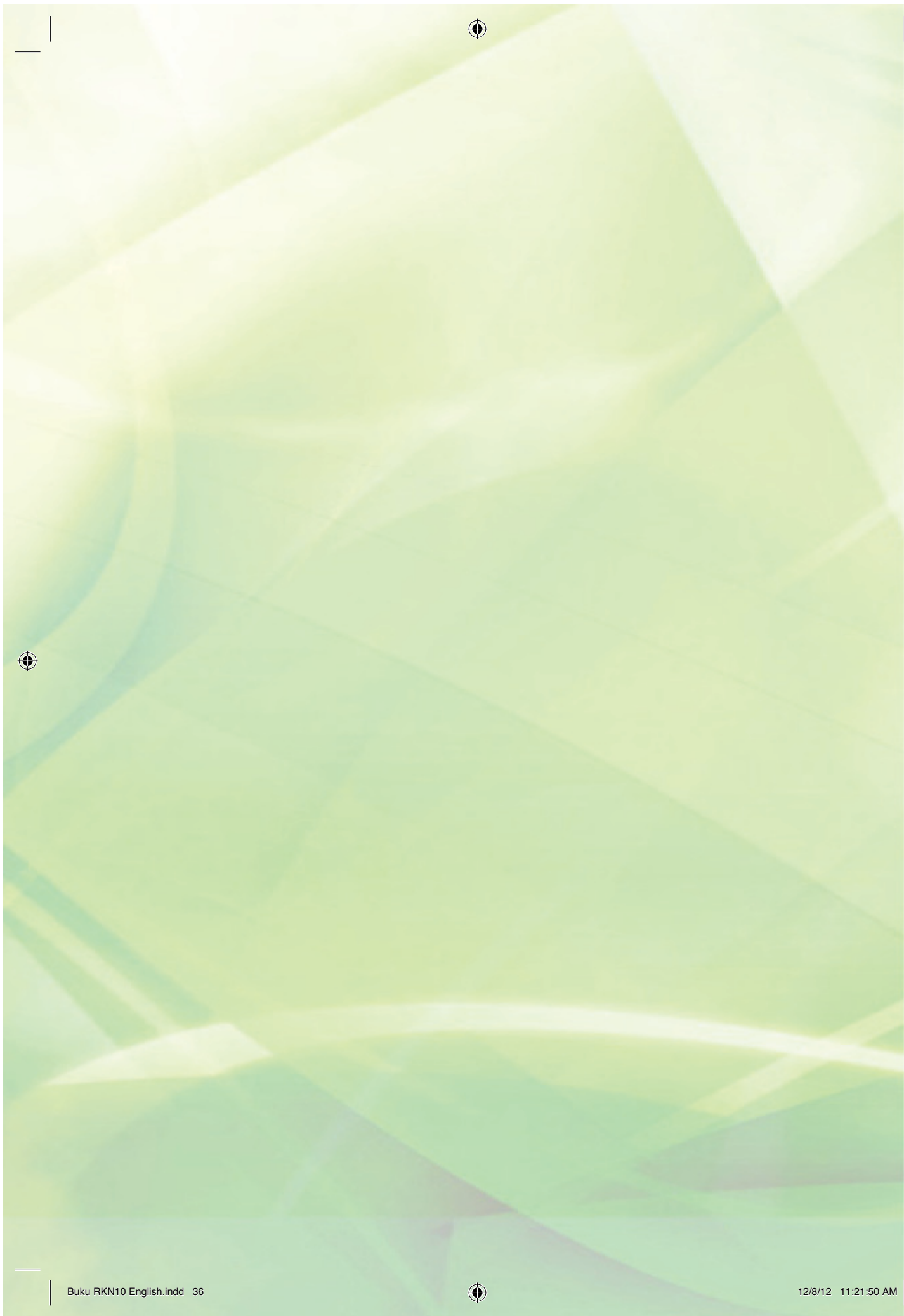




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Glossary of Acronyms

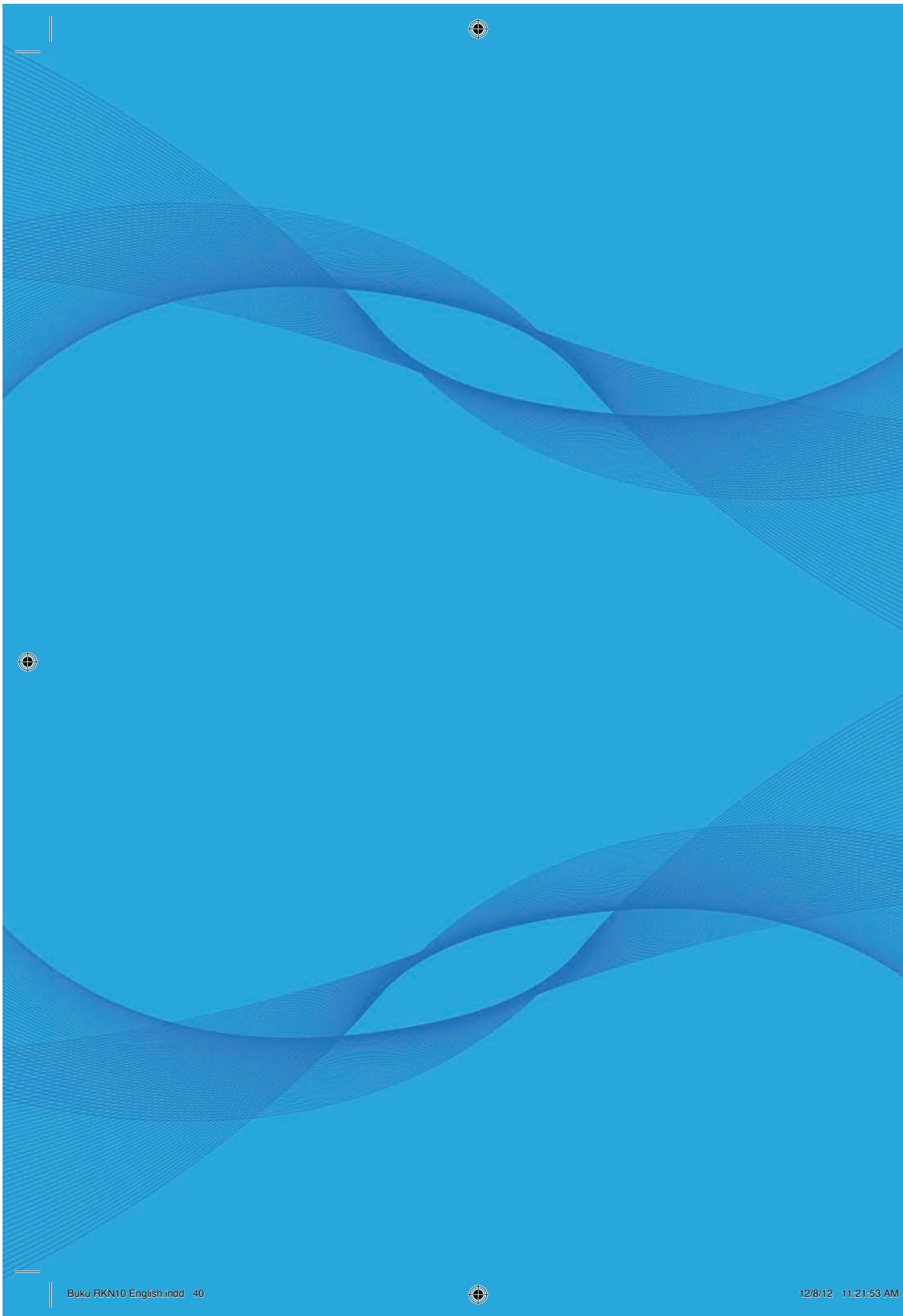
ABCI	– Authority of Building and Construction Industry
AITI	– Authority for Info-Communications Technology Industry of Brunei Darussalam
AMBD	– <i>Autoriti Monetari</i> Brunei Darussalam (Monetary Authority of Brunei Darussalam)
BAT	– Business, Arts and Technology
BEDB	– Brunei Economic Development Board
BEES	– Brunei Entrepreneurial Education Scheme
BNBN	– Brunei Next Generation Broadband Network
BND	– Brunei Dollar
BPTV	– <i>Biasiswa Pendidikan Teknikal dan Vokasional</i> (Technical and Vocational Education Scholarship)
BRC	– Brunei Research Council
BSB	– Bandar Seri Begawan
BTU	– British Thermal Unit
CPI	– Consumer Price Index
EGNC	– E-Government National Centre
EIA	– Environmental Impact Assessment
EIU	– Economist Intelligence Unit
FDI	– Foreign Direct Investment
FTTH	– Fibre To The Home
G2G	– Government to Government
GDP	– Gross Domestic Product



GEMS	– Government Employees Management System
HRD	– Human Resource Development
ICT	– Info-Communications Technology
IFC	– International Financial Corporation
IMF	– International Monetary Fund
IPR	– Intellectual Property Rights
ITB	– Institute of Technology Brunei
JPKE	– <i>Jabatan Perancangan dan Kemajuan Ekonomi</i> (Department of Economic Planning and Development)
KBE	– Knowledge Based Economy
KPI	– Key Performance Indicators
LEAP	– Local Enterprise Applications and Products Programmes
LNG	– Liquefied Natural Gas
MCT	– Muara Container Terminal
NDMC	– National Disaster Management Centre
NGOs	– Non-Governmental Organisations
NRI	– Network Readiness Index
OECD	– Organisation for Economic Cooperation and Development
OSPD	– Outline of Strategies and Policies for Development 2007-2017
PFI	– Private Finance Initiative
PKBN	– <i>Program Khidmat Bakti Negara</i> (National Youth Service)



PMO	– Prime Minister’s Office
PPP	– Public-Private Partnership
PSTS	– <i>Pembangunan Keupayaan Sumber Tenaga Di Sektor Swasta</i> (Human Capacity Building Scheme in the Private Sector)
R&D	– Research and Development
RKN10	– <i>Rancangan Kemajuan Negara Kesepuluh</i> (Tenth National Development Plan)
RKN9	– <i>Rancangan Kemajuan Negara 2007-2012</i> (National Development Plan 2007-2012)
SLA	– Sungai Liang Authority
SLP	– <i>Skim Latihan dan Pekerjaan</i> (Training and Employment Scheme)
SME	– Small and Medium Enterprises
SPN21	– <i>Sistem Pendidikan Negara Abad Ke-21</i> (National Education System for the 21st Century)
STEP	– Science, Technology, Environment Partnership
STI	– Science, Technology and Innovation
TAFIS	– Treasury Accounting and Financial Information System
UBD	– University Brunei Darussalam
UFW	– Unaccounted for Water
UNDP	– United Nations Development Programme
USD	– United States Dollar





Tenth National Development Plan (2012-2017)



SECTION 1

WAWASAN BRUNEI 2035, OUTLINE OF STRATEGIES AND POLICIES FOR DEVELOPMENT (OSPD) 2007 – 2017 REFLECTION

Excerpts of His Majesty's Titah

"... Brunei Darussalam will forever remain as an independent, sovereign and democratic Malay Islamic Monarchy country, founded on the teachings of Islam according to Ahli Sunnah Wal-Jamaah and based on justice, trust and freedom; and with the guidance and pleasure of Allah Subhanahu Wata 'ala will strive to achieve peace and security, welfare and happiness for the citizens of Brunei Darussalam ..."

(His Majesty's titah in conjunction with the Declaration of Brunei Darussalam's Independence Day in 1984)

"... In addition, we have an obligation to improve the physical infrastructure, the long term development plan after 2005. It has been incorporated as part of the direction and shape of the National Vision ..."

(His Majesty's titah in conjunction with Brunei Darussalam's 20th National Day celebrations on 23rd February 2004)

"... Hence, we have designed a credible Brunei Vision as a legacy for the nation.

This Vision has mapped the nation's future direction, steering it towards more systematic planning in our goal for a nation of well-educated, highly-skilled and accomplished population of quality, with a dynamic and resilient economy ..."

(His Majesty's titah in conjunction with the 2010 New Year address to the nation on 31st December 2009)

WAWASAN BRUNEI 2035

Wawasan Brunei 2035 aspires for Brunei Darussalam to be recognised in the world as having:

Wawasan Brunei 2035

An educated, highly skilled and accomplished people

A high quality of life

A dynamic and sustainable economy

SECTION 1
WAWASAN BRUNEI 2035



To achieve the goals of this *Wawasan* successfully by 2035, we intend to achieve excellence in the following key areas:

I. AN EDUCATED, HIGHLY-SKILLED AND ACCOMPLISHED PEOPLE

We strive to develop a first-class education system that provides opportunities for every citizen and resident to meet the requirements of our changing economy, and encourages life-long learning as well as accomplishments in sports and the arts. Our success will be measured by the highest of international standards.



II. A HIGH QUALITY OF LIFE

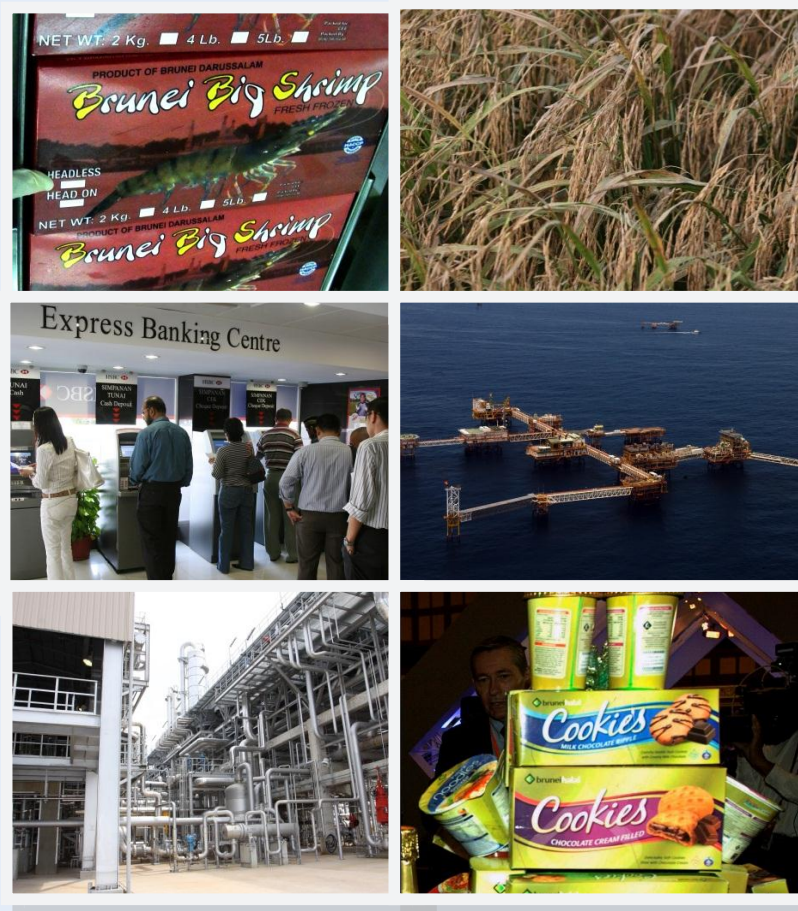
Our people deserve the best accommodation that we can provide. We strive to provide them with a high standard of living and political stability while ensuring proper care of the environment and the vital support that is required by all members of the society.

We aim to achieve the level of lifestyle which will enable us to be among the top 10 nations in the world, as measured by the Human Development Index of the United Nations Development Programme (UNDP).

III. A DYNAMIC AND SUSTAINABLE ECONOMY

A continuously high standard of living requires an economic growth that is higher than the population growth. We will continue to develop an economy capable of providing our people with quality employment in both the public and private sectors. This, in turn, will generate more widespread economic opportunities.

We are determined to increase our economic growth rate so that it can support the desired high living standards and place Brunei Darussalam's per capita income to be within that of the top 10 countries of the world.



Outline of Strategies and Policies for Development 2007-2017

Towards achieving *Wawasan Brunei 2035*, eight strategies and fifty policy directions for development will continuously be coordinated and developed by the government, the private sector and relevant organisations, and will be implemented more efficiently as listed below:-

EDUCATION STRATEGY

1. Investing in early childhood education.
2. Adopting international best practices in teaching and learning.
3. Providing high standards of secondary and tertiary education, including vocational schools, which will produce experts, professionals and technicians required in commerce and industry.
4. Strengthening competency in info-communications technology (ICT) among students, teachers and educational administrators, including the integration of ICT in the school curriculum.
5. Devising programmes that promote life-long learning and widen access to higher education.
6. Promoting research, development and innovation both in government-funded institutions and through public-private partnerships (PPP) and international partnerships.
7. Adopting cost-effective methods of educating our people through the use of technology.
8. Improving the management of all our educational institutions.



Outline of Strategies and Policies for Development 2007-2017

ECONOMIC STRATEGY

9. Ensuring continued macroeconomic stability.
10. Ensuring continuously high rates of economic growth so that jobs are always available for youths entering the labour market each year.
11. Creating a strong capital market, including the Islamic bond market (*sukuk*), to help finance economic growth.
12. Promoting national economic competitiveness through policies that encourage continuous improvements in productivity and the practice of open economies, as well as strengthen competition.
13. Promoting investments in downstream industries and other non-oil and gas sectors to generate economic growth and assist in the diversification of economic activity.
14. Investing in world class infrastructure necessary to attract foreign and domestic investments in new export industries.
15. Developing an energy policy that helps the oil and gas industry and give due consideration to the need to help develop new industries, including downstream activities, food processing, medical, logistics, financial services, tourism, ICT and others.
16. Encourage projects that have elements of value for money to be more resilient and accountable, including the privatisation of government services that have been identified as being more effectively carried out by the private sector.
17. Developing the expertise and skills required by commerce and industry through investment in our educational institutions, in research and development, and through collaborations with businesses.
18. Promoting international economic cooperation, bilaterally and multilaterally.
19. Encouraging equal opportunities for women in the work force and in nation building.

Outline of Strategies and Policies for Development 2007-2017

SECURITY STRATEGY

20. Promoting close coordination between Brunei Darussalam's diplomatic, defence and intelligence institutions to ensure an integrated approach to national security.
21. Strengthening the security forces, including the armed forces, the police and intelligence agencies, so that they are distinguished by high standards of professionalism, training and technological expertise.
22. Implementing new approaches to the development of military infrastructure and to procurement in order to ensure greater efficiency and cost effectiveness, including, where appropriate, through PPP.
23. Promoting good governance in both the public and private sectors with particular emphasis on honesty and accountability to ensure public confidence and trust.
24. Developing further appropriate systems and organisations for responding quickly and effectively to threats from natural disasters, infectious diseases, acts of terrorism and other emergencies.
25. Safeguarding cultural and social harmony and good citizenship.

INSTITUTIONAL DEVELOPMENT STRATEGY

26. Ensuring a modern legal system that is clear in its provisions and application, and a judiciary system that ensures independence, fairness and impartiality.
27. Introducing regulatory frameworks in line with international best practices, such as those applicable to special economic zones to facilitate competitiveness in promoting foreign direct investments.
28. Building a modern and effective civil service that facilitates national development.
29. Streamlining government procedures and regulations to enable prompt decision-making, the provision of high quality public services and the minimisation of red tape.
30. Creating new institutions such as an independent ombudsman to ensure accountability in the public and private sectors.
31. Ensuring that the economic policy is well planned and implemented among the key government agencies and other relevant agencies.

Outline of Strategies and Policies for Development 2007-2017

ENTREPRENEURSHIP AND LOCAL BUSINESS DEVELOPMENT STRATEGY

32. Introducing well-designed and well-funded programmes and more effective ways of financing local enterprises to help local small and medium enterprises (SME) and entrepreneurs gain business skills and become more competitive at regional and international levels.
33. Developing incubation centres to assist and promote local SMEs and entrepreneurs in areas such as ICT.
34. Maximising the benefits of foreign direct investments for local SME and entrepreneurs.
35. Encouraging major businesses and industries to use local products, suppliers and contractors.
36. Privatising, commercialising and outsourcing of appropriate government services as a way of expanding business opportunities for local SMEs and entrepreneurs.
37. Reducing the cost of doing business for local SMEs and entrepreneurs by simplifying government procedures.
38. Ensuring prompt government decisions and payment to local contractors and suppliers.



Outline of Strategies and Policies for Development 2007-2017

INFRASTRUCTURE DEVELOPMENT STRATEGY

39. Providing adequate social infrastructure particularly in the provision of public housing, transport and communication, health care and education.
40. Adopting appropriate legal and regulatory frameworks to promote investments in social and industrial infrastructure, including privatisation and PPP in line with international best practices.
41. Ensuring that funding is available for all priority government infrastructure projects.
42. Reviewing the way government infrastructure contracts are awarded and managed in order to ensure that these infrastructure are implemented on time and cost effectively.

SOCIAL SECURITY STRATEGY

43. Providing a resilient social security system for those of our people least able to care for themselves.
44. Strengthening programmes which will foster the spirit of entrepreneurship and self-reliance among our people.
45. Providing opportunities for workers in the private sector to enjoy a similar sense of security as those in the public sector.

ENVIRONMENT STRATEGY

46. Continuing with our efforts to preserve Brunei Darussalam's remarkable biodiversity, tropical rain forests and natural habitat.
47. Implementing the best environmental standards for existing and new industries in Brunei Darussalam in accordance with established international standards and practices.
48. Establishing clear guidelines for the proper maintenance of buildings and landmarks of cultural and historical value.
49. Enforcing strictly appropriate regulations regarding the environment that affect public health and safety.
50. Supporting global and regional efforts to address trans-border and regional environmental concerns.





SECTION 2

ECONOMIC PERFORMANCE AND PROSPECTS OF BRUNEI DARUSSALAM

INTRODUCTION

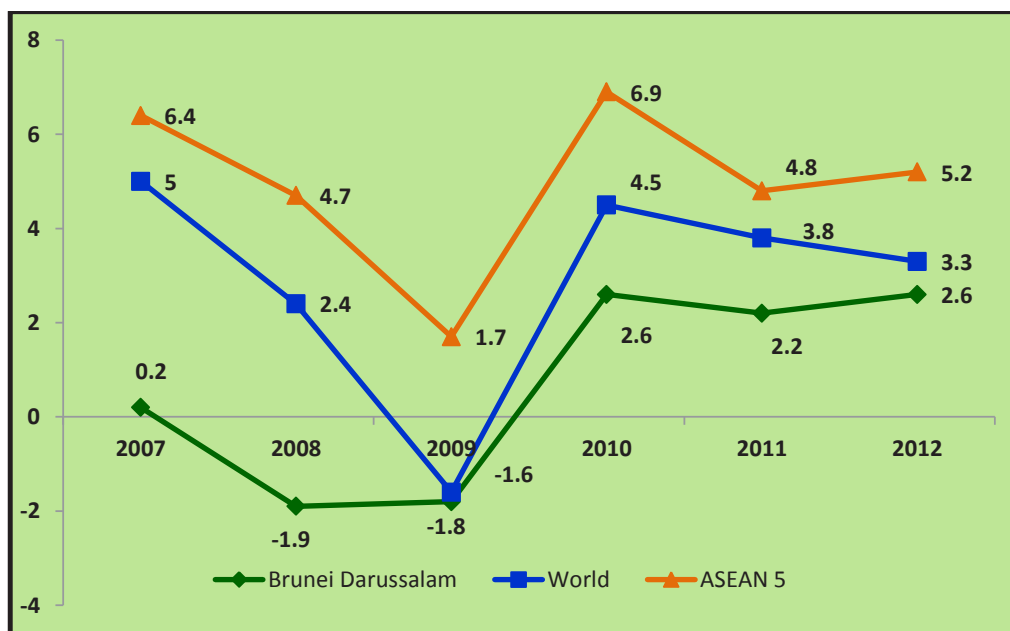
Brunei Darussalam's economy achieved low growth rates during the period of RKN 2007-2012. Nevertheless, the country recorded a favourable performance in terms of attaining a macro-economic stability with low levels of inflation and a strong fiscal balance. Trade balance also continued to be high while the unemployment rate remained low.

GROSS DOMESTIC PRODUCT (GDP)

The economy of Brunei Darussalam recorded an average growth of 0.3 per cent per annum during the period of 2007-2011. In 2011, Brunei Darussalam registered a growth of 2.2 per cent after an increase of 2.6 per cent in the previous year. Meanwhile in 2012, the economy is expected to grow at 2.6 per cent.

The expected growth rate, however, is still far from the targeted rate of 5.0 to 6.0 per cent per annum in order to achieve the *Wawasan Brunei 2035* goals. This growth rate is also lower compared to the world's and the ASEAN-5's growth rates (**Chart 2.1**).

Chart 2.1: Annual GDP Growth Rate of Brunei Darussalam, the World and ASEAN-5 at Constant Prices

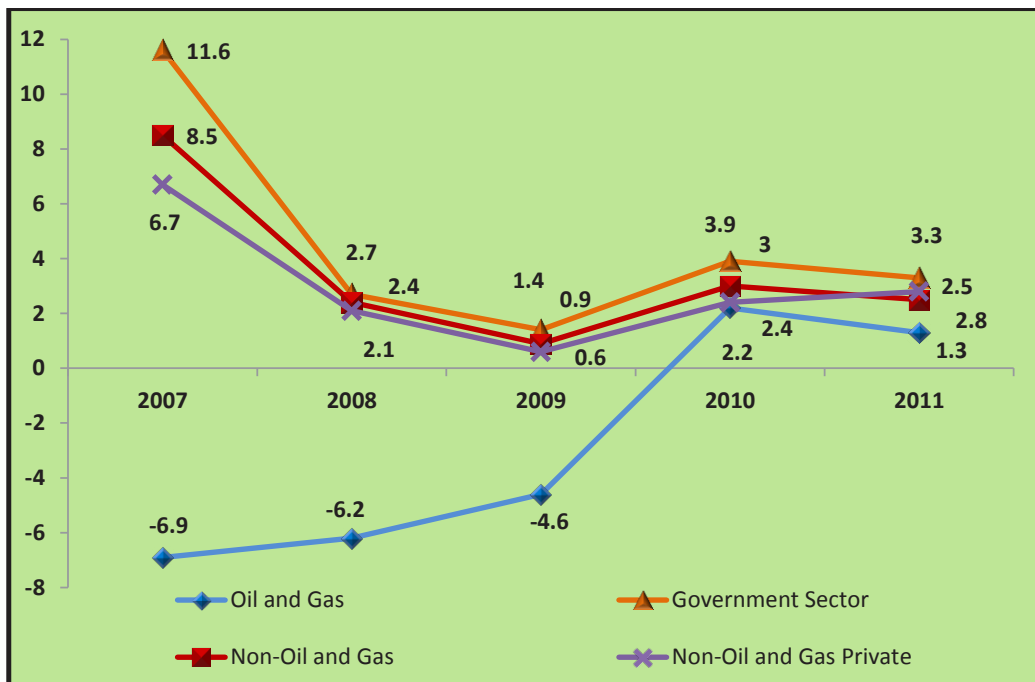


Source: JPKE and IMF



In the 2007-2011 period, the oil and gas sector shrunk at average rate of 1.7 percent per annum due to lower crude oil and natural gas production. The non-oil and gas sector grew at an average of 2.3 per cent per annum and both the government and private sectors grew by 2.8 per cent and 1.9 per cent per annum respectively. Among the sectors that contributed to the growth of the non-oil and gas private sector were construction, wholesale and retail trade, transportation and finance.

Chart 2.2: Annual Growth Rate for the Four Sectors at Constant Prices, 2007-2011



Source: JPKE and IMF

Although the oil and gas sector recorded negative average growth, its share of GDP was the largest at an average of 65.4 per cent in the 2007-2011 period. The non-oil and gas sector, which comprised the government and private sectors, contributed 12.2 per cent and 22.3 per cent respectively (**Chart 2.3**).

By economic activity, the industrial sector was the largest contributor accounting for 69.0 per cent of GDP which also included activities in the oil and gas sector. This was followed by the services sector at 30.0 per cent and the agriculture, forestry and fishery sectors at 1.0 per cent.



