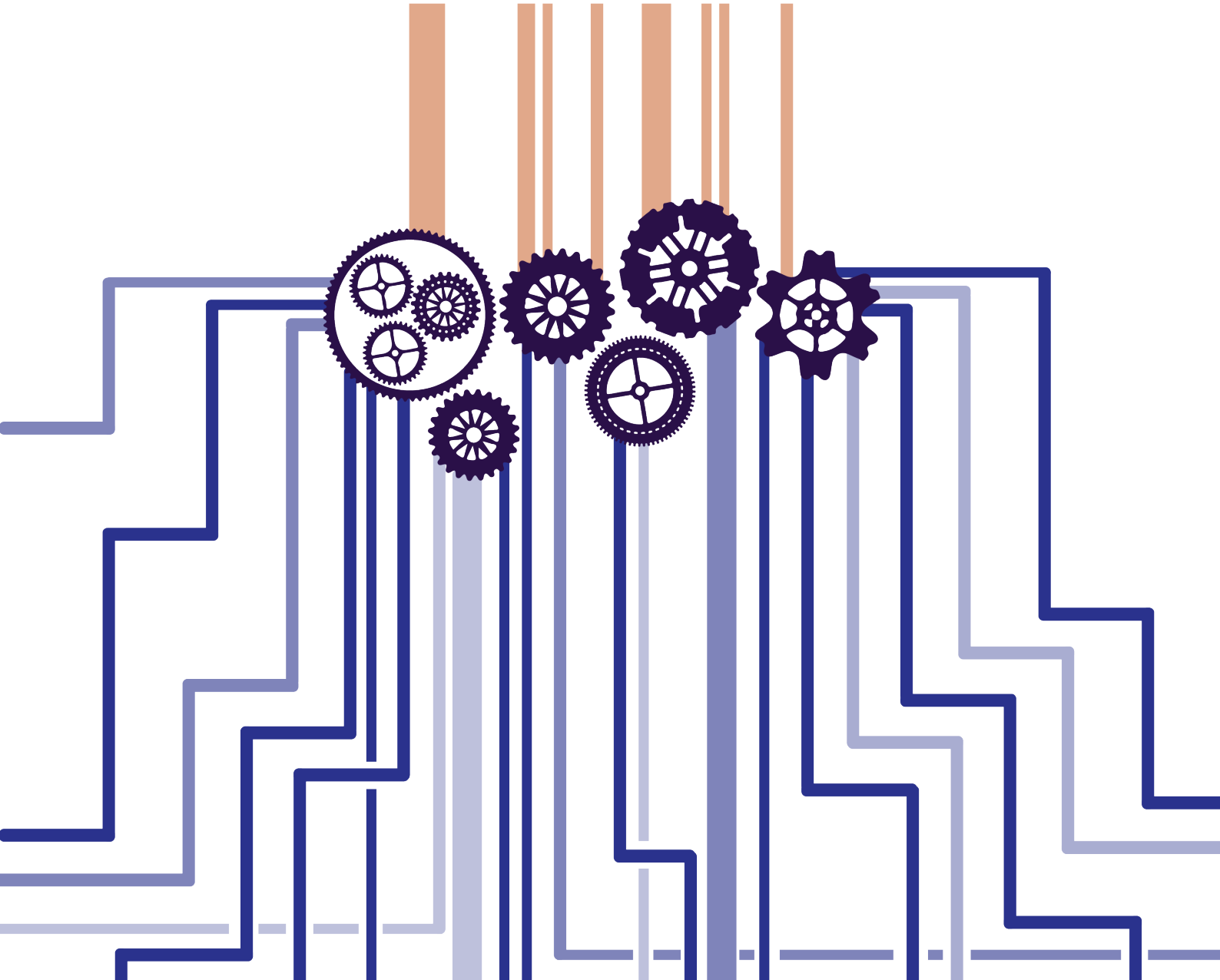


STRATEGIC PLAN 2018 - 2023

MINISTRY OF DEVELOPMENT





كمنترين قمباغونن
KEMENTERIAN PEMBANGUNAN
BRUNEI DARUSSALAM

MINISTRY OF DEVELOPMENT STRATEGIC PLAN 2018-2023

Published by: Policy Coordination and Strategic Planning
Ministry of Development
Bandar Seri Begawan,
Brunei Darussalam

© Ministry of Development, 2018
First printed May 2018

All rights Reserved. No part of this book may be reproduced or copied in any form or by any means of graphic, electronics or mechanical including photocopying, recording, typing on information and retrieval systems without prior permission of the publisher.

Dewan Bahasa dan Pustaka, Brunei
Cataloguing-in-publication

Strategic Plan 2018-2023 Ministry of Development. -- Bandar Seri Begawan : Divisyen
Penyelarasan Polisi dan Pelan Strategik, Kementerian Pembangunan, 2018.

88p. 21 cm

ISBN 978-99917-986-0-8 (Softcover)

1. Brunei Darussalam, Kementerian Pembangunan 2. Strategic planning 3. Sustainable
development--Brunei Darussalam

354.5955068 STR (DDC 23)

Editor
Policy Coordination and Strategic Planning Division, Ministry of Development

Designed by
Architect's Section, Department of Technical Services, Public Works Department

TABLE OF CONTENTS

		Message from the Minister	
		Foreword	
1	Introduction	Introduction	13
2	Vision, Mission, Goals, Core Strategies & Actions	Vision & Mission	18
		MOD Strategic Plan 2018-2023	20
		Linkages with the National Vision 2035	23
		Overview of the MOD 5 year Strategic Plan to Meet Vision 2035	26
		Core Strategies & Actions	31
3	Baseline Indicators 2018 – 2023	Baseline Indicators	42
		Strategic Outcomes	43
		Structured Approach	44
		Alignment with Policy Framework 2018-2023	48
4	Strategic Plan 2018 – 2023: Implementation Focus Area	Current Programs Priority Assessment	52
		Annual Implementation Roadmaps	64
		Annual Plan	66
5	Strategic Plan 2018 – 2023: Key Recommendations	New Division & Committees	76
		Prospective Areas for Enhancement	77
		Risk Assessment Analysis	80
		Acknowledgements	
		Annex 1	
		Annex 2	



MESSAGE FROM THE MINISTER



Assalamualaikum Warahmatullahi Wabarakatuh.

Alhamdulillah, I am pleased to inform that the Ministry of Development has formulated a very comprehensive strategic plan that will guide us for the next five years in supporting and realising our vision of “Quality Living - Sustainable Development - Prosperous Nation” and this, I envision, will move us closer towards achieving the Wawasan Brunei 2035.

The Ministry of Development Strategic Plan 2018 – 2023 is developed upon reviewing, re-analysing and assimilating previous strategic plans and at the same time conforming to the current trends and issues in development to ensure its relevancy and continual application. In this strategic plan, six priority areas have been identified. These priority areas focus on Governance; Coordination and Integrated Planning; Streamlining Operations and Processes; Optimisation; Investment and Collaborative Networking; and lastly developing Local Business Development.

Engagement and full commitment of all levels of staff throughout the organisation, effective communication, positive thinking and attitude, creativity and innovation are keys to a successful strategic planning. This is necessary to ensure that our development will enhance the quality of life towards a progressive nation building.

To this end, I would like to applaud all involved especially the Policy Coordination and Strategic Planning Division, Ministry of Development for their outstanding efforts in the completion of the Ministry of Development Strategic Plan 2018 – 2023.

Wassalamualaikum Warahmatullahi Wabarakatuh.

Yang Berhormat
Dato Seri Paduka Awang Haji Suhaimi bin Haji Gafar
Minister of Development

FOREWORD

Alhamdulillah, all praise be to Allah Subhanahu Wata'ala for with his blessings and permission, the Ministry of Development is able to publish the Ministry of Development Strategic Plan 2018 – 2023.

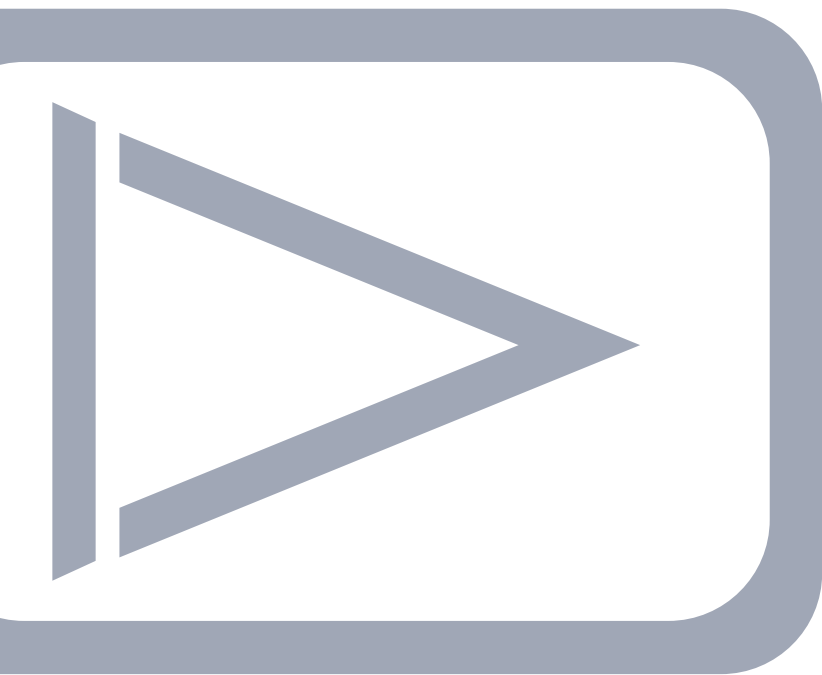
“The formulation of this Strategic Plan 2018 – 2023 is aligned with the ministry's capacity to focus on what is realistic and practical in the country's current context with the emphasis to collaborate with key stakeholders and partners. Six core strategies have been identified and these will be the key in achieving the Ministry's vision of Quality Living, Sustainable Development, Prosperous Nation”

Yang Mulia
Awang Haji Marzuke bin Haji Mohsin
Permanent Secretary (Technical & Professional)



“In this strategic plan, the Ministry has revised its Mission Statement from the previous “Provision of excellent Infrastructure, Housing, Buildings and Service” into the “Provision of a distinctive built and liveable environment that enhances the quality of life towards progressive nation-building”. This I believe, is critical in strengthening the Ministry's efforts to bring us closer in fulfilling the Ministry's vision and Wawasan Brunei 2035.”

