



يت مرالله الرحمن الرحيم

#### **EDITOR'S NOTES**

Dear Reader,

We are proud to welcome you to the 2020 - 2024 Ministry of Culture, Youth and Sports Strategic Plan. This 5-year Strategic Plan promises an exciting journey ahead of us!

Together, as a Ministry, we envisioned the potential future states of excellence and advancements in the community, youth, sports and culture sectors. Partnering with the Community to shape our goals towards **Bangsa Brunei Cemerlang**.

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MINISTRY OF CULTURE, YOUTH AND SPORTS

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STRATEGIC PLAN WORKING COMMITTEE

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STRATEGIC PLAN WORKING COMMITTEE

STRATEGIC PLAN 2020-2024



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#### TITAH EXCERPT:

"....kita adalah semakin hampir kepada tempoh sasaran Wawasan Negara 2035.

Dalam kira-kira 20 tahun itu, bukanlah satu tempoh yang lama. Kita tidak mempunyai banyak ruang untuk berlengah-lengah lagi. Kita mesti ada sikap dan pemikiran yang lebih progresif."

Titah 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 in conjunction with the New Year 2015.



## **Message and Forewords**

# MESSAGE FROM THE MINISTER OF CULTURE, YOUTH AND SPORTS



الحمد لله رب العالمين، والصلاة والسلام على اشرف الانبياء والمرسلين سيدنا محمد وعلى اله واصحبه اجمعين.



"To aspire towards **Bangsa Brunei Cemerlang**, we are driven by our commitment to quality and excellence. This is further strengthened by our commitment to the nation's philosophy of Malay Islamic Monarchy (*Melayu Islam Beraja*) and the guiding principles of Magasid of The Syariah.

As an organisation, we understand that the work we have ahead in preparing ourselves to anticipate the ever-changing challenges (both domestic and global) requires a whole of nation approach. Over the years, we have established firm partnerships with the community to shape what we do today and what we promised to continuously improve for the future betterment of the community and our nation as a whole. Our people are our greatest strength; when we partner with the community, we foster positive collaboration that empowers communities to contribute towards nation building. We believe **Partnering with the Community** is the foundation for sustainable, responsive and successful services.

This 5-year Strategic Plan has allowed us to set higher targets that are both achievable and impactful to better improve our services to the community. The key to its success is the ability to adapt and to constantly find innovative solutions."

Major General (R) Dato Paduka Seri Haji Aminuddin Ihsan bin Pehin Orang Kaya Saiful Mulok Dato Seri Paduka Haji Abidin

## FOREWORD FROM THE PERMANENT SECRETARIES:





الحمد لله رب العالمين، والصلاة والسلام على اشرف الانبياء والمرسلين سيدنا محمد وعلى اله واصحبه اجمعين.

"I am grateful to the many people who were engaged in this Strategic Plan which enables the roll-out of a dynamic guide for the future. This proves to show **Together We Can Achieve** great things. The Ministry have, over the years, been providing platforms and empowering the community through improved access for youth development and sports excellence. Now is the time for us to further enhance the quality of our services through innovation and improved usage of smart platforms and digitalisation."

Yang Mulia Pengiran Mohammad Amirrizal bin Pengiran Haji Mahmud Permanent Secretary (Administration, Finance and Estate)





الحمد لله رب العالمين، والصلاة والسلام على اشرف الانبياء والمرسلين سيدنا محمد وعلى اله واصحبه اجمعين.

"My heartfelt congratulations and many thanks to the Strategic Plan Working Committee and all our strategic partners for their effort, dedication and commitment in producing and documenting the Ministry of Culture, Youth & Sports Strategic Plan 2020-2024. This living document would not have materialised without the support of all staff as well as the encouragement, direction and leadership of the Ministry's Executive Management Committee. This strategic plan is a manifestation of our efforts to **Advance The Ministry** and reinforcing our determination, enthusiasm and commitment towards achieving our Vision and Mission."

Yang Mulia Pengiran Haji Mohd Hasnan bin Pengiran Haji Ali Hassan Permanent Secretary (Strategy Management and Policy)



الحمد لله رب العالمين، والصلاة والسلام على اشرف الانبياء والمرسلين سيدنا محمد وعلى اله واصحبه اجمعين.



"This Strategic Plan builds upon the existing work developed by the Ministry over the years, and reflects our strong commitment towards **Engaging Closely With The Community**, deepening our partnership with strategic partners, and further strengthening the delivery of our services to the society at large.

Over the next 5 years, we will be guided by our vision, aspirations and core values embodied within, framed by a recognition and an understanding of socio-economic challenges that face us on the horizon, so that we do not become complacent in the pursuit of securing a high quality of life for our people, empowering the community, and building a cultured society."

Yang Mulia Hajah Nor Ashikin Haji Awang Johari Permanent Secretary (Community and Culture)



### MAQASID OF THE SYARIAH

# THE STRATEGIC PLAN OF THE MINISTRY OF CULTURE, YOUTH AND SPORTS IS DRIVEN BY THE NATIONAL PHILOSOPHY OF MALAY ISLAMIC MONARCHY (MIB) AND GUIDED BY THE FIVE OBJECTIVES (MAQASID) OF THE SYARIAH.

#### The Preservation and Promotion of Faith

To preserve the amanah and responsibility to be obedient to Allah and His Messenger, and to the *Ulul Amri*, so that Brunei Darussalam is safeguarded as an independent and sovereign nation, founded upon the teachings of Islam.

To develop among the community a desire to empower Brunei Darussalam as an Islamic nation, underpinned by the aqidah of *Ahli Sunnah Wal-Jama'ah*.

#### The Preservation and Promotion of Life

To preserve the well-being of the community by supporting social services towards preventing social detriments (mafsadah).

To improve the quality of life by promoting a healthy way of living in pursuit of social well-being (maṣlaḥah).

#### The Preservation and Promotion of Intellect

To recognise and preserve the Bruneian sovereignty identity as composed by the Islamic Syariah.

To enhance healthy thinking abilities amongst the youths and the people of Brunei Darussalam in order to build community excellence within the MIB cultural context.

#### **The Preservation and Promotion of Progeny**

To protect the welfare of children, women, the elderly and other vulnerable groups, so as to establish a harmonious family.

To enhance and promote the well-being of a harmonious family.