Chart 2.3: Average Share of GDP at Current Prices, 2007-2011

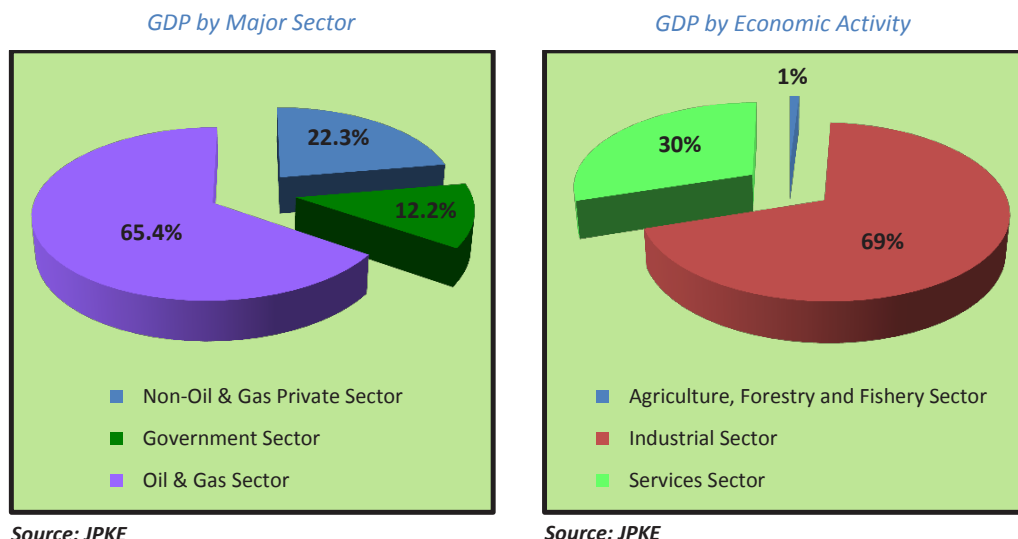
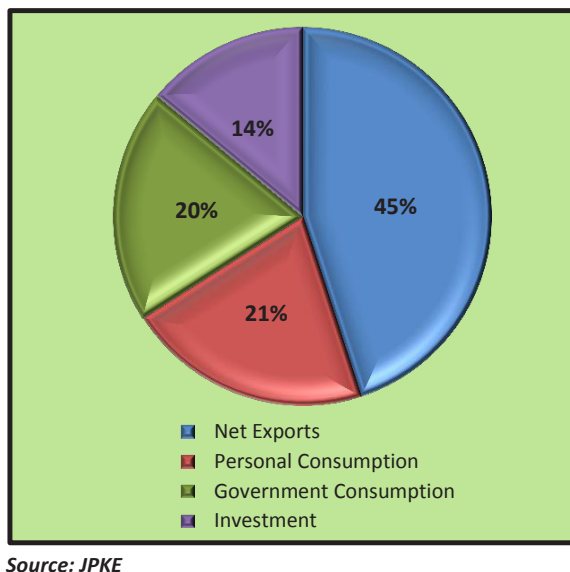


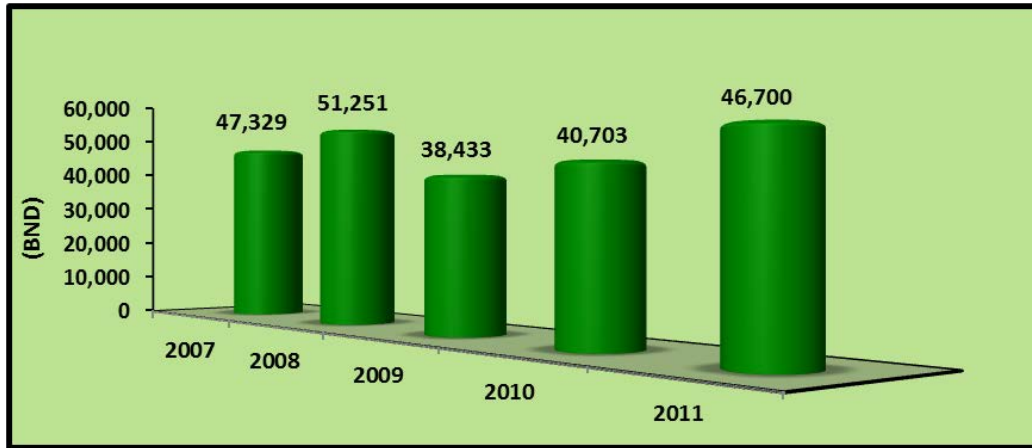
Chart 2.4: GDP by Expenditure, 2007-2011

In terms of expenditure, net exports constituted the largest component of GDP with an average share of around 45.0 per cent during the period of 2007-2011. This was followed by personal consumption and then government consumption. Meanwhile, the share of investment was still low (**Chart 2.4**).



GDP per capita in the period of 2007-2010 showed a declining trend. In 2010, GDP per capita stood at BND40,703 and is expected to increase to BND46,700 in 2011 (**Chart 2.5**). According to the International Monetary Fund (IMF), Brunei Darussalam was ranked at the 27th position in the GDP per capita list in 2010.

Chart 2.5: GDP per Capita at Current Prices



Source: JPKE

One of the aspirations of the *Wawasan Brunei 2035* is for Brunei Darussalam to be within the top 10 countries in the world in terms of income per capita. As the population increases at an average rate of 2.0 per cent per annum, efforts to ensure faster economic growth relative to population growth needs to be intensified. These efforts include attracting foreign direct investments, stimulating entrepreneurial activities and enhancing knowledge, expertise and innovation.

OIL AND GAS SECTOR

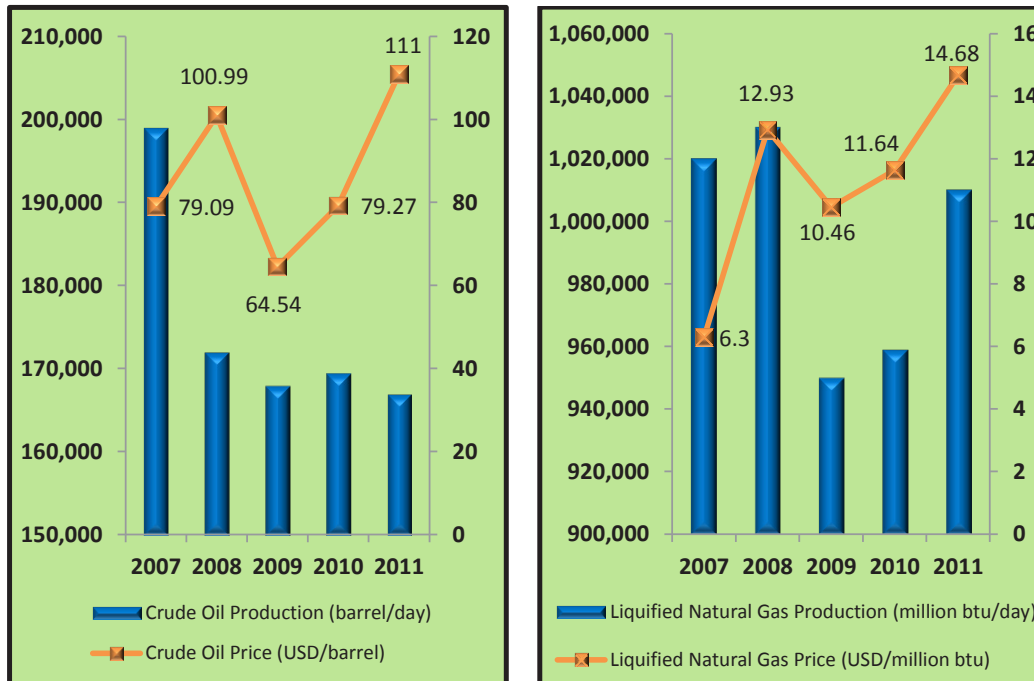
In the period of 2007-2011, the average crude oil production amounted to 174,617 barrels per day while the average production of liquefied natural gas (LNG) amounted to 996,132 million BTU per day.

Brunei Darussalam's economic growth for the period of RKN10 will continue to be supported by the oil and gas as well as the non-oil and gas sectors. Exports of crude oil and LNG to importing countries such as China, South Korea and Japan will remain strong especially with new agreements or Memoranda of Understanding signed with those countries.

In addition, exploration activities, both onshore and offshore, are also expected to produce positive outcomes.

For the medium term period of 2012-2017, the Economist Intelligence Unit (EIU) forecasted crude oil prices in the world market will stabilise at a rate of more than USD90 per barrel. All three factors mentioned above will indeed influence and determine the performance of the oil and gas sector in the country.

Chart 2.6: Oil and Gas Sector



Source: Energy Department, PMO

CONSUMER PRICE

The Inflation rate as measured by the change in the Consumer Price Index (CPI) was low at an average rate of 1.3 per cent per annum during the period of 2007-2011. An inflation rate of 2.1 per cent was recorded in 2008 which subsequently declined in the following years, before surging up again to 2.0 per cent in 2011. The increase in prices abroad affected Brunei Darussalam's inflation as about 80 per cent of the country's necessities, including private and industrial consumption, are imported.

Despite this, the impact of higher import prices on domestic inflation was averted through the enforcement of the Price Control Act, the provision of subsidies on basic goods and utilities, and other administrative procedures.

Chart 2.7: Inflation Rate

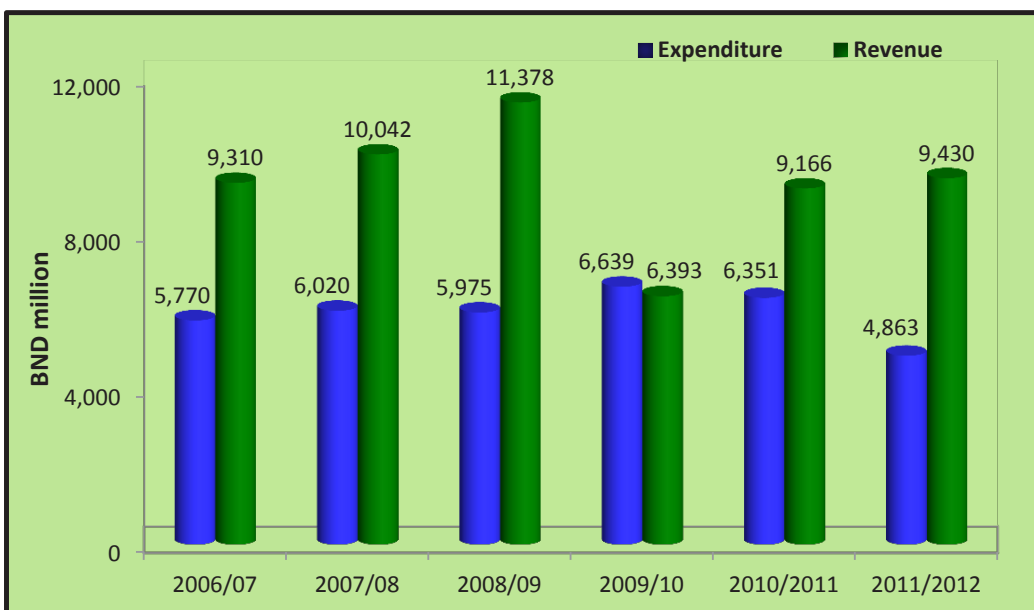


Source: JPKE

GOVERNMENT FINANCE

During the fiscal year period of 2006/07 to 2011/12, government finance recorded fiscal surpluses except for the year 2009/10 (**Chart 2.8**). Government expenditure declined by an average rate of 3.4 per cent per annum while government revenue grew at an average rate of 0.3 per cent per annum.

Chart 2.8: Government Finance



Source: Ministry of Finance

*2011/2012 shows estimated data

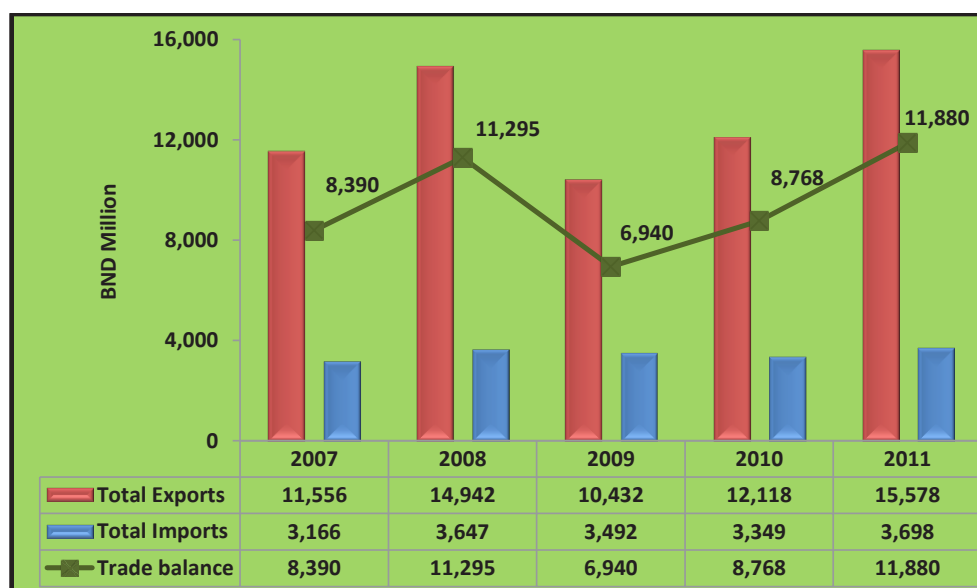
As most of the government revenue comes from oil and gas, it is subject to the total production of oil and gas, the global prices of crude oil and the fluctuation foreign exchange rates. Hence the government will continue to initiate efforts to diversify its sources of revenue while at the same time optimising its expenditure.

EXTERNAL TRADE

Total trade grew at an average rate of 7.0 per cent per annum (**Chart 2.9**). On average, crude oil and LNG continued to be the main export contributing more than 95.0 per cent of total exports during the period of 2007-2011. Brunei Darussalam's four main export markets were Japan, Indonesia, Republic of Korea and Australia.

The two largest import were machinery and transport equipment and manufactured goods which represented an average of 38.0 per cent and 21.9 per cent of total imports respectively.

Chart 2.9: External Trade



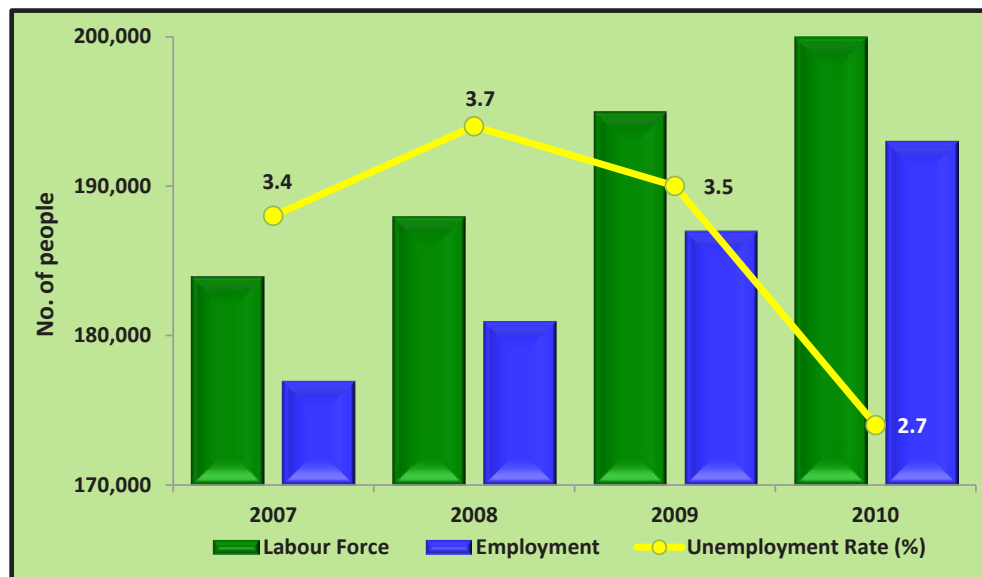
Source: JPKE

Brunei Darussalam's main sources of imports were Singapore for machinery and transport equipment and manufactured goods; Malaysia for food and chemical substances; and the United States for machinery and transport equipment.

LABOUR FORCE AND EMPLOYMENT

The labour force during the period of 2007-2010 grew at an average rate of 2.2 per cent per annum, from 184,800 persons in 2007 to 198,800 persons in 2010, while the unemployment rate showed a declining trend from 3.7 per cent in 2008 to 2.7 per cent in 2010 (**Chart 2.10**).

Chart 2.10: Employment



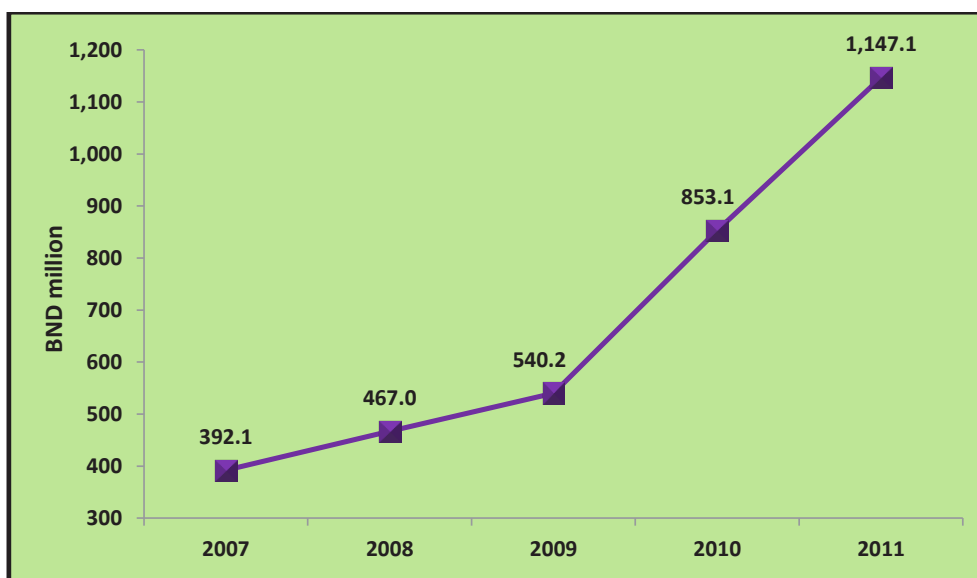
Source: JPKE, Civil Service Department and Labour Department

Job opportunities are expected to increase with the implementation of mega projects in the oil and gas sector. Indeed, this will also generate growth in other sectors and provide employment opportunities. Other efforts are also being implemented such as enhancing the employability of the local labour force through various education and training schemes.

FOREIGN DIRECT INVESTMENTS (INFLOWS)

Foreign direct investments increased at an average rate of 30.8 per cent per annum, from BND392.1 million in 2007 to BND1,147.1 million in 2011 (**Chart 2.11**).

Chart 2.11 Foreign Direct Investments (Inflows)



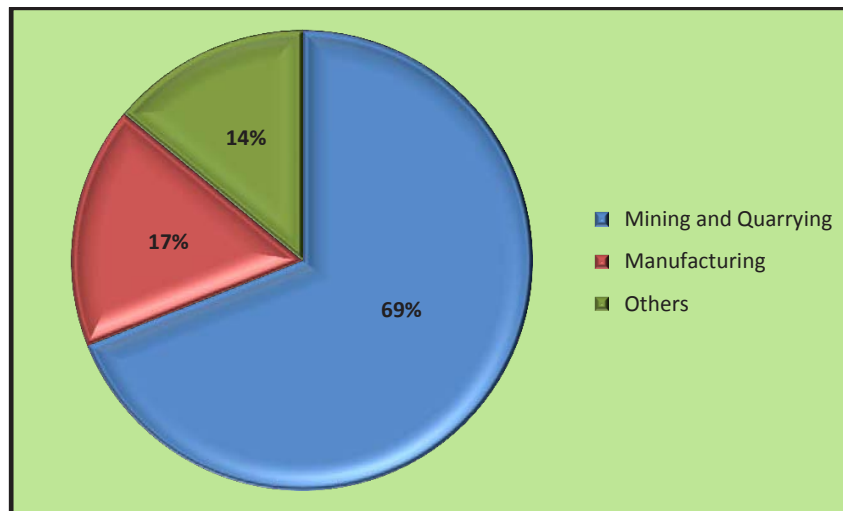
Source: JPKE

During the period of 2007-2011, most of the foreign investments were in mining and quarrying which accounted for an average of 69.1 per cent per annum, followed by manufacturing at 16.8 per cent per annum (**Chart 2.12**).

Japan, United Kingdom and the Netherlands were the biggest sources of foreign investments into the country along with China and France.

The stable economic and socio-political climate, an educated population, the availability of modern and efficient infrastructure as well as the provision of investment incentives have enabled Brunei Darussalam to attract foreign investments both in the downstream oil and gas and in the non-oil and gas sectors. These include pharmaceuticals, food and food ingredients, petrochemical services, integrated petrochemical refineries, alternative energy, information and communication technology (ICT), logistics, and oil and new technologies support services.

Chart 2.12: Foreign Direct Investments (Inflows) by Main Economic Activity



Source: JPKE

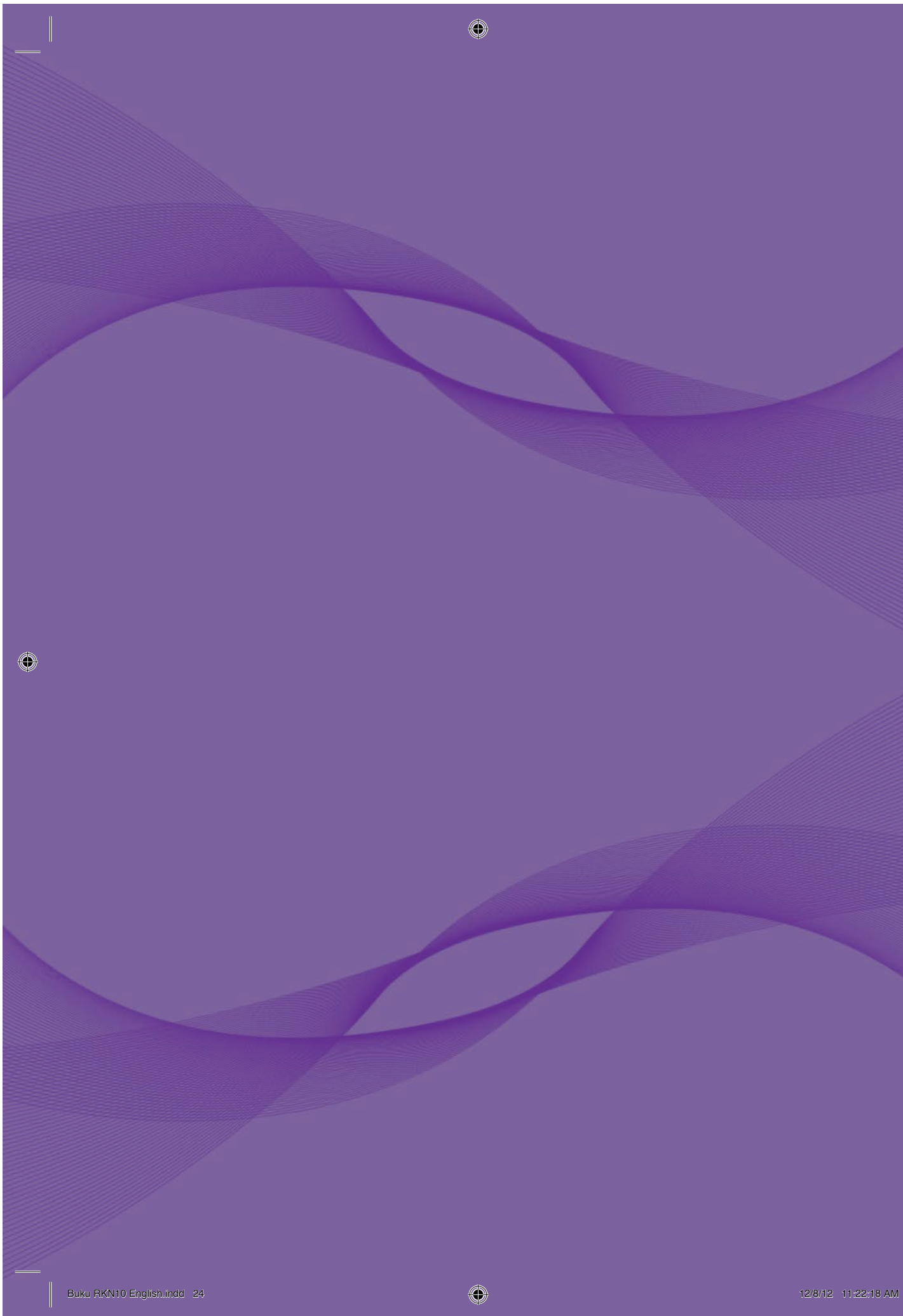
CONCLUSION

Brunei Darussalam registered low economic growth in the period of 2007-2011. This implies that the country needs to make significant changes in its economic strategy so as to enable the country to grow at the target rates of 5.0 to 6.0 per cent per annum in order to realise the *Wawasan Brunei 2035*.

In an effort to attain faster economic growth, the country must rise to the global economic challenges, especially as the country is still dependent on the revenue from the oil and gas sector which is influenced by external factors such as the prices and demand of oil and gas in the global market and the value of the US dollar.

Efforts towards enhancing the economy through the non-oil and gas sector will thus continue to be the economic development strategy during the RKN10 period. Emphasis will also be placed on ensuring that economic growth will be generated by enhancing productivity which is in line with the RKN10 theme.

The government through relevant agencies will focus on efforts to promote the following: innovation and the use of advanced technology; capacity building through investments in human resource development; research activities which can be commercialised; and streamlining processes to better facilitate the start-up of businesses and investments in the country.





Tenth National Development Plan (2012-2017)



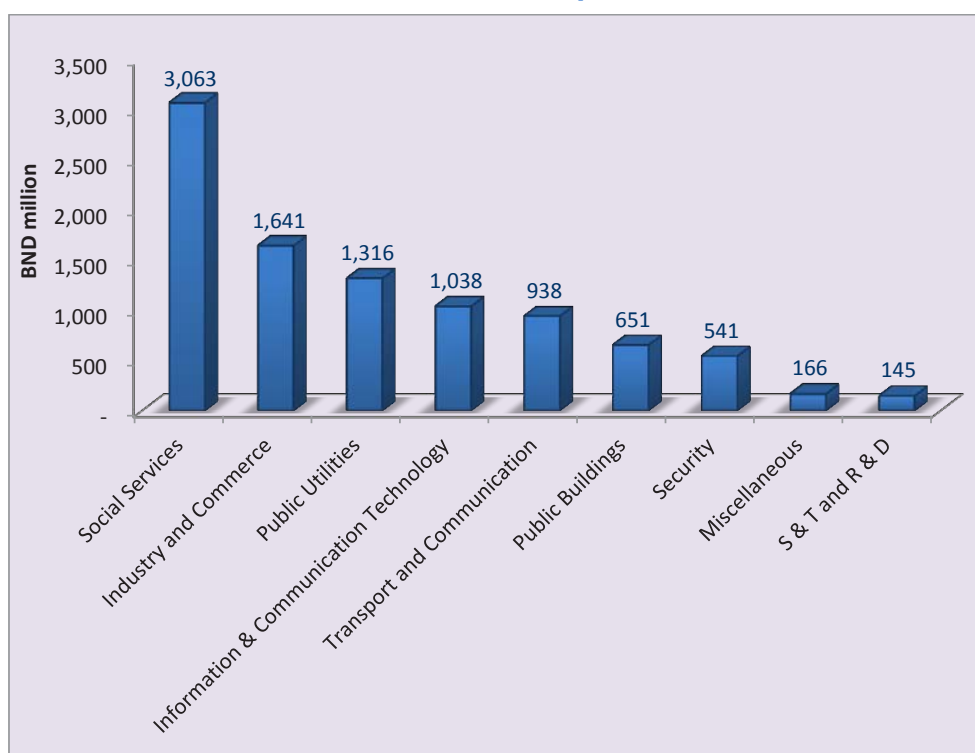
SECTION 3

ACHIEVEMENT OF 2007 – 2012 NATIONAL DEVELOPMENT PLAN

BACKGROUND

Under the 2007-2012 National Development Plan (RKN 2007-2012), the government had approved a scheme value of BND9.5 billion to implement a total of 1,048 projects. The scheme value was distributed among nine major sectors. The Social Services sector received the highest allocation of BND3,063 million or 32.3 per cent of the total scheme value, followed by the Industry and Commerce sector (BND1,641 million or 17.3 per cent) and the Public Utilities sector (BND1,316 million or 13.9 per cent). The distribution of the scheme value by main sectors is shown in **Chart 3.1**.