Yang Mulia
Dayang Dr. Norimtihan binti Haji Abdul Razak
Acting Permanent Secretary (Administration & Finance)



1

INTRODUCTION

INTRODUCTION

The Ministry of Development's Strategic Plan 2018 – 2023 presents a structured plan that the Ministry is committed to undertake within the span of the next five (5) years. The Strategic Plan will define the Ministry's view of success and outline the priorities that must be completed to achieve our goals by 2023. The guiding principles adopted in the formulation of the strategic plan are based on the following premises:

- A long term vision and mission that outlines the Ministry's future ideal state;
- Overarching and cross-cutting core strategies that unite departments under the Ministry to collaborate effectively towards a common end that will facilitate greater inter-departmental and ministerial collaboration;
- An implementation plan comprising of key initiatives and deliverables that will align and support the core strategies;
- Finally, baseline indicators that will be monitored and measured periodically by the Ministry to track the progress towards the achievement of the Strategic Plan

ALIGNMENT WITH RELEVANT ROADMAPS

The new strategic plan harnesses and enhances the recommendations, interventions and knowledge from the previous strategic plan 2009 – 2015 as well as ensuring its alignment with the MOD Policy Framework 2018 – 2023.

MOD STRATEGIC PLAN 2009 - 2015

The Ministry of Development's Strategic Plan 2009 – 2015 was built upon the vision and mission statements as it looks at the situation and challenges experienced by the Ministry back then. A review of the strategic principles from the MOD Strategic Plan 2009-2015 provided insights and is an essential foundation in the formulation of core strategies for the new strategic plan. The insights from the previous plan equipped the Ministry in addressing areas that needs further improvement in the new strategic plan for the Ministry.

POLICY FRAMEWORK 2018 - 2023

The Ministry of Development as the champions for Infrastructure Development, Land Use and Environment Strategies has identified key policy directions to be adopted in the next 5 years for the Policy Framework 2018 – 2023. The policy covers the core sectoral areas under the purview of the Ministry of Development namely land use, housing, roads, water, drainage, sanitation, environment, construction industry and infrastructure financing.



VISION, MISSION, GOALS, CO



RE STRATEGIES & ACTIONS

VISION & MISSION

The Vision and Mission statements of the Ministry are the bedrock for the new strategic plan because it serves as the foundation for understanding the Ministry's aspirations and its key priority areas. The vision statement forms the foundation for the development of the Ministry's core strategies as well as actions needed in order to fulfill and realise its vision and mission.

In view of the changing times along with the diverse scope of work undertaken by the Ministry of Development, the Ministry has agreed to maintain its previous vision statement. However, the definitions for its Vision is expanded and its Mission is revised.

Quality Living

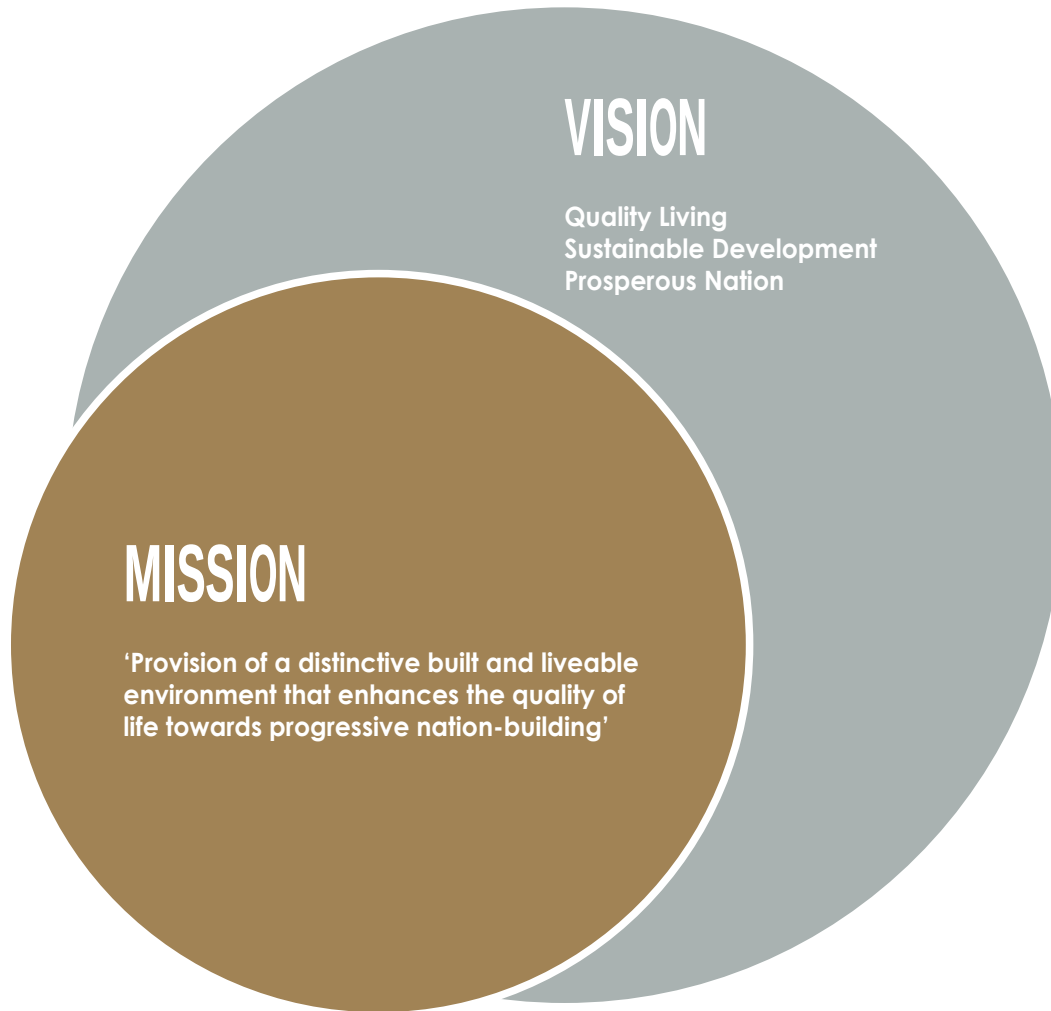
Increased access to reliable, high quality and affordable infrastructure services leading to improved development outcomes and inclusive development

Sustainable Development

Well-planned and optimised future investment for an integrated and resilient development

Prosperous Nation

Facilitating competitive and vibrant private sector led investment for socio-economic development



MOD STRATEGIC PLAN 2018-2023

CONCEPTUAL FRAMEWORK

Taking into consideration the mandates of the Ministry and its departments, the new strategic plan sets priorities, focus resources, strengthen operations, ensure that employees and other stakeholders are working towards common goals, establish agreements around intended outcomes and finally adapt the Ministry's on-going and future actions needed to make progress.

Ensuring high accessibility to quality and reliable public infrastructure and services - GOAL 1

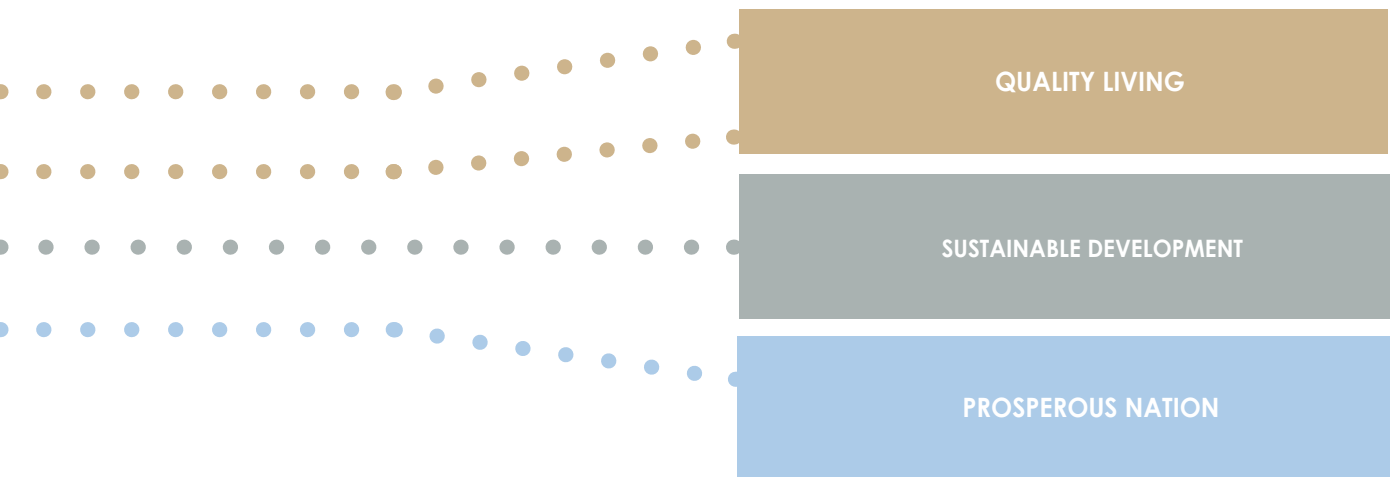
Enabling affordability for infrastructure and services that supports the inclusive development initiative - GOAL 2

Optimisation of resources and assets primarily through our efforts for integrated and sustainable development - GOAL 3

Effectively implement 'PPP' in order to facilitate investment in infrastructure development for vibrant economic growth - GOAL 4

4 GOALS

Based on the systems approach to the strategic planning process, in order to meet the Vision of the new strategic plan 2018-2023, the Ministry has identified the main focus areas that the Ministry will concentrate in order to deliver and achieve its Vision. These focus areas are then consolidated and translated into the four (4) main goals for the Strategic Plan 2018-2023. The Ministry then explored the various enabling mechanisms in order to meet these goals and subsequently has developed the core strategies which are the priorities of the Ministry based on the institutional gaps that the Ministry have identified wherein to undertake and remedy in order to successfully implement these enabling mechanisms.