#### The Preservation and Promotion of Wealth

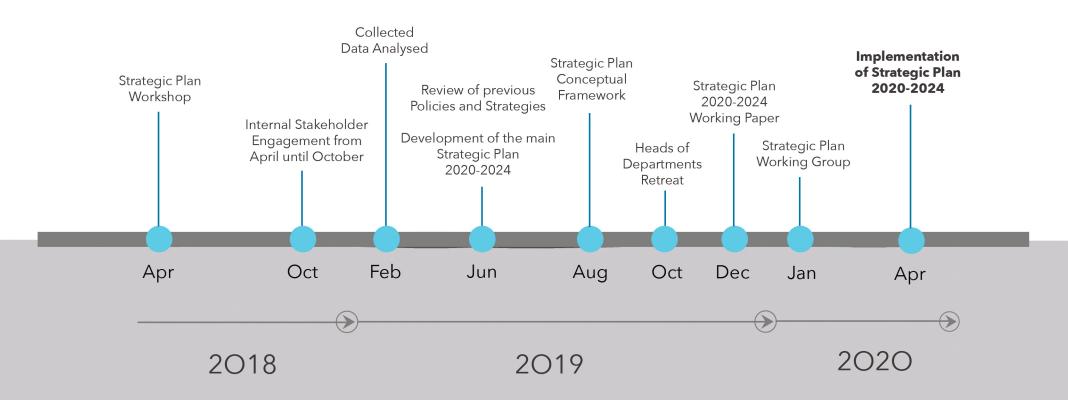
To maintain the ability of the community towards a dignified standard of living.

To enhance and promote the ability of the community to uphold a dignified standard of living.

### **Mission and Vision**

#### **TIMELINE: Where we began**

The Ministry began efforts to review its strategic plan at the beginning of 2018. Data was collected throughout an 18-month period that had included a series of internal stakeholder engagement with all relevant departments. The conceptual framework was produced in August 2019 with inferences from previous policies and strategies. The National Youth Survey 2018 and Youth Development Index 2018 (YDI) were used as references and guidance.



#### MISSION STATEMENT: Our promise on what we want to do

The Ministry is dedicated to improve the lives and well-being of the people through provision of service excellence, reflected in its mission statement:

## "Building a society who are cultured, resilient, competitive, responsible and caring."

#### To accomplish this, the Ministry will:

- (1) Enhance Strategic Partnerships through whole-of-nation approach.
- (2) Enhance Quality Service Delivery to all our clients.
- (3) Enhance Nation's Quality of Life.

#### **VISION STATEMENT: Our aspirations**

As an organisation, we aspire a future state of excellence:

#### "BANGSA BRUNEI CEMERLANG"

#### To give meaning to this vision, the Ministry aspires towards:

- (1) Progressive Community.
- (2) Future-Ready Youth.
- (3) Proud Sporting Nation.
- (4) Dynamic Culture and Safeguard Heritage.
- (5) Productive and Inclusive Workplace.

# **Strategic Objectives** and Vision Outcomes

"BANGSA BRUNEI CEMERLANG"

STRATEGIC OBJECTIVES

VISION
OUTCOMES

#### STRATEGIC OBJECTIVES: Aligning our mission



#### **STRATEGIC PARTNERSHIPS**

Collaboration and leveraging on various partnerships for sustainable socio-economic and socio-cultural development.



#### **QUALITY SERVICE DELIVERY**

Leveraging on technology, smart platforms, alignment of processes, evidence-based and best practices.



#### **QUALITY OF LIFE**

Provision of basic needs and access to fundamental wellbeing in line with Wawasan Brunei 2035.

#### **OUTCOMES:** What we want to achieve

#### **OUR VISION OUTCOMES**



#### **PROGRESSIVE COMMUNITY**

Sustainable community capacity development ecosystem that is resilient, competitive, dynamic and progressively inclusive.



#### **FUTURE-READY YOUTH**

Values-driven world class youths, who are future-ready agents of change for national development, rooted in inclusivity.



#### **PROUD SPORTING NATION**

Achieve excellence in competitive sports, advancements in sports development and wellness of the community.



DYNAMIC CULTURE AND SAFEGUARD HERITAGE Nation's culture and heritage as cornerstones of unity that is continuously relevant in contributing towards national development.



PRODUCTIVE AND INCLUSIVE WORKPLACE
Actively engaged, agile, capable and confident
personnel in delivering services that meet diverse
needs and to further our strategic objectives.

## **Core Values**

#### **CORE VALUES: Accountability and performance**

Organisational core values define our dynamics, measure expectations of both internal and external stakeholders, support accountability and drive high performance.

#### We emphasise:



"Building a society who are cultured, resilient, competitive, responsible and caring."

# **Core Strategies and Strategic Initiatives**

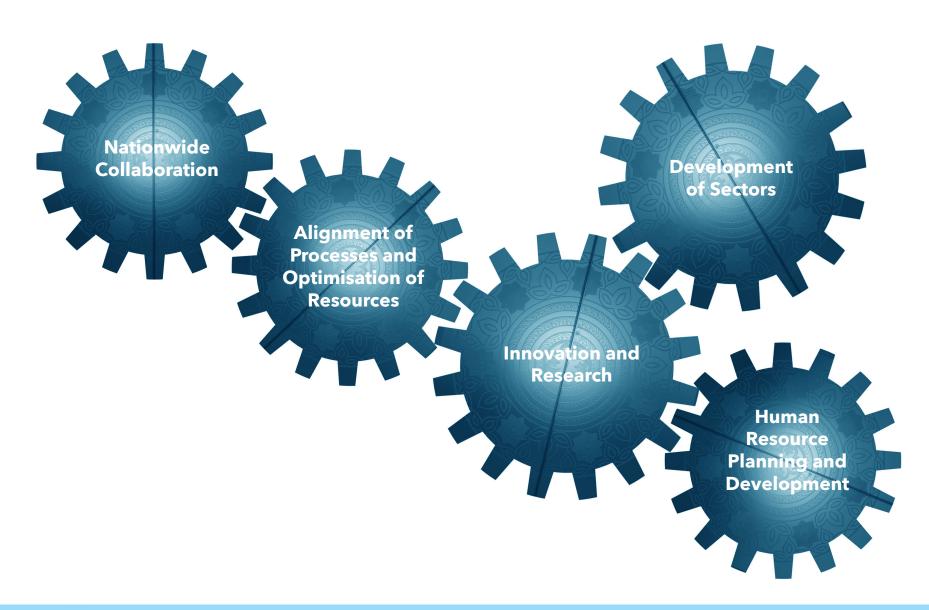
"Building a society who are cultured, resilient, competitive, responsible and caring."

CORESTRATEGIES

STRATEGIC

#### **CORE STRATEGIES: Enablers to realise our mission and outcomes**

The Ministry will focus on five (5) Core Strategies acting as enablers to achieve impacts.



#### STRATEGIC INITIATIVES: Activities that help us achieve our objectives and outcomes

#### **OUR CORE STRATEGIES**

**Enhance Nationwide Collaboration** in Community Capacity Development

#### **OUR STRATEGIC INITIATIVES**

- Enhance capacities through life-long learning and up/re-skilling
- Explore, expand and further partnerships in
- **Enhance collaboration to develop and implement** employment initiatives and volunteerism.

**Improve Alignment of Processes and Effective Optimisation of Resources** 

- Explore and develop improvements in service delivery through Cross-Functional Team (CFT) approach and techn
- Asset management through Fiscal Consolidation Programme (FCF

**Improve Innovation and Research Opportunities** 

- Establish research and innovation hu
   Establish Centres of Excellence (CoE

**Improve Human Resource Planning and Development** 

Develop strategy for Human Resource Planning and Development (HRPD) and Talent Management.