Chart 3.1: RKN 2007-2012 Scheme Value by Main Sectors



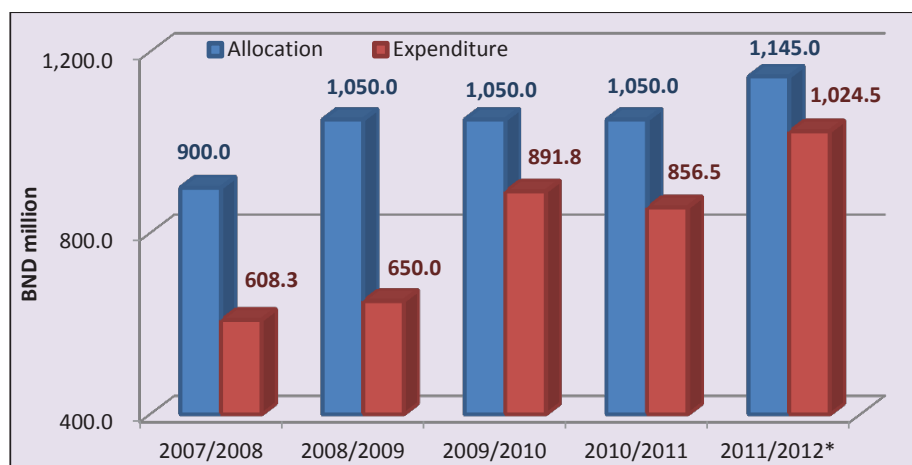
Source: JPKE

EXPENDITURE BY FINANCIAL YEAR

A total of BND5.195 billion had been allocated for the period of RKN 2007-2012. From this allocation, a total of BND4,031.1 million or 77.6 per cent had been spent which accounted for 42.4 per cent of the BND9.5 billion scheme value. **Chart 3.2** illustrates the allocation and expenditure of RKN 2007-2012 by financial year.

Chart 3.3 shows the monthly expenditure trend for RKN 2007-2012 by financial year. The RKN 2007-2012 expenditure showed an increasing trend in which the highest spending was recorded in the fifth year. This expenditure trend was in line with the project cycle development. In the final year of RKN 2007-2012 period, the target of BND1 billion in expenditure had been surpassed, whereby BND1,024.5 million had been spent.

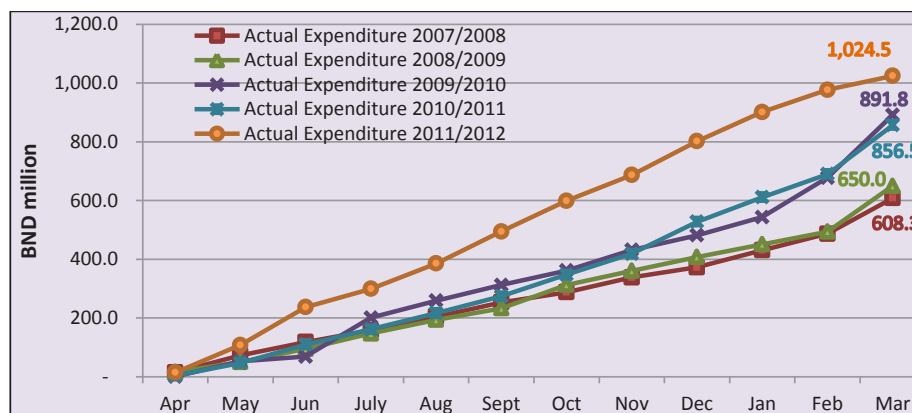
Chart 3.2: RKN 2007-2012 Allocation and Expenditure by Financial Year



Source: JPKE

SECTION 3
ACHIEVEMENT OF RKN 2007-2012

Chart 3.3: RKN 2007-2012 Monthly Expenditure by Financial Year



Source: JPKE

Note: RKN Expenditure for financial year 2011/2012 is as of 10th March 2012

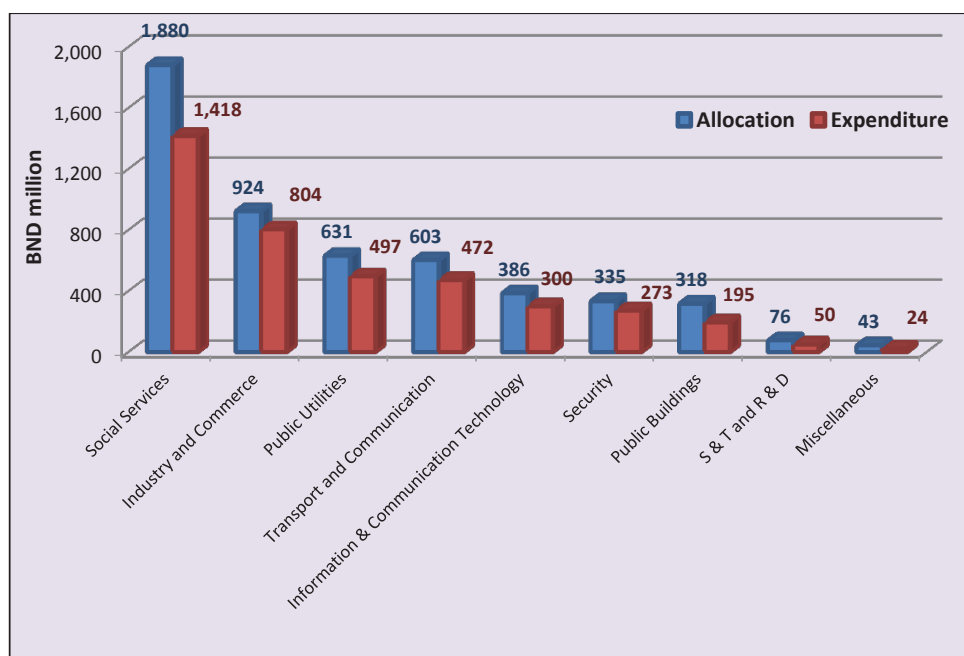
EXPENDITURE BY SECTOR

The Social Services sector recorded the highest expenditure of BND1,418 million or 75.4 per cent of the allocated budget. This was the result of the implementation of several mega projects such as the 2,000-unit housing project in Kampong Pandan, the 4,000-unit housing project in Mengkubau, and the Human Resource Development Fund.

This was followed by the Industry and Commerce sector which spent a total of BND804 million or 87.0 per cent of its allocation, which included significant industrial development and the Sungai Liang Industrial Park project.

The Public Utilities sector recorded the third highest expenditure at BND497 million or 78.8 per cent of its allocation. Projects for this sector involved the implementation of electrical services, such as the Bukit Panggal Power Station, and water supply projects such as the Ulu Tutong Dam. The expenditure performance of RKN 2007-2012 according to sectors is shown in **Chart 3.4**.

Chart 3.4: RKN 2007-2012 Allocation and Expenditure by Main Sectors



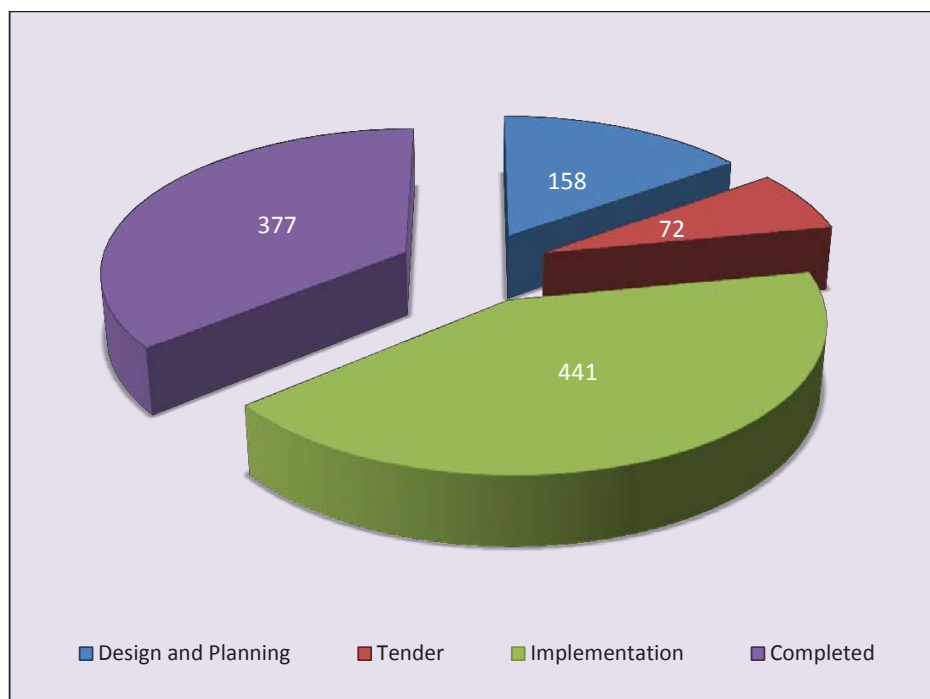
Source: JPKE

PROJECT IMPLEMENTATION STATUS

Out of the 1,048 projects approved under RKN 2007-2012, a total of 377 projects (36.0 per cent) have been successfully completed, 441 projects (42.1 per cent) are still in the implementation stage, 72 projects (6.9 per cent) are in the tender stage, while 158 projects (15.1 per cent) are still in the design and planning stage.

Projects which have been completed include mega projects such as the Sungai Liang Industrial Park; the 2,000 housing units in Kampung Pandan; the Bukit Panggal Power Station; Ulu Tutong Dam; and the Asia-America Submarine Cable. **Chart 3.5** shows the overall status of RKN 2007-2012 projects.

Chart 3.5: Number and Implementation Status of RKN 2007-2012 Projects



Source: JPKE

RKN 2007-2012 PROGRAMMES AND PROJECTS IMPLEMENTATION CHALLENGES

A number of challenges had been persistently encountered despite continuous efforts by the government to ensure that programmes and projects were implemented smoothly. These challenges were as follows:

- i. Unavailability of project site;
- ii. Frequent changes in work scope;
- iii. Delay in the preparation of project briefs;
- iv. Delay in the preparation of tender documents and evaluation;
- v. The lengthy process in appointing consultants;
- vi. Contractor-related problems; and
- vii. Slow approval of the Variation Order.

MEASURES TOWARDS ENHANCING RATE OF IMPLEMENTATION AND EXPENDITURE OF RKN 2007-2012

To improve the rate of implementation and expenditure for programmes and projects in RKN 2007-2012, the government has introduced several measures as follows:

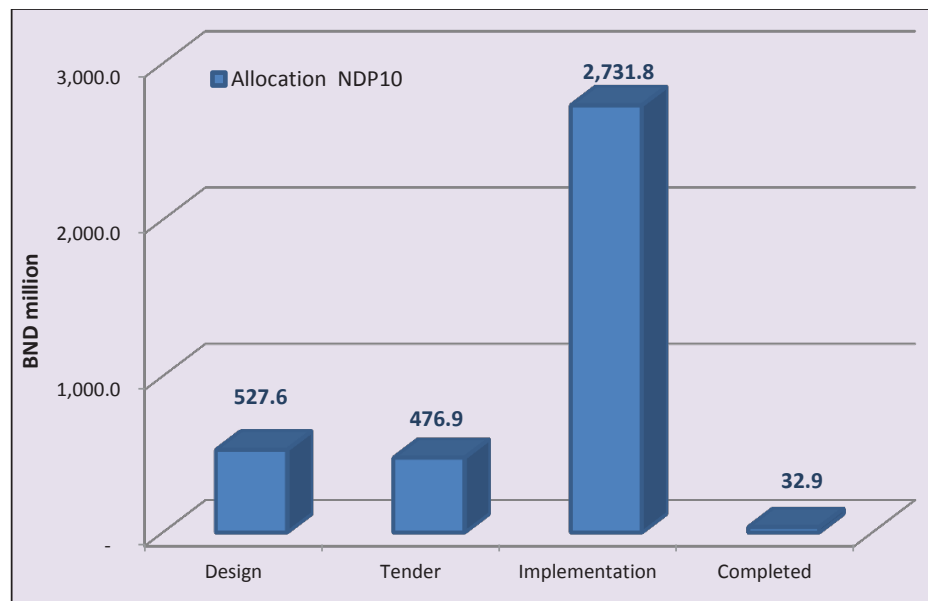
- i. Establishing a committee for the appointment of consultants in every ministry to expedite the appointment process, which previously existed only within the Ministry of Development;
- ii. Changing the procedure for Variation Orders approval;
- iii. Reducing bankers' guarantee rates to ease the contractor's financial burden;
- iv. Encouraging implementation of projects in packages to accelerate completion particularly for housing projects;
- v. Amending the tender approval process;
- vi. Enhancing ministries' and departments' capacity in implementing projects by engaging more in-house technical staff to reduce dependency on the Ministry of Development; and
- vii. Improving the effectiveness of processes involved in monitoring programmes and projects.

ALLOCATION FOR PROJECTS CARRIED FORWARD

To ensure continuity in the implementation of RKN 2007-2012 programmes and projects, the government has carried forward incomplete projects to be implemented during the RKN10 period with an allocation of BND3,769.2 million. However, in order to ensure more new programmes and projects can be implemented during RKN10, only projects which are ready for implementation will be carried forward.

Most of the projects carried forward to RKN10 are those in the implementation, tender and design stages. For projects in the implementation stage, a total of BND2,731.8 million (72.5 per cent) has been allocated. This is followed by projects in the tender stage (BND476.9 million or 12.7 per cent), projects in the design stage (BND527.6 million or 14.0 per cent) and commitment for completed projects (BND32.9 million or 0.9 per cent). **Chart 3.6** shows the RKN10 allocation for projects carried forward from RKN 2007-2012.

Chart 3.6: Allocation of Projects Carried Forward by Status



Source: JPKE

CONCLUSION

Some achievements have been recorded despite numerous challenges encountered throughout the RKN 2007-2012 period. A number of basic amenities and infrastructure projects such as schools, hospitals, housing, roads, electricity and water supply services have been successfully completed to ensure the welfare of the nation. The use of ICT in schools, colleges and higher educational institution, as well as in the government sector, has increased significantly due to the completion of various projects under the ICT sector. These positive developments will be further enhanced during the RKN10 period through the use of alternative implementation methods as well as by an organised and effective monitoring system, in an effort to accomplish the country's development objectives.







SECTION 4

TENTH NATIONAL DEVELOPMENT PLAN THEME

Excerpts of His Majesty's Titah

"... Another important factor towards attaining sustainable development is the enhancement of productivity in the public and private sectors through the use of latest technologies and investments in knowledge and innovation.

Through education and innovation, numerous ideas and concepts can be further advanced. In that, such knowledge and innovation, should be strongly founded within our economic policies, in line with the small size of our population..."

(His Majesty's titah in conjunction with His Majesty's 65th Birthday Celebration on 15 July 2011)

Excerpts of Sabda

"...Another key element in our efforts to achieve the Wawasan goal is the ability to increase national productivity in sectors of the economy which have been identified. Towards this end, the national development planning must support integrated measures that can encourage such increase in productivity.

Relevant incentives and assistance must be thought out so that we can encourage innovation, the use of latest technologies, capacity building including investments in human resource development, increasing research activities that can be commercialised, and facilitating investments and exports activities in the country... "

(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 during the Executive Committee of the Tenth National Development Plan Meeting on 28 May 2011)

THE TENTH NATIONAL DEVELOPMENT PLAN THEME

The Tenth National Development Plan (RKN10) is the second in the series of five-year plans under the Brunei Darussalam Long-Term Development Plan (2007-2035).

Through the five-year development plans, programmes for national development are generally planned and prepared for, in the form of physical infrastructure as well as social development. Such programmes have been key drivers to economic prosperity, improvements in the quality of life and political stability that are enjoyed by the citizens and residents of this country.

Despite the prosperity and stability that have been derived from our oil and gas resources, the socio-economic achievements and stable environment that have been achieved thus far are still considered insufficient and unsustainable, particularly for our future generations. This has been attributed to the fact that some of our national development objectives have not yet been realised, including our objectives to reduce dependence on the oil and gas industries, to diversify the non-oil and gas industries, and to enhance the development of local entrepreneurs, especially the small and medium enterprises which we hope would become the leaders of industry and commerce.

In the past few years, our economic growth has been relatively low compared to that attained by other economies within the region. This has been a considerable challenge for Brunei Darussalam in its continuous efforts to develop and gain benefits from the global economic growth, and in particular from the rapid growth in the Asian region. Moreover, higher and faster economic growth is crucial to significantly increase the nation's revenue, to create employment opportunities and to empower small and medium enterprises. These are factors that can help generate manifold development which can further generate national prosperity and ultimately accomplish the goals of *Wawasan Brunei 2035*.

As laid out in the Outline of Strategies and Policies for Development (OSPD) in the *Wawasan Brunei 2035*, RKN10 will continue the efforts to achieve the average annual economic growth target of 6.0 per cent. However, to achieve this growth target, a significant structural change in the economy is vital and Brunei has to chart out new frontiers in development that can transform it into a fast growing economy. In this respect, the Executive Committee of the Tenth National Development Plan has formulated the following theme for RKN10:

***Knowledge and Innovation, Increase Productivity,
Accelerate Economic Growth***

In realising this theme, RKN10 will thus focus on speeding up the rate of economic growth. High economic growth will help the nation to increase income and accelerate development. It will also create numerous job opportunities for its citizens and residents and will enable the private sector to become more active.

Sustainable high growth rates can be achieved through continuous improvement in productivity in the public and private sectors, and through existing and new industries. The increase in productivity will help reduce costs, produce better quality of work and consequently increase output.

The efforts to maximise productivity will not be an easy task and will require integrated commitment from all parties. This includes continuing substantial investment in human resource and investment in research and innovation and by supporting the use of latest technologies.



In this challenging era of globalisation, and in realising the need for efforts that are more effective and relevant, RKN10 will give priority to exploring approaches for increasing productivity through the use of knowledge and innovation. This strategy is aligned with international practices in developed and fast growing economies aimed at achieving high and sustainable productivity and increasing their competitiveness in the fast changing global market. It is feared that if the level of knowledge and innovativeness within the country is low, we may be left far behind other countries that have been vigorously implementing such activities.

The concept of knowledge and innovation emphasised in RKN10 focuses on the generation of high productivity through increasing knowledge, skills and competency of the workforce in strategic areas; increasing research activities that have high commercial value; and instilling the culture of innovation and creativity among the local youth. All of these will contribute to economic growth, particularly through the establishment of high value-added industries.

A highly skilled and competent workforce equipped with the latest technology will not only be able to increase their productivity but will also make the nation more competitive in the global market.

Research activities that have a high commercial value will not only be able to boost productivity but is also a strategy that can support the diversification into high value-added non-oil and gas industries. Nevertheless, efforts in commercialising researches are expected to face numerous challenges as they are dependent on external factors.



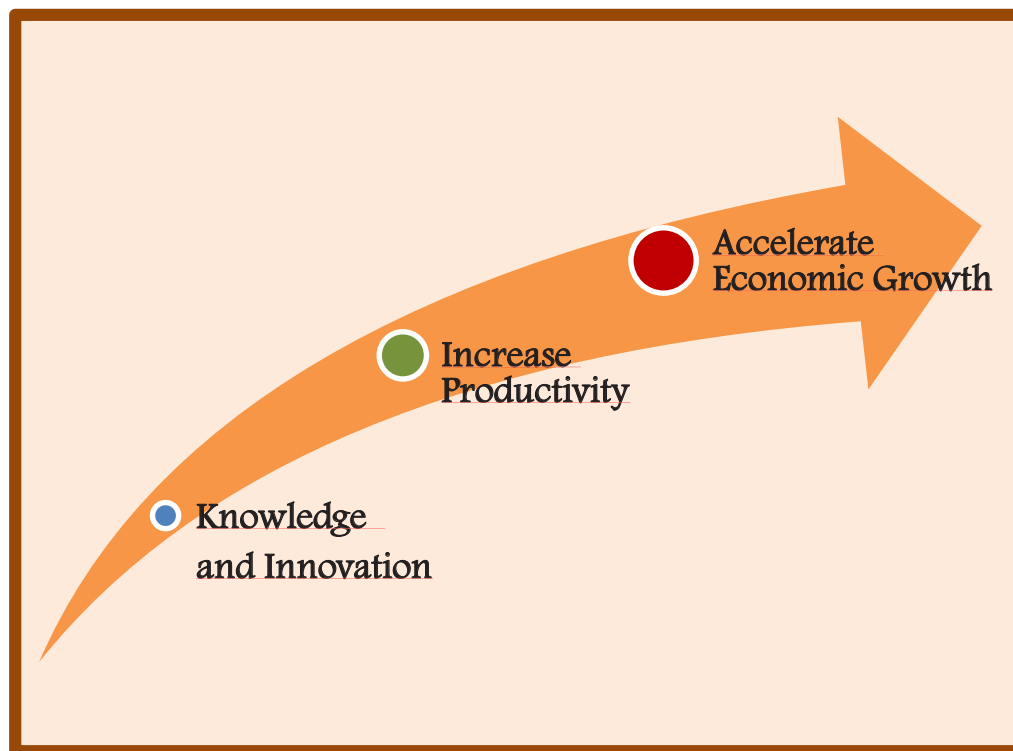
Therefore, it is essential for the public sector to work in partnership with higher learning institutions and to get commitment from the private sector to be actively engaged in research and development (R&D). A more conducive environment for research will be put in place to further encourage research activities which can produce commercially viable output.

Having highly innovative and creative youths is also an important basis for the development of a knowledge-based economy. The outcome of innovation and creativity can be converted into intellectual property that will enhance the nation's ability to compete in the global market. The contribution to the economy can be doubled if the locals are also equipped with entrepreneurial skills and talents.

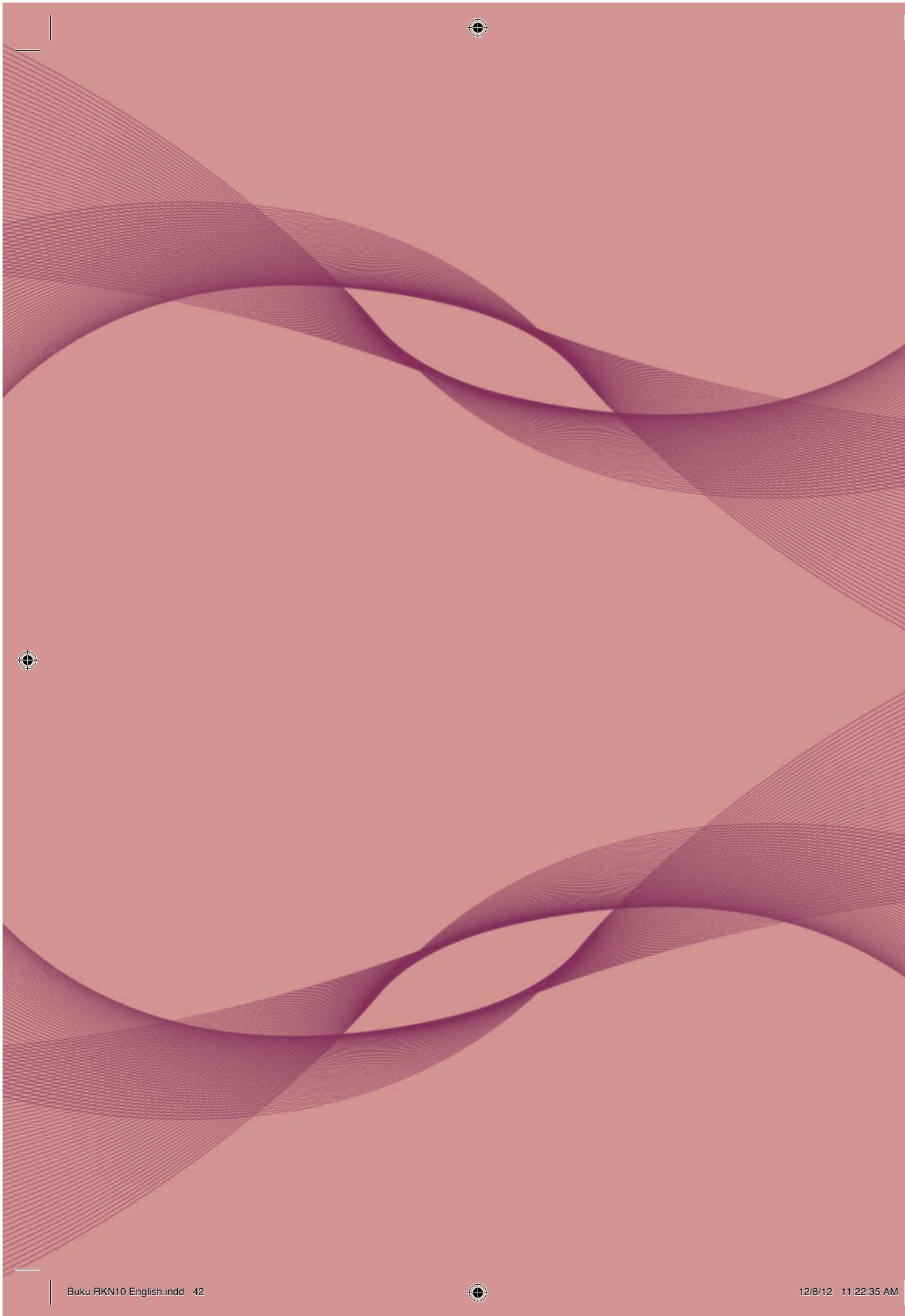
In supporting the RKN theme, several strategic development thrusts have been outlined to provide directions in the preparation of programmes and projects under RKN10. Through these thrusts, Brunei Darussalam will be able to achieve its desired development objectives and work towards realising the goals of *Wawasan Brunei 2035*. In addition to the thrusts, special funds for R&D as well as for Human Resource Development have been established to ensure that knowledge-based economic activities and innovation can be enhanced.

In conclusion, RKN10 will place an emphasis and a priority on efforts to accelerate economic growth through a sustained increase in productivity that is based on knowledge and innovation. High economic growth based on/ supported by productivity and innovation will not only contribute towards adding value to the economic sector but, at the same time, to improve Brunei Darussalam's competitive advantage in the global economic climate which is constantly changing, challenging and competitive.