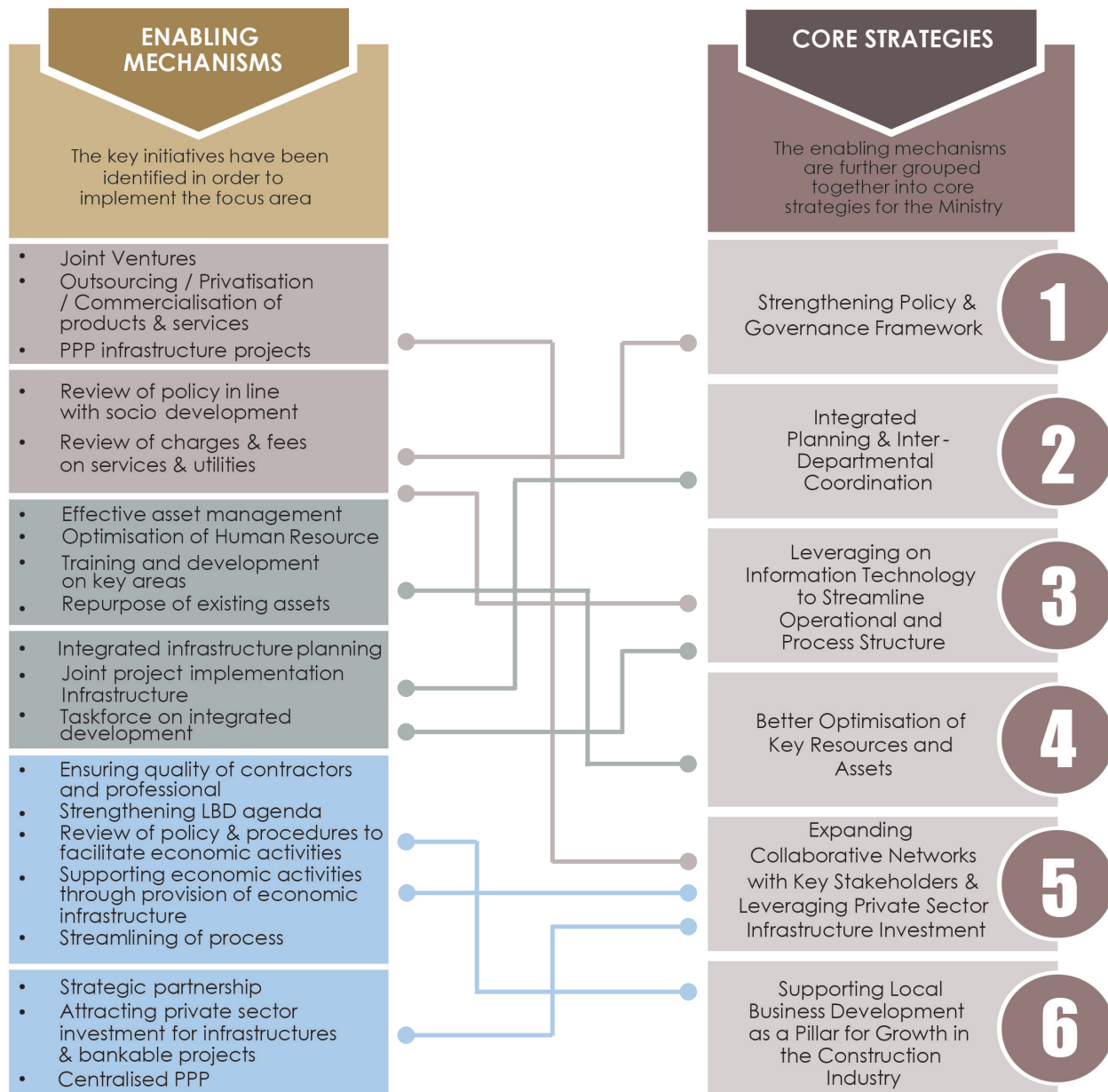


LINKAGES WITH THE NATIONAL VISION 2035

In support of Wawasan 2035, the Ministry of Development is responsible for the implementation of Land Use, Infrastructure Development and Environment Strategy. It is therefore crucial that the Ministry of Development achieves a balanced growth in the nation's social, economic and environment aspects to secure today's and future generation, hence to realise the vision of 'Quality Living–Sustainable Development–Prosperous Nation'.

Thus, to fulfil and deliver the expected social and economic progress for the country from the infrastructure development perspective, the Ministry has identified these 4 goals in order to achieve its Vision. Goal 1 and 2 supports the component of 'Quality–Living' by ensuring high quality of life for the people, whereas Goal 3 supports the component of 'Sustainable–Development' through optimisation of resources without compromising the environment. Finally by enabling public-private partnership and the provision of infrastructure for economic activities in Goal 4, the Ministry is able to meet its vision for 'Prosperous–Nation'.





OVERVIEW

OF THE MINISTRY OF DEVELOPMENT 5 YEAR STRATEGY TO MEET VISION 2035

MINISTERIAL TARGETS FOR 2023 : INFRASTRUCTURE DEVELOPMENT

The Ministry of Development is committed to increase home-ownership rate & access to improved sanitation at 70% and 96% respectively, reduce water consumption per capita to 290 litre per capita per day and maintain access to clean drinking water at 100% by 2023.

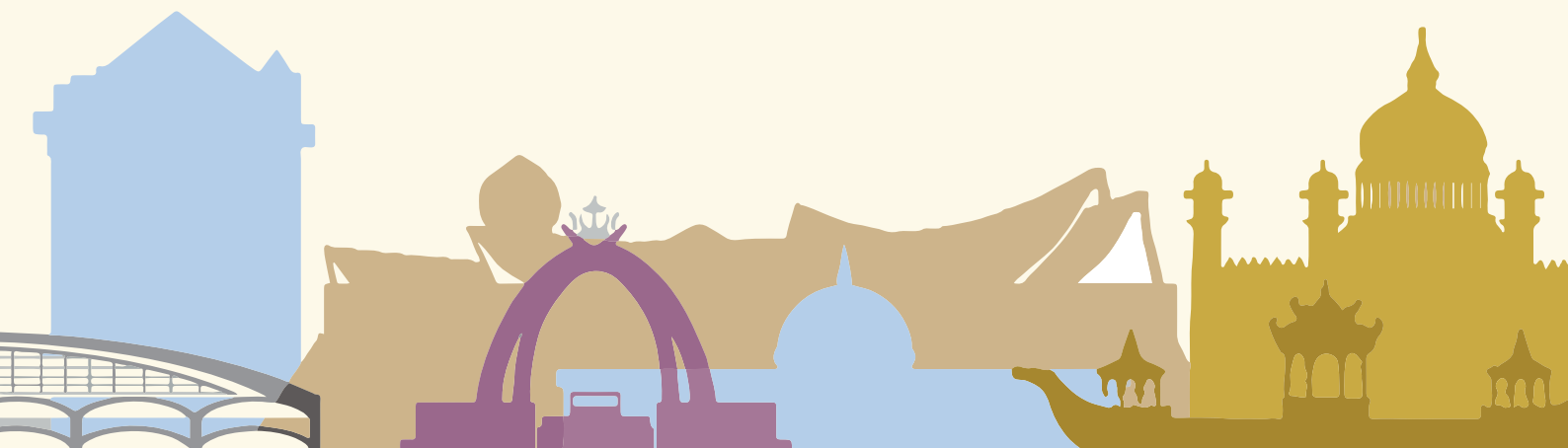
INFRASTRUCTURE DEVELOPMENT PRIORITIES

Infrastructure

- Increase home-ownership rate
- Increase access to improved sanitation
- Improve road quality and maintenance
- Reduce size of flood prone areas

Utilities

- Reduce Non-Revenue Water (NRW) loss & water consumption per capita
- Maintain access to clean drinking water



KEY PERFORMANCE INDICATORS (KPI) FOR MEETING “LIVEABLE & SUSTAINABLE NATION”