**Enhance the Development of Sectors: Community, Youth, Sports and Culture** 

- Effective implementation of Wawasan Brunei 203
- Maximise the availability of inclusive programmes that supports the community.
- Increase capacity and capability of the community to further opportunities in development of sectors.

(1) Enhance Nationwide Collaboration in Community Capacity Development.

## 1.1 Enhance capacities through life-long learning and up/re-skilling.

We will further expand participation and improve access to relevant capacity development programmes focusing on up-skilling and re-skilling development.

## 1.2 Explore, expand and further partnerships in entrepreneurial activities.

We will continue to collaborate with relevant agencies to expand and develop entrepreneurial opportunities for our clients through provision of platforms and grant incentives.

## 1.3 Enhance collaboration to develop and implement employment initiatives and volunteerism.

- We will continue to collaborate with relevant agencies to expand and develop employment initiatives for our clients.
- We will continue to foster our work collaboration and partnerships with volunteers towards implementing Ministry's strategic objectives.

(2) Improve Alignment of Processes and Effective Optimisation of Resources.

# 2.1 Explore and develop improvements in service delivery through Cross-Functional Team (CFT) approach and technology.

- We will improve and align our systems and processes to be more accessible and according to clients' needs.
- We will empower personnel to develop ways to improve process effectiveness through CFT approach.
- We will improve our service delivery by leveraging on data and through optimisation of smart platforms and digitalisation.

## 2.2 Asset management through Fiscal Consolidation Programme (FCP).

We will improve operational efficiency, productivity and Return on Investment (RoI) through management of our assets planned for Public-Private Partnership (PPP) or outsourcing. (3) Improve Innovation and Research Opportunities.

#### 3.1 Establish research and innovation hub.

We will advocate development of centres for quality research and innovation opportunities to promote knowledge enhancements; publication, programme impacts and research experts.

#### 3.2 Establish Centres of Excellence (CoE).

We will advocate the development of sectors to achieve excellence in provision of services, best practices and competency. (4) Improve Human Resource Planning and Development.

- 4.1 Develop strategy for Human Resource Planning and Development (HRPD) and Talent Management.
  - We will develop a continuous process of strategic and succession planning to identify and develop capacity, functions and roles of personnel.
  - We will add value in profession and career development through learning, mentorship, leadership, project development/undertaking and performance management.

(5) Enhance the
Development of
Sectors: Community,
Youth, Sports and
Culture.

5.1 Effective implementation of Wawasan Brunei 2035.

We will prioritise and align our strategic initiatives with international commitments including Sustainable Development Goals (SDGs). To ensure sustainability, we will evaluate implementation effectiveness.

5.2 Maximise the availability of inclusive programmes that support the community.

We will make programmes more accessible and available to all levels of the community.

5.3 Increase capacity and capability of the community to further opportunities in the development of sectors.

We advocate community-led initiatives/programmes to encourage community participation.



#### STRATEGY ALIGNMENT: STRATEGIC PLAN 2020 - 2024

MISSION AND VISION

MCYS VISION

BANGSA BRUNEI CEMERLANG

**MCYS MISSION** 

BUILDING A SOCIETY WHO ARE CULTURED, RESILIENT, COMPETITIVE, RESPONSIBLE AND CARING **VISION OUTCOMES** 

#### WAWASAN BRUNEI 2035

HIGHLY EDUCATED, SKILLED AND ACCOMPLISHED PEOPLE

HIGH QUALITY OF LIFE

DYNAMIC AND SUSTAINABLE ECONOMY

MCYS
VISION OUTCOMES:

PROGRESSIVE COMMUNITY

FUTURE-READY YOUTH

PROUD SPORTING NATION

DYNAMIC CULTURE AND SAFEGUARD HERITAGE

PRODUCTIVE AND INCLUSIVE WORKPLACE

STRATEGIC OBJECTIVES

<u>Strategic Partnerships</u> through whole-of-nation approach.



<u>Quality Service Delivery</u> to all our clients.



QUALITY SERVICE DELIVERY

Enhance Nation's Quality of Life.



QUALITY OF LIFE **CORE STRATEGIES** 

Enhance Nationwide
Collaboration in Community
Capacity Development

Improve Alignment of Processes & Effective Optimisation of Resources

Improve
Innovation and Research
Opportunities

Improve Human
Resource Planning &
Development (HRPD)

Enhance the
Development of Sectors:
Community, Youth,
Sports and Culture

**STRATEGIC INITIATIVES** 

1.1 Enhance capacities through life-long learning and up/re-skilling.

1.2 Explore, expand and further partnerships in entrepreneurial activities.

1.3 Enhance collaboration to develop and implement employment initiatives and volunteerism.

2.1 Explore and develop improvements in service delivery through Cross-Functional Team (CFT) approach and technology.

2.2 Asset management through Fiscal Consolidation Programme (FCP).

3.1 Establish research and innovation hub.

3.2 Establish Centres of Excellence (CoE).

4.1 Develop strategy for HRPD and Talent Management.

5.1 Effective implementation of Wawasan Brunei 2035.

5.2 Maximise the availability of inclusive programmes that support the community.

5.3 Increase capacity and capability of the community to further opportunities in the development of sectors.

## SUSTAINABLE DEVELOPMENT GOALS (SDGs)

GOAL 1	END POVERTY (ALLEVIATON OR ELIMINATION) CS1, SI (1.1) (1.2) (1.3); CS4, SI (4.1)
GOAL 2	END HUNGER (PROMOTE SUSTAINABLE AGRICULTURE) CS1, SI (1.1) (1.2) (1.3)
GOAL 3	ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING CS1, SI (1.1) (1.2) (1.3); CS4, SI (4.1)
GOAL 4	QUALITY EDUCATION CS1, SI (1.1) (1.2) (1.3) SI (4.1)
GOAL 5	GENDER EQUALITY CS1, SI (1.1) (1.2) (1.3); CS2, SI (2.1); CS4, SI (4.1); CS5, SI (5.2)
GOAL 8	DECENT WORK AND ECONOMIC GROWTH CS1,SI (1.1) (1.2) (1.3); CS2, SI (1.1) (1.2); CS3, SI (3.1)
GOAL 9	INDUSTRY, INNOVATION AND INFRASTRUCTURE CS3, SI (3.1) (3.2)
GOAL 10	REDUCED INEQUALITIES CS4, SI (4.1); CS5, SI (5.1) (5.2) (5.3)
GOAL 11	SUSTAINABLE CITIES AND COMMUNITIES CS5, SI (5.1) (5.2) (5.3)
GOAL 16	PEACE, JUSTICE AND STRONG INSTITUTIONS CS2, SI (1.1) (1.2); CS3, SI (3.1); CS4, SI (4.1); CS5, SI (5.1) (5.2) (5.3)
GOAL 17	PARTNERSHIPS FOR THE GOALS CS1, SI (1.1) (1.2) (1.3)