Figure 4.1 RKN10 Theme







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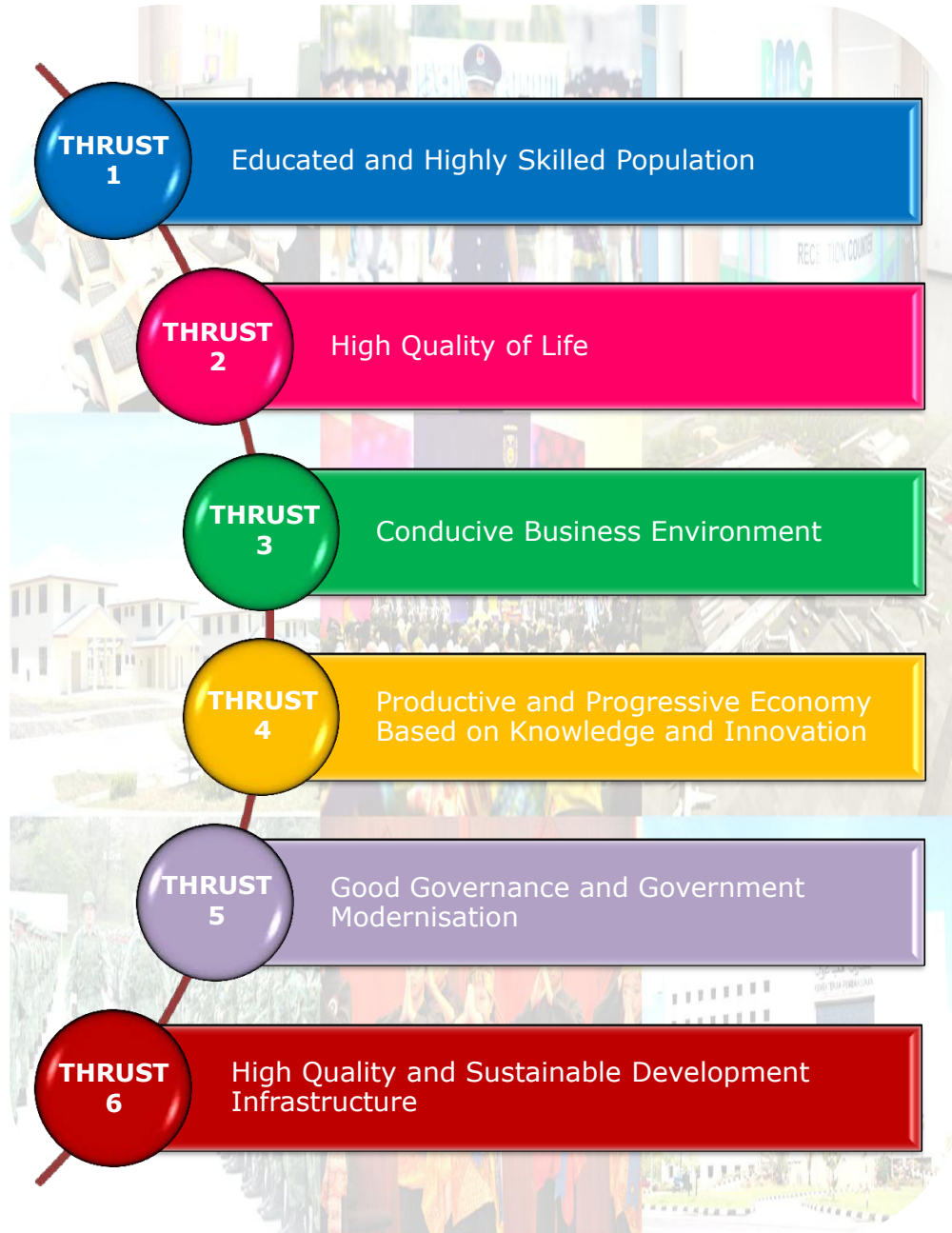


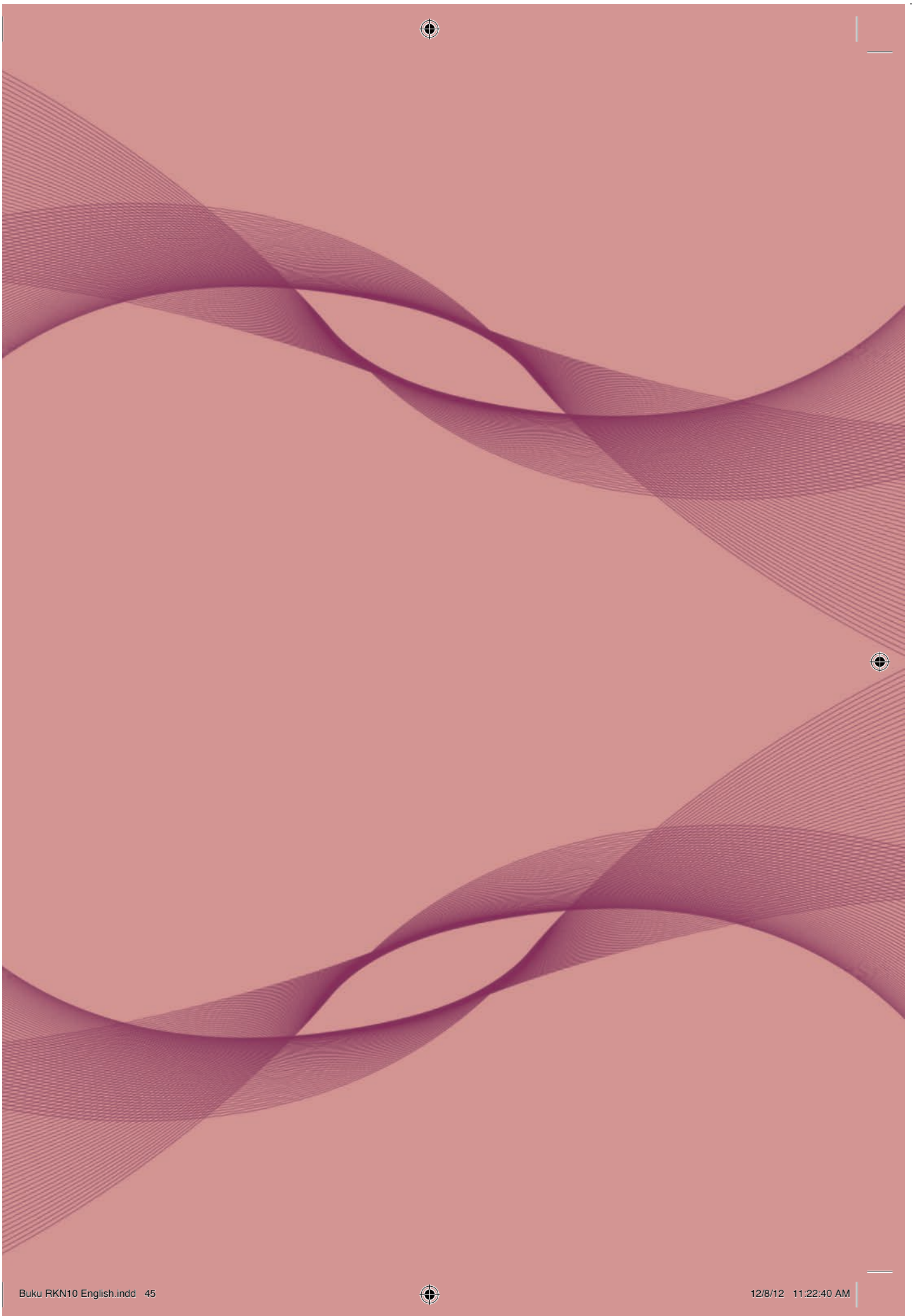
SECTION 5

TENTH NATIONAL DEVELOPMENT PLAN STRATEGIC DEVELOPMENT THRUSTS

SIX STRATEGIC DEVELOPMENT THRUSTS

The Tenth National Development Plan (RKN10) has been designed with the objective of developing the country and enabling the realisation of *Wawasan Brunei 2035* through the fulfillment of the RKN10 theme. The implementation of the RKN10 is based on six main thrusts, namely:









Tenth National Development Plan (2012–2017)

Thrust 1

Educated and Highly Skilled Population

BACKGROUND

Education plays an important role towards producing a highly skilled population, which can be a strong platform for eradicating poverty and in guaranteeing security for the people. Education also is a key element towards the development of an individual's personal potential. In line with such role and purpose, one of the strategic thrusts identified under the RKN10 is therefore to produce an educated and highly skilled population.

FACTORS CONTRIBUTING TO THRUST 1

The following seven factors are among those that can help develop a well educated and highly skilled population.

I) QUALITY EDUCATION INFRASTRUCTURE AND FACILITIES

RKN10 will emphasise on the development of quality education infrastructure and the provision of facilities that will foster a conducive, stimulating and effective learning and teaching environment. These facilities will be provided at all levels of education including pre-school, primary, secondary, vocational and technical, as well as in institutions of higher learning.

Such initiatives to provide quality education infrastructure and facilities are in line with the definition set by the Organisation for Economic Cooperation and Development (OECD) which emphasises "that all individuals have a right to quality educational facility, a physical space that supports multiple and diverse teaching and learning programmes and pedagogies, including current technologies; one that demonstrates optimal, cost effective building performance and operation over time; one that respects and is in harmony with the environment; and one that encourages social participation, providing a healthy environment, comfortable, safe, secure and stimulating setting for its occupants".



The government will provide more infrastructure and facilities for education by constructing, upgrading, improving and maintaining school buildings and educational institutions, as well as supplying furniture, equipments and other facilities. This also includes the provision of facilities for users with special needs.

For those with disabilities and the less fortunate, facilities such as hostels and transportation will continue to be provided to ensure that they can duly receive adequate education in a similarly conducive learning environment.

Apart from that, the government will also focus on the best and optimal method in developing early childhood education, such as through the implementation of the EduCare Project which aims to provide all children with equal opportunity.

II) QUALITY TEACHERS

Quality teachers are the key component in the creation of a well educated and highly skilled population. Quality teachers can help to increase their students' capacity and willingness to explore challenging fields of studies in reputable higher education institutions around the world. This in turn can contribute towards improving the country's competitive level to be at par with those in other developed countries.

Students' excellence in core subjects such as Mathematics, Science, Malay and English, at the primary until secondary levels, is also dependent on quality teaching techniques.





Currently on implementation, the success of the National Education System for the 21st Century (SPN21), will largely depend on teachers and their ability to adapt to changes called for by the system. Teachers will thus be given training focusing on a holistic education which is aimed at producing intelligent, competent, charismatic and versatile students.

In addition, the government has also introduced a scheme for teachers called the '*Skim Perkhidmatan Perguruan*' or the Teachers' Service Scheme on 1st June 2008. This scheme aims to ensure that quality and high calibre teachers will remain committed in their career as teachers and be rewarded with appropriate remuneration.

Various efforts and initiatives have also been implemented to strengthen ICT competencies and skills among teachers. Such efforts will enable them to further optimise their teaching skills through the use of the latest advanced technologies.

III) PROFESSIONAL AND HIGHLY SKILLED WORKFORCE

The provision of retraining and delivery of skills among the work force will further be reinforced as a means towards placing the economy in a higher value chain. Under the Human Resource Development (HRD) Fund that will continue to be provided under the RKN10, several programmes and academic-enhancement schemes as well as the provision of training and placements will continue to be delivered and strengthened. This is to ensure that the human resource pool in this country possesses 'up-to-date' skills and can adapt accordingly to any changes and needs of the economy.

The introduction of the Technical and Vocational Education Scholarship Scheme (BPTV) at the local private institutions on 15th July 2011 provides opportunities for local school leavers who have completed their 'O' and 'A' levels or its equivalent to pursue higher education.

For employees in the private sector, the Human Capacity Building Scheme in the Private Sector (PSTS) has been introduced to enable them to upgrade their academic qualifications and improve their professionalism so that they become more capable and more competitive in the labour market. In addition, through the Training and Employment Scheme (SLP), local school leavers will be given skills training and work experiences in various fields to enable them to enter the labour market more easily.

Meanwhile, programmes under the In-Service Training for the public sector employees will also continue to be made available to ensure improvements in the quality of its workforce.



IV) LIFELONG LEARNING EDUCATION

Lifelong learning is the process of increasing the knowledge and skills of an individual in a continuous manner, either in a formal or informal setting. This is very much in line with today's world which is becoming more challenging and is constantly changing. In this respect, efforts to encourage the local population, particularly those in the labour force, to continue acquiring knowledge and upgrading their skills will be implemented to ensure a continuous increase in productivity, either in the public or private sectors.

Some of the efforts that have been taken to encourage all levels of the population to continue their education outside the formal system include improving and increasing the provision of special classes for continuing education. Skills courses will also continue to be provided and expanded by various ministries and private institutions in order to produce competitive students and workforce, as well as to increase opportunities for employment.

V) ENTREPRENEURIAL EDUCATION

The government will further consolidate its efforts and activities to enhance knowledge and management skills in the field of enterprise and entrepreneurship. One of the efforts implemented recently in 2012 is the integration of entrepreneurial education as part of the school curriculum through the Business, Arts and Technology (BAT) subjects provided in Year 7 and Year 8. This effort is in line with SPN21 and the Brunei Entrepreneurial Education Scheme (BEES) for youths.

The introduction of entrepreneurial education at an early stage is expected to help stimulate, educate and nurture students to be more attracted to, and understand, the concept and practice of entrepreneurship. It is hoped that such efforts will change the mind-set of the society, especially the youths, not to depend on the government for employment and to have the confidence and capability to start and manage their own enterprises.

Other initiatives that have been carried out to improve knowledge and skills of entrepreneurship include the '*Program Penempatan Membentuk Rebung Keusahawanan*' (Entrepreneurship Placement Programme) implemented by the Ministry of Industry and Primary Resources, and the setting up of the Business School.

The private sector is also providing entrepreneurial training programmes such as the LiveWire programme which has been on-going since 2001 and is funded entirely by the Brunei Shell Petroleum Company Sdn Bhd.



In addition, the Brunei Economic Development Board (BEDB) is also actively developing and implementing various programmes to encourage positive growth and development of entrepreneurship in the country. Among the activities that they have implemented are "THiNK BIG Ignite", "THiNK BIG Innovate", CIO Exchange and a Mentorship Programme.

VI) SCIENCE, TECHNOLOGY AND INNOVATION

As Science, Technology and Innovation (STI) is an important foundation in shaping educated, highly skilled and innovative society, the government has allocated a special fund known as the Research and Development Fund (R&D Fund) to encourage research activities in various fields. In particular, priority is given to research activities with a high commercial value and several niche clusters have been identified for further development, namely Research Sciences, Engineering, Technology and Innovation; Arts and Culture; and Social Sciences.

To ensure that STI can be practiced as early as possible, the learning environment fostered through SPN21 will provide opportunities for young students to showcase innovative thinking through stimulating ideas and discussions. Computer Science will also be given more emphasis as one of the subjects at the secondary level, specifically to support the Science, Technology, Environment Partnership (STEP) initiative under the Ministry of Education.

With regard to institutions of higher learning, one of their challenges is to increase and focus more of their resources to Research and Development activities. To address this, local higher learning institutions are encouraged to have closer collaboration with the private sector as well as foreign institutions to conduct and undertake more research activities.

VII) PRIVATE SECTOR INVOLVEMENT

One of the policy directions that have been underlined in the *Wawasan Brunei 2035* is "to increase expertise and skills which are needed for business sectors and industries through investments in education institutions, research and development and through co-operation with business enterprises". This policy direction, among others, serves as an action plan towards encouraging and increasing the involvement of the private sector in developing the education sector, including in the technical and vocational fields.

The private sector is encouraged to give their utmost support through increasing their capacity to accommodate the rising number of students every year. Until now, there are 115 private institutions that have been established encompassing all levels of education from kindergarten or pre-school to the highest level.



The government will also continue its efforts to widen the role of the private sector in the provision of educational services. This includes the BPTV Scheme, PSTS Scheme, and Training and Employment Scheme which will enable the private sector to further expand their involvement in the education services sector.

Aside from the active involvement of the local private sector in education, the government also welcomes greater collaboration from international institutions abroad to invest and establish their institutions in this country, and not only offering twinning programmes in existing local institutions. Opening such opportunities will certainly create a huge impact on enhancing the population's productivity level and thus to the nation's economy.

CONCLUSION

The government will continue its efforts to implement policies that can create a well-educated and highly skilled population, which is key to the development of a sustainable economy. The government also encourages strong private sector involvement and contribution towards such efforts.

Through all of this, the population will be nurtured from an early stage to become part of a society that is visionary, positive minded, dedicated, well educated, highly skilled, innovative as well as productive.

New approaches and programmes need to be explored and prepared, not only by the government but also through close collaboration with, and with integrated efforts from, various agencies to provide learning facilities, the use of research activities and technological advances in generating high and sustainable productivity as well as an economy that is based on knowledge.

The factors outlined herein aim to prepare the nation in facing future development challenges. It will also enable the country to grow and develop at par with regional and global economies which are constantly becoming more competitive and are fast advancing.





Tenth National Development Plan (2012-2017)

Thrust 2

High Quality of Life

BACKGROUND

The people of Brunei Darussalam aspire to enjoy a high quality of life by the year 2035, and to be ranked among the top ten nations in the world according to the United Nations Human Development (UNDP) Index.

This high quality of life encompasses self-development, a healthy lifestyle, and access to knowledge and support facilities that fulfill the requirements of achieving social well-being in line with the national development objectives. In other words, a high quality of life encompasses economic development as well as the development of other aspects such as social, cultural, political and environment.

FACTORS CONTRIBUTING TO THRUST 2

The seven factors outlined below have been identified as contributing to the achievement of a high quality of life.

I) SUSTAINABLE AND INCLUSIVE DEVELOPMENT

Sustainable development is defined as continuous development which is not affected by economic crises such as unmanageable inflation, high unemployment rates and a deficit level that threatens economic stability. It is also considered as development which balances economic development with social and environmental needs.

Inclusive development is one that can be enjoyed by all members of the society, without any exceptions. This would include women, youths, senior citizens, children, the underprivileged and special needs groups, both in rural and urban areas.

In attaining a sustainable economy, the government will continue to ensure that there is rapid economic growth by enhancing foreign direct investment and economic diversification efforts. With such growth, the quality of life of the people can be improved through the increase in per capita income.

To further ensure inclusive development, the government will continue to adopt various measures to increase the level of economic participation of all levels of society.

In enhancing the participation of women in the workforce, for example, changes to the period of maternity entitlement leave from 56 days to 105 days have already been implemented.

To enhance the capabilities of our younger generation in preparing themselves for the working world, various training courses for skills development will continue to be provided.

Senior citizens in the country will also be given continuous assistance by the government, in terms of monetary and specialised services. One of the initiatives which was implemented in January 2012 was the alignment of the day in paying old-aged pension with payment of the monthly salary of the civil service.

The special needs group is also given assistance by the government to enable them to be independent and live harmoniously within the society. The government also encourages the participation of Non-Governmental Organisations (NGOs) in assisting this group. As an incentive, special assistance in terms of land sites provision will be given to the NGOs by the government.

II) QUALITY AND SUFFICIENT HOUSING

Various national housing schemes will continue to be implemented in order to fulfill the increasing demand for houses and to provide adequate housing. Towards this end, RKN10 will continue to give priority to more expedient construction of houses. To date, a total of 10,760 applicants are still on the waiting list and 20,000 new applications are expected to be submitted by 2017.

In addition to expediting the construction of houses, emphasis will also be given to sustainable and optimal methods of construction, in terms of land utilisation, costs and the provision of government subsidies.

Furthermore, taking into account the increasing demand for housing and the limited availability of housing sites, the government will give priority to houses built using the vertical housing concept. At the end of 2011, the government introduced the vertical housing concept at the Lambak Kanan Housing Scheme.

III) COMPREHENSIVE HEALTH AND MEDICAL SERVICES

To address challenges in the medical and health sectors, such as increasing health expenditure, the government has prepared five new thematic strategies as outlined in the Ministry of Health's Vision 2035 Health Strategy Book. These are i) A comprehensive healthcare system that emphasises service excellence; ii) A nation that embraces and practises a healthy lifestyle; iii) Sustainability through resource optimisation, innovation and excellence; iv) Effective policies and regulations that ensure protection for all; and v) Transparent and proactive governance.

These strategies were formulated to ensure that the people in this country will remain healthy and will be able to contribute to the development of the country.

In RKN10, focus is given to enhancing public awareness on cleanliness and healthcare and on practicing the concept of 'prevention is better than cure'. The public will also be urged to practise a healthy lifestyle by emphasising a healthy and balanced diet, maintaining cleanliness and involving in physical activities.

To ensure that infectious or non-infectious diseases and chronic diseases are dealt effectively, the government will continue to provide the required facilities for appropriate treatment and increase the use of new technologies.

In improving health quality and management, the skills and expertise of the human resources in the health sector will be further strengthened and improved. The local health workforce will continue to be given opportunities to pursue training at various levels, particularly at the specialist level, both locally and abroad.

To support the aspiration of providing comprehensive and easily accessible health services, the government will continue to upgrade the infrastructure and facilities at existing hospitals and clinics. In addition, the construction and provision of new infrastructure and facilities will be implemented to fulfil current and immediate needs.

The government will also continue to encourage greater involvement of the private sector in the provision of health and medical services particularly in sectors such as dentistry, optometry and others. This is to reduce overcrowding at government hospitals as well as to provide more options to the public.

IV) CLEAN AND HEALTHY ENVIRONMENT



The provision of a healthy and clean environment will be further enhanced. This includes a more efficient use of national resources, the provision and enforcement of relevant legislations, effective solid waste management and assuring our national commitments are in line with international best practices.

The formulation of a legal framework related to the environment that includes environmental impact assessments, environmental pollution control and hazardous chemical waste control is expected to be completed in 2012. A feasibility study for the construction of a waste treatment and disposal centre for hazardous chemicals is expected to be completed too in the same year.

To ensure the effectiveness of solid waste management, efforts such as an integrated waste management system in Sungai Akar and an engineered landfill disposal site in Sungai Paku, Tutong have been implemented.

In addition, measures will also be focused towards waste reduction by increasing recycling rates relative to the production of waste from about 5 per cent to 10 per cent by 2015. The management of toxic and hazardous wastes from government and private sectors using the incineration method will also be reviewed.

In ensuring good air and water quality in Brunei Darussalam, the existing monitoring systems and quality management frameworks will be upgraded. This includes a more effective detection of air and water pollution levels and an enhancement in the enforcement of related laws based on public complaints.

In addition, towards reducing the country's carbon footprint, a feasibility study for an Integrated Transport System will also be conducted.

Brunei Darussalam will continue to preserve its status as a country with the world's most extensively protected tropical rainforest by ensuring that corrective measures and rehabilitation of forests will continue to be implemented.

Apart from the government, the private sector, NGOs and the general public are also encouraged to play a role in ensuring that the environment is protected. Cooperation with international organisations will also be enhanced in order to get the best practices to ensure for a protected environment.

V) PUBLIC SECURITY

To ensure the public's safety and well-being, the government through the relevant agencies will intensify efforts to safeguard and protect its people from any threat and natural disasters such as landslides, floods and others.

One of the government's efforts in managing the effects of natural disasters is the establishment of the National Disaster Management Centre (NDMC) which has the responsibility in taking prompt and effective actions against any disasters. In addition, the government has also carried out strategic preparations, such as the installation of a sophisticated weather forecasting system and radar resolution technology, which are expected to be completed in 2012 and which will enhance the capacity of weather monitoring and warning dissemination.

In this era of globalisation, one of the threats faced by the nation is social problems among teenagers. In an attempt to address this issue, the government will continue to inculcate early awareness among the youths on the values of the national philosophy, culture and conduct based on the Malay Islamic Monarchy. The National Youth Service (PKBN) and the provision of youth development programmes are some of the measures that have been initiated by the government.

As time changes and the technological advancements, the government will continue to strengthen its security-related agencies such as the Royal Brunei Armed Forces, the Royal Brunei Police Force and other intelligence agencies so as to enhance their professionalism and to adequately provide staff with training and expertise in latest technologies.

The government will continue to ensure public involvement in assisting the authorities at the national level to combat crime and other threats. Meanwhile, closer cooperation at the regional and international level will continue to be improved in order to ensure safety, peace, stability and prosperity of the nation as a whole can be achieved.

VI) ACCESS TO BASIC AMENITIES: WATER, ELETRICITY, COMMUNICATION AND TRANSPORT

In order to achieve a high quality of life, the government will provide access to public facilities such as water and electricity, as well as transport and communication.

The government will continue to ensure sufficient, high quality and reliable electricity supply by increasing the generation capacity and strengthening the transmission and distribution systems. Apart from the government, the role of the private sector will be enhanced in generating electricity to meet the demand in the country.



To ensure optimal utilisation and energy saving, the government has enforced a new tariff effective January 2012. Apart from that, the government has replaced post-paid meters to pre-paid meters installed at no cost in private houses and financed entirely by the government as one of the measures to improve efficiency in energy utilisation and thus overcome the arrears.

To ensure the public's safety and well-being, the government through the relevant agencies will intensify efforts to safeguard and protect its people from any threat and natural disasters such as landslides, floods and others.

Even though 99.9 per cent of the country has now been supplied with clean water, the government will continue to implement various efforts to ensure the level and quality of the water supply is sufficient to meet demands of national development, particularly with the increasing population and industrial development. These efforts include increasing the capacity of water resource and treated water, enhancing the sustainability of water supply network, reducing unaccounted for water (UFW), identifying new water catchment areas and encouraging water conservation.

To ensure that the transport and communication sectors contribute to the quality of life, various measures will continue to be implemented by the government. These include the construction and upgrading of roads such as the construction of an 18.6 kilometre road in the Telisai-Lumut area which will be completed in 2013 and the construction of interchanges at identified areas; upgrading of the Brunei International Airport and enhancement of broad band infrastructure. In order to increase the usage of public transport services, all aspects of public transportation such as connectivity, efficiency and service standard will be improved.

VII) CULTURAL, SPORTS, LEISURE AND RECREATIONAL INFRASTRUCTURE

While ensuring rapid economic growth, the aspects of socio-culture, customs, and national heritage will also be continuously preserved and sustained. The provision of cultural infrastructure that aim to exhibit the culture and heritage of Brunei Darussalam will continue to be improved. The government will also continue to provide facilities and assistance to support the production of local products including art and handicrafts, not only for the domestic market but also internationally.

The provision of sports and recreational infrastructure aims to promote a healthy lifestyle, as well as to foster closer relations within the society. Efforts have been undertaken to improve the existing infrastructure and to provide additional sports facilities. This will be a catalyst for the country to excel in competitions at the national, regional and international levels.

In order to assist the government in enhancing cultural, sports, leisure and recreational activities, the involvement and contribution of the private sector in the provision of such infrastructures will continue to be encouraged.

CONCLUSION

The government will continue its efforts to improve the quality of life of the citizens in this country. Therefore, the seven factors will help to contribute to the development of knowledge and innovation, increased productivity and accelerate economic growth. A harmonious, comfortable and peaceful living environment will enable us to achieve the desired economic development. The government also encourages the private sector to contribute in these efforts. The involvement of all parties will thus help accelerate the achievement of the targeted economic growth rate. This is in line with one of the *Wawasan Brunei 2035* goals which is to have a high quality of life.







Thrust 3

Conducive Business Environment

BACKGROUND

An important factor to generate economic growth is the provision of a conducive business environment to investors. A conducive business environment is a situation in which all business transactions can be undertaken easily and quickly. It also acts as a catalyst for private sector development. Not only that it facilitate local investments, it also helps attract investments from abroad. The government through relevant agencies will continue to emphasise on aspects such as; the process to start a business, strengthen the capacity and capability of businesses and protect of copyrights and intellectual property rights.

FACTORS CONTRIBUTING TO THRUST 3

The following three factors have been identified to help create a conducive business environment.

I) FASTER AND EASIER PROCESS OF STARTING A BUSINESS

Although the annual report of the International Financial Corporation (IFC) and the ninth series of the World Bank's "Doing Business 2012: Doing Business in a more transparent world" showed that the country's overall ranking has improved, performance in some areas has actually declined. The overall rank in the Ease of Doing Business improved from 112 in 2011 to 83 in 2012. However, the country's rankings in categories such as starting a business, business permits and investor protection have declined.

Expediting the process to start a business is an important element in private sector development. In this respect, the government through the relevant agencies will ensure that processes and procedures to start a business will continue to be simplified and speeded up.

The introduction of the Online Business Licensing System is one example of the government's efforts to ease the process of starting a business in the country. The establishment of the Ease of Doing Business Committee is also an evidence of the government's commitment to continue to provide an environment conducive to local and foreign investors. The government has also established the Authority of Building and Construction Industry (ABCI) which has the role of coordinating and processing applications for building and land development for residential, commercial and industrial purposes. All these efforts are made to help simplify and accelerate the process of providing services to the public in general; and also to businessmen and foreign investors, in particular.

II) FIRM CAPACITY AND CAPABILITIES OF BUSINESSES

Another aspect that can generate a conducive business environment is the improving and strengthening of the capacity and capability of entrepreneurs and businesses to expand and later penetrate the international market. In addition to that, it can help entrepreneurs to be more competitive, productive, creative and innovative in their business and also in marketing their products or services. These will eventually enable them to grow from small to medium, to become exporters that have the courage to expand overseas.

Conducting workshops, courses and entrepreneurship training are some of the examples of several efforts made to increase the capacity and capability of local businesses in the country. These training and courses can help entrepreneurs to become more knowledgeable, efficient and effective especially in management strategy, finance and marketing, as well as strengthening the governance and knowledge in business laws. All of these can give competitive edge to entrepreneurs to thrive in a competitive business environment.

Furthermore, relevant assistance will continue to be provided in the form of industrial sites, communication infrastructure including broadband, financial facilities and tax incentives to both new and existing businesses, especially for those who venture into creative and innovative fields. The provision of grants schemes under the Local Enterprise Applications and Products Programmes (LEAP) to new and prospective businesses by the Brunei Economic Development Board (BEDB) and the Authority for Info-Communications Technology Industry of Brunei Darussalam (AITI) represent some of the government's efforts to help local entrepreneurs strengthen their competency in businesses in order to be on par with foreign entrepreneurs. Additional financial assistance is also provided by the government such as 'The Future Fund' for new ICT companies.

III) PROTECTION OF COPYRIGHTS AND INTELLECTUAL PROPERTY RIGHTS

The protection of copyrights and intellectual property rights is the foundation towards the development of a creative and innovative economy. It can foster confidence among local innovators and foreign investors to create products or carry out quality research which can be commercialised, both locally and overseas.

Research and innovation are one of the factors that can help increase productivity among businesses in the country and help attract foreign direct investment. In this regard, a law on patent has been enforced on 1st January 2012 with the objective of strengthening intellectual property rights in the country.

This is in line with the RKN10 objective to develop the private sector in the country and also to diversify economic activities based on research and innovation. Procedures including existing laws will continue to be reviewed from time to time to ensure that they are more business-friendly that help facilitate and expedite the process of starting a business.