HOME OWNERSHIP
RATE

2017
63%

2035
85%

ACCESS TO IMPROVED
SANITATION

2017
94%

2035
100%

ACCESS TO CLEAN
DRINKING WATER

2017
100%

2035
100%

WATER CONSUMPTION
PER CAPITA

2017
380
litre / capita
/ day

2035
290
litre / capita
/ day

**COST EFFECTIVE & LONG
TERM FINANCIAL VIABILITY
OF INFRASTRUCTURE
DEVELOPMENT**

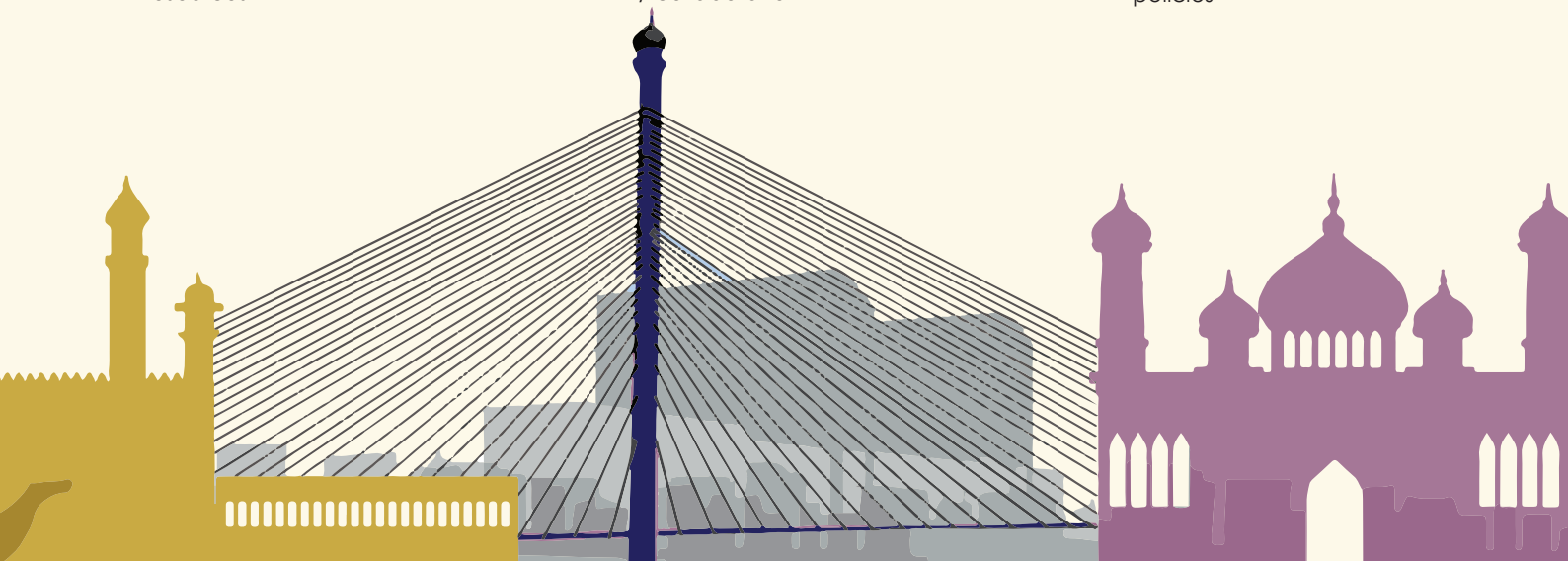
- Leverage on PPP
- Adopt long-term cost-effective approach
- Optimisation of assets and resources

**ENCOURAGE MORE
INTEGRATED DEVELOPMENT**

- Strengthening integrated planning & development
- Inter-Ministerial / Departmental joint projects / collaboration

**STRENGTHENING
MONITORING &
IMPLEMENTATION**

- Standardization & simplification of regulations & procedures
- Review and updated policies



OVERVIEW

OF THE MINISTRY OF DEVELOPMENT 5 YEAR STRATEGY TO MEET VISION 2035

MINISTERIAL TARGETS FOR 2023 : ENVIRONMENT AND LAND USE

The Ministry of Development is committed to maintain high quality river and air quality index at 70-89 and 98% of the year with good quality air index respectively, reduce the rate of waste generated per capita to 1 kg per capita per year and the utilisation of allocated state land within development plan at 80% by 2023.

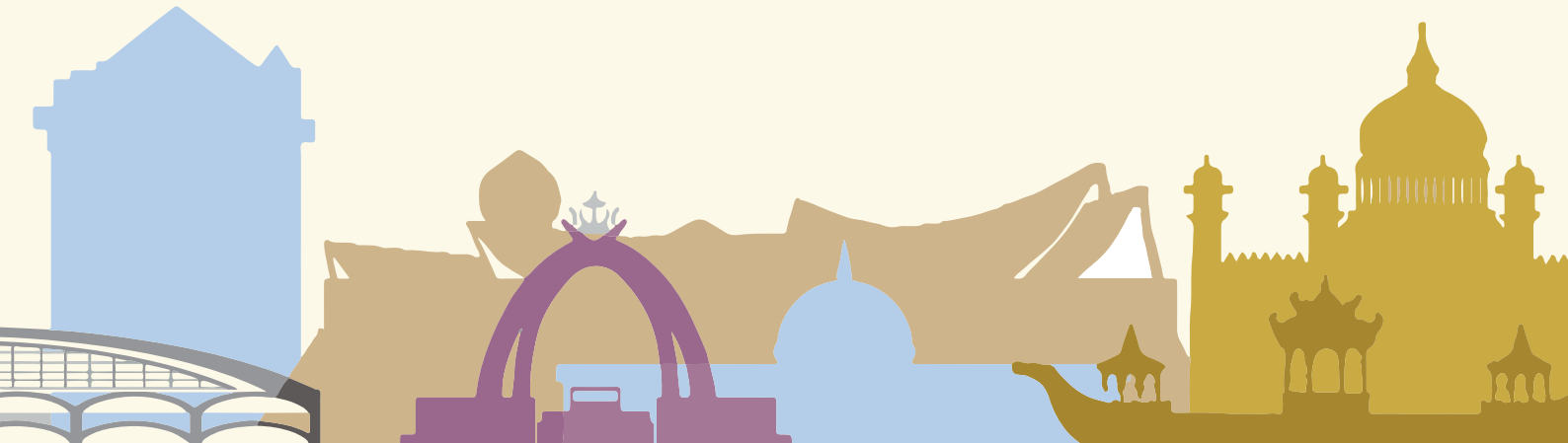
ENVIRONMENT & LAND USE PRIORITIES

Environment

- Maintain good water and air quality
- Increase in recycling rate
- Reduction in waste generated
- Increase compliance in environmental protection and management acts

Land Use

- Improve development rate of allocated state land
- Improve allocation of developable land for socio-economic growth of the country



KEY PERFORMANCE INDICATORS (KPI) FOR MEETING “GREEN NATION”

RIVER QUALITY INDEX

2017
50-69

2035
70-89

AIR QUALITY

2017
90%

2035
98%

UTILISATION OF ALLOCATED STATE LAND WITHIN DEVELOPMENT PLAN

2017
66%

2035
100%

WASTE GENERATED PER CAPITA

2017
1.28
kg / capita
/ day

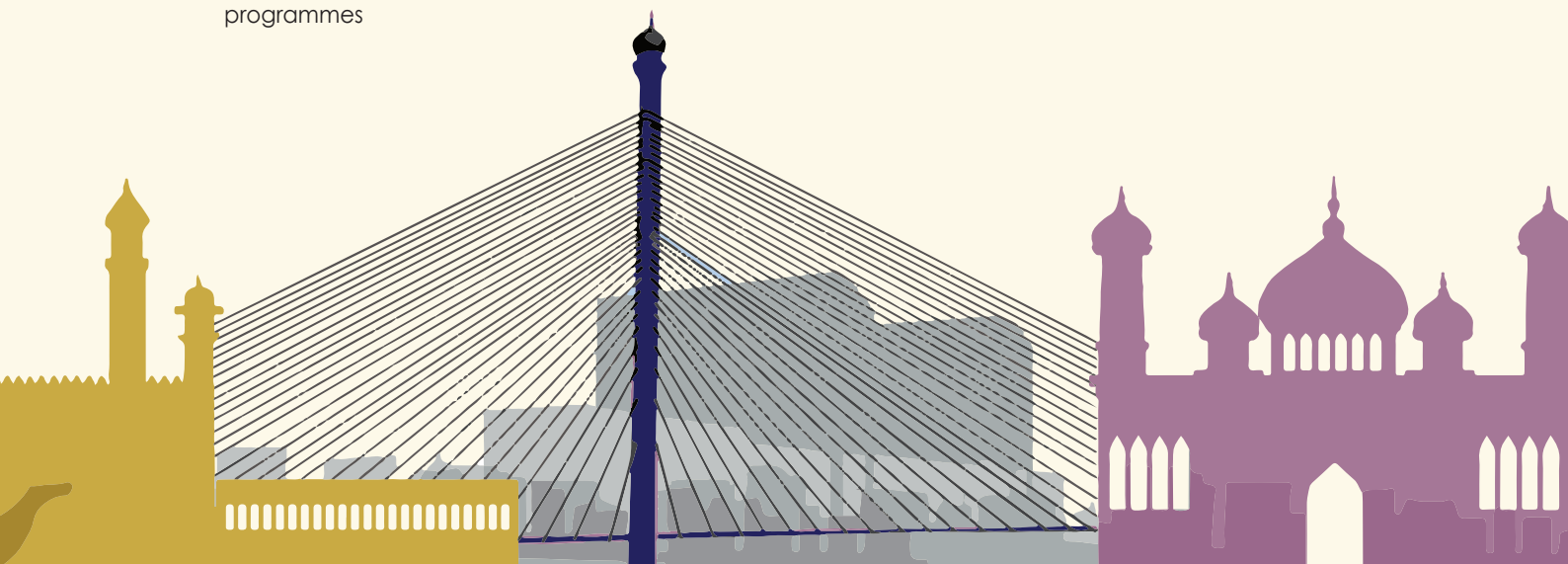
2017
1.2
kg / capita
/ day

PLANNED MANAGEMENT OF ENVIRONMENT & RESOURCES

- Better coordination & planning
- Adopt joint partnership/venture
- Strengthening collaborations with stakeholders
- Better awareness & educational outreach programmes

STRENGTHENING MONITORING & IMPLEMENTATION

- Alignment of policies & regulations
- Integrated enforcement



CORE STRATEGIES & ACTIONS

The Core Strategies and Actions function to ensure optimum impact and results are achieved at all levels of the strategic plan. The six (6) Core Strategies are reinforced with key considerations, strategies, analysis, recommendations and/or rationales that will set the tone of implementation.