### **ASEAN**

ASEAN SOCIO-CULTURAL COMMUNITY (ASCC)

ASEAN MINISTERIAL MEETING ON SOCIAL WELFARE AND DEVELOPMENT (AMMSWD)

ASEAN MINISTERS MEETING ON RURAL DEVELOPMENT AND POVERTY ERADICATION (AMMRDPE)

**ASEAN MINISTERIAL MEETING ON WOMEN (AMMW)** 

ASEAN MINISTERIAL MEETING ON YOUTH (AMMY)

**ASEAN MINISTERIAL MEETING ON SPORTS (AMMS)** 

ASEAN MINISTERS RESPONSIBLE FOR CULTURE AND ARTS (AMCA)

BIMP-EAGA SOCIO-CULTURAL DEVELOPMENT (SCD)

# **Measures and Targets**



Capacity development areas in enhancing capacities and capabilities:

- Marketability:
  - Employment.
  - Entrepreneurial Activities.
  - Continuing Education / Further Studies.
- Volunteerism.

# 3 STRATEGIC INITIATIVES

- life-long learning and up/re-skilling.

   Explore, expand and it...
  - Explore, expand and further partnerships in entrepreneurial activities.

• Enhance capacities through

 Enhance collaboration to develop and implement employment initiatives and volunteerism.

### **TARGETS**

100%

of our programmes in collaboration with strategic partners.

40%

Increase in volunteer activities.

30%

Increase in successful business startups or entrepreneurial activities.

40%

Increase in overall target groups rate of employment.

There are three (3) parts under Quality Service Delivery:



- Services:
  - Smart platforms and digitalisation:
    - Alignment of processes.
    - Programme effectiveness.
    - Timeliness and productivity.
    - Operational efficiency.

# **STRATEGIC INITIATIVES**

- Explore and develop improvements in service delivery through Cross Functional Team (CFT) approach and technology.
- Asset Management through Fiscal Consolidation Programme (FCP).

**TARGETS** 

60%

of our work processes are digitised.

80%

Client satisfied with services.

100% 20%

Improvement of our wait time and process time.

Increase in consolidation of assets.

Centres of Excellence.



- (2) Innovation and research in knowledge enhancements:
  - Programme impacts.
  - Socio-economic.
  - Socio-cultural.
  - Sports.

# 2 STRATEGIC INITIATIVES

- Establish research and innovation hub.
- Establish Centres of Excellence (CoE).

**TARGETS** 

30%

Increase in focussed research partnerships.

30%

Increase in research publication.

10%

Increase in innovation.



- STRATEGIC INITIATIVE
- Develop strategy for HRPD and Talent Management.

- (3) Leadership and succession planning:
  - Talent management.
  - Innovation.
  - Manpower supply and demand.
  - Professional development.

# **TARGETS**

30%

of total number of staff and personnel successfully completed capacity building programmes. 20%

Improvement in client-centred services.

10%

of total organisation dedicated to / are doing innovation and quality improvement.

There are two (2) parts under Quality of Life:



- STRATEGIC INITIATIVE
- Effective implementation of Wawasan Brunei 2035.

- (1) Socio-economic development:
  - Poverty reduction or elimination.
  - Vulnerable groups.
  - Community empowerment.
  - Community capacity development.

## **TARGETS**

30%

Relative reduction of Monthly Welfare Assistance recipients (able-bodied and able-to-work). 30%

Relative improvement on/to socio-development indicators.

40%

Increase in community-led initiatives (and participation).



- 2 STRATEGIC INITIATIVES
- Maximise the availability of inclusive programmes that support the community.
- Increase capacity and capability of the community to further opportunities in the development of sectors.

- (2) Socio-cultural and sports development:
  - Sporting excellence.
  - Sporting community.
  - Cultural, heritage and creative.
  - Community capacity development.

### **TARGETS**

30%

Increase in facility usage or occupancy to conduct inclusive programmes.

5

Facilities maximised for development of sectors through PPP or Outsourcing. 40%

Increase in community-led initiatives (and participation).

# **Baselines**

### **STRATEGIC OBJECTIVES**

### **KEY AREAS**

#### **PROXY KPI**



QUALITY

**SERVICE** 

**DELIVERY** 

QUALITY

**OF LIFE** 

(1) Key community capacity development areas in enhancing capacities and capabilities:

- Marketability:
- -Employment.
- -Entrepreneurial Activities.
- -Continuing Education / Further Studies.
- Volunteerism.

(1.1) Proxy KPI:

Rate or % of participation (inclusivity).

Rate or % of capacity building activities.

Rate or % of successful business startups or entrepreneurial activities.

Rate or % of employment.

Rate or % of volunteers.

# (2.1) Services:

- •Smart platforms and digitalisation
- -Alignment of processes.
- -Operational efficiency.
- -Programme effectiveness.
- -Timeliness and productivity.

#### (2.2) Innovation and research in knowledge enhancements:

- Programme impacts.
- Socio-economic.
- •Socio-cultural.
- •Sports.

### (2.1) Proxy KPI:

Rate or % of productivity.

Improved of rate or % of wait / process time.

Rate of FCP (Including operational efficiency and or productivity).

Centres of Excellence.

Programmes mapped to effectiveness index.

### (2.3) Leadership and succession planning:

- •Talent management.
- •Innovation.
- •Manpower supply and demand.

#### (2.2) Proxy KPI:

Rate or % of research initiatives.

Rate or % of research publication.

Rate or % of innovation.

Impacts and outcomes of research.

Skills and knowledge generation.

- •Professional development.

#### (2.3) Proxy KPI:

Training Rol.

Rate or % of training courses matching organisation requirements.

Rate or % of identified talents.

Rate of employee filling up key positions and roles.

Outcomes of research.

Skills and knowledge generation.

#### (3.1) Socio-economic development:

- •Poverty reduction or elimination.
- •Vulnerable groups.
- •Community empowerment.
- Community capacity development.

#### (3.1) Proxy KPI:

Rate or % of participation in CCD programmes

(Inclusivity and social target groups).

Rate or % of stakeholder engagement (partnerships).

Rate or % of community-led initiatives or programmes (participation).

Rate or % of Monthly Welfare Assistance (able-bodied and able-to-work).

#### (3.2) Socio-cultural and sports development:

- Sporting community.
- Community capacity development.

- Sporting excellence.
- •Cultural, heritage and creative.



Rate or % of participation (social target groups).

Rate or % facilities usage reflecting actual community demand.

Rate or % of conducted community capacity development

programmes.