CONCLUSION

Strengthening the private sector including the small and medium enterprises is important in order to accelerate economic growth. This move will help the current and existing initiatives to attract foreign investors. Hence, it is important to focus on efforts to improve the country's position or ranking in the Ease of Doing Business index. Furthermore, various programmes including business management courses and financial assistance will continue to be provided to potential entrepreneurs and businesses. The utilisation of the latest technology will also be encouraged. Other than that, copyrights and intellectual property rights will be protected and respected so that foreign investments and research activities will continue to grow in the country.







Thrust 4

Productive and
Progressive
Economy Based
on Knowledge and
Innovation



BACKGROUND

Knowledge and innovation will be the foundation for continuous improvement in productivity for generating economic growth and national development. Knowledge and innovation will be part of the strategic mechanisms that will help the country to accomplish economic diversification. Substantive knowledge and innovation will help mould human resources that are educated, knowledgeable and highly skilled, which in turn will facilitate the nation's efforts to attract foreign investors, particularly for developing high technology industries.

Increase in productivity will also help to reducing costs, produce a high quality of work and multiply, as well as diversify, the outcomes in terms of manufacturing and services, which may in turn directly contribute to national economic growth.

FACTORS CONTRIBUTING TO THRUST 4

The five factors outlined below are among those that can help to create a productive and progressive economy based on knowledge and innovation.

I) KNOWLEDGE BASED INFRASTRUCTURE AND FACILITIES

A faster transition to a knowledge-based economy or k-economy will be supported by the presence of a complete knowledge eco-system and info-structure. To accelerate knowledge-intensive activities, the quality of knowledge info-structure networks in the country will be upgraded so that they are at par with services provided in knowledge-advanced countries. For example, broadband services will also be provided to ensure readiness, accessibility and ability to fulfil the requirements needed by a k-community.

In addition, the efficiency of the intellectual property rights (IPR) management system will be continuously enhanced by reviewing existing acts and legislations, and drafting new ones. An effective strategy will be formed in order to acquire intellectual property and global expertise through the international intelligent network. The Patent Order which came into effect on 1st January 2012 is intended not only to provide copyright protection but also acts as a national policy commitment by the government in providing a conducive environment for innovation.

Apart from that, BEDB through the iCentre, will further encourage local and foreign ICT entrepreneurs to set up and expand their businesses in Brunei Darussalam. Such continuous interaction between local and foreign talents will definitely help promote better vibrancy in the ICT industry. Furthermore, through its mentorship and networking programmes, the iCentre provides its incubatees not only with access to professional advices but also connections to potential partners and clients, both locally and internationally.



II) RESEARCH AND DEVELOPMENT (R&D) THAT HAVE COMMERCIAL VALUE

Under the RKN10, a total of BND200 million or about 1 per cent of GDP has been allocated to research and development (R&D). In developed countries such as the United States, Japan, Germany and South Korea, the R&D expenditure is relatively high ranging between 2 to 4 per cent of their GDP per annum. In contrast, developing countries spend less than 1 per cent of their GDP per annum on R&D.

Investments will thus be focused on enhancing R&D, innovation, creativity and skills in technology. The government will ensure that high quality R&D products are produced in this country and are in line with the needs of industries and markets, so that they can be commercialised and, therefore, add value to all sectors of the economy.

Research areas that are in accordance with national interests have been identified to ensure optimal utilisation of allocated funds. Emphasis and priority are given to niche clusters in Research Science, Engineering, Technology and Innovation; Arts and Culture; and the Social Sciences.

III) HIGH TECHNOLOGY PRIVATE INVESTMENTS

Continuous efforts will be undertaken to attract private investments in high technology industries. These include providing knowledge infrastructure such as fast and advanced internet services using fiber-to-the-home (FTTH) technology through the Brunei Next Generation Broadband Network (BNBN) project. Such initiative will help in the efforts to ensure that the nation's economy is based on knowledge and innovation.

Cooperation between the private sector and the government in commercialising ideas and models created by local entrepreneurs will encourage greater involvement of locals in the field of entrepreneurship, especially in the field of creative industries. Private investments in technology in various sectors are not only for domestic consumption, but also represent new source of exports for the country.





IV) ENTREPRENEURSHIP DEVELOPMENT

In order to achieve economic diversification without relying heavily on oil and gas resources, the government will continue to provide support for entrepreneurship based on knowledge and innovation, as well as on the use of advanced technology especially in the oil and gas sector.

To accomplish the desired entrepreneurial development, RKN10 will ensure that local entrepreneurs are able to penetrate international markets through advancement in entrepreneurial training and counselling. Emphasis will also be given to mentoring entrepreneurs in creating strategic business plans which include basic aspects of management and marketing.

To open up entrepreneurial opportunities, while at the same time promoting greater economic diversification, the government has identified several industrial clusters. The major industrial clusters which possess development potential include manufacturing, pharmaceuticals, food and food ingredients, alternative energy, ICT, support services (logistic and oil support services), and new technologies.

The entrepreneurship development programme, therefore, is intended to enable local businesses to expand and enter the overseas market. This includes the Local Enterprise Applications and Products (LEAP) programme which provides financial assistance for the development of new products and applications that have innovative technology as well as commercial and export potential.

In the field of ICT, the Authority for Info-Communications Technology Industry of Brunei Darussalam (AITI) has conducted robust ICT basic skills courses through the ICT Competency Programme which aims to develop a dynamic, innovative, and vibrant ICT industry. The AITI Grant Scheme has also been introduced to local ICT companies particularly for the development of ICT skills and software applications.

RKN10 has also provided a special fund for the development of small and medium enterprises (SMEs) to assist efforts to develop SMEs in this country.



V) INVESTMENTS AND EXPORTS IN NON-OIL SECTORS

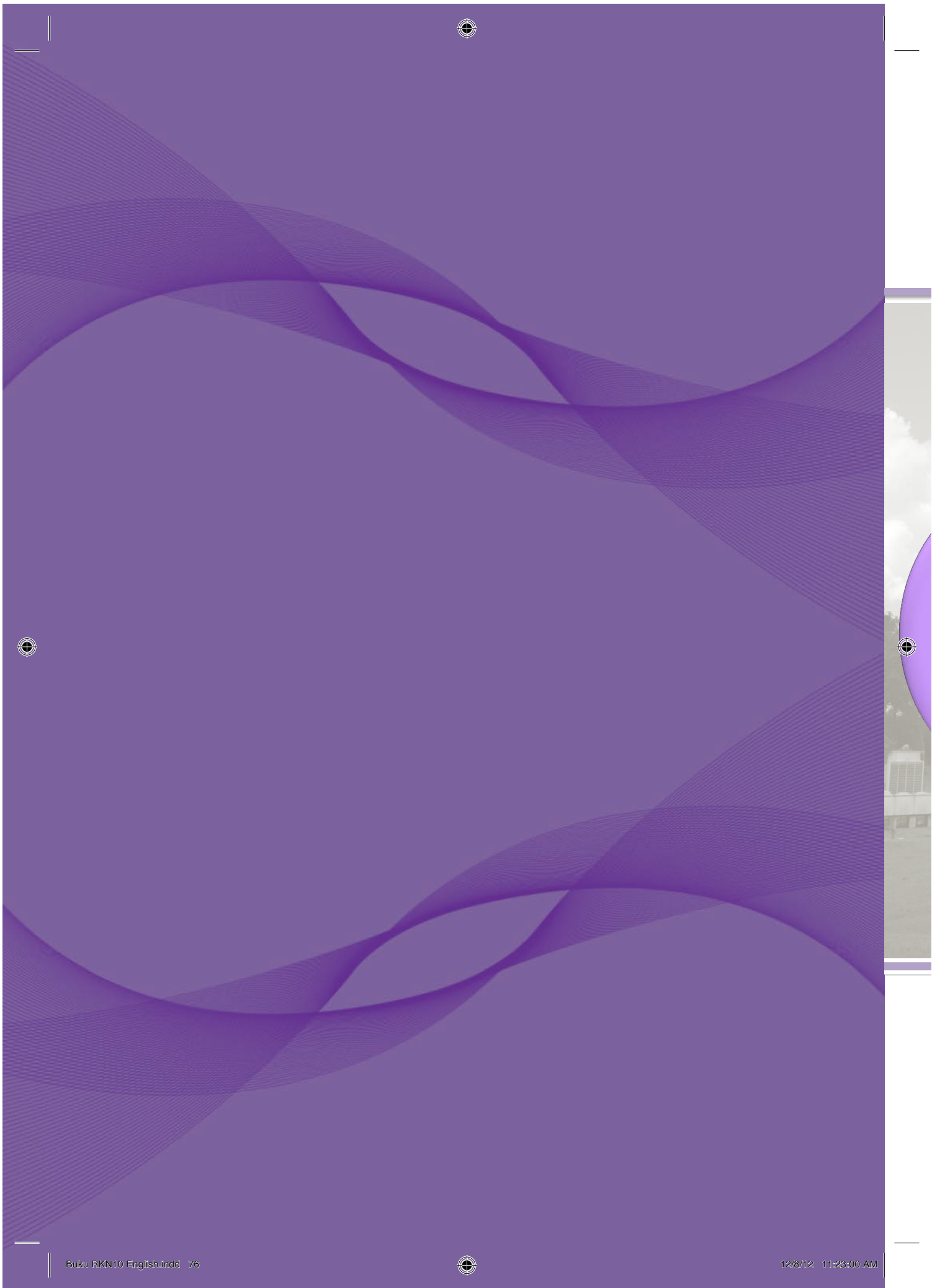
Additionally, a non-oil industrial development strategy will be implemented to widen opportunities for local SMEs. This strategy will also encourage, and train, more Malay citizens to become industry and business leaders.

Efforts in producing high quality and safe products according to international standards will be continuously supported to enable these entrepreneurs to penetrate international markets. This includes producing products which have niche markets, in particular the premium halal food. Similarly, private sector investments in downstream activities, R&D and marketing strategies will also be enhanced.

CONCLUSION

Higher and faster levels of economic growth and generation will be achievable through increasing productivity in all sectors of the economy. Efforts to increase productivity will need to be spearheaded by knowledge and innovation. A speedier and higher level of economic growth is required to generate employment opportunities, assist the development of SMEs, as well as to increase the country's income. The government will continue to promote non-oil and gas industries and businesses and the development of knowledge-based industries will be the focused of RKN10. It is hoped that these efforts will further help the government in successfully diversifying the country's economy.

THRUST 4
PRODUCTIVE AND PROGRESSIVE ECONOMY
BASED ON KNOWLEDGE AND INNOVATION





Thrust 5

Good Governance and Government Modernisation

BACKGROUND

In order to achieve the *Wawasan Brunei 2035* goals, the Institutional Development Strategy has been outlined under the Outline of Strategies and Policies for Development (OSPD) 2007-2017 to ensure that government institutions maintain high standards of good governance in the public and private sectors. Among those outlined in the strategy include building a modern and effective civil service that facilitates national development; streamlining government procedures and regulations to enable prompt decision-making; providing high quality public services; and minimising red-tape. All of these can help in increasing productivity in the public and private sectors and, hence, contribute to the acceleration of economic growth. Transparency, accountability, responsiveness in carrying out the responsibilities entrusted, and provision of services between government agencies (G2G) and to the general public are among the principles or characteristics of good governance that need to be practised and emphasised.

FACTORS CONTRIBUTING TO THRUST 5

The three factors that can help establish good governance and government modernisation are outlined below.

I) QUALITY PUBLIC INFRASTRUCTURE FACILITIES

The government will continue to provide the necessary infrastructure in accordance with current needs. This infrastructure will include the provision of info-communication technology (ICT) facilities and equipment in order to facilitate, streamline and enhance productivity of the workforce in the public sector. Such provision will improve the quality of work and services provided to the general public, in particular to the entrepreneurs and business owners who are dealing with the government.

One of the initiatives being implemented is the provision of online services such as e-Darussalam, e-Payment, e-Postcode, Online Business Registration, Online Business Licensing System, Government Employees Management System (GEMS), Treasury Accounting and Financial Information System (TAFIS), iLearn and e-Custom.

As part of on-going effort to improve the effectiveness of the civil service in business dealings and investment dealings in the country, the government has also implemented several other initiatives. The setting up of the Ease of Doing Business Committee and the Authority of Building and Construction Industry (ABCI) are part of the initiatives carried out to integrate the functions

and scope of work of several agencies, with the objective of simplifying and expediting the provision of services.

II) PROFESSIONAL CIVIL SERVICE

A professional civil service is the foundation of a productive and efficient workforce. In view of this, the emphasis on grooming high quality, efficient, transparent and committed civil servants with commendable work ethics will be continued in order to generate excellent and effective work and services. Efforts to enhance excellence in the government's administrative machinery will focus on realising the 21st Century Civil Service Vision. Civil servants will be given continuous training in various fields, through courses and conferences, held locally and abroad. The instillation of Islamic values and spiritual aspects will also be inculcated and incorporated as part of efforts to strengthen the integrity of the civil service.

III) LAWS AND REGULATIONS RELEVANT TO CURRENT NEEDS

The government remains committed to ensure laws and regulations are appropriate and relevant to current needs. One of the ways this is achieved is through the enactment of new laws and the amendment of existing laws based on international best practices.

Part of those efforts include the enactment and amendment of several acts and regulations such as the Consumer Protection (Fair Trading) Order, 2011; the Patents Order, 2011; the Monetary Authority of Brunei Darussalam (AMBD) Order, 2010; the Employment Order, 2009; the Investment Incentives Order, 2001; the Miscellaneous Licences Act; and the Price Control Act.

These efforts were undertaken with the purpose of not only modernising the government but also increasing productivity and efficiency in the public sector through the formulation of a regulatory framework that can streamline work procedures and systems, particularly in the provision of services to the general public.



CONCLUSION

The civil service, together with the private sector, plays a significant role in accelerating the nation's economic growth and socio-economic development. In this regard, continuing efforts will be carried out to ensure that the goals of good governance and government modernisation are met, namely the creation of a more efficient, productive, high-quality and modern civil service. These include efforts in providing sustainable infrastructure and public facilities, enhancing good work ethics and professionalism in the civil service, as well as reviewing and updating laws and regulations relevant to current needs.

A close and integrated cooperation among government agencies and the private sector should also be strengthened in order to increase productivity and economic growth, while at the same time enabling the government to take heed of the needs of the private sector.









Tenth National Development Plan (2012-2017)

Thrust 6

High Quality and Sustainable Development Infrastructure

BACKGROUND

High-quality and sustainable infrastructure acts as an important catalyst for the socio-economic activities of a country. As such, the government continues to ensure adequate investments are made on the country's infrastructure so that it can be at par with those of developed countries. Besides attracting foreign direct investment (FDI), it is envisaged that the provision of high quality and sustainable infrastructure will be enjoyed by the present and future generation. In this regard, the government, in collaboration with the private sector, will work together to ensure the development of high quality and sustainable infrastructure as a strategic development thrust for RKN10.

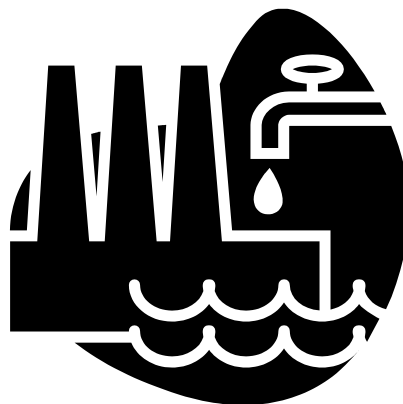
FACTORS CONTRIBUTING TO THRUST 6

Below are the six factors that have been identified to help foster the development of high-quality and sustainable infrastructure for the country.

I) **WATER SUPPLY, DRAINAGE AND SEWERAGE INFRASTRUCTURE**

The government will continue to be responsible for the supply and distribution of clean water and for the improvement of the drainage and sewerage systems. In order to improve the adequacy of the country's water supply, reduce flood occurrences and ensure good condition of the sewerage infrastructure, the government will make certain the use of high quality materials and new technology which will also help to reduce expenditure on assets' maintenance costs.

The disruption of water supply, flash floods and environmental pollution that have impaired social and economic activities and caused property damage and loss of life will continue to be addressed and controlled.





II) ELECTRICITY INFRASTRUCTURE

Demand for electricity is expected to grow from year to year due to the increase in development activities such as industrial needs, the implementation of government housing projects and the construction of commercial buildings and private homes in this country. The government's target for zero blackout can be achieved through the provision of a reliable electricity supply. This is also an important factor to attract foreign investors and to ensure the well-being of the population. At present, almost 99 per cent of the population in this country enjoys uninterrupted electricity supply.

To cope with the increasing demand of electricity and to save energy consumption, the utilisation of the combined cycle power plant will continue to take place in the years to come. The use of solar panels as one of the original energy-saving alternatives will also be implemented, as evidenced by the installation of 100 solar panels to 65 houses in Kampong Ayer. As a step towards energy conservation, the government has identified, and will continue to identify through research, on effective ways of energy use for the country.

III) COMMUNICATIONS AND TRANSPORT INFRASTRUCTURE

Through RKN10, the government will continue to provide high quality and sustainable communication and transport infrastructure such as roads, ports and civil aviation. These include improving and upgrading roads throughout the country, widening of the airport runway, increasing the capacity of the Brunei International Airport and the Muara Port, upgrading the infrastructure of info-telecommunication technology (ICT), and improving the broadcasting system of television stations.

The BSB Master Plan has been prepared with the objective of providing Bandar Seri Begawan with an efficient communication and transportation system. In addition, the ongoing construction of highways and the consideration for the construction of several flyovers and bridges are some of the other efforts undertaken to ensure users' comfort and to reduce road congestions.

The terminal modernisation and widening of the airport runway at the Brunei International Airport, as well as the expansion of the capacity of Muara Port, play important roles in supporting the tourism and distribution activities in the country. A modern and sophisticated infrastructure at the entrance of the country will be able to attract and provide further assurance to visitors and foreign investors.

THRUST 6
HIGH QUALITY DEVELOPMENT AND
SUSTAINABLE DEVELOPMENT INFRASTRUCTURE





IV) INFO-COMMUNICATION NETWORK INFRASTRUCTURE

It is the intention of the country to build a sophisticated and reliable national network of info-communication infrastructure. The provision of a reliable info-communication network can connect us with the international community more quickly, regardless of place and time, thus making the society more connected and more efficient. An advanced network will not only help to provide for a conducive business environment but also attract foreign direct investment into other sectors besides info-communications.

Despite achieving the 57th ranking in the world and the 11th ranking in Asia in the 2011 Network Readiness Index (NRI) Report, the government will continue to improve and enhance internet connectivity in homes and business premises through the use of fibre optics technology.

Within the RKN10 period, the government will continue to implement the e-government initiatives in order to facilitate and expedite dealings between the public and the government. One of the initiatives that has been introduced by the Government is the e-Darussalam Portal that aims to integrate all e-government services online so that all parties can access information quickly and accurately. This will further contribute towards increasing productivity and ensure the delivery of more efficient of services.

V) SUSTAINABLE AND ENVIRONMENTALLY-FRIENDLY GROWTH AND DEVELOPMENT

One measure that can be adopted to save the use of energy, water and other resources is by constructing green buildings. This measure will also lead to a healthier and cleaner environment. The practice of sustainable and environmentally-friendly growth and development will also help to balance socio-economic issues with those of the environment, particularly by making sure that such practices will be carried on by future generations.

In order to protect and preserve a high quality and sustainable environment, various efforts have been taken such as the provision of environmentally-friendly infrastructure, technology and services. One of the more prominent efforts is the requirement that the Environmental Impact Assessment (EIA) is conducted in the planning stage of any infrastructure development projects.



THRUST 6
HIGH QUALITY DEVELOPMENT AND
SUSTAINABLE DEVELOPMENT INFRASTRUCTURE





Source: Bandar Seri Begawan Masterplan

The Government will also continue to formulate and draft laws related to environmental protection. Laws that have been enacted include the Environmental Pollution Control Order, Order of the Environmental Impact Assessment, and the Control of Export, Import and Transit of Hazardous Waste.

VI) INDUSTRIAL SITES

In an effort to encourage and promote local and foreign investments, more industrial sites will be established under the RKN10 to facilitate and expand industrial activities.

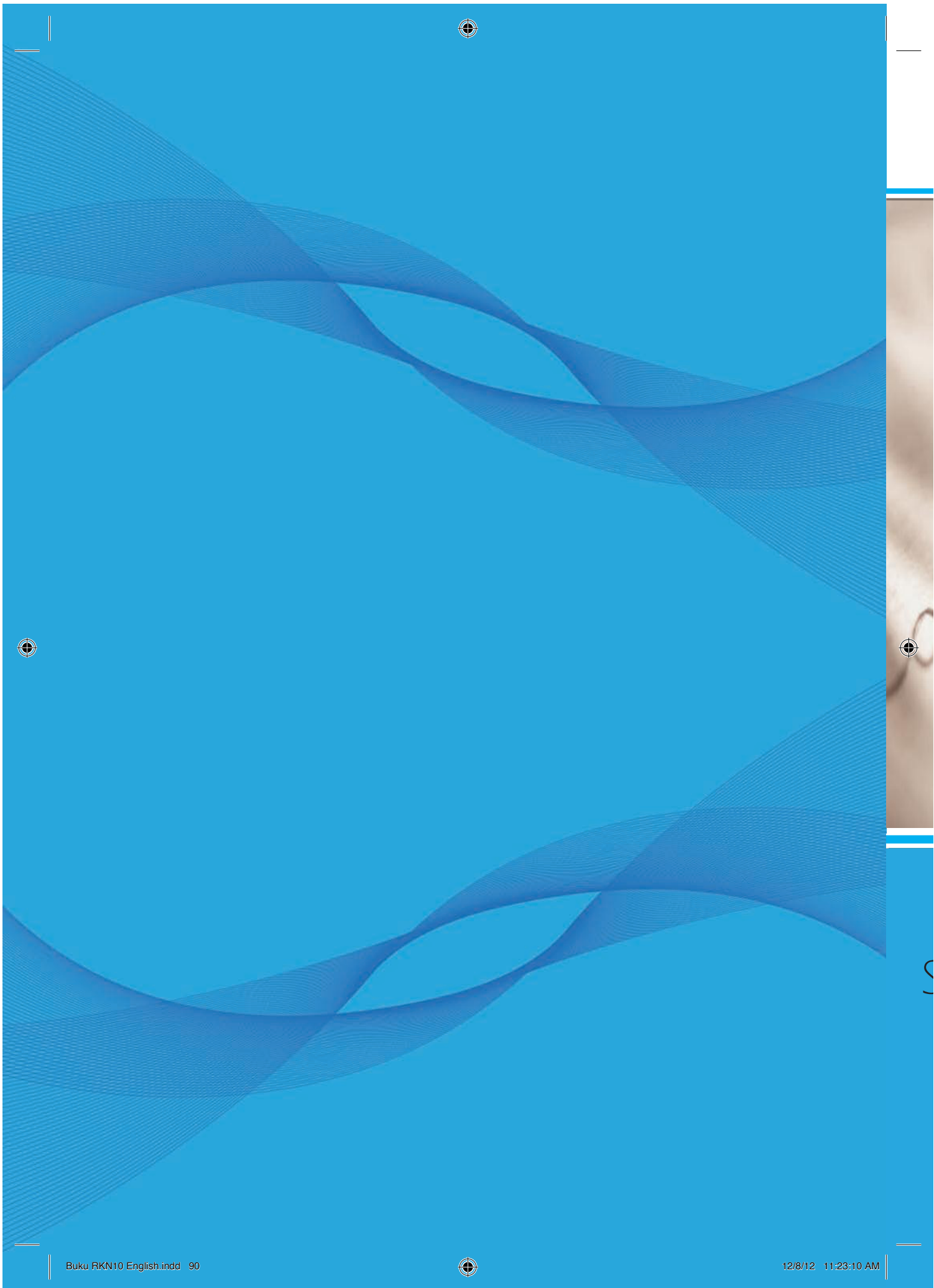
Among the sites that have been identified for development include the Sungai Liang Industrial Park, Pulau Muara Besar, Kampung Telisai, and the Kampong Tanah Jambu Industrial Site. In addition, the Foreign Direct Investment Committee has also identified several other sites in Kampung Meragang, Lugu and Bukit Panggal as potential sites for export industries due to their strategic locations. These sites will eventually be provided with high-quality infrastructure.

In the area of agriculture and food manufacturing, the government has developed the Brunei Agro-Tech Park in order to increase the production of high quality food products.

CONCLUSION

The government will continue to provide high quality and sustainable infrastructure in the RKN10 in order to ensure that the *Wawasan Brunei 2035* can be realised. The government, in collaboration with the private sector and other interested parties, will make certain that the infrastructure provided can increase productivity and efficiency in the effort towards achieving a sustainable economic growth. Efforts to save energy and financial resources remain a priority and these include the use of new technology that can promote efficiency and minimise waste. Laws and regulations on environmental protection will also continue to be emphasised during the selection of new industrial sites.







SECTION 6

PREPARATION OF THE TENTH NATIONAL DEVELOPMENT PLAN

COMMITTEES OF THE TENTH NATIONAL DEVELOPMENT PLAN

His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam had consented to the establishment of the Executive Committee of the Tenth National Development Plan (RKN10 Executive Committee). Among others, the committee's responsibilities were:

- i. to provide advice and directives in the preparation of RKN10 including the theme and development thrusts;
- ii. to ensure that the RKN10 was planned on the basis of government revenue projection and prudent spending;
- iii. to approve the recommendations of the RKN10 report, list of projects and budget allocation of the RKN10 submitted by the Working Committee of the Tenth National Development Plan (RKN10 Working Committee); and
- iv. to submit the proposed draft of the RKN10 report, list of projects and the budget allocation of the RKN10 for the approval of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam.

The RKN10 Executive Committee was chaired by 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, while its Deputy Chair was the Second Finance Minister at the Prime Minister's Office. Other members included the Minister of Development, the Minister of Industry and Primary Resources, the Minister of Energy at the Prime Minister's Office, the Deputy Minister at the Prime Minister's Office, the Deputy Minister of Finance, the Deputy Minister of Education, the Permanent Secretary (International, Economic, Finance, Research and Development) at the Prime Minister's Office and the Permanent Secretary at the Ministry of Finance (Performance), with the Director General of the Department of Economic Planning and Development as the Secretary.

The RKN10 Working Committee was chaired by the Deputy Minister at the Prime Minister's Office and the Permanent Secretary (International, Economic, Finance, Research and Development) at the Prime Minister's Office was the Deputy Chairman. Other members included the Permanent Secretary at the Ministry of Finance, the Permanent Secretary at the Ministry of Education, the Permanent Secretary at the Ministry of Development and the Director General of the Department of Economic Planning and Development, with the Deputy Director General of the Department of Economic Planning and Development as the Secretary.

The RKN10 Working Committee was responsible for reviewing reports of the

RKN10 including the theme and development thrusts; reviewing and evaluating the report of proposed new projects, as well as projects that have been carried forward from RKN 2007-2012 which had been approved by the Sub-Committee II; identifying matters that required improvements to ensure that each project could achieve the goals of *Wawasan Brunei 2035* and was in line with the theme of the RKN10; and monitoring the preparation of draft reports to ensure that the RKN10 report would be completed within the stipulated time. The Working Committee would then submit all project approvals and proposed allocated budget for the RKN10 to the Executive Committee, after tabling it with Permanent Secretaries from all ministries.