The mission is the Ministry's overarching statement that conveys to the public, the main focus and core business of the Ministry. Therefore in order to achieve its mission for the “provision of a distinctive built and liveable environment that enhances the quality of life towards progressive nation building”, the Ministry of Development will focus on the following six (6) core strategies:



20 ACTIONS

CORE STRATEGY 1

Strengthening Policy and Governance Framework

Strengthening
accountability
mechanisms for
effective governance

1

Improving the
implementation and
enforcement of laws,
regulations & procedures

2

Streamlining core
processes for better
service delivery and
ease of doing business

3

Periodic review of policies
through evidence-based
policy decision-making

4

CORE STRATEGY 2

Integrated Planning and Improving Inter-Departmental Coordination

Facilitating integrated physical
planning

5

Facilitating inter-departmental
collaborations for a well
coordinated development

6

Greater emphasis on the
implementation of joint
infrastructure development
projects

7

CORE STRATEGY 3

Leveraging on Information Technology to Streamline Operational and Process Structure

Planned adoption
and management of
e-Services

8

Digitisation of key
information and utilisation
of efficient centralised
database

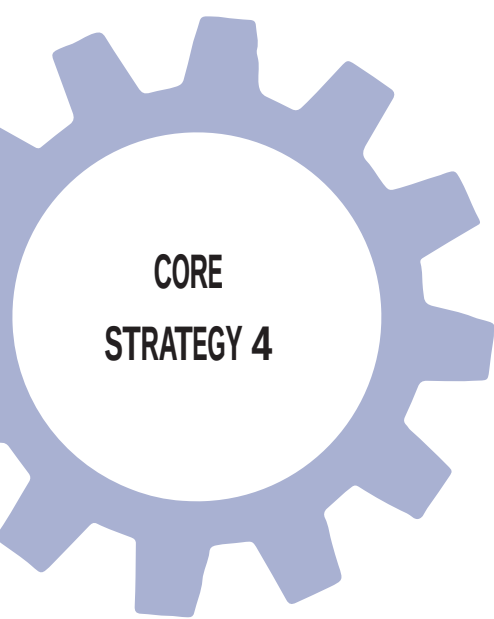
9

Enhancing integrated
data management system

10

Effective e-Service
delivery performance

11



CORE STRATEGY 4

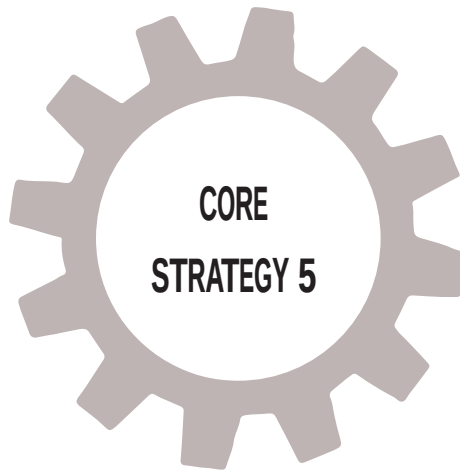
Better Optimisation of Key Resources and Assets

Implement a proper human resource planning to equip our workforce with the right expertise and skills

Implement organisational right-sizing through optimising the current workforce

Cost optimisation in infrastructure project delivery

Practice robust project management



CORE STRATEGY 5

Expanding Collaborative Networks with Key Stakeholders & Leveraging Private Sector Infrastructure Investment

Establishing strong and effective relationships with strategic partners and collaborative networks with key stakeholders

Attracting potential private sector investments for core projects

Leveraging on private sector to add-value to existing products and services to seize commercialisation opportunities



CORE STRATEGY 6

Supporting Local Business Development as a Pillar for Growth in the Construction Industry

Enhance the quality and capability of local contractors to support local business development agenda

Boost active participation and involvement of local professional and technical experts



ACTIONS

EXPECTED INITIATIVES

Strengthening accountability and transparency mechanisms for effective governance

- Conduct review of existing committees both for internal and external memberships because if left unchecked, it will result in duplication, formation of additional committees in response to future initiatives, lack of coordination between committees, increased workload, leading ultimately to misallocation of resources
- Consolidation and compilation of the fundamental elements of Acts relevant to the Ministry
- Review the Terms of Reference and Scope of Work of Divisions under the Ministry

Improving the implementation and enforcement of laws, regulations & procedures

- Clarify enforcement regulations and procedures to avoid ambiguities and duplication (policy components have been identified in policy framework)
- Strengthening enforcement mechanisms and implementation through inter-departmental and cross ministerial collaboration

Streamlining core processes for better service delivery and ease of doing business

- Determine and set critical processes within respective core areas that is targeted for streamlining
- Perform regulatory and procedural simplification and standardisation

Periodic review of policies through evidence-based policy decision-making

- Develop a resource database and network to facilitate information sharing and technical cooperation among departments / divisions / units
- Integration of information and data looking at current available system in the Ministry with the view to enhance efficiency and effectiveness
- Periodic review on key policies and policy analysis research based on new data and findings



ACTIONS

EXPECTED INITIATIVES

Facilitating integrated physical planning

- Integration of infrastructure relevant data and centralising it into a shared platform to be accessed by departments
- Formulate an integrated portal for consolidation of all master plans such as Land Use Master Plan, Road Master Plan, Drainage Master Plan and etc

Facilitating inter-departmental collaborations for a well coordinated development

- Facilitate and develop a working group for closer inter-departmental collaboration and project planning especially for infrastructure projects & maintenance works

Greater emphasis on the implementation of joint infrastructure development projects

- Develop effective monitoring and assessment programme to scale up integration
- Set up a committee to oversee, monitor and assess cross-departmental integration efforts
- Prioritise projects that successfully combines 2-3 departmental collaborations or based on cost-sharing model as opposed to the individual department's projects



ACTIONS

EXPECTED INITIATIVES

Planned adoption and management of e-Services

- Conduct e-service assessment for potential core services
- Evaluating potential impact of e-services

Digitisation of key information and utilisation of efficient centralised database

- Digitising key information to ensure accessibility and proper governance
- Developing a cost effective centralised database system to enhance data integrity and security, operational efficiency.

Enhancing integrated data management system

- Identify and determine critical common data within the Ministry to be integrated
- Facilitating an effective cross-functional collaboration and sharing of common data

Effective e-Service delivery performance

- Conducting performance monitoring and evaluation of existing e-Services

ACTIONS

EXPECTED INITIATIVES



Implement a proper human resource planning to equip our people with the right expertise and skills

- Competency and capability development programmes in critical areas of expertise
- Establish a programme that will recognise excellence and reward based performance
- Succession planning for key priority areas for the Ministry

Implement organisational right-sizing through optimising the current workforce

- Mobilise human and key resources in priority areas for the Ministry
- Optimising the current workforce for institutional strengthening
- Perform right sizing exercise through manpower planning

Cost optimisation in infrastructure project delivery

- Develop a design and cost review mechanism for every project to ensure cost effectiveness and optimisation as well as eliminating wastages and unnecessary design
- Identify alternative solutions and develop effective decision making criteria for assessing best possible solutions (i.e value - maximising choices within specified constraints) during project inception for a more robust and rational decision making model process
- Conducting preliminary assessment design and cost at pre-design/inception stage

Practice robust project management

- Develop a project prioritisation framework and pipeline of medium and long term project undertakings
- Formulate project review and assessment guidelines for departments including top management resolution for terminating or discontinue projects

ACTIONS

EXPECTED INITIATIVES



Establishing close linkages and effective relationships with strategic partners and collaborative networks with key stakeholders

- Propagate strategies for engagement of dialogue partners beyond project design and monitoring taking into consideration differentiated approaches based on mutually beneficial common interests especially with other external Ministries and understanding their long-term planning
- Formalise a working relationship especially with Darussalam Assets (DA), Brunei Economic Development Board (BEDB) and Attorney General's Chamber in order to get the necessary advice and way forward requiring commercial and / or legal advice accordingly from the respective aforementioned agencies
- Develop outreach programme to nurture ties and engage with industry and academic for effective partnership must be actively pursued
- To work closely with Governance and Legal Division under the Ministry of Development to effectively incorporate key strategic issues and recommendations by existing ad-hoc committees that the Ministry is a member

Attracting potential private sector investments for core projects

- Bundle smaller and simpler projects into larger PPP projects in order to create investment viability for projects
- Explore and review more profitable revenue streams
- Improve existing policies in key priority areas and the presence of a structured framework for an initiatives / projects / programmes that will enhance the confidence of investors (policy components have already been identified in policy framework)
- Centralise and consolidate all investment and marketing related initiatives under one department for better coordination and spearheaded by the Ministry
- Instigate a robust legal, regulatory and institutional environment in developing and implementing viable PPP infrastructure projects such as corporatisation and the creation of Special Purpose Vehicle for the Ministry

Leveraging private sector to add-value to existing products and services to seize commercialisation opportunities

- Develop a commercialisation framework
- Undertake stakeholder engagement with private sector during early project ideation and conception
- Outsourcing, commercialisation and privatisation of non-essential services

ACTIONS

EXPECTED INITIATIVES



Enhance the quality and capability of local contractors to support local business development agenda

Developing LBD Framework which includes (but not limited) to the followings:

- Identify and explore policies that could potentially be applied to strengthen local business development (policy components have been identified in policy framework)
- Review and improve procedures that can increase operational efficiency and benefit both local business development and the Ministry of Development
- Identify major developers as well as contractors in Brunei (especially local) for the whole of the Ministry and creating a consolidated master list and dossier as a source of reference

Boost active participation and involvement of local professional and technical experts

- Discussion with local professional and technical experts to identify incentive mechanisms and training opportunities.
- Formulate industry competency framework
- Develop a performance evaluation checklist/scorecard to recognise and promote local contractors in construction projects
- Introducing an Excellence Construction Award / Recognition for Local Contractors



BASELINE



INDICATORS 2018 - 2023

BASELINE INDICATORS 2018 - 2023

The realisation of the key indicators will require cross departmental and multi-disciplinary approach which can be achieved through concerted efforts and continuously promoting the right attitude and mindset as well as the effective execution of policy and strategies as a pre-requisite for the 'one-ministry' approach.