2019-2020 BASELINE INDICATORS	TARGET 2020-2024
40 capacity building programmes with >27,000 participants.	100% of programmes in collaboration with strategic partners.
162 Individuals from target groups involved in entrepreneurial activities.	30% increase in successful business startups or entrepreneurial activities.
379 Individuals from target groups employed	- 40% increase in overall rate of employment.
59 registered volunteer activities with >2,400 volunteers.	40% increase in volunteer activities.
38% GEMS usage for the whole ministry.	60% of our work processes are digitised.
11.5 days process time and 8 weeks wait time for micro grant application.	100% improvement of our wait time and process time.
41 facilities listed under Facilities Rental System (FRS).	20% increase in consolidation of assets.
7 days process time and wait time for disaster relief application.	80% client satisfied with services.
4 identified potential Centres of Excellence (CoE).	3 Centres of Excellence.
48 research and documentation.	30% increase in focussed research partnership.
60 publications (books, journals and articles).	30% increase in research publication.
4 identified potential Centres of Excellence (CoE)	10% increase in innovation.
62% total employees underwent capacity building programmes.	30% of total number of staff and personnel successfully completed capacity building programmes.
>60% achieved very good and excellent work performance appraisal.	20% improvement in client-centred services.
	10% of total organisation dedicated to / are doing innovation and quality improvement.
5,812 Monthly Welfare Assistance recipients.  5 community-led programmes ( <i>Program Prihatin &amp; Program Komuniti</i> )	30% relative reduction of Monthly Welfare Assistance Recipients (able-bodied and able-to-work).
with 175 participants.	30% relative improvement on/to socio-development indicators.
10 youth-led community programmes with >6,300 participants.	40% increase in community-led initiatives (and participation).
41 facilities listed under Facilities Rental System (FRS).	30% increase in facility usage or occupancy to conduct inclusive programmes.
6 facilities used for PPP or Outsourcing.	5 facilities maximised for the development of sectors through PPP or Outsourcing.
	40% increase in community-led initiatives (and participation).





















Anas Ibnu Malik Radiallahu Anhu reported, The Messenger of Allah, Peace and Blessings be Upon Him said,

"He is not one of us who does not have mercy upon our young, respect our elders, and command good and forbid evil."

(Sahih Al-Tarmidzi)

# Titah Excerpts 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

"Kejayaan yang telah diraih (semasa Sukan Asia Tenggara (SEA GAMES) ke-30), boleh dijadikan kayu ukur, bahawa prestasi para atlet kita adalah meningkat, dibanding sejak tahun 1977 kita menyertainya."

In conjunction with New Year 2020.

"Maka melalui Program Pelan Membasmi Kemiskinan di bawah Majlis Kebangsaan Isu Sosial (MKIS), kita telah pun merangka inisiatif-inisiatif pemerkasaan sara diri bagi golongan sasaran...

...Langkah ini akan membuka peluang yang lebih luas untuk golongan tertentu mendapatkan pekerjaan ataupun bergiat di dalam bidang keusahawanan, yang sekaligus akan mengurangkan kebergantungan kepada bantuan kerajaan."

In conjunction with 36th National Day Celebration, 2020.

"Beta turut berbesar hati atas komitmen tinggi para belia terhadap pembangunan negara. Ini bukan sahaja melalui pelbagai penglibatan dan inisiatif, bahkan juga turut menyumbang secara langsung kepada pembentukan dasar-dasar Kerajaan, seperti melalui Kongres Belia Kebangsaan 2019 dan rebiu Dasar Belia Negara."

In conjunction with the 14th National Youth Day, 2019.

"Sebagai rakyat Brunei, adalah juga penting bagi kita semua untuk mempertahankan ciri-ciri kebudayaan kita sebagai orang Brunei."

In conjunction with the 4th National Day Celebration, 1988.

# **Implementation of Initiatives**















"...a giving community."

### IMPLEMENTATION OF INITIATIVES: COMMUNITY SECTOR

### **PROGRESSIVE COMMUNITY**

Sustainable community capacity development ecosystem that is resilient, dynamic and progressively inclusive.

### **MISSION**

To create a community-friendly ecosystem that provides equity and access for individuals to:

- Inspire care, unity and inclusivity.
- Lead community capacity development activities.
- Establish network in socio-economic development activities.

# Success is determined by realising the following objectives:

- Strategic partnerships through whole-of-nation.
- Innovativeness and improved smart platforms and digitalisation.
- Strong family institution and values.
- Effective and efficient social security and protection system.
- Robust, vibrant and more inclusive community.

# **Priority Initiatives**

# **Effective optimisation of resources**

- Welfare Home Complex and enhancement of its functions as a rehabilitation and protection centre.
- Activity centres for elderly.
- Temporary shelters.
- Pusat Bahagia.

# **2** Improvements in service delivery

- Review acts and policies.
  - Poverty Eradication Plan of Action.
  - Old Age and Disabilities Pensions Acts.
  - Persons with Different Abilities Order.
- Women Development.
- Child Protection.
- Maximise smart platforms and digitalisation:
  - National Welfare System.
- Social work and counselling competency framework.

# **S** Enhance strategic partnerships

- Implementation of action plans of Special Committees under the National Council on Social Issues.
- Sharing of resource, knowledge and expertise (e.g. corporate social responsibilities).

### **PROGRESSIVE COMMUNITY ECOSYSTEM**

rotection

A system or network of interconnecting and interacting parts that complement each other and completes the functioning of an ecosystem. There are 4 areas under this ecosystem:

- Responsive aid; shelter, education, transport etc.
- Promotion and empowerment of rights; women, children, elderly and persons with different abilities.
- Health and well-being.



- Knowledge, Skills and Abilities.
- Resource and Infrastructure.
- Risk foresight.

Focusses on community resilience through strategic partnerships.

Social Security

### **Progressive Community**

- Strategic partnerships through whole-of-nation.
- Innovativeness and improve smart platforms and digitalisation.
- Strong family institution and values.
- Effective and efficient social security and protection system.
- Robust, vibrant and more inclusive community.

Public assistance and programmes:

- Socio-economic; entrepreneurship and employment.
- Monthly welfare assistance, pensions and allowances.

Community Involvement

- National Council on Social Issues.
- Government agencies.
- Non-Governmental and Private Sectors.

Focusses on community-led initiatives, CSR, improvement of governance, advocacy and support.

### **MILESTONES**

- Plans of action under National Council on Social Issues for: persons with different abilities; elderly; poverty; family institution; and women and children.
- Amendment of Old Age and Disabilities Pensions Act.
   Persons with Disabilities Order.
  - Optimisation of Kompleks Rumah Kebajikan.
    - National Framework on Child Protection.

- Pusat Bahagia as CoE.
- Complex for persons with different abilities.
  - New protection home.
  - Research on women development.

2021

- Department of Family, Women and Children.
- Social work and counselling competency framework.

2022

Elderly Policy.Family Institution Policy.Social enterprise initiatives.

2023

• National Welfare Policy.

2024















"Youth... future-ready agents of change."