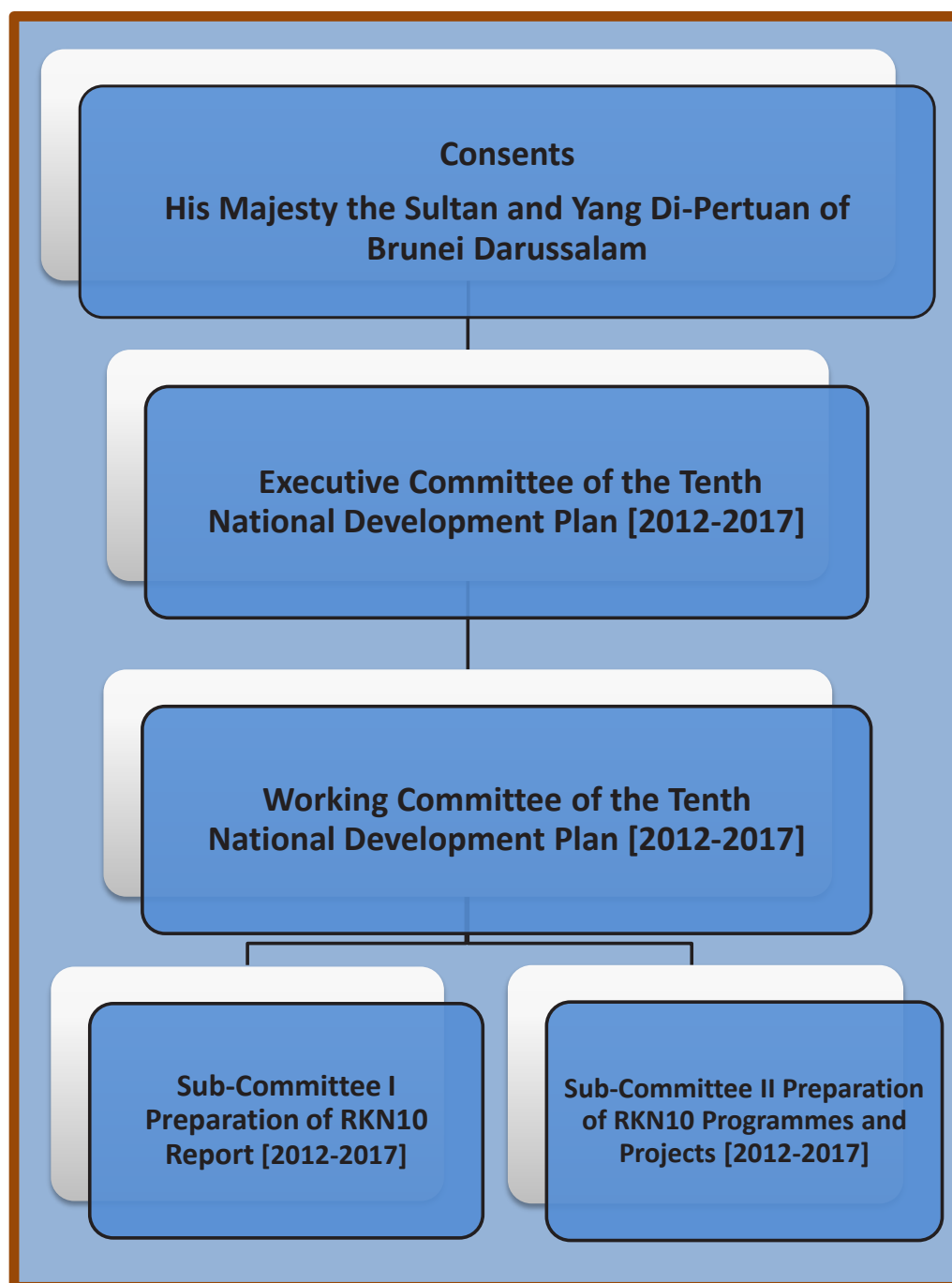
Two sub-committees, Sub-Committee I and Sub-Committee II, had also been established with the responsibility of evaluating the applications for new projects put forward by the ministries, and for preparing the reports for RKN10. The structure of the RKN10 preparation is shown in **Figure 6.1**.

Sub-Committee I, established for the preparation of the RKN10 report, was chaired by the Permanent Secretary (International, Economic, Finance, Research and Development) at the Prime Minister's Office. Its members consisted of Directors under the Department of Economic Planning and Development as well as representatives from other ministries.

Sub-Committee II was formed with the purpose of evaluating proposed projects and of making recommendations and budget allocation for those projects, based on selection criteria such as the project's contribution to economic growth and the capacity of the ministries to implement the projects. All recommendations were then submitted to the RKN10 Working Committee. This Sub-Committee was chaired by the Permanent Secretary (International, Economic, Finance, Research and Development) at the Prime Minister's Office with the Director General of the Department of Economic Planning and Development as Deputy Chairman. Its members consisted of the Directors under the Department of Economic Planning and Development.

Working groups responsible for each ministry had also been formed within the Department of Economic Planning and Development, tasked with collecting, enlisting and reviewing all project applications and proposed budget allocation received from ministries. These working groups were also responsible for facilitating meetings with respective ministries to ensure that the required information was obtained and that any proposed projects meets the desired criteria.

Figure 6.1 Work Structure for the Preparation of the RKN10



EVALUATION AND SELECTION CRITERIA OF RKN10 PROJECTS

In ensuring that projects under the the RKN10 are consistent with the theme and the nation's long-term development objectives, as well as moving towards the achievement of *Wawasan Brunei 2035*, two main criteria have been used to evaluate and select projects that would be implemented under RKN10. The two criteria are the contribution of the projects to economic growth and development; and the capacity of the ministries to implement the projects.



The sub-criteria used in evaluating projects that would contribute to economic growth and development are as follows:

- i. Projects that will increase government revenue and reduce expenditure;
- ii. Projects that will create employment opportunities, particularly in the private sector;
- iii. Projects that will increase the exports of non-oil and gas, and attract foreign direct investment;
- iv. Projects that will contribute to social development, social welfare and improve the living standards of citizens and residents;
- v. Projects that provide a sustainable infrastructure to increase the productivity of the public and private sectors;
- vi. Projects that will contribute to the improvement of skills, expertise and human resource capabilities, particularly in the local workforce; and
- vii. Projects which promote the use of new technology and contribute to enhancing innovation and increasing productivity of the country.



Projects were also evaluated based on the capacity of the ministries to carry out the projects according to the implementation plan. The sub-criteria used are as follows:

- i. Projects that already have gazetted sites;
- ii. Projects that can be implemented within the first year of RKN10;
- iii. Projects that are development-oriented and not operational or maintenance in nature;
- iv. Carried forward RKN2007-2012 projects which hold a priority for completion; and
- v. Mega projects that would be implemented in phases.

Other than the above selection criteria, the ministries' performance in implementing projects under the RKN2007-2012 was also considered during the evaluation. In addition, the concept of 'sharing' between ministries was also used as a criterion in considering project applications.

MONITORING OF RKN10 PROJECTS

To ensure that the implementation of projects is carried out in accordance with the allocated budget and set schedule, the appointment of the RKN10 Working Committee will be maintained throughout the duration of RKN10 with the purpose of monitoring the projects. Key Performance Indicators (KPIs) will be used to monitor the performance of the ministries in carrying out their respective projects. The committee will also be involved in making scheduled visits to project sites.

In addition, a guideline on the utilisation of budget allocated for RKN10 has also been prepared, as follows:

- i. All projects must be implemented within the first year of RKN10. Projects without any progress by the end of the first year of RKN10 will be removed from the listing;
- ii. Carried forward RKN 2007-2012 projects must be completed within the period of RKN10 and will not be carried forward to the next RKN11;
- iii. Application for additional budget must be submitted through the respective ministry and should be proposed under the ministry's respective project titles;
- iv. Any application of new projects must be traded off with existing projects which are still not implemented and are no longer required;

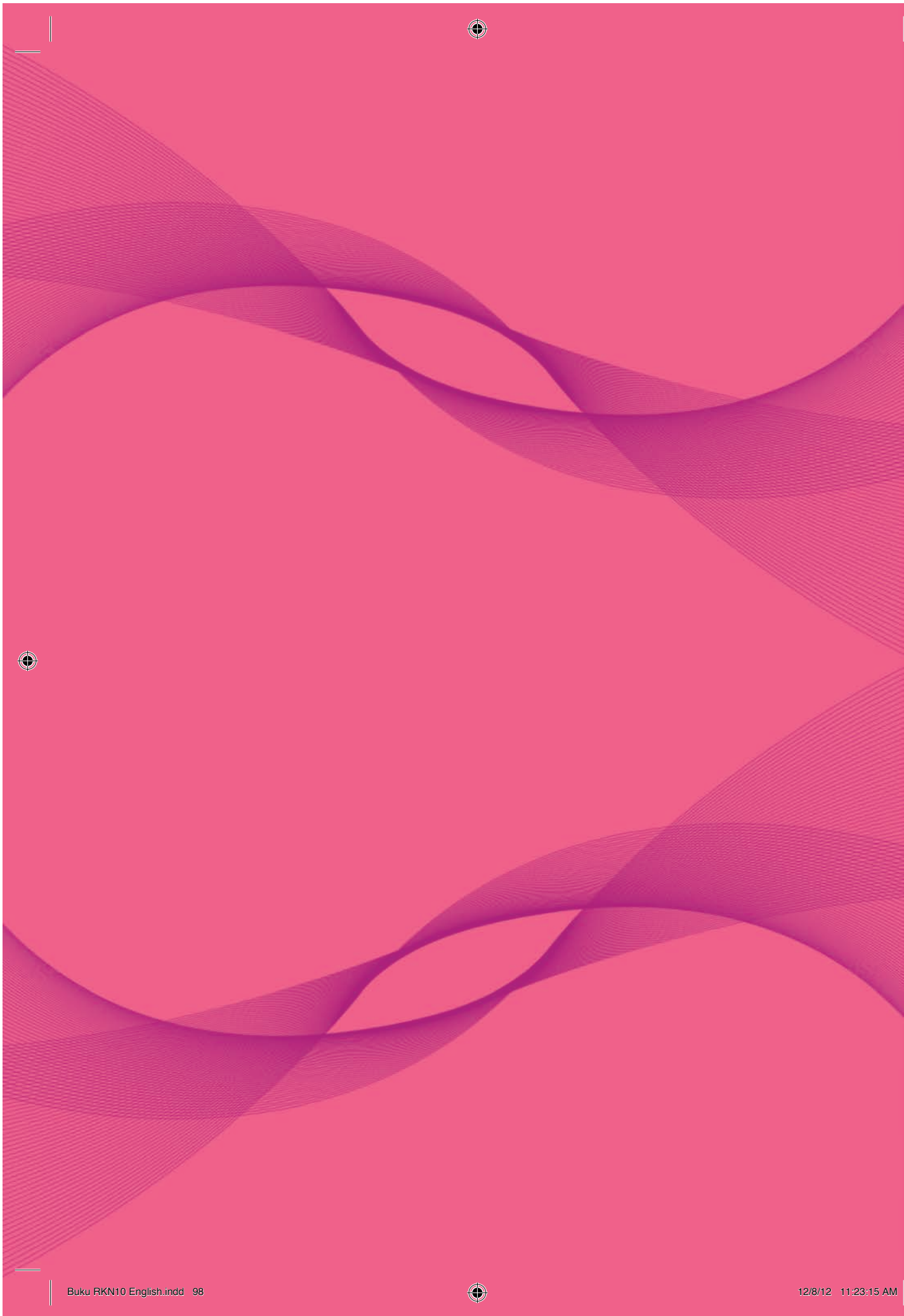


- v. Prior to submitting any new project applications, the ministry must implement projects that have already been approved;
- vi. Projects which have been approved without any budget allocation must be re-submitted to the Department of Economic Planning and Development after the required project scope and actual price have been obtained;
- vii. Non-development projects such as procurement and maintenance, rental of buildings, working visits and short courses will not be considered;
- viii. Research-oriented projects must be submitted to the Brunei Research Council (BRC) for assessment and endorsement;
- ix. Small and Medium Enterprises development projects must be submitted to the Department of Economic Planning and Development for assessment and endorsement;
- x. Information and Communication Technology (ICT) projects must be submitted to the E-Government National Centre (EGNC) for assessment and endorsement;
- xi. Potential projects for implementation through Private Finance Initiative (PFI) and Public-Private Partnership (PPP) must be submitted to the Department of Economic Planning and Development for assessment and endorsement; and
- xii. Any balance from the allocated budget will be considered as savings and will be transferred to the RKN10 Reserve Fund.

BUDGET ALLOCATION OF RKN10

In implementing new projects and projects carried forward from RKN 2007-2012, the government has allocated BND6.5 billion. About BND3.8 billion is allocated to finance 480 carried forward projects while BND2.7 billion is allocated for 202 new projects.

Out of this amount, several special funds have been set up. A total of BND250 million has been allocated under the Human Resource Development Fund for the development of human resources. Under the Research and Development (R&D) Fund, the government has allocated a total of BND200 million to expand research activities in the country. Meanwhile, to support the development of small and medium enterprises, the government has allocated a total of BND100 million under the Small and Medium Enterprises Development Fund.





Tenth National Development Plan (2012-2017)



SECTION 7

COMMITTEES FOR THE TENTH NATIONAL DEVELOPMENT PLAN

EXECUTIVE COMMITTEE FOR THE TENTH NATIONAL DEVELOPMENT PLAN

CHAIRMAN

- ❖ 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

DEPUTY CHAIRMAN

- ❖ Yang Berhormat Pehin Orang Kaya Laila Setia Dato Seri Setia Awang Haji Abdul Rahman bin Haji Ibrahim, Second Finance Minister at the Prime Minister's Office

MEMBERS

- ❖ Yang Berhormat Pehin Orang Kaya Indera Pahlawan Dato Seri Setia Awang Haji Suyoi bin Haji Osman, Minister of Development
- ❖ Yang Berhormat Pehin Orang Kaya Seri Utama Dato Seri Setia Awang Haji Yahya bin Begawan Mudim Dato Paduka Haji Bakar, Minister of Industry and Primary Resources
- ❖ Yang Berhormat Pehin Datu Singamanteri Kolonel (B) Dato Seri Setia (Dr) Awang Haji Mohammad Yasmin bin Haji Umar, Minister of Energy at the Prime Minister's Office
- ❖ Yang Mulia Dato Paduka Awang Haji Ali bin Apong, Deputy Minister at the Prime Minister's Office
- ❖ Yang Mulia Dato Paduka Awang Haji Bahrin bin Abdullah, Deputy Minister of Finance
- ❖ Yang Mulia Dato Seri Setia Awang Haji Yusoff bin Haji Ismail, Deputy Minister of Education
- ❖ Yang Mulia Dato Paduka Awang Haji Mohd Roselan bin Haji Mohd Daud, Permanent Secretary (International, Economic, Finance, Research and Development), Prime Minister's Office (from 06 October 2011)
- ❖ Yang Mulia Awang Muhammad Lutfi bin Abdullah, Permanent Secretary (International, Economic, Finance, Research and Development), Prime Minister's Office (until 06 October 2011)

- ❖ Yang Mulia Dato Paduka Awang Haji Hisham bin Haji Mohd Hanifah,
Permanent Secretary (Performance), Ministry of Finance

SECRETARY

- ❖ Yang Mulia Dr Dayang Hajah May Fa'ezah binti Haji Ahmad Ariffin,
Acting Director General of Economic Planning and Development,
Department of Economic Planning and Development, Prime Minister's
Office

SECRETARIAT

- ❖ Department of Economic Planning and Development, Prime Minister's
Office

WORKING COMMITTEE OF THE TENTH NATIONAL DEVELOPMENT PLAN

CHAIRMAN

- ❖ Yang Mulia Dato Paduka Awang Haji Ali bin Apong, Deputy Minister at the Prime Minister's Office

DEPUTY CHAIRMAN

- ❖ Yang Mulia Dato Paduka Awang Haji Mohd Roselan bin Haji Mohd Daud, Permanent Secretary (International, Economic, Finance, Research and Development), Prime Minister's Office (from 06 October 2011)
- ❖ Yang Mulia Awang Muhammad Lutfi bin Abdullah, Permanent Secretary (International, Economic, Finance, Research and Development), Prime Minister's Office (until 06 October 2011)

MEMBERS

- ❖ Yang Mulia Dato Paduka Awang Haji Mohd Roselan bin Haji Mohd Daud, Permanent Secretary (Policy), Ministry of Finance (until 06 October 2011)
- ❖ Yang Mulia Awang Haji Shahbudin bin Haji Musa, Permanent Secretary (Policy), Ministry of Finance (from 06 October 2011)
- ❖ Yang Mulia Dr Awang Haji Junaidi bin Haji Abd Rahman, Permanent Secretary (Higher Education), Ministry of Education
- ❖ Yang Mulia Awang Haji Suhaimi bin Haji Gafar, Permanent Secretary (Technical and Professional), Ministry of Development
- ❖ Yang Mulia Dr Dayang Hajah May Fa'ezah binti Haji Ahmad Ariffin, Acting Director General of Economic Planning and Development, Department of Economic Planning and Development, Prime Minister's Office

SECRETARY

- ❖ Yang Mulia Deputy Director General of Economic Planning and Development, Department of Economic Planning and Development, Prime Minister's Office

SECRETARIAT

- ❖ Department of Economic Planning and Development, Prime Minister's Office

REPRESENTATIVES FROM MINISTRIES :-

- ❖ Yang Mulia Awang Haji Mohd Abdoh bin Dato Seri Setia Haji Abdul Salam, Permanent Secretary (Corporate and Governance), Prime Minister's Office
- ❖ Yang Mulia Haji Awang Saifulbahri bin Haji Awang Mansor, Permanent Secretary (Defence Policy and Development), Ministry of Defence
- ❖ Yang Mulia Dato Paduka Haji Shofry bin Haji Abdul Ghafor, Permanent Secretary, Ministry of Foreign Affairs and Trade
- ❖ Yang Mulia Awang Haji Mahrub bin Haji Murni, Permanent Secretary (Core Education), Ministry of Education
- ❖ Yang Mulia Dato Paduka Awang Haji Abdul Salam bin Abdul Momin, Permanent Secretary, Ministry of Finance
- ❖ Yang Mulia Dayang Hajah Normah Suria Hayati binti Pehin Jawatan Dalam Seri Maharaja Dato Seri Utama (Dr) Haji Awang Mohd. Jamil Al-Sufri, Permanent Secretary, Ministry of Industry and Primary Resources
- ❖ Yang Mulia Awang Haji Abdul Aziz bin Orang Kaya Maharaja Lela Haji Yussof, Permanent Secretary, Ministry of Religious Affairs
- ❖ Yang Mulia Dato Paduka Awang Haji Abdul Majid bin Mangarshah, Permanent Secretary, Ministry of Home Affairs
- ❖ Yang Mulia Dato Paduka Awang Haji Mohd Hamid bin Haji Mohd Jaafar, Permanent Secretary, Ministry of Culture, Youth and Sports
- ❖ Yang Mulia Awang Haji Marzuki bin Haji Mohsin, Acting Permanent Secretary, Ministry of Development
- ❖ Yang Mulia Awang Yahya bin Haji Idris, Deputy Permanent Secretary (Policy and Administration), Ministry of Finance (until 10 December 2011)
- ❖ Yang Mulia Awang Abdul Mutalib bin Pehin Orang Kaya Seri Setia Dato Paduka Haji Mohd Yusof, Deputy Permanent Secretary, Ministry of Communications

SUB-COMMITTEE I OF THE PREPARATION OF THE TENTH NATIONAL DEVELOPMENT PLAN REPORT

CHAIRMAN

- ❖ Yang Mulia Dato Paduka Awang Haji Mohd Roselan bin Haji Mohd Daud, Permanent Secretary (International, Economic, Finance, Research and Development), Prime Minister's Office (from 06 October 2011)
- ❖ Yang Mulia Awang Muhammad Lutfi bin Abdullah, Permanent Secretary (International, Economic, Finance, Research and Development), Prime Minister's Office (until 06 October 2011)

DEPUTY CHAIRMAN

- ❖ Yang Mulia Dr Dayang Hajah May Fa'ezah binti Haji Ahmad Ariffin, Acting Director General of Economic Planning and Development, Department of Economic Planning and Development, Prime Minister's Office

MEMBERS

FROM THE DEPARTMENT OF ECONOMIC PLANNING AND DEVELOPMENT, PRIME MINISTER'S OFFICE:-

- ❖ Yang Mulia Awang Haji Alidi bin Haji Mahmud, Deputy Director General I of Economic Planning and Development (until 06 October 2011)
- ❖ Yang Mulia Awang Haji Abd Amin bin Haji Hashim, Deputy Director General II of Economic Planning and Development
- ❖ Yang Mulia Awang Haji Roslan Shah bin Haji Mudjono, Acting Director of Implementation and Monitoring
- ❖ Yang Mulia Awang Lim Hong Huat, Acting Director of Human Resource Development
- ❖ Yang Mulia Dayang Hajah Mariah binti Haji Yahya, Acting Director of Statistics
- ❖ Yang Mulia Dayang Hajah Hasmah binti Haji Yakob, Acting Director of Policy and Coordination

- ❖ Yang Mulia Pengiran Hajah Siti Nirmala binti Pengiran Haji Mohamad, Acting Director of Planning (until 12 September 2011)
- ❖ Yang Mulia Awang Haji Abd Razak bin Haji Angas, Acting Director of Administration and Info-Communication Technology

FROM MINISTRIES:-

- ❖ Yang Mulia Dayang Hajah Marliyana binti Haji Abdullah Fung, Assistant Director, Department of Development and Work Services, Ministry of Defence
- ❖ Yang Mulia Awang Md Amir Hairil bin Haji Mahmud, Special Grade Administrative Officer, Department of Administration, Ministry of Finance
- ❖ Yang Mulia Dayangku Hajah Faezah binti Pengiran Haji Abdul Rahman, Deputy Director, Ministry of Foreign Affairs and Trade
- ❖ Yang Mulia Awang Haji Ibrahim bin Haji Bagol, Acting Assistant, Department of Estate Planning and Management, Ministry of Education
- ❖ Yang Mulia Pengiran Datin Hajah Masjidah binti Pengiran Haji Tengah Omar, Special Duties Officer (Grade I), Ministry of Health
- ❖ Yang Mulia Awang Haji Mohd Nazri bin Haji Mohd Yusof, Head of Division, Infrastructure and Industry Policy Division, Ministry of Development
- ❖ Yang Mulia Dayang Chua Lee Hoon, Acting Special Duties Officer & Head of Consultants Secretariat and RKN Division, Ministry of Communications
- ❖ Yang Mulia Pengiran Kamalrudzaman bin Pengiran Haji Md Ishak, Senior Special Duties Officer, Ministry of Industry and Primary Resources
- ❖ Yang Mulia Pengiran Alli bin Pengiran Haji Mohammad, Head of Building and Maintenance Division, Ministry of Religious Affairs
- ❖ Yang Mulia Awang Haji Shahrul Jeffri bin Dato Paduka Haji Ibrahim, Special Grade Administrative Officer, Ministry of Home Affairs
- ❖ Yang Mulia Awang Haji Zaini bin Madaros, Senior Special Duties Officer, Ministry of Culture, Youth and Sports

SECRETARIAT

FROM THE DEPARTMENT OF ECONOMIC PLANNING AND DEVELOPMENT, PRIME MINISTER'S OFFICE:-

- ❖ Yang Mulia Dayang Hajah Hasmah binti Haji Yakob,
Acting Director of Policy and Coordination
- ❖ Yang Mulia Dayang Hajah Amimah binti Orang Kaya Seri Wijaya Haji
Abdullah,
Assistant Director of Planning
- ❖ Yang Mulia Dayang Ruzanna binti Haji Awang Buntar,
Economic Officer
- ❖ Yang Mulia Dayang Siti Maisarah binti Haji Majid,
Economic Officer
- ❖ Yang Mulia Dayang Hajah Ammal Rashidah binti Haji Mohamad Yussof
Project Officer
- ❖ Yang Mulia Dayang Norhasnizan binti Haji Abdul Razak,
Planning Coordinator
- ❖ Yang Mulia Awang Zainuddin bin Haji Abu Bakar
Assistant Economic Officer
- ❖ Yang Mulia Dayang Siti Anisah binti Haji Jahmin,
Implementation Coordinator
- ❖ Yang Mulia Awang Haji Baharuddin bin Haji Wahsalfelah
Assistant Project Officer

HEADS OF THRUST COORDINATION

FROM THE DEPARTMENT OF ECONOMIC PLANNING AND DEVELOPMENT, PRIME MINISTER'S OFFICE:-

- ❖ Yang Mulia Dayang Noor Ashikin binti Pehin Orang Kaya Seri Sura Pahlawan Dato Paduka Haji Mohd Tahir,
Acting Assistant Director of Human Resource Development (Thrust 1)
- ❖ Yang Mulia Dayang Hajah Amimah binti Orang Kaya Seri Wijaya Haji Abdullah,
Assistant Director of Planning (Thrust 2)
- ❖ Yang Mulia Dayang Normah binti Awang Ali,
Acting Assistant Director of Implementation and Monitoring (Thrust 3)
- ❖ Yang Mulia Dayang Hajah Zureidah binti Haji Abit,
Acting Assistant Director of Planning (Thrust 4)
- ❖ Yang Mulia Awang Hasmiron bin Haji Mohd Taib,
Acting Assistant Director of Administration and Info-Communication Technology (Thrust 5)
- ❖ Yang Mulia Awang Haji Mazlan bin Haji Mohd Salleh,
Acting Assistant Director of Implementation and Monitoring (Thrust 6)

SECRETARIAT FOR THRUST 1

- ❖ Yang Mulia Dayang Hajah Rina binti Haji Ghani, Economic Officer
- ❖ Yang Mulia Pengiran Yura Halimatussa'adah binti Pengiran Yura Perkasa,
Statistics Officer
- ❖ Yang Mulia Dayang Nur Edzalina binti Haji Idris, Economic Officer
- ❖ Yang Mulia Dayang Daisy Han Yee Hwe, Economic Officer

SECRETARIAT FOR THRUST 2

- Yang Mulia Awang Haji Yusri bin Haji Wahsalfelah, Economic Officer
(until 30 November 2011)
- Yang Mulia Dayang Ruzanna binti Haji Buntar, Economic Officer
- Yang Mulia Dayang Norizan binti Abdullah, Statistics Officer



- ❖ Yang Mulia Dayang Norhasnizan binti Haji Abdul Razak, Planning Coordinator
- ❖ Yang Mulia Dayang Norshahidul Roshnizah binti Haji Rosli, Acting Human Resource Development Officer

SECRETARIAT FOR THRUST 3

- ❖ Yang Mulia Awang Noorul Aiman bin Haji Jaman, Acting Senior Economic Officer
- ❖ Yang Mulia Awang Munawir Shazali bin Haji Md Idris, Economic Officer
- ❖ Yang Mulia Dayang Siti Maisarah binti Haji Majid, Economic Officer
- ❖ Yang Mulia Dayang Titi Sutinah binti Haji Md Diah, Statistics Officer

SECRETARIAT FOR THRUST 4

- ❖ Yang Mulia Dayang Hajah Norhaslina binti Tamin, Acting Senior Statistics Officer
- ❖ Yang Mulia Awang Asnawi Faisal bin Haji Kamis, Economic Officer
- ❖ Yang Mulia Dayang Nur Amani Haziqah binti Abdullah Yawang, Economic Officer
- ❖ Yang Mulia Pengiran Hajah Nurul Ihsan binti Pengiran Haji Damit, Systems Analyst
- ❖ Yang Mulia Dayang Hajah Hamidah binti Haji Yahya, Acting Assistant Economic Officer

SECRETARIAT FOR THRUST 5

- ❖ Yang Mulia Awang Gemok bin Haji Ghani, Senior Statistics Officer
- ❖ Yang Mulia Pengiran Norhanidah binti Pengiran Haji Masshor, Economic Officer
- ❖ Yang Mulia Dayang Amalina binti Haji Awang Tengah, Economic Officer
- ❖ Yang Mulia Dayang Norharezah binti Yakub, Economic Officer



SECRETARIAT FOR THRUST 6

- ❖ Yang Mulia Awang Hairol Nizam bin Haji Abd Hamid, Acting Assistant Director of Statistics
- ❖ Yang Mulia Awang Mashor bin Pehin Orang Kaya Indera Dewa Dato Paduka Haji Musa, Economic Officer
- ❖ Yang Mulia Dayang Khairunnisa binti Md Isa, Human Resource Development Project Officer
- ❖ Yang Mulia Awang Adi Hamdi bin Haji Aminuddin, Economic Officer
- ❖ Yang Mulia Dayang Lai Yea Liang, Assistant Economic Officer

SUB-COMMITTEE II OF THE PREPARATION OF TENTH NATIONAL DEVELOPMENT PLAN PROGRAMMES AND PROJECTS

CHAIRMAN

- ❖ Yang Mulia Dato Paduka Awang Haji Mohd Roselan bin Haji Mohd Daud, Permanent Secretary (International, Economic, Finance, Research and Development), Prime Minister's Office (from 06 October 2011)
- ❖ Yang Mulia Awang Muhammad Lutfi bin Abdullah, Permanent Secretary (International, Economic, Finance, Research and Development), Prime Minister's Office (until 06 October 2011)

DEPUTY CHAIRMAN

- ❖ Yang Mulia Dr Dayang Hajah May Fa'ezah binti Haji Ahmad Ariffin, Acting Director General of Economic Planning and Development, Department of Economic Planning and Development, Prime Minister's Office