Consequently, a total of twenty-one (21) baselines were identified to track the Ministry's performance & progress towards the achievement of the six (6) core strategies for the five (5) years period. However, the prescribed indicators are not limited to the following only and may be revised over the five (5) years duration.

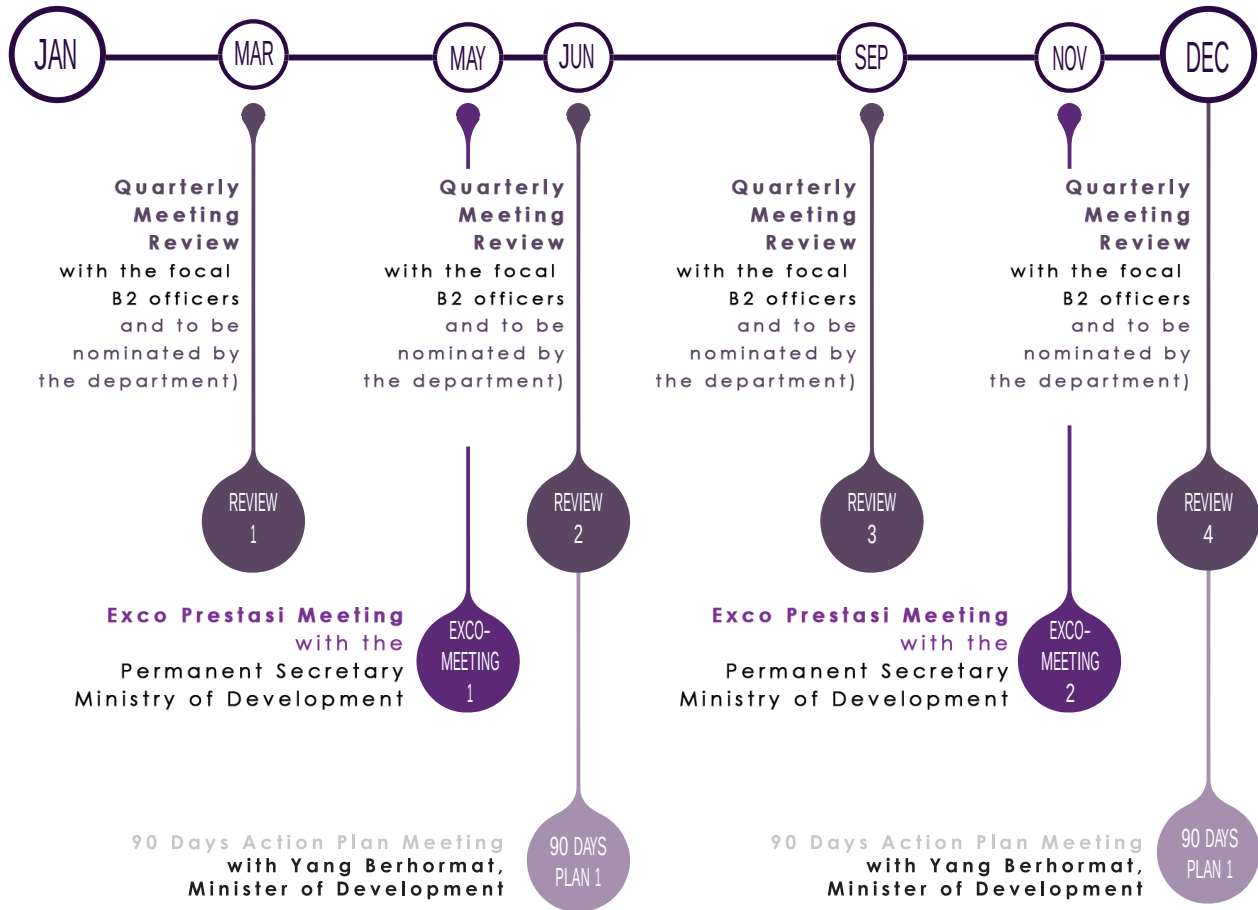
The Ministry is committed to meet the targets of the twenty-one (21) baseline indicators through the concerted effort and unwavering support from the various departments under the Ministry of Development. This will be the Ministry's proxy measure to determine successful implementation of the new strategic plan 2018 - 2023 in the next five (5) years. The strategic outcomes are the manifestation of the anticipated results derived from the achievement of the baseline indicators.



STRATEGIC PLAN REVIEW MECHANISM

Periodic review of the indicators is critical towards the achievements of the Strategic Plan. Henceforth, the progress will be tracked and managed by the Division for Policy Coordination and Strategic Planning (PCSP) through the continuous support from all relevant departments under the Ministry. Updates from nominated focal points of respective departments will be consolidated by PCSP every 3 months which is necessary to prepare for the bi-annual Executive Committee Meeting on Strategic Planning (EXCO-Prestasi) with the Permanent Secretaries of the Ministry and the Head of Departments/Divisions. The agreed report along with endorsed initiatives will be presented to the Minister of Development every 6 months during the Senior Executive Meeting or Heads of Departments Meeting.

TIMELINE



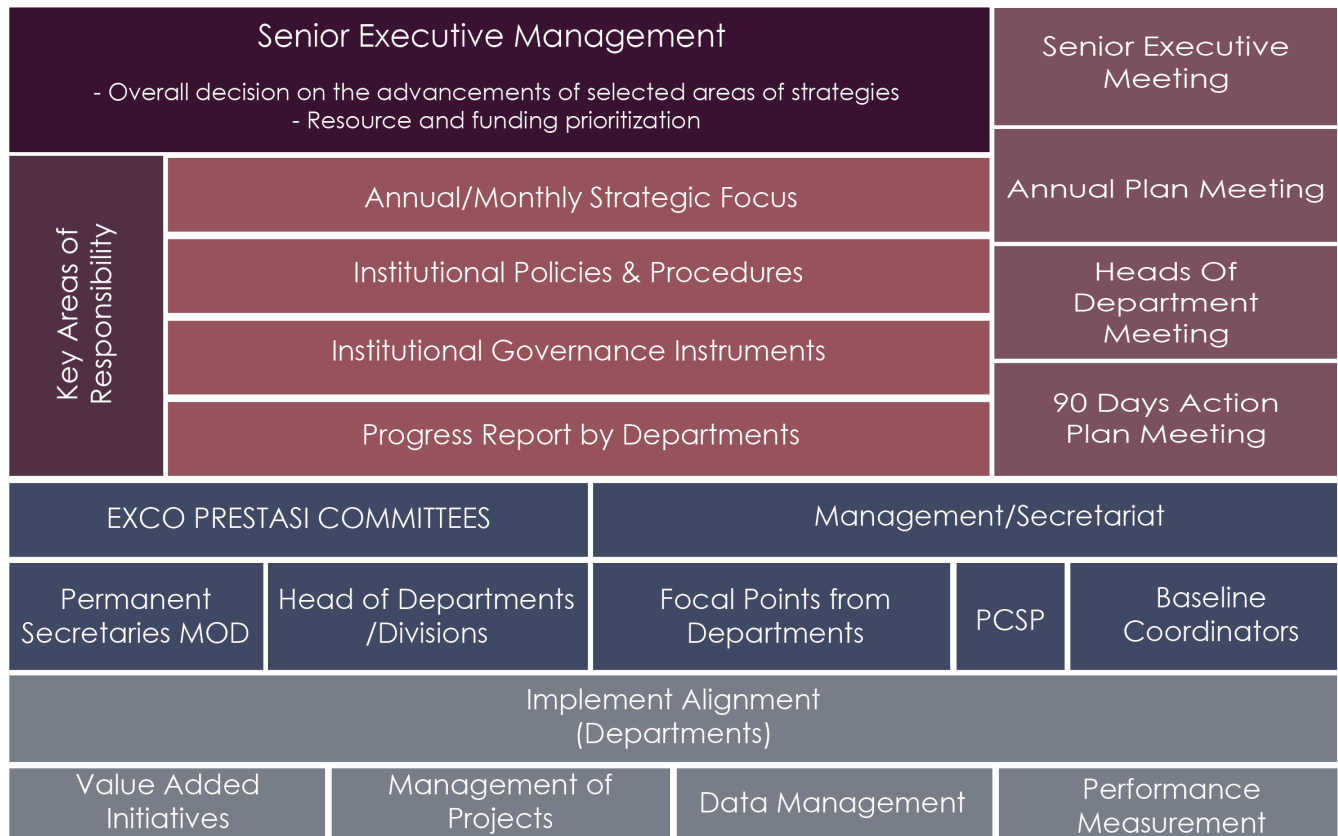
STRUCTURED APPROACH

The Secretariat will facilitate and guide the respective meetings and dialogues in order to further strengthen the implementation of key initiatives.

In the EXCO-Prestasi meeting chaired by the Permanent Secretaries, departments and respective divisions (as KSM coordinators) are expected to present their programmes and initiatives that will support the various core strategies in order to ensure alignment and synergies between programmes and initiatives. The Secretariat will also update the meeting on the progress of the achievement of the KPIs.

During the Senior Executive Committee meeting with the Minister of Development, departments/divisions will report on key strategic issues related to the implementation of the initiatives and propose possible solutions in order to expedite the implementation of programmes and activities such as policy, procedural and institutional governance recommendations. The Permanent Secretaries will also update the Minister of Development on key progress of the achievement of the KPIs of departments / divisions.