## **IMPLEMENTATION OF INITIATIVES: YOUTH SECTOR**

### **FUTURE-READY YOUTH**

Values-driven world-class youths, who are future-ready agents of change for national development, rooted in inclusivity.

### **MISSION**

To create a dynamic, sustainable and accessible youth development ecosystem that is inclusive for individuals to:

- Participate in policy and decision making.
- Attain highest excellence in knowledge and skills.
- Strengthen core positive Bruneian values

# Success is determined by realising the following objectives:

- Strategic partnerships through whole-of-nation.
- Innovativeness and improved smart platforms and digitalisation.
- Improvement in Bruneian core values.
- Industry-smart, future-ready agents of change.
- Expansion of inclusivity.

# **Priority Initiatives**

# Effective optimisation of resources

- Centres of Excellence for skill and training development.
- Youth Academy.
- Youth Hub shared workspace for innovation and entrepreneurship.
- Youth Centre as a Centre of Excellence for youth-led platform.
- Youth work competency framework.
- Youth-led platforms.

# -2 Improvements in service delivery

- Maximise smart platforms and digitalisation:
  - Volunteer Apps.
- Protected time policy.

# -3 Enhance strategic partnerships

- Sharing of resource, knowledge and expertise (e.g. corporate social responsibilities).
- Youth-led activities and programmes.

## **FUTURE-READY YOUTH ECOSYSTEM**

- National Youth Policy and Strategy (NYPS).
- NYPS National Committee.
- Youth Assistance.
- Government Agencies.
- Non-Governmental and Private Sectors.

Focusses on forums and youth-led initiatives, CSR, improvement in governance, advocacy, and support.

Youth Empowerment

- Micro grant.
- Agri-business
   Platforms.
- Creative Industry Platforms.

Links to Youth Entrepreneurial Ecosystem.



- Knowledge, Skills and Abilities.
- Resource and Infrastructure.

Focusses on marketability through strategic partnerships.

### **Future-Ready Youth**

- Strategic partnerships through whole-of-nation.
- Innovativeness and improve smart platforms and digitalisation.
- Improvement in Bruneian Core Values.
- Industry-smart, future-ready agents of change.
- Expansion of inclusivity.

Values Development

- Key Government agencies.
- Outward Bound Brunei Darussalam.
- Program Khidmat Bakti Negara.
- Youth Development Centre.
- Youth and Sports Department.
- Kompleks Rumah Kebajikan.
- Youth Associations.
- Volunteers.

### **MILESTONES**

- National Youth Policy and Strategy 2020-2035.
  - National Committee on NYPS 2020-2035.
    - Volunteer's guideline.
  - Review youth entrepreneurship programme.
    - Volunteer application.
    - Grant assistance for youth movement and activities.

- Review Youth Development Centre.
- Youth Development Centre as CoE for craft and vocational training.
  - Youth Centres as Centres of Excellence.
    - Review PKBN.
    - Review OBBD.
    - Youth Academy.
    - Review Youth Resolution 2019.
    - Youth work competency framework.

National Youth Development Index.

2023

2021

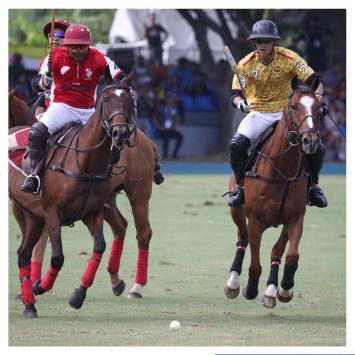
National Youth Congress.

• National Youth Council.

2024

• Consortium of youth-led companies.

2022















"...perform and achieve highest sporting excellence."

# IMPLEMENTATION OF INITIATIVES: SPORT SECTOR

### PROUD SPORTING NATION

Achieve excellence in competitive sports, advancements in sports development and wellness of the community.

### **MISSION**

To create best environment for advancement in sports development and access for individuals to:

- Participate in sporting activities
- Compete, perform and achieve highest sporting excellence.
- Lead a healthy lifestyle.

# Success is determined by realising the following objectives:

- Strategic partnerships through whole-of-nation
- Innovativeness and improved smart platforms and digitalisation.
- Achieved sporting excellence and performance.
- Robust and more connected sporting community.
- Sustainable and dynamic sporting governance.

# **Priority Initiatives**

# **1** Effective optimisation of resources

- Athlete-centred, coach-driven for competitive sports, athlete performance.
- Sports talent management.
- Sports Medicine Research Centre tactical, technical and physical.
- Sports complex facilities.
- Sports competency framework.

# **2** Improvements in service delivery

- Review acts and policies.
- Maximise smart platforms and digitalisation.
- SEA Games Medals Programme.
- Athletes morale and competitive drive, enhancing performance of athletes, coaches and sports managers.
- Sports Excellence Incentive.
- Sports scholarship programme.

# Enhance strategic partnerships

- Community sports development.
- Sports ecosystem for young person (e.g. extra curricular activities policy).
- Sharing of resource, knowledge and expertise (e.g. corporate social responsibilities).

## PROUD SPORTING NATION ECOSYSTEM



- Tournaments.
- School physical education / activities.
- Career in sports.



- Athletes performance.
- Coach development.
- Knowledge, Skills and Abilities.
- Resource and Infrastructure.

Focusses on marketability through strategic partnerships.

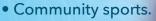
### **Proud Sporting Nation**

- Strategic partnerships through whole-of-nation.
- Innovativeness and improve smart platforms and digitalisation.
- Achieved sporting excellence and performance.
- Robust and more connected sporting community.
- Sustainable and dynamic sporting governance.

Sports Development

- Brunei Darussalam National Olympic Council (BDNOC).
- Key Government agencies.
- Sports Associations.
- Non-Governmental and Private Sectors.

Competitive and community sport events, community-led events, CSR, improvement of governance, advocacy and support.



Healthy Lifestyle.



### **MILESTONES**

- Optimising Sports Medicine and Research Centre.
  - Strengthen sports ecosystem for children.
    - Sports Excellence Incentive.
    - SEA Games Medals Programmes.
      - Brunei National Sports Award.

**Q** 2020

• Review plan of action on National Sports Policy.

2021

• Stadium Negara Hassanal Bolkiah upgraded..

2022

• National Sport Foundation. 20

• Brunei Darussalam Institute of Sports.

2024















"...the roots of our Bruneian identity."

### IMPLEMENTATION OF INITIATIVES: CULTURE SECTOR

# DYNAMIC CULTURE AND SAFEGUARD HERITAGE

Nation's culture and heritage as cornerstones of unity that is continuously relevant in contributing towards national development.

### **MISSION**

To create best environment for advancement in culture, heritage and creative industry development for individuals to:

- Enhance quality of preservation and management of cultural heritage.
- Establish network and participate in socio-cultural development activities.
- Engage in research development.

# Success is determined by realising the following objectives:

- Strategic partnerships through whole-of-nation.
- Innovativeness and improved smart platforms and digitalisation.
- Improvement in culture, heritage and creative sustainability.
- Maximised inclusion of the community.