FROM THE DEPARTMENT OF ECONOMIC PLANNING AND DEVELOPMENT, PRIME MINISTER'S OFFICE:-

MEMBERS

- ❖ Yang Mulia Awang Haji Alidi bin Haji Mahmud, Deputy Director General I of Economic Planning and Development (until 06 October 2011)
- ❖ Yang Mulia Awang Haji Abd Amin bin Haji Hashim, Deputy Director General II of Economic Planning and Development
- ❖ Yang Mulia Awang Haji Roslan Shah bin Haji Mudjono, Acting Director of Implementation and Monitoring
- ❖ Yang Mulia Awang Lim Hong Huat, Acting Director of Human Resource Development
- ❖ Yang Mulia Dayang Hajah Mariah binti Haji Yahya, Acting Director of Statistics
- ❖ Yang Mulia Dayang Hajah Hasmah binti Haji Yakob, Acting Director of Policy and Coordination

- ❖ Yang Mulia Pengiran Hajah Siti Nirmala binti Pengiran Haji Mohamad, Acting Director of Planning (until 12 September 2011)
- ❖ Yang Mulia Awang Haji Abd Razak bin Haji Angas, Acting Director of Administration and Info-Communication Technology

HEAD COORDINATOR

- ❖ Yang Mulia Dayang Hajah Hasmah binti Haji Yakob, Acting Director of Policy and Coordination (Head)
- ❖ Yang Mulia Dayang Hajah Amimah binti Orang Kaya Seri Wijaya Haji Abdullah, Assistant Director of Planning

ASSISTANTS TO HEAD COORDINATOR

- ❖ Yang Mulia Dayang Ruzanna binti Haji Buntar, Economic Officer
- ❖ Yang Mulia Dayang Norhasnizan binti Haji Abdul Razak, Planning Coordinator
- ❖ Yang Mulia Dayang Nur Haziqah @ Sahbariatneh binti Braim, Senior System Supervisor

PROJECT COORDINATORS FOR MINISTRIES

- ❖ Yang Mulia Dayang Hajah Amimah binti Orang Kaya Seri Wijaya Haji Abdullah, Assistant Director of Planning (Ministry of Defence)
- ❖ Yang Mulia Awang Haji Mazlan bin Haji Mohd Salleh, Acting Assistant Director of Implementation and Monitoring (Ministry of Development and Ministry of Communications)
- ❖ Yang Mulia Awang Haji Omar bin Haji Mail, Acting Assistant Director of Statistics (Ministry of Industry and Primary Resources)
- ❖ Yang Mulia Awang Haji Mohd Yahya bin Haji Omar, Acting Assistant Director of Administration and Info-Communications Technology (Prime Minister's Office)
- ❖ Yang Mulia Dayang Normah binti Awang Ali, Acting Assistant Director of Implementation and Monitoring (Ministry of Finance and Ministry of Home Affairs)



- ❖ Yang Mulia Dayang Noor Ashikin bin Pehin Orang Kaya Seri Sura Pahlawan Dato Paduka Haji Mohd Tahir, Acting Assistant Director of Human Resource Development (Ministry of Education)
- ❖ Yang Mulia Dayang Hajah Zureidah binti Haji Abit, Acting Assistant Director of Planning (Ministry of Health and Ministry of Religious Affairs)
- ❖ Yang Mulia Awang Hasmiron bin Haji Md Taib, Acting Assistant Director of Administration and Info-Communications Technology (Ministry of Culture, Youth and Sports)
- ❖ Yang Mulia Awang Hairol Nizam bin Haji Abd Hamid, Acting Assistant Director of Statistics (Ministry of Foreign Affairs and Trade)

PROJECT SECRETARIATS FOR MINISTRIES

- ❖ Yang Mulia Awang Mohd Noorul Aiman bin Haji Jaman, Acting Senior Economic Officer (Ministry of Communications)
- ❖ Yang Mulia Awang Mashor bin Pehin Orang Kaya Indera Dewa Dato Paduka Haji Musa, Economic Officer (Ministry of Education)
- ❖ Yang Mulia Awang Asnawi Faisal bin Haji Kamis, Economic Officer (Ministry of Communications)
- ❖ Yang Mulia Awang Haji Yusri bin Haji Mohd Wahsalfelah, Economic Officer (Ministry of Health and Ministry of Religious Affairs) (until 30 November 2011)
- ❖ Yang Mulia Awang Mohd Munawir Shazali bin Haji Md Idris, Economic Officer (Ministry of Defence and Ministry of Culture, Youth and Sports)
- ❖ Yang Mulia Dayang Hajah Rina binti Haji Ghani, Economic Officer (Prime Minister's Office)
- ❖ Yang Mulia Dayang Nur Amani Haziqah binti Abdullah Yawang, Economic Officer (Ministry of Defence)
- ❖ Yang Mulia Pengiran Norhanidah binti Pengiran Haji Masshor, Economic Officer (Ministry of Development)
- ❖ Yang Mulia Dayang Ruzanna binti Haji Awang Buntar, Economic Officer (Ministry of Finance and Ministry of Development)
- ❖ Yang Mulia Dayang Siti Maisarah binti Haji Majid, Economic Officer (Ministry of Industry and Primary Resources)
- ❖ Yang Mulia Dayang Nur Edzalina binti Haji Idris, Economic Officer (Ministry of Religious Affairs)



- ❖ Yang Mulia Awang Muhd Azim bin Haji Abd Hamid, Economic Officer (Ministry of Communications)
- ❖ Yang Mulia Dayang Daisy Han Yee Hwe, Economic Officer (Ministry of Foreign Affairs and Trade and Ministry of Education)
- ❖ Yang Mulia Awang Mohd Edwin Khalid bin Haji Mohd Salleh, Statistics Officer (Ministry of Finance)
- ❖ Yang Mulia Dayang Siti Nuruulhimah binti Zali, Finance Officer (Ministry of Education)
- ❖ Yang Mulia Dayang Harezah binti Yakub, Economic Officer (Ministry of Home Affairs and Ministry of Foreign Affairs and Trade)
- ❖ Yang Mulia Pengiran Muhammad Fadhil bin Pengiran Dato Paduka Haji Yunus, Economic Officer (Ministry of Home Affairs)
- ❖ Yang Mulia Awangku Mohd Hazwan bin Pengiran Haji Kamarulzaman, Economic Officer (Ministry of Development)
- ❖ Yang Mulia Awang Haji Mohd Asmee bin Haji Hamid, Administrative Officer (Ministry of Communications)
- ❖ Yang Mulia Dayang Hajah Ammal Rashidah binti Haji Mohammad Yussof, Project Officer (Prime Minister's Office)
- ❖ Yang Mulia Dayang Masaida binti Buang, Project Officer (Prime Minister's Office)
- ❖ Yang Mulia Awang Mustapa bin Haji Abdullah, Project Officer (Ministry of Development)
- ❖ Yang Mulia Dayang Adibah binti Haji Abdul Rahman, Project Officer (Ministry of Religious Affairs) (until 29 September 2011)
- ❖ Yang Mulia Dayang Najihah binti Haji Osman, Project Officer (Ministry of Culture, Youth and Sports) (until 30 September 2011)
- ❖ Yang Mulia Dayang Norshahidul Roshnizah binti Haji Rosli, Acting Human Resource Development Officer (Ministry of Education)
- ❖ Yang Mulia Awang Zainuddin bin Haji Abu Bakar, Assistant Economic Officer (Ministry of Industry and Primary Resources)
- ❖ Yang Mulia Awang Haji Norsyakirin bin Haji Othman, Assistant Economic Officer (Ministry of Foreign Affairs and Trade)



- ❖ Yang Mulia Awang Aidil Firdaus bin Haji Jukin, Assistant Economic Officer (Ministry of Industry and Primary Resources)
- ❖ Yang Mulia Awang Haji Baharuddin bin Haji Wahsalfelah, Assistant Project Officer (Ministry of Culture, Youth and Sports)
- ❖ Yang Mulia Dayangku Yusdinah binti Pengiran Haji Amjah, Senior Inspector of Weights and Measures (Ministry of Home Affairs)
- ❖ Yang Mulia Dayang Hajah Rosnani binti Haji Matzin, Implementation Coordinator (Prime Minister's Office)
- ❖ Yang Mulia Dayang Marlina binti Maaruf, Implementation Coordinator (Ministry of Industry and Primary Resources)
- ❖ Yang Mulia Dayang Nor Aida binti Haji Muslim, Implementation Coordinator (Ministry of Finance)
- ❖ Yang Mulia Dayang Siti Anisah binti Haji Jahmin, Implementation Coordinator (Ministry of Health)
- ❖ Yang Mulia Awang Haji Ramlee bin Haji Omar, Senior Technician Assistant (Ministry of Defence)
- ❖ Yang Mulia Awang Mohd Salleh bin Haji Ahmad, Senior Technician Assistant (Ministry of Health)



ASSISTANTS TO PROJECT SECRETARIATS FOR MINISTRIES

- ❖ Yang Mulia Dayangku Hajah Nurolafiza binti Pengiran Daud @ Pengiran Haji Metassan, Confidential Clerk
- ❖ Yang Mulia Dayangku Norfariddah binti Pengiran Dato Paduka Haji Salim, Clerk
- ❖ Yang Mulia Dayang Norzilah binti Haji Tamit, Clerk
- ❖ Yang Mulia Dayang Hajah Suriati binti Haji Ali, Clerk
- ❖ Yang Mulia Awang Haji Abu Sufian bin Haji Abd Wahab, Clerk
- ❖ Yang Mulia Awang Bidin bin Akop, Clerk
- ❖ Yang Mulia Dayang Azarina binti Sallehen, Clerk
- ❖ Yang Mulia Awang Adizul Zahri bin Haji Burhanuddin, Clerk
- ❖ Yang Mulia Awang Dahari bin Haji Abd Manaf, Clerk



- ❖ Yang Mulia Dayang Samsiah binti Ibrahim, Clerk
- ❖ Yang Mulia Awang Bahrin bin Haji Hamdani, Clerk
- ❖ Yang Mulia Pengiran Hajah Hartini binti Pengiran Haji Aman, Assistant Clerk
- ❖ Yang Mulia Dayang Noor Rasyidah binti Umar, Office Assistant
- ❖ Yang Mulia Awang Haji Mahadini bin Haji Tudin, Office Assistant
- ❖ Yang Mulia Awang Haji Masri bin Haji Adam, Office Assistant
- ❖ Yang Mulia Awang Abd Aziz bin Haji Mohd Ali, Office Assistant
- ❖ Yang Mulia Pengiran Hassanah Hairuddin bin Pengiran Yahya, Office Assistant
- ❖ Yang Mulia Awang Hamjah bin Haji Ludin, Office Assistant
- ❖ Yang Mulia Awang Aspar bin Haji Nasir, Office Assistant
- ❖ Yang Mulia Awang Mohd Saiful Rizal bin Haji Untung, Office Assistant
- ❖ Yang Mulia Awang Mohd Sukardy bin Haji Mabob @ Haji Mahrop, Office Assistant





Tenth National Development Plan (2012-2017)



SECTION 8

PROJECTS FOR THE TENTH NATIONAL DEVELOPMENT PLAN

PROJECTS FOR THE TENTH NATIONAL DEVELOPMENT PLAN

A INDUSTRY AND COMMERCE

AGRICULTURE

Survey on Heavy Metal Pollution and Soil Erosion
Feasibility Study for the Marketing System of Major Agricultural Commodities
Feasibility Study for the Establishment of Food Development Centre
Development and Improvement of Rural Agricultural Farm Infrastructure
Improvement of Infrastructure of Agricultural Plantations
Improvement in Packing Technology of Agrifood Products
Export Market for Poultry Industry
Development of a High Technology Farming System
Development of Fruit Industry
Development of Vegetable Industry
Ornamental Horticulture and Floriculture Development
Ornamental Horticulture and Floriculture Development - Phase II
Redevelopment of Agricultural Stations
Post-harvest Technological Development Phase II
Poultry Technological Development – Kampongs' Poultry Farming (Breeding, Egg and Meat)
Product Development and Processing
Control on Plants Poison Oddments
Certification of Free From Animal Diseases Status
Integrated Management of Plant Pests
Control of Plant Diseases
Improvement of Infrastructure at Agricultural Development Areas
Improvement on Animal Quarantine Capacity/Capability – Livestock and Crops
Improvement in Development of Agricultural Sites
Improvement on Crop Quarantine Capability
Improvement on Local Paddy Quality and Production
Agricultural Support Schemes
Development Scheme for Broiler Chicken Industry - Phase II
Development Scheme for Cluster Agricultural Plantation
Development Scheme for Agricultural Research and Development
Development of Agricultural BioTechnology and Agri-Food
Development Scheme for Paddy Production

FORESTRY

Inventory and Silvicultural Improvement of Natural Forest Products
Inventory and Silvicultural Improvement of Natural Forest Products Stage 2
National Forest Resource Industry
Forestry Patrol Road to Control and Monitor Transborder Forest
Upgrading of Public Facilities at Selirong Island Forest Recreation Park Stage 2
Upgrading of Public Facilities in Forest Recreational Parks Stage 3
Development and Upgrading of Forest Recreational Parks Stage 2

Development of Sawn Timber Plantations, Stage 2 and Rattan
 Development of Tropical Forest Biodiversity Centre
 Construction of Inspection Station for Forest Production – Phase II
 Rehabilitation of Wasteland Stage 3
 Master Plan for Eco-Tourism Sites
 Development and Management of Forest Resources Programme
 Forest Road Network Stage 2
 Control and Inspection Station for Forest Production

FISHERIES

Marine Eco-Tourism – Marine Park
 Offshore Aquaculture Industry
 Prawn Breeding Industry Phase II
 Prawn Breeding Industry Phase III
 Fishery Quarantine Laboratory, Diagnostic Laboratory and Fishery Bio
 Technology Research Centre
 Improvement of Industry Productivity
 Importation of Oyster Seeds
 Marine Ecosystem and Environmental Management
 Provision of Basic Facilities for Fishery Industrial Sites
 Regional Centre for Operation, Import and Export of Fishery Production
 Development Scheme for Capture Industry

INDUSTRIAL DEVELOPMENT

Land Alienation
 Foreign Direct Investment - Business Clusters - Build & Lease and
 Common Users Utilities
 Small and Medium Enterprise (SME) Development Fund
 Support Scheme for Tourism Industry Development
 Innovation and Commercialisation
 Small Scale Bridge at Beribi Industrial Site
 Lambak Kanan West Industrial Area
 Infrastructure Facilities and Services at Pekan Belait Industrial Site
 Infrastructure Facilities and Services at Sungai Bera Industrial Site
 Sungai Liang Authority (SLA) Legal Services Cost
 Upgrading of Kuala Lurah Industrial Site Infrastructure and Facilities
 Upgrading of Seramangun, Tutong Industrial Site Infrastructure and Facilities
 Providing Additional Basic Infrastructure for Aquaculture Industrial Site
 Development and Infrastructure - Industrial Sites
 Development and Promotion of Tourism Sector
 Establishment of Calibration and Testing Laboratory of the National Standards
 Centre
 Development of Pulau Muara Besar - Phase II
 Development of Lambak Kanan East Industrial Site
 Development of Brunei Bay (Pulau Muara Besar)
 Construction of Sg Liang Jetty
 Incubation and Primary Resource Excellence Management
 Increasing Compliance to International Standards by Local SMEs
 Provision of Tourism Industry Facilities

Development of Enterprise Sites
 Development of New Industrial Sites
 Kampong Ayer Cultural and Tourism Centre
 Agro Technology Park
 Lambak Industrial Site
 Serasa Industrial Area ABC
 Sungai Liang Industrial Site

COMMERCE AND ENTREPRENEURIAL DEVELOPMENT

Stalls in Brunei Muara District
 Improvement and Upgrading of Gadong Market and Its Area
 Mix Marketing Development for Local Products
 Development of Marketing Agency
 Industrial Promotion and Entrepreneurial Development: Industrial and Trade Promotion Programme
 Cooperative Development Scheme

B TRANSPORT AND TELECOMMUNICATIONS

ROADS

Bridge and Link Road from Old Airport Area to Menglait
 Jerudong-Tungku Link Road
 Tanah Jambu Link Road – Phase II
 Construction of Flyover Bridge at Highway Junction
 Study on the Construction of Roads and Bridges Linking Brunei-Muara and Temburong District
 Seria By-Pass Dual Carriageways
 Third Carriageway on Sultan Haji Hassanal Bolkiah Highway
 Upgrading and Widening of Primary Roads
 Upgrading and Repair of Road Dividers and Access Roads
 Upgrading of Bridges
 Upgrading of Bridges - Phase II
 Rehabilitation of Asphalt Roads in Brunei Muara District
 Improvement of Residency Road
 Construction of Road to the Construction Industry Placement - Kampong Lambak A
 Tungku - Jerudong Link Road Phase II
 Construction of Slip Road at Tungku Link Flyover towards Universiti Brunei Darussalam (UBD) Campus
 Construction of Roundabout Slip Road near Jame 'Asr Kampong Kiarong
 Construction of Tutong – Seria Road, Stage 3 Telisai - Lumut Link Road
 Construction of Bridge Link from Sungai Kebun to Residency Road
 Construction of Flyover at Jln Gadong / Jln Telanai Junction

CIVIL AVIATION

Rehabilitation of Runway at Brunei International Airport
 Upgrading of Security Control Equipments at Brunei International Airport
 Setting Up of X-Ray Access Control Machines at Airport Employees Entry Point

Infrastructure Development Plan, Improvement of Airport / Aerodrome
Facilities and Services
Transformation of Brunei International Airport

MARINE AND PORTS

Inland Container Depot (ICD) including Repairing and Cleaning Container
Port Security Building
Pull Harbour Tug and Aluminium Pilot Launch
Extension of the Department of Ports Headquarters Building
Additional Sailing Signs at Temburong River
Supply of Container Handling Forklift and Primemovers with Trailers
Service and Export Hub, Muara Port
Additional/Extension of 150-200 Container Berth/Wharf at Muara
Container Terminal (MCT)
Additional Quay Crane for New Additional Container Berth at MCT
Structural Integrity Test for Muara Port Wharf

TELECOMMUNICATIONS

Southeast Asia - Japan Submarine Cable System
Broadband Infrastructure

RADIO AND TELEVISION

RTB New Broadcasting Complex - Phase I and II
RTB New Broadcasting Complex (Phase III) and New Auditorium
Digital Transmission Infrastructure
Digital Transmission Infrastructure - Phase II

POSTAL SERVICES

Belait Postal Depot
Post Offices – Lambak, Rimba and Jerudong

C SOCIAL SERVICES 'A'

EDUCATION

New Building for Mulaut Primary School
Building for Kampong Sungai Akar and Kampong Lumut Belait Secondary School
Brunei Institute of Technology - Phase III
Preliminary Works for Higher Education Institute
External Infrastructure Works of Meragang Secondary School Site
ICT Lab for Universiti Brunei Darussalam
Jefri Bolkiah College of Engineering, Kuala Belait - Phase I
Sultan Saiful Rijal Technical College - Phase I
Rebuilding of Pintu Malim Primary School Building
Rebuilding of Temporary School Buildings and Schools in Kampong Ayer - Phase I
Rebuilding of Paduka Seri Begawan Sultan Science College Jalan Muara
Upgrading of Primary Schools Building and Infrastructure Phase I
Upgrading of School Building and Ministry of Education Housing throughout the
Country



Upgrading and Renovation of Sport Facilities for Secondary Schools, Colleges and Vocational Institutes throughout the Country
 Upgrading of Primary Schools - Orang Kaya Setia Bakti Kilanas; Tanah Jambu; Sultan Abdul Bubin, Sungai Besar; Sultan Umar Ali Saifuddien, Muara; Bengkurong; and Pengkalan Batu
 Construction and Upgrading of Sultan Saiful Rijal Technical College - Phase II
 Construction and Upgrading of Mechanical Training Centre - Phase II
 Construction and Upgrading of Secondary Schools, Colleges and Sixth Form Centres
 Construction and Upgrading of Katok 'B' Primary School - Phase II
 Construction and Upgrading of Perpindahan Rimba III Primary School - Phase II
 Construction and Upgrading of PSB SOAS Belait Primary School - Phase II
 Construction and Upgrading of Sultan Sharif Ali Islamic University
 Construction of Hall, Chancellor's Office and Computer Centre for ITB
 Construction of Seri Begawan Religious Teachers University College
 Construction of Arabic Secondary School Kampong Katok
 Construction of Rataie Secondary School, Temburong
 Construction of Kampong Bolkiah Religious School
 Construction of Religious School for Mentiri National Housing Scheme
 Mechanical Training Centre - Phase I
 Sixth Form Centres - Tutong, Belait and Sengkurong
 Laboratory Infrastructure Network II for New Secondary Schools
 Laboratory Infrastructure Network II for New Primary Schools
 Science Secondary School - Kuala Belait and Kupang, Tutong
 Kampong Katok 'A' Primary School - Phase II
 Primary Schools in Housing Areas - Lambak Kanan, Kampong Rimba III and Kampong Katok B
 PSB SOAS Primary School, Belait
 Wasan Vocational School
 Religious Schools and Arabic Preparatory Schools
 Extension to Building Blocks and Universiti Brunei Darussalam Gen Next Programme
 Extension to Vocational School - Sultan Bolkiah, Seria - Phase I



MEDICAL AND HEALTH

Pharmaceutical Services Building
 Building for Pandan Health Centre, Kuala Belait
 National Medical and Health Store
 New Hospital for Women and Children (Phase I)
 Mycobacteriology and Virology Services Laboratory
 Scientific Laboratory and Public Health Laboratory
 Upgrading of Hospital and Replacement of Health Equipments
 Upgrading of Pengiran Isteri Hajah Mariam Hospital
 Upgrading of Wards and Facilities at Raja Isteri Pengiran Anak Saleha (RIPAS) Hospital Phase II
 Ministry of Health Master Plan
 Equipment for New Women and Children Hospital Phase I
 Renovation Project for Building Upgrade
 Dialysis Centre Tutong
 Health Centres - Lambak Kanan, Rimba Gadong and Pengkalan Batu



Sultan Omar Ali Saifuddien (SOAS) Kg Sungai Kebun Health Centre Dental Centre
 New Children Development
 Centre for National Tuberculosis Programme
 Medical Transfusion Centre
 Ward and Facilities at RIPAS Hospital
 Ward and Facilities at Suri Seri Begawan, Kuala Belait Hospital - Phase IV

RELIGIOUS AFFAIRS

Construction of Kampong Ukong Mosque
 Construction of Lumut I Mosque
 Construction of Mosques at Kampong Madang/Manggis, Mulaut, Sungai Akar, Batong and Tungku/Katok
 Provision of Prayer Areas in Religious Schools
 Mentiri National Housing Scheme Religious School
 Extension to Kampong Keriam Mosque
 U.S.A.I. (Upgrading and Sustaining of Asset and Infrastructure) – Mosques and Schools

HUMAN RESOURCE DEVELOPMENT

Human Resource Fund
 Social and Economic Study
 Industrial Internship Programme
 Programme Curriculum and Assessment for SPN21
 Agribusiness Entrepreneurial Development Programme

D SOCIAL SERVICES 'B'

GOVERNMENT HOUSING

Construction of 2 Blocks of Housing for Forestry Department in Andulau (Class F Flats - 6 units/blocks)
 Construction of 3 Flats (6 units) for Agriculture Department
 Construction of Government Housing
 Flats for Postal Service Department – Limau Manis

PUBLIC FACILITIES AND ENVIRONMENT

Mukim Bangar Community Hall
 Mukim Kiudang Community Hall
 Menunggol Multipurpose Hall
 Construction of base camp at Brunei Darussalam's Border
 Upgrading of Bus and Taxi Terminal, Seria
 Monitoring of Air Quality in Brunei Darussalam including Ambience and Along the Roads
 Landslide Rehabilitation Around Driving Circuit
 Development of New Waste Diposal Site in Brunei Muara Area
 Development of New Waste Diposal Site in Temburong Area
 Cleaning up of Brunei River

Construction of Multipurpose Hall for Narcotics Control Bureau
 Construction of 2 Multipurpose Workshops at the Youth Development Centre
 Field and Running Track for the Youth Development Centre
 Construction of Youth Park at the Hassanal Bolkiah National Sports Complex
 Construction of Stone Revetment Wall along Danau Beach
 Construction of Bus Terminal
 Rehabilitation of Coastal Protection Works for Pelompong Spit
 Stabilisation of Tutong River Estuary Phase III
 Display for Maritime Museum
 Protection of Brunei Steep Slope and Control of Meragang Beach Erosion
 Water Quality Monitoring Network of Brunei River, Belait River, Tutong River and Temburong River
 Pantai Serasa Recreational Development
 Tutong Central Area Improvements

NATIONAL HOUSING

Bulk Services Basic Facilities
 Infrastructure and General Housing Works
 Kampong Bukit Beruang, Tutong National Housing
 Kampong Keriam, Tutong National Housing
 Kampong Keriam, Tutong National Housing
 Kampong Lambak Kanan, Brunei Muara National Housing
 Kampong Lorong Tengah Seria, Belait National Housing
 Kampong Lugu National Housing – Phase I
 Kampong Lugu National Housing – Extension
 Kampong Lumut/Sungai Liang, Belait National Housing
 Kampong Meragang, Brunei Muara National Housing
 Kampong Pandan, Belait National Housing
 Kampong Rataie, Temburong National Housing
 Kampong Tanah Jambu, Brunei Muara National Housing
 Mengkubau, Brunei Muara National Housing
 Kampong Ayer Resettlement Scheme at Kampong Katok 'B'
 Kampong Ayer Resettlement Scheme at Kampong Lumapas 'A'
 Resettlement and Housing Scheme, Kampong Rimba
 Kampong Sungai Buloh/Tanah Jambu Kanan Landless Indigenous Citizen Housing Scheme

E PUBLIC UTILITIES

ELECTRICITY

High Voltage Cable Fault-Finding Instrument
 High Voltage Circuit
 Lumut Power Station Rejuvenation Works
 Power Renew and Upgrade
 Installation of Street Lighting throughout the Country
 Extension toExpansion of Gadong 2 Power Station
 Reinforcement of 11KV/415V Daerah Brunei Muara District

Reinforcement of 11KV/415V Daerah Kuala Belait District
 Reinforcement of 11KV/415V Daerah Temburong District
 Reinforcement of Twin Circuits 66kV from 66/11kV Substesen Mentiri to 66kV/11kV
 New Muara Substation
 Strategic Reinforcement and Replacement of Cable, Switchgears, Ring Main Unit & Transformers
 Electricity Supply Network Asset/Inventory Management and Data Procurement System
 Upgrading of 66kV Transmission Overhead Line between GPS 1 and Tutong 66kV S/S
 Upgrading of 66kV Transmission Overhead Line between GPS 1 and Muara 66kV S/S
 Generation Projects
 National Load Despatch Centre
 11KV/415V Distribution Network

SANITATION

Improvement of Sewerage Treatment Plant
 Improvement of Sewerage Treatment Plants

- Pandan – Phase II
- Gadong – Phase II
- Pintu Malim
- Seria – Phase II
- Lumut

Sewerage Schemes

- Kampong Berangan, Kianggeh and Subok
- Kampong Menglait, Batu Bersurat and Pengkalan Gadong
- Bandar Tutong
- Bangar, Temburong
- Kampong Kiulap
- Kampong Beribi
- Kampong Kiarong
- Jalan Manggis Satu and Jalan Manggis Dua
- Kampong Pandan Utara
- Kampong Mumong
- Kampong Telanai, Madewa, Bunut and Bengkurong
- Jalan Berakas from Jalan Kustin until Simpang 412 Jalan Berakas
- Kampong Lumut
- Kampong Telisai

Extension of Sewerage Schemes throughout the Country

WATER SUPPLY

Source Improvement Works for Belait Water Supply – Kargu Dam
 Source Improvement Works for Brunei Muara and Tutong Water Supply – Ulu Tutong Dam
 Supply and Installation of New Main Water Pipes from Bukit Barun to Brunei Muara (along Tutong-Brunei Muara Highway)
 Supply and Installation of Screening Technology at Bukit Barun Water Treatment Plant

Supply and Replacement of Water Pipes throughout the Country
Construction of Water Treatment Plant, Raw Water Pump Station, Water Reservoir and Clean Water - Bukit Barun Stage 7
Enhancement of Services Control Centre for Brunei Muara, Tutong, Kuala Belait and Temburong
Improvement of Water Storage Capacity for Mengkubau Dam
Improvement of Water Treatment Plants throughout the Country
Improvement of Water Resource for Belait District Water Supply – Ulu Belait Dam
Construction of Additional Water Treatment Plant Sungai Liang
Construction of New Water Reservoir Terminal
Construction of Water Reservoirs throughout the Country
Survey Mapping for Water Catchment Area and New Works
Planned Maintenance System
Tambahan Mengkubau Water Treatment Plant
Temburong Riverfront