TOP-DOWN & BOTTOM-UP MINISTERIAL INVOLVEMENT

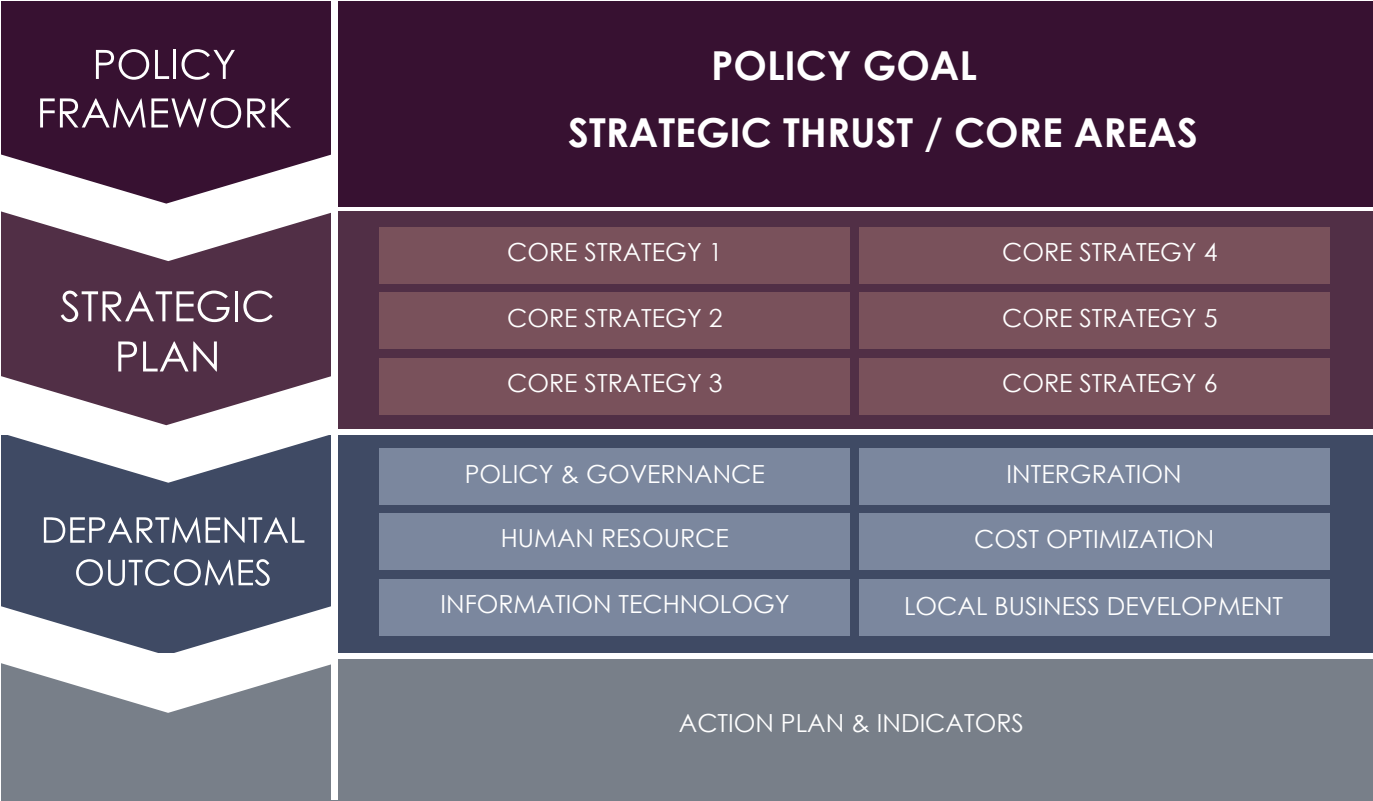


ALIGNMENT WITH POLICY FRAMEWORK 2018 - 2023

The Ministry of Development as the Champion for the Infrastructure, Land Use and Environment under the 11 National Strategies for Vision 2035 has formulated a consolidated Policy Framework that will be the blueprint for policy directions in key sectoral areas towards supporting the socio-economic goals of Vision 2035 for a 'High Quality of Life'. Departments under the Ministry of Development are expected to refer to the policy framework for key policy directions under the various 9 sectoral areas.

In turn, the Strategic Plan will outline the medium and long-term plan over the period of 5 years to be undertaken by departments/divisions in the form of key initiatives that will be implemented in order to realise the policy goals via enhancing the operational and institutional capabilities of the Ministry. It will serve as a useful reference for departments in order to align their programmes and activities according to the 6 core strategies of the Ministry of Development, whereas the divisions under the Ministry will then play an active role as coordinators to give assistance to departments for the purpose of alignment and synergies of programmes and initiatives. The Division for Policy Coordination and Strategic Planning (PCSP) as the Secretariat will be implementing internal control and standard operating procedures for departments to align to the Strategic Plan and Policy Framework.







STRATEGIC PLAN 2018 - 2023 :

4

IMPLEMENTATION FOCUS AREA

CURRENT PROGRAMMES PRIORITY ASSESSMENT

The prioritisation of key programmes and activities is made based on the assessment of projects that will deliver high impact value towards the achievement of the outcomes that is stipulated under the strategic plan. The Ministry's priority initiatives, the one that drives the highest success are selected based on the following criteria:

PRINCIPLES

1

Projects are selected based on clear linkages and delivers high value towards the achievement of multiple and collective strategic outcomes for the Ministry

2

Collaborators and other stakeholders actively collaborate to accelerate the progress and alternative funding sources have already been identified and can be successfully secured

3

Projects selected not only for their technical excellence but also the likelihood that they will deliver the desired scale and impact

4

Projects are innovative in nature and leverages the competitive advantages of the Ministry or enables cross leveraging of resources

In line with the objectives and consistent with the core strategic and actions, the Ministry of Development will design and implement projects and activities within the priority areas. These projects, as determined by the departments, must be anchored on and directly contribute to the Ministry of Development's Strategic Plan 2018-2023 as well as the Policy Framework 2018-2023.

Recognising that there are limited funding availability under the National Development Program (NDP), the Ministry needs to review and prioritise their projects according to the relevance and contribution to the Strategic Plan 2018-2023. Moreover, the Strategic Plan team also recommends that projects which are pending for more than 2 years should be redefined and updated to incorporate new developments and elicit interests from strategic partners or external funding source. In order for departments to make the decision to terminate recurring project from NDP funding, departments must seek approval and endorsement from the senior executive management.



PRIORITY PROGRAMME 1

Initiative	Prepaid Water Meters
Current Scenario	Post-paid Water Meters
Targeted Outcome	The implementation of prepaid water meter will primarily deal with efficient payment of water bills and water conservation efforts

Drivers	Barriers	Intervention
High outstanding water bills	High operation cost	Strengthen enforcement and Improvements in water billing system
Technical risks such as tampering & durability (replacement) of water meters	Lack of regulations in prepaid water meters and insufficient workforce for maintenance of prepaid water meters	Planned Maintenance
High water usage, amongst the highest in the region	Cheap water tariff	Public Engagement and awareness

Direct Impact on Goals			
G1	G2	G3	G4
●		●	

Recommended Strategic Interventions
Establish a regulatory framework in governing prepaid water meters especially on tampering, bypass theft and default payment issues
Operationally provide a smart and prepaid system that has a close monitoring and a rapid response capability to identify and resolve problems efficiently such as detection of faulty meters and water leaks
Ensure sufficient capacity to maintain the prepaid meters
Strengthening the dedicated unit that manages arrears and revenue on water services



PRIORITY PROGRAMME 2

Initiative		Government Asset & Infrastructure System (GAIS)	
Current Scenario		Maintenance is done individually among the departments	
Targeted Outcome		The implementation of GAIS will enable the government to implement a more robust and planned maintenance system across different ministries	
Drivers	Barriers	Intervention	
The Ministry of Development as the main benefactor to carry out planned maintenance work	Big and varied project scope	Multiple module for different scope	
Data security and integration of IT infrastructure	Accessibility & security of sensitive data, Availability of in-house technical expertise for maintenance of system	Independent data server	
	Require specialised knowledge on assets and logistics	Conduct capacity building workshop	
Direct Impact on Goals			
G1	G2	G3	G4
		●	
Recommended Strategic Interventions			
Ensure that it employs a system that optimises the use of scarce resources such as manpower, equipment, materials and funds to maintain the assets and infrastructure.			
Strengthen asset planning, maintenance and risk management framework to ensure functional and operational needs are realised, physical conditions of the asset and infrastructure is kept to an appropriate standard and all technical requirements are met.			



PRIORITY PROGRAMME 3

Initiative	Public Private Partnership for the provision of Natinal Housing Scheme			
Current Scenario	One proposed project (Lugu National Housing Scheme Phase 2)			
Targeted Outcome	Sustainable provision and management of the National Housing Scheme			
Drivers	Barriers		Intervention	
Better Housing Quality	Affordability of houses		Subsidy, proper screening of applicants and better financing options working together with the banking sector	
Promptness in delivery of houses	Abundant supply of houses		Balanced supply and demand	
Improvements in local contractors participation	Lack of quality among local contractors		Comprehensive investment requirements to increase local contractors' participation and skills upgrade for local contractors	
Direct Impact on Goals				
G1	G2	G3	G4	
●	●	●	●	
Recommended Strategic Interventions				
Gradually increase PPP readiness of the Ministry with appropriate legal, regulatory and institutional frameworks. This would also call for the PPP units to have the necessary authority to move the PPP projects forward.				
Strengthen the Ministry's capacity to select, develop and manage PPP projects. Lack of appropriate skills has led to delays, inefficiencies and even failures in the past.				
The provision of subsidies and guarantees for the PPP projects need to be balanced by the imperative of fiscal sustainability in a well developed and structured PPP projects so that risks are allocated appropriately. It is for this reason the Ministry has to work closely and formalise cooperation with more experienced agencies because PPP tend to depend on quality feasibility analyses and high caliber professional advice to help on the decision on PPP projects principally in areas of financial modelling, capital financing, risk assessment & detailing output specifications.				
Start with small pilot projects in key areas that has been identified as viable projects for PPP to build experience for bigger PPP projects undertakings.				