# **Priority Initiatives**

# **1** Effective optimisation of resources

- Resource Centre for Culture and Heritage Research.
- Rebranding of libraries as multi-hub learning and community centres.
- Asset management through Fiscal Consolidation Programme (FCP).

# - **2** Improvements in service delivery

- Review acts and policies.
- Maximise smart platforms and digitalisation.

# -3 Enhance strategic partnerships

- Focussed research with higher learning institutions and international organisations.
- Platforms for creative talent development.
- Sharing of resource, knowledge and expertise (e.g. corporate social responsibilities).

## DYNAMIC CULTURE AND SAFEGUARD HERITAGE ECOSYSTEM

Communit

Capacit

Development

- Conservation, Preservation and Protection; acts, policies, tangible and intangible assets, quality.
- Enculturation, Education and Promotion.
- Family, community, national and international activities, programs and projects.

- Publication: evidence-based and best practices, shared and accessible.
- Resource and knowledge centre.
- Collaboration with relevant local and international stakeholders.

Research Developmen

•Knowledge, Skills and Abilities. •Resource and Infrastructure.

Focusses on strategic partnerships.

### **Dynamic Culture and Safeguard Heritage**

- Strategic partnerships through whole-of-nation.
- Innovativeness and improve smart platforms and digitalisation.
- Improvement in culture, heritage and creative sustainability.
- Maximised inclusion of the community.

**Culture** and **Creative Industr** Development

- Key Government agencies.
- Non-Governmental and Private Sectors.
- Associations, individuals and industry experts.

Focusses on industry/ community-led initiatives, entrepreneurship, CSR, improvement of governance, advocacy and support.

# **MILESTONES**

 National Culture Policy.
 Brunei Academy for Culture and Arts (BACA) curriculum.

**Q** 2020

- Brunei Museum.
- National Art Gallery.
- Festival Budayaw 2021.
- ASEAN Cultural Gallery.
- ASEAN arch at Taman Damuan.
  - •ASEAN Heritage Site.
  - Rebranding of Libraries.

2021

Council for National Culture.

• Restructuring of Culture Sector.

2022

• Brunei History Centre as a CoE for Brunei History and Sultanate.

2023

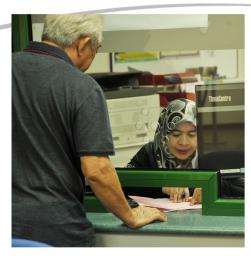
• Brunei Museum as a CoE For Resource And Research.

• National Culture Centre.

National Library.

2024

















"...engaged, agile, capable and confident."

### IMPLEMENTATION OF INITIATIVES: ADMINISTRATIVE GOVERNANCE

# PRODUCTIVE AND INCLUSIVE WORKPLACE

Actively engaged, agile, capable and confident personnel in delivering services that meet diverse needs and to further our strategic objectives.

### **MISSION**

To create a safe, fair and connected organisation committed to quality outcomes through:

- Advancements in innovation and technology.
- Learning and growth opportunities.
- Dynamic organisational culture.

# Success is determined by realising the following objectives:

- Performance, result and productivity oriented.
- Improved Cross-Functional Team (CFT) collaboration.
- Innovativeness and improved smart platforms and digitalisation.

# **Priority Initiatives**

# Effective optimisation of resources

- Human Resource Planning and Development Strategy.
- Workforce audit.
- In-house training programmes.
- Facility management system.

# -2 Improvements in service delivery

- Maximise smart platforms and digitalisation.
- Optimise budget.
- New divisions:
  - Strategy Management and Policy.
- Health, Safety, Security and Environment (HSSE).
- Audit Unit.
- Legal Unit.

# -3 Enhance strategic partnerships

- Capacity building development.
- Sharing of resource, knowledge and expertise (e.g. corporate social responsibilities).

## PRODUCTIVE AND INCLUSIVE WORKPLACE ECOSYSTEM

- System and Process; digital technology usage.
- Budgetary expenditure.
- Audit.
- Learning needs analysis.
- Talent management programmes.



- Knowledge, Skills and Abilities.
- Resource and Infrastructure.

Focusses on strategic partnerships.

Administration and Finance

- Facility Management; building, transport, mechanical and electrical.
- HSSE; including wellbeing of staff and personnel.

Operational Management

### **Productive and Inclusive Workforce**

- Performance, result and productivity oriented.
- Improved Cross-Functional Team (CFT) collaboration.
- Innovativeness and improved smart platforms and digitalisation.

Client-Centred Services

- Customer satisfaction.
- Professionalism.

Focusses on positive work culture, performance and productivity, improvement of governance, advocacy and support.

### **MILESTONES**

2020

- Smart office.
- Workforce audit.
- Learning needs analysis.
- Facility management system.
- Customer service programme.
- Public relations and media management.

- Strategy Management and Policy Division.
- Human resource planning and development strategy.
  - Health, Safety, Security and Environment Division (HSSE).
    - Internal Audit Unit.
      - Legal Unit.
    - Performance and programme based budgeting.

2021

•Innovation and quality programme.

- Talent management programmes.
- MCYS Strategic Plan 2020-2024 mid-term review.

2022

• Digital process system. 2023

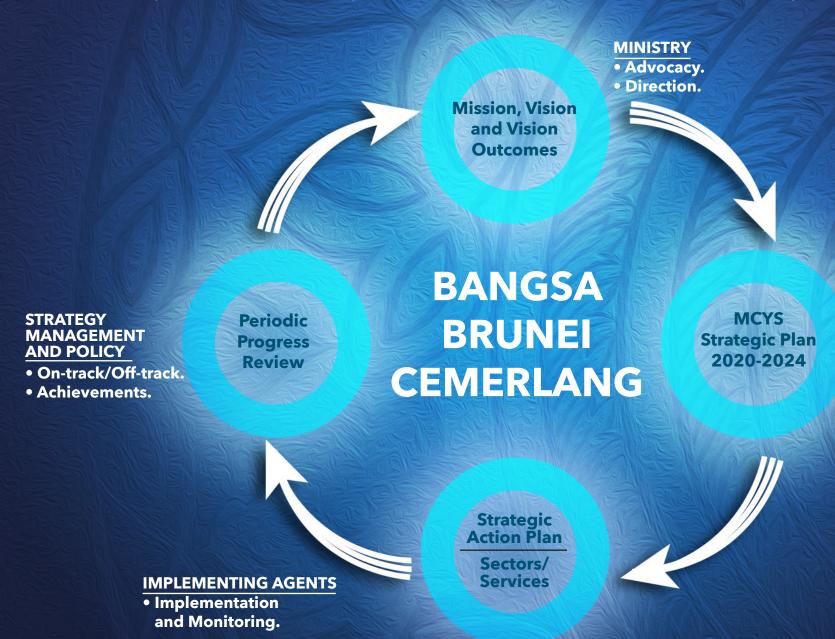
• Customer satisfaction survey.