DRAINAGE

Study for the Establishment of Hydrological Centre
Study on Major Rivers Sedimentation
Drainage Works at Kampong Selayun and Sengkurong
Drainage Works at Sungai Menglait Phase II
Drainage Works at Sungai Kedayan Phase V
Cleaning and Deepening of Temburong River
Construction of Concrete Drains at Kampong Tanjong Bunut Area
Construction of Concrete Drains at Kampong Sungai Tilog and Kampong Salambigar Areas, Jalan Muara
Upgrading of Drainage System at Town Centre, Bandar Seri Begawan
Upgrading of Drainage System at Sungai Bebhun
Upgrading of Drainage System at Mukim Lumut and Belait
Drainage Improvement at Kampong Lumapas
Drainage Improvement at Kampong Lumapas Phase II
Drainage Improvement at Sungaia Belaban, Kampong Tungku - Phase II
Drainage Improvement at Sungai Damuan (Kampong Lugu Housing Scheme)
Drainage Improvement at Sungai Mentiri
Drainage Improvement at Pekan Tutong - Phase II
Improvement of Drainage Structure towards Sea at Belait River
Construction of Concrete Drains and Retaining Ponds – Damuan Catchment
Kampong Ban/Mulaut Flood Alleviation Project Phase II
Flood Mitigation Scheme at Pekan Seria, Belait District – Phase II
Subok – Belimbing Flood Mitigation Scheme Phase IV
Kampong Belimbing and Subok Catchment Flood Mitigation Scheme - Stage 3
Temburong Flood Mitigation Scheme - Phase II
Flood Mitigation Scheme at Tutong River
Kampong Jangsak Drainage Scheme - Phase II

F PUBLIC BUILDINGS

Fire Station at Kampong Petani, Tutong
New Building for Department of Environment, Parks and Recreation and
Department of Town and Country Planning
New Building for Department of Sanitation and Drainage
New Building for Electrical Services Office Pusar Ulak and Bunut Branch
Anti Corruption Bureau Building
Department of Labour Headquarters Building
Brunei Museums Department Headquarters Building
Temburong District Office Building
Building for Royal Customs and Excise Department, Belait District
Building for Department of Economic Planning and Development
Building for Embassies and High Commissions Abroad
Building for Brunei Embassy Complex in Japan
Religious Activities Centre and Office, Temburong District
Customs Office Building Sungai Tujoh
Royal Customs and Excise Building, Sungai Lampai
Extension to Information Department Headquarters Building
Extension to Brunei Muara District Office Building
Extension to Islamic Propagation Centre Building
Upgrading of State Store Building Complex, Gadong
Upgrading of Language and Literature Bureau Library Building, Bandar Seri
Begawan
Refurbishment of Public Works Department Headquarters
Upgrading of Pulaie Welfare Home Complex
Office of the Ministry of Foreign Affairs and Trade
Construction of 1 Additional Block for Ministry of Health
Fire Station and Housing - Kampong Bukit Beruang and Kampong Mentiri
Construction of Courts Building Tutong District
Land Transport Department Complex – Belait District Branch
Construction of Prime Minister's Office Building Complex
Brunei Embassy Complex in Jakarta, Indonesia including Office, Official and
Staff Residence
Construction of Office Building and Official Residence for Embassies Abroad
Maraburong Prison Phase III
Youth Development Centre Phase III - Facilities and Infrastructure
Retention and Rehabilitation Centre, Internal Security Department
Extension to Printing Department Building
Extension to Ministry of Religious Affairs Building
Labu Immigration Checkpoint, Labu, Temburong

G SCIENCE & TECHNOLOGY, RESEARCH & DEVELOPMENT AND INNOVATION

Science, Technology and Innovation Research Fund
Privatisation / Corporatisation Fund
Study on Early Education Programme
Study on Science Promotion Centre

Study and Preparation of Regulation and Legislation Document for Livestock and Crops Industry
 Feasibility Study on Central Research Laboratories
 Feasibility Study for Construction of Roads throughout the Country
 Feasibility Study on the Construction of Integrated Hazardous and Toxic Waste Treatment and Disposal System
 Feasibility Study on Developing Macroeconomic Model for Brunei Economy
 Feasibility Study on Flood Prevention throughout the Country
 Study on Upgrading Road Infrastructure
 Study on Domestic Gas Supply Obligation
 Social and Economic Study
 Study on Primary Resources
 Macroeconomic Model for Brunei Darussalam Phase II
 Master Plan for Knowledge Based Economy (KBE)
 Privatisation Master Plan
 Master Plan and Local Plans
 Local Plans for Mukim
 Construction of Interchange at Muara – Tutong Highway / Meragang Housing
 Production of Hydrographic Paper Navigational Chart and Electronic Navigational Chart
 Certification of Quality Management System
 Detailed Survey for Main Towns and Underground Facilities
 Detailed Survey on Earth Pattern for National Housing Areas throughout the Country
 Preparation and Reviews of Plan for Brunei Muara District
 Science, Technology and Innovation Research and Development
 Equipments for Science, Technology and Innovation Research
 Hydrocarbon Data Management Information System (HDMIS) - Phase II
 Development Programme for Science and Technology
 Quality Management System (PBD ISO 9001-2000)

H INFO-COMMUNICATION TECHNOLOGY

e-Services Infrastructure Phase II – Technology Refresh for all Secondary Schools
 e-Services Infrastructure Phase II – Technology Refresh for all Primary Schools
 ICT Business Development in Brunei Darussalam - Provision of Public Key Infrastructure (PKI), ICT Competency Programme and e-Business Industry Development Scheme
 ICT Infrastructure and Additional System for New Missions Abroad - Phase II
 IT Network Infrastructure
 e-Defence Integration
 Interactive White Board (IWB) for Teaching and Learning II
 Remote Disaster Recovery Facilities for PMO's Data Centre
 ICT Labs and Training
 Expansion and Enhancement of PMO'S Data Centre Capacity and Services
 DEFLIS Enhancement
 Multimedia Development
 Commissioning of the Planning Information Databank (Phase II)
 Expansion of PMONet Infrastructure for the Royal Brunei Police Force - Phase II

Audio Visual Technology at Civil and Syariah Courts
 Road Safety Monitoring System and Data Collection
 Water Supply Management System
 Water Pipe Network Management System - Kuala Belait
 Establishment of Spatial Data Infrastructure
 ICT Hardware and Peripherals for Ministry of Education New Headquarter Office
 ICT Hardware and Peripherals for New Primary and Secondary Schools
 (Administration and Libraries)
 IT Hardware and Peripherals – Phase IV
 EG Agencies Services (EGAS) – Ministry of Communication
 EG Agencies Services (EGAS) – Prime Minister’s Office
 EG Agencies Services (EGAS) – Ministry of Home Affairs
 EG Agencies Services (EGAS) – Ministry of Foreign Affairs and Trade
 EG Agencies Services (EGAS) – Ministry of Religious Affairs
 EG Agencies Services (EGAS) – Ministry of Culture, Youth and Sports
 EG Agencies Services (EGAS) – Ministry of Health
 EG Agencies Services (EGAS) – Ministry of Finance
 EG Agencies Services (EGAS) – Ministry of Development
 EG Agencies Services (EGAS) – Ministry of Education
 EG Agencies Services (EGAS) - Ministry of Industry and Primary Resources
 EG Agencies Services (EGAS) - Ministry of Defence
 EG Bandwidth Services (EGBS)
 Implementation of Facilities Management System for Department of Planning
 and Estate Management, Ministry of Education
 Radio Frequency Identification (RFID) Technology Development Program
 Radio Frequency Identification (RFID) Technology Development Program at UBD
 ICT Projects for Brunei Institute of Technology Brunei (ITB)
 ICT Projects for Seri Begawan Religious Teachers University College
 ICT Projects for Sultan Sharif Ali Islamic University
 e-Government Centre
 Disaster Recovery Centre at E-Government National Centre with Hardware,
 Software and Related Accessories
 e-Forensic and Cyber Surveillance System for Royal Brunei Police Force
 e-Consular System with Hardware, Software and Related Accessories for
 Missions Abroad
 Narcotic Information Management System
 Labour Market Information System
 Performance Management Information System
 Mobile Teaching and Learning System (MOBITEL II)
 Fishing Vessel Monitoring System
 Improvement of Asset Management for Sanitation Phase II
 e-Scholarship Management System
 Judiciary Electronic Case Management System
 Estate Management System
 State Invitation Management System
 Marine Protected Areas Management System
 Co-Curriculum Management System II
 Syariah Court Management System
 Land Information System
 Research Education Data Mining and Analysis System (REDA)

I SECURITY

ROYAL BRUNEI ARMED FORCES (RBAF)

Feasibility Study for Artillery Regiment
 Feasibility Study for Regiment Armour
 Master Plan for Temburong Camp Fourth Battalion
 Study on the Rebuilding of Berakas Garrison
 Future Explosive Ordnance Training Area
 Special Force Regiment Camp - Phase I
 Development of Military Academy
 Expansion of Ammunition Storage - Phase II
 Construction of Building Facility at Royal Brunei Naval Base
 Construction of Medium Range Air Defence Building
 Construction of New Mechanical Workshop for Royal Brunei Naval Base
 Construction of Air Movement Centre
 Construction of RBAF Residence
 Naval Base: Package 2
 Ammunition Weapons Storage
 Defence Science Centre

POLICE

Police Shooting Club Facilities
 Renovation of Officers Mess, Royal Brunei Police Force and Banquet Hall
 Construction C.Q.B. Range
 Construction of Police Academy - Phase I
 Construction of Special Force Unit Building
 Construction of Marine Jetty and Housing Kuala Belait
 Construction of New Police Headquarters Building, Gadong
 Construction of Police Housing Complex at Lambak Kanan Housing Area
 Construction of Housing for Department of Special Force at Kampong Sungai Akar
 Construction of SPO Flat - Limau Manis Police Station

Appendices

TABLE 9.1
BRUNEI DARUSSALAM POPULATION, 2008-2011

POPULATION DATA	2008	2009	2010	2011 ^(p)
Total (thousand)	398.0	406.2	414.4	422.7
Male	211.0	215.0	219.1	223.3
Female	187.0	191.2	195.3	199.4
Annual Rate of Increase	2.1	2.1	2.0	2.0
Population by Residential Status (thousand)				
Brunei Citizens	257.0	262.9	268.6	274.0
Permanent Residents	32.2	32.8	33.3	34.1
Temporary Residents	108.8	110.5	112.5	114.6
Population Density (per square kilometre)	69	71	72	73
Population by Racial Group (thousand)				
Malay	265.1	269.4	273.6	277.8
Chinese	43.7	44.6	45.4	46.1
Others	89.2	92.2	95.4	98.8
Population By District (thousand)				
Brunei Muara	276.6	283.3	290.1	296.5
Belait	66.0	67.1	68.3	69.6
Tutong	45.3	45.7	45.8	46.3
Temburong	10.1	10.1	10.2	10.3
Population Median Age (year)	26.4	26.6	26.8	27.3
Population by Age Group (thousand)				
0-4	35.2	34.7	35.4	35.1
5-19	105.3	106.4	106.5	107.3
20-54	227.1	232.5	237.8	242.7
55-64	17.2	18.8	20.3	22.6
65 & Over	13.2	13.8	14.4	15.0

(p) provisional

Source: Department of Economic Planning and Development, Prime Minister's Office

TABLE 9.2
LABOUR FORCE AND EMPLOYMENT IN BRUNEI DARUSSALAM, 2006-2009

SECTOR	2006	2007	2008	2009	Average Annual Growth Rate (2007-2009)	Employment Creation (2007-2009)
Total Labour Force (no. of person)	181,700	184,800	188,800	194,800	2.3	na
Total Employed in Public and Private Sectors (no. of person)	174,400	178,500	181,800	188,000	2.5	13,600
Public Sector	67,078	53,167	54,390	66,842	(0.1)	(236)
Private Sector	107,322	125,333	127,410	121,158	4.1	13,836
Labour Force Participation Rate (%)	68.4	67.8	67.8	68.2	na	na
Total Unemployed (no. of person)	7,300	6,300	7,000	6,800	(2.3)	na
Unemployment Rate (%)	4.0	3.4	3.7	3.5	na	na

na: not applicable

Source: Department of Labour, Civil Service Department and Department of Economic Planning and Development, Prime Minister's Office

Note: Government Service does not include daily-paid employees, Royal Brunei Armed Forces and the Royal Brunei Police Force.

TABLE 9.3
AVERAGE ANNUAL GROWTH RATES OF GROSS DOMESTIC PRODUCT
BY TYPES OF ECONOMIC ACTIVITY DURING RKN6, RKN7, RKN8 AND RKN 2007-2012

SECTOR	AVERAGE ANNUAL GROWTH RATES (%)			
	RKN 6 1991-1995	RKN 7 1996-2000	RKN 8 2001-2005	RKN 2007-2012*
I. AGRICULTURE, FORESTRY AND FISHERY	1.7	6.9	7.0	(0.2)
II. INDUSTRIAL SECTOR	3.7	0.9	1.3	(3.6)
1. Mining	3.1	1.6	0.7	(4.8)
2. Manufacturing	3.9	2.5	1.3	(2.1)
3. Construction	8.2	(11.9)	8.4	2.7
4. Electricity & Water	7.3	6.2	3.3	3.6
III. SERVICES SECTOR	2.2	2.0	3.3	4.5
1. Transport & Communication	2.5	2.9	2.1	7.6
2. Trade	(3.7)	(1.6)	5.5	5.4
3. Finance	4.1	4.8	5.3	1.5
4. Real Estate & Ownership of Dwellings	4.0	6.1	0.9	1.5
5. Private Services	3.8	3.3	4.5	4.1
6. Government Services	2.8	0.8	2.7	4.9
GROSS DOMESTIC PRODUCT	3.2	1.3	2.1	(0.3)

*Data for 2007-2010

Source: Department of Economic Planning and Development, Prime Minister's Office

TABLE 9.4
GROSS DOMESTIC PRODUCT AND PER CENT DISTRIBUTION
BY TYPES OF ECONOMIC ACTIVITY AT CURRENT PRICES, 2006-2010

ECONOMIC ACTIVITY	2006		2007		2008		2009		2010	
	BND Million	Per cent Distribution %	BND Million	Per cent Distribution %	BND Million	Per cent Distribution %	BND Million	Per cent Distribution %	BND Million	Per cent Distribution %
GROSS DOMESTIC PRODUCT (GDP)	18,225.8	100.0	18,458.5	100.0	20,397.9	100.0	15,611.1	100.0	16,867.3	100.0
Oil and Gas sector	12,491.0	68.5	12,332.9	66.8	14,300.0	70.1	9,417.0	60.3	10,461.8	62.0
Oil and gas mining	10,768.4	59.1	10,603.7	57.4	11,672.0	57.2	7,389.7	47.3	8,571.7	50.8
Manufacture of liquefied natural gas (LNG)	1,722.6	9.5	1,729.3	9.4	2,628.0	12.9	2,027.3	13.0	1,890.1	11.2
Non-oil and Gas Sector	5,734.7	31.5	6,125.5	33.2	6,097.8	29.9	6,194.1	39.7	6,405.5	38.0
Government	2,008.5	11.0	2,239.3	12.1	2,152.2	10.6	2,189.7	14.0	2,312.5	13.7
Private	3,726.2	20.5	3,886.2	21.1	3,945.6	19.3	4,004.4	25.7	4,093.0	14.3
Non-oil and Gas Sector	5,734.7	31.5	6,125.5	33.2	6,097.8	29.9	6,194.1	39.7	6,405.5	38.0
Vegetables, fruits & other agricultural produce	20.5	0.1	24.6	0.1	29.9	0.1	29.1	0.2	28.8	0.2
Livestock and poultry	37.9	0.2	41.3	0.2	46.2	0.2	51.7	0.3	45.9	0.3
Forestry	5.4	0.0	4.9	0.0	6.6	0.0	6.7	0.0	2.9	0.0
Fishery	64.9	0.4	56.5	0.3	46.9	0.2	54.2	0.3	50.6	0.3
Manufacture of apparel & textiles	124.0	0.7	116.4	0.6	103.2	0.5	80.0	0.5	57.6	0.3
Other manufacturing	78.7	0.4	70.5	0.4	64.9	0.3	73.5	0.5	87.8	0.5
Electricity and water	103.8	0.6	111.5	0.6	115.0	0.6	122.0	0.8	131.5	0.8
Construction	539.5	3.0	530.4	2.9	534.4	2.6	518.1	3.3	524.1	3.1
Wholesale and retail trade	486.3	2.7	549.0	3.0	558.0	2.7	591.2	3.8	623.2	3.7
Water transport	172.3	0.9	149.5	0.8	145.5	0.7	161.1	1.0	157.2	0.9
Air transport	114.9	0.6	116.6	0.6	114.3	0.6	123.9	0.8	122.6	0.7
Other transport services	69.2	0.4	95.8	0.5	108.5	0.5	105.6	0.7	122.7	0.7
Communication	147.2	0.8	149.5	0.8	165.2	0.8	165.4	1.1	173.8	1.0
Finance	552.8	3.0	579.0	3.1	593.2	2.9	573.8	3.7	583.4	3.5
Real estate & ownership of dwellings	415.4	2.3	427.2	2.3	433.3	2.1	429.9	2.8	438.4	2.6
Hotels and restaurants	66.6	0.4	57.7	0.3	57.5	0.3	72.2	0.5	74.1	0.4
Private health and education services	108.9	0.6	107.2	0.6	100.1	0.5	126.8	0.8	132.2	0.8
Business services	524.3	2.9	599.2	3.2	619.8	3.0	614.9	3.9	612.9	3.6
Domestic services	50.8	0.3	51.3	0.3	51.9	0.3	51.9	0.3	53.7	0.3
Other private services	43.0	0.2	48.0	0.3	51.2	0.3	52.5	0.3	69.7	0.4
Government services	2,008.5	11.0	2,239.4	12.1	2,152.2	10.6	2,189.7	14.0	2,312.5	13.7

Source: Department of Economic Planning and Development, Prime Minister's Office

TABLE 9.5
GROSS DOMESTIC PRODUCT AND GROWTH RATES
BY TYPES OF ECONOMIC ACTIVITY AT CONSTANT PRICES, 2006-2010

ECONOMIC ACTIVITY	2006		2007		2008		2009		2010	
	BND Million	Growth Rates %	BND Million	Growth Rates %	BND Million	Growth Rates %	BND Million	Growth Rates %	BND Million	Growth Rates %
GROSS DOMESTIC PRODUCT (GDP)	11,967.8	0.2	11,986.3	(6.9)	11,753.9	(1.9)	11,546.4	(1.8)	11,846.5	2.6
Oil and Gas sector	6,469.9	6,023.7	(6.9)	(6.2)	5,650.5	(6.2)	5,388.5	(4.6)	5,504.6	2.2
Oil and gas mining	4,977.3	4,577.2	(8.0)	(9.3)	4,150.5	(9.3)	4,008.8	(3.4)	4,075.0	1.7
Manufacture of liquefied natural gas (LNG)	1,492.6	1,446.5	(3.1)	3.7	1,500.0	3.7	1,379.7	(8.0)	1,429.6	3.6
Non-oil and Gas Sector	5,497.9	5,962.6	8.5	2.4	6,103.4	2.4	6,157.9	0.9	6,341.9	3.0
Government	1,977.6	2,206.5	11.6	2.7	2,266.8	2.7	2,297.9	1.4	2,388.2	3.9
Private	3,520.2	3,756.1	6.7	2.1	3,836.6	2.1	3,860.0	0.6	3,953.7	2.4
Non-oil and Gas Sector	5,497.9	5,962.6	8.5	2.4	6,103.4	2.4	6,157.9	0.9	6,341.9	3.0
Vegetables, fruits & other agricultural produce	27.3	28.6	4.8	23.5	35.3	23.5	33.9	(3.9)	34.4	1.3
Livestock and poultry	49.4	50.8	3.0	3.3	52.5	3.3	59.0	12.4	55.9	(5.3)
Forestry	5.4	4.9	(8.5)	6.6	6.6	33.4	6.7	1.6	2.9	(57.1)
Fishery	52.2	43.9	(16.0)	38.6	(11.9)	41.0	6.2	39.3	(4.3)	(52.1)
Manufacture of apparel & textiles	135.0	137.0	1.5	(3.6)	132.1	(3.6)	90.4	(31.5)	43.3	(52.1)
Other manufacturing	83.8	75.5	(9.9)	73.5	(2.7)	68.6	6.6	89.6	30.6	30.6
Electricity and water	85.9	88.2	2.7	0.9	89.0	0.9	94.6	6.3	98.9	4.6
Construction	440.8	488.9	10.9	1.8	497.6	1.8	477.4	(4.0)	488.7	2.4
Wholesale and retail trade	498.8	558.1	11.9	0.5	561.0	0.5	586.4	4.5	612.8	4.5
Water transport	144.5	165.1	14.2	7.9	178.1	7.9	200.2	12.4	200.5	0.1
Air transport	71.6	72.1	0.6	(2.2)	70.5	(2.2)	72.9	3.3	72.5	(0.4)
Other transport services	61.9	100.4	62.3	8.8	109.3	8.8	111.9	2.4	134.6	20.4
Communication	163.3	158.8	(2.7)	7.0	169.9	7.0	170.8	0.5	183.4	7.4
Finance	475.6	493.5	3.8	2.5	505.7	2.5	493.4	(2.4)	504.4	2.2
Real estate & ownership of dwellings	408.0	417.4	2.3	2.1	426.3	2.1	424.9	(0.3)	432.3	1.7
Hotels and restaurants	48.2	42.2	(12.4)	42.3	0.1	52.9	25.0	64.0	21.1	21.1
Private health and education services	122.0	97.1	(20.4)	98.2	1.1	125.0	27.3	136.5	9.2	9.2
Business services	542.0	621.4	14.6	632.8	1.8	630.7	(0.3)	639.9	1.5	1.5
Domestic services	48.1	48.4	0.6	1.3	49.0	1.3	49.1	0.2	49.2	0.2
Other private services	56.3	63.6	13.0	7.3	68.3	7.3	69.9	2.4	70.5	0.8
Government services	1,977.6	2,206.5	11.6	2.7	2,266.8	2.7	2,297.9	1.4	2,388.2	3.9

TABLE 9.6
PRODUCTION OF CRUDE OIL AND NATURAL GAS IN BRUNEI DARUSSALAM, 2006-2010

	2006	2007	2008	2009	2010	Average Annual Growth Rate (2007-2010)
Crude Oil Production (barrel/day)	219,258	198,832	174,065	166,728	169,891	-6.2
Natural Gas Production (thousand m³/day)	35,157	34,345	33,973	32,222	34,145	-0.7
Liquefied Natural Gas Production (million btu/day)	1,058,940	1,021,528	1,034,030	951,616	960,483	-2.4
Price of Crude Oil (USD/barrel)	69.59	79.09	100.99	64.54	79.27	3.3
Price of Liquefied Natural Gas (USD/million btu)	5.91	6.3	12.93	10.46	11.64	18.5

Source: Department of Energy, Prime Minister's Office

TABLE 9.7
GOVERNMENT REVENUE AND EXPENDITURE, 1996-2011

YEAR	INCOME	EXPENDITURE	SURPLUS/DEFICIT
	(BND Million)	(BND Million)	(BND Million)
1996	2,860.8	3,676.1	-815.3
1997	2,842.9	4,057.9	-1215
1998	1,915.8	4,025.2	-2,109.4
1999	2,536	4,338.5	-1,802.5
2000	5,084.4	4,196.5	887.9
2001	4,232.6	3,856.3	376.3
2002	4,267.8	4,736.1	-468.3
2003	6,369.4	5,748	622
2004	6,404	4,937	1,467
2005	8,484	5,153	3,331
2006	9,310	5,770	3,540
2007	10,042	6,020	4,022
2008	11,378	5,975	5,403
2009	6,393	6,639	-246
2010	9,166	6,351	2,815
2011	9,430	4,863	4,567
RKN 7			
(1996-2000)	3,048	4,058.8	1,010.8
RKN 8			
(2001-2005)	5942.6	7,855.7	1,086.9
RKN			
(2007-2012)*	9,282	5,970	3,312

**Data for 2007-2011*

Source: Treasury Department, Ministry of Finance

TABLE 9.8
ANNUAL PERCENTAGE CHANGE TO CONSUMER PRICE INDEX (%), 2006-2010

	2006	2007	2008	2009	2010	Average Annual Growth Rate (2007-2010)
Overall Goods and Services	0.2	1.0	2.1	1.0	0.4	1.1
Light Refreshments	0.1	2.5	4.1	2.3	1.0	2.5
Tobacco	0.0	3.3	0.1	0.2	23.0	6.3
Clothing and Footwear	-0.4	-0.6	-1.3	1.3	-0.9	-0.4
Housing, Water, Electricity, Gas and Other Energy Sources	-0.2	0.0	0.3	-0.6	0.1	0.0
Home Accessories and Décor	-0.4	1.4	2.2	3.3	-0.2	1.6
Health	1.6	-3.0	0.0	0.6	1.9	-0.1
Transportation	0.3	0.5	3.4	-0.1	0.2	1.0
Communication	-1.8	-0.3	-0.5	-1.1	0.4	-0.4
Culture and Recreation	0.6	1.0	2.8	0.3	-1.0	0.8
Education	0.0	1.0	0.6	0.1	0.9	0.5
Hotels and Restaurants	0.0	0.7	1.2	2.9	0.7	1.4
Miscellaneous Items and Services	4.2	2.4	0.7	1.9	0.6	1.4

TABLE 9.9
EXTERNAL TRADE, 2008-2010

EXTERNAL TRADE (BND million)	2008	2009	2010
EXPORTS F.O.B			
IMPORTS C.I.F			
TOTAL TRADE			
BALANCE OF TRADE			
Major Domestic Exports by Country of Destination			
Crude Petroleum:			
Australia	7,948.6	4,974.6	6,112.2
China	1,545.5	758.2	1,246.9
India	55.4	420.7	750.9
Indonesia	477.3	890.1	667.9
Japan	2,985.3	1,120.1	854.8
Republic of Korea	479.4	133.9	450.3
Malaysia (Peninsular)	1,519.4	831.3	1,397.2
New Zealand	-	27.0	70.1
Philippines	452.8	450.9	507.3
Singapore	213.9	31.6	-
Thailand	107.4	111.1	95.2
U.S.A	112.5	199.7	71.7
Natural Gas:			
Japan	6,666.8	5,049.1	5,415.5
Republic of Korea	5,975.2	4,675.3	4,803.8
	691.6	373.8	611.7
Garments:			
Canada	121.1	56.7	8.2
Hong Kong SAR	0.2	0.1	-
Japan	0.3	0.0	3.2
Malaysia	-	-	-
Singapore	0.3	0.1	0.0
United Kingdom	28.6	1.2	1.4
U.S.A	0.5	-	0.1
Others	91.2	55.3	3.3
	0.0	0.0	0.2
Imports by Commodity Section			
Food	3,647.3	3,491.7	3,349.3
Chemicals	449.8	422.5	493.7
Manufactured Goods	262.8	278.8	305.4
Machinery and Transport Equipments	801.1	781.1	685.8
Miscellaneous Manufactured Articles	1,598.7	1,328.6	1,158.8
Others	303.3	357.6	366.9
	231.6	269.1	338.7

Source: Department of Economic Planning and Development, Prime Minister's Office

TABLE 9.10
FOREIGN DIRECT INVESTMENT (INFLOWS), 2006-2010

	2006	2007	2008	2009	2010
Total Foreign Direct Investment (Inflows) (BND million)	689.6	392.1	467.0	540.2	853.1
By Main Economic Activity (BND million)					
Mining and Quarrying	599.8	122.4	300.8	461.7	658.2
Manufacturing	111.8	114.0	163.1	67.2	36.6
Construction	5.4	1.9	0.3	2.0	20.7
Wholesale & Retail Trade	9.1	0.9	0.4	1.7	119.8
By Main Investor (BND million)					
ASEAN	15.5	93.6	1.3	4.5	12.1
Netherlands	0.0	0.8	103.5	109.3	117.7
United Kingdom	348.6	55.8	189.0	320.9	481.6
Japan	56.0	115.5	171.3	92.4	64.9

Source: Department of Economic Planning and Development, Prime Minister's Office

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