2024

## **Implementation Strategy**

### **IMPLEMENTATION STRATEGY: EVERYONE DELIVERS**

To achieve ownership and accountability, we put our strategic plan into action through the following process:



• Strategic

**DIVISION AND** 

Strategic
 Objectives, Core
 Strategies and
 Initiatives.

Abu Burdah Radiallahu Anhu Reported, The Messenger of Allah, Peace and Blessings be Upon Him Said,

"Make things easy and do not make things difficult. Give glad tidings and do not repel people. Cooperate with each other and do not become divided".

(Sahih Al-Bukhari and Al-Muslim)

## **Carrying the Process Forward**

### **CARRYING THE PROCESS FORWARD: UNDERSTANDING CHALLENGES**

Understanding socio-economic challenges through an environment scan approach had generated relevant information that serves as inferences in framing our strategies and policies.

- 39% of youth unsatisfied with available leisure/entertainment (YDI, 2018).
- Very low healthy lifestyle: 56% do not regularly exercise and 19% obese.
- 18% of school children aged 5-19 are obese (NHNS, 2011).
- In 2017, 7.13% of the population were on Monthly Welfare Assistance (MWA); decreasing trend in expenditure of MWA with 8.21% relative reduction in 2018.
- Empowerment and protection: women rights, children rights and persons with disabilities rights.

Community and Social

emographic Landscape

- Increased life expectancy: male 76.3, female 78.3 (2017).
- Ageing population: Age >65, 5.3% of total population (2016).
- Projected to increase 7.8% by 2021.
- Non-Communicable Diseases (NCD): example: Dementia.

Global Outlook

- Advancement and achievements in competitive sports: SEA Games, International Paralympics Games.
- Advancements in digital technology: 4<sup>th</sup> Industrial Revolution.
- Sustainable Development Goals (SDGs) commitments.

Economic Perspective

- High rate of unemployment: 7.1% to 9.3% of the total labour force (2014-2017).
- In 2016, 57% of job seekers were between 20-29 years old.
- Economic diversification initiatives: agri-business and entrepreneurial activities, and creative industry.

# CARRYING THE PROCESS FORWARD: EFFICIENCY, EFFECTIVENESS AND TIMELINESS

Good governance is crucial to not only ensure we have a conducive organisational dynamics but also to overcome the challenges and carrying the process forward.

## INSTRUMENTAL AREAS TO ACHIEVE CHANGE

- Leverage on data and success stories.
- Environment scan (and trends).

EVIDENCE-BASED AND
BEST PRACTICES
"WHAT WORKS? AND FOR WHOM?"

- Build strong and effective partnerships (both internal and external).
- Shared common goals.
- Inclusivity.

**EFFECTIVE PARTNERSHIPS** 

MODERNISE THE WAY WE WORK

- Go for quality improvement and innovation.
- Build own capacities with sustainable Human Resource Planning and Development.
- · Leverage on digital technology.



## Glossary

### **GLOSSARY**

#### **Bruneian Core Values**

MCYS together with Universiti Brunei Darussalam (UBD) have identified the following five (5) Bruneian Core Values, to measure the Social Security Strategy goals of Wawasan Brunei 2035: (1) loyalty to His Majesty and country; (2) religious and noble character; (3) cultured and noble nature; (4) independent, resilient and dynamic; and (5) harmony and unity.

#### **Caring**

A caring community that engages in a wide variety of social welfare assistance or services.

#### **Community**

The words society and community are interchangeable in this context encompassing inclusivity of a particular and or broader group of people or culture, living in the same defined area, sharing basic values and interests.

A broad group of people and governments of the world (international community).

#### **Community Capacity Development**

Community Capacity Development encompasses knowledge, skills, resources and infrastructure as well as institution-building (UNDP, 1991).

#### **Competitive**

The Capacity and capability to create opportunities in investment, employment, entrepreneurial activities, sports, services and product development.

#### **Cultured**

Internalising Bruneian Core Values as a way of life.

#### Hub

A platform to incubate innovation and research ideas for implementation.

#### **Inclusivity**

This is the process of social inclusion which aims to improve the terms for individuals and groups to take part in society; and the process of improving the ability, opportunity, and dignity of those disadvantaged on the basis of their identity to take part in society (World Bank, 2019).

#### **Industry-Smart**

The ability to leverage on development of 4th Industrial Revolution.

#### Malay Islamic Monarchy (Melayu Islam Beraja, MIB)

The fundamental beliefs of the Brunei people, practised by the citizens and residents of Brunei Darussalam in the administration of state affairs and everyday activities. This links with the five (5) Bruneian Core Values above.

#### **Protected Time Policy**

The time away from work that an employer must allow an employee for a special reason (e.g. voluntary and sports competition and training purposes).

#### Resilience

The adaptability and persistence to achieve one's vision.

#### **Resource**

Resource includes human resource, building, facilities, transport and knowledge.

#### Responsible

Having an obligation and accountability to perform to the best of one's ability.

#### **Stakeholder**

Any group or individual that affects or is affected by the organisation's strategic plan.

#### **Strategic Partnerships**

Leveraging on various collaboration (in any resources) for sustainable development through mutual benefit.

#### **Sustainable Development Goals (SDGs)**

Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. There are seventeen (17) SDGs that are integrated where action in one area will affect outcomes in others (United Nations Development Programme, UNDP).

#### Marketability

Marketability encompasses skill training, employment opportunities, entrepreneurship and further studies.

#### **Social Development Indicators**

The main social indicators of development include education, health, employment and unemployment rates and gender equality which the World Bank and United Nations use to measure how 'developed' a country is, and the main indices which are used to compare the levels of development in different countries.

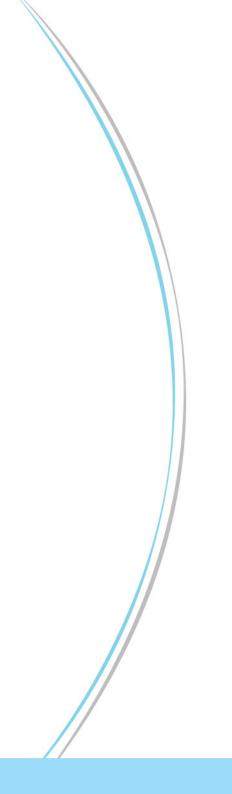
#### The 4th Industrial Revolution (4.0 IR)

The 4th Industrial Revolution describes the exponential changes to the way we live, work and relate to one another due to the adoption of cyber-physical systems, the Internet of Systems (Schwab, 2017).

#### Whole-of-nation Approach

An approach involving businesses, citizens and other stakeholders to develop better solutions together (Straits Times, 2018). In other word, it is an approach involving non-governmental actor in public policy (Klimburg, 2011).

Our sincere thanks and appreciation to all, including our strategic partners, who were involved in the successful formulation of this strategic plan.



## **Notes**



## Notes