PRIORITY PROGRAMME 4

Initiative	Housing Development Authority (Statutory Body)
Current Scenario	Institutional constraints and challenges to fully leverage on PPP and joint financing housing projects
Targeted Outcome	Evolution of the Housing Development Department to undertake financially viable and bankable housing projects towards better management and provision of the National Housing Scheme

Drivers	Barriers	Intervention
Downsizing of employees to optimise workforce	Employees resistance	Performance appraisal and contract for employees as well as retraining of current workforce
Improvement in housing delivery and services rendered to the public	Potential public resistance to mechanisms rendered under the new institutional arrangements	Proper socialisation and stakeholder engagement
Better financing options for the National Housing Scheme	Financial impediments and inflexibility to leverage on PPP and joint financing efforts	Co-financing, flexibility of financing and flexible ownership

Direct Impact on Goals			
G1	G2	G3	G4
		●	●

Recommended Strategic Interventions
Develop policy and legal framework in order to become a statutory body
Prepare a comprehensive transition plan (especially financial & human resource) from Housing Development Department into Housing Development Authority (Statutory Body)



PRIORITY PROGRAMME 5

Initiative	Integrated Enforcement (Tindakan Penguatkuasaan SEPADU)		
Current Scenario	Enforcement actions are being undertaken by the respective departments. There is a need to integrate enforcement actions to enhance efficiency.		
Targeted Outcome	To execute enforcement actions in an integrated manner by the relevant departments within the Ministry of Development, and supported by relevant agencies outside Ministry of Development where necessary.		
Drivers	Barriers	Intervention	
Concerns over an apparent increase on unauthorised development / activities that could have adverse impacts on Health, Safety, Security and Environment of the community.	Enforcement mandate and jurisdictions cut across various enforcement agencies and information sharing among the relevant agencies is not well coordinated	Ministerial drive, early consultation and the need to establish a centralised database comprising all relevant data for decision making including data on unauthorised development activities based on category, location and status of enforcement actions	
Clear law and regulations	Enforcement gap, disagreements among stakeholders and excessive bureaucratic red-tapes in enforcement process and procedure	Re-alignment of roles and responsibilities, Attorney General's Chamber involvement and the creation of a One-Stop Agency	
Direct Impact on Goals			
G1	G2	G3	G4
		●	
Recommended Strategic Interventions			
Strengthen and streamline enforcement policies and procedures as well as facilitating joint-enforcement efforts/ exercises with the possibility of having Lead Agencies for different clusters/pairings on enforcement			
Parallel and early awareness campaign for new enforcement mechanisms and procedures (as well as grace period for exemption) including the creation of easily accessible information and discussion forums for the public to voice out new suggestions and/or dissemination of information			
Effective cross-agencies communication channels should be established such as the possibility of establishing a central command post and periodic post mortem meetings to identify key enforcement issues/gaps and its solutions for improvements			
Harmonisation and greater clarity between enforcement and litigations and prosecution processes			

ANNUAL IMPLEMENTATION ROADMAP

The Ministry does not implement a strategic plan but rather implement programmes and initiatives that supports the new strategic plan. In order to do so, PCSP has reviewed the 90 Days Action Plan (90 DAP) to streamline and further group together complementary initiatives with the Core Strategies and Strategic Actions that leads to a more tangible outcome. The execution and timely implementation of these activities will be critical towards meeting our strategic objectives and the outcomes of all completed projects needs to be properly documented, reviewed and audited.

The prescribed departmental initiatives outlined in the implementation roadmap may be implemented either concurrently and / or progressively and is highly dependent based on the priority of the Ministry. From time to time, these action initiatives can be updated to incorporate new activities / programs but nonetheless it has to be first endorsed by the Senior Executive Management (SEM) as part of the recommended periodic review mechanism.

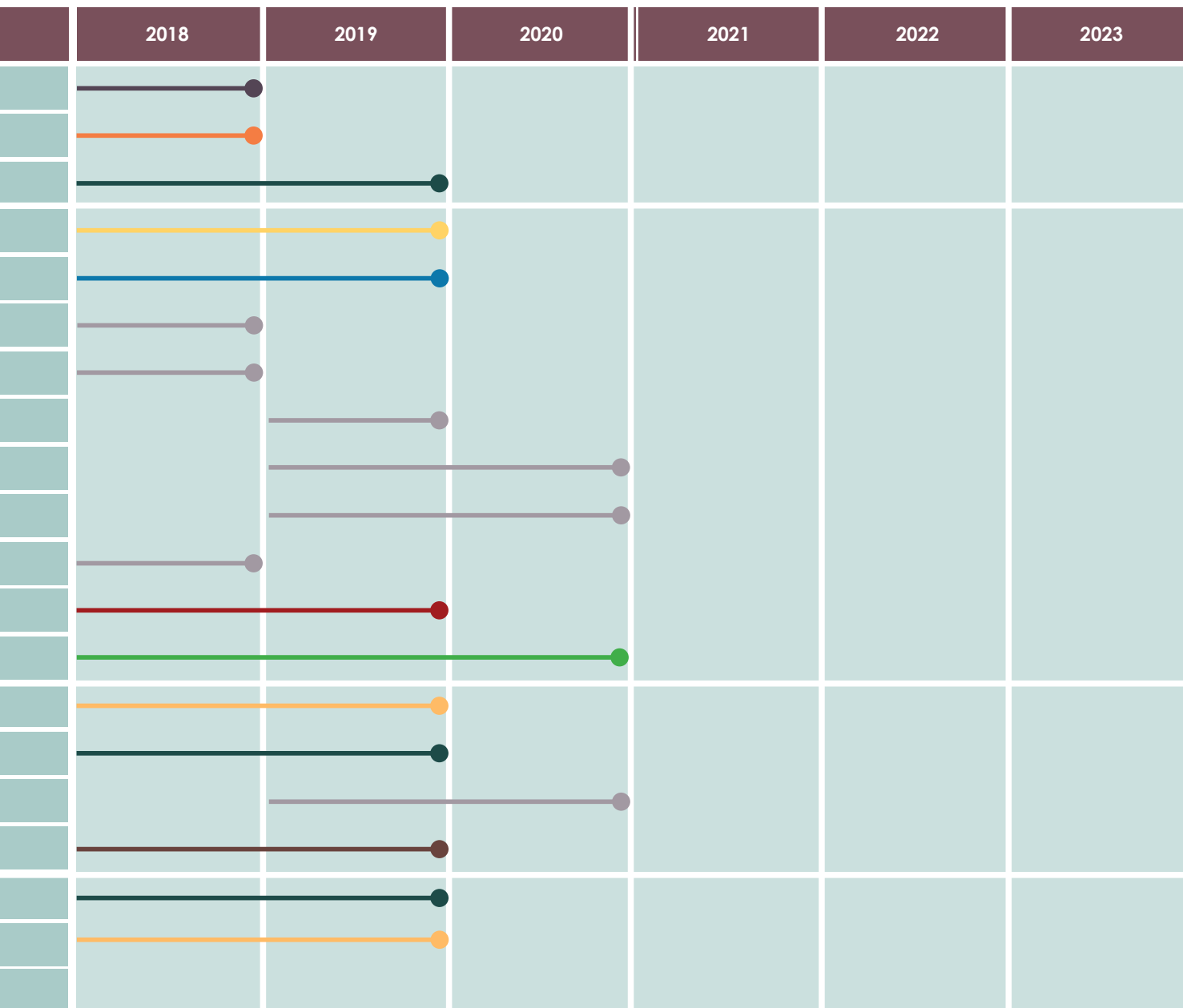


STRATEGIC PLAN 2018 - 2023 | ANNUAL PLAN

CORE STRATEGY 1	ACTIONS	WHO IS RESPONSIBLE?	DESCRIPTION
	1	DBS, PWD	Review and update Quotation Administration Guide (QAGE) 2006
		DTS, PWD	Reviewing and updating CAGE (Contract Administration Guide 2002)
		DOD, PWD	Review Roles and Responsibilities (R&R) of Consultants
	2	DDS, PWD	Drafting Drainage and Sewerage Act
		DWS, PWD	Water tariff reformation
		DOR, PWD	Regulation for permit to work on roads and road reserves
		DOR, PWD	Draft regulation for permit to use road for transportation of special goods
		DOR, PWD	Revise policy on upgrading of road access
		DOR, PWD	Management & enforcement of roadside vendors
		DOR, PWD	TOR for promoting existing road Infrastructure for advertisement incorporating safety guidelines
		DOR, PWD	Review and update Standard Design Guidelines and General Specification
		TCP, ABCi, LAND, PWD & HDD	Integrated Enforcement Joint Collaborations (SEPADU)
		JASTRe	Introduction of concession areas for waste collection services
	3	DDS, PWD	Reviewing and revising Sewerage Design Manual and Guidelines
		DOD, PWD	Review and update work processes and procedures for project implementation under consultant
		DOR, PWD	Review of land use along highway to regulate accessibility
		LAND	Streamlining of core land processes to expedite Ease of Doing Business (EODB)
	4	DOD, PWD	Compilation of Elemental Cost Analysis (ECA) of finalized projects
		DDS, PWD	Statistical analysis of flood prone areas



PROPOSED COORDINATOR:
DIVISION OF GOVERNANCE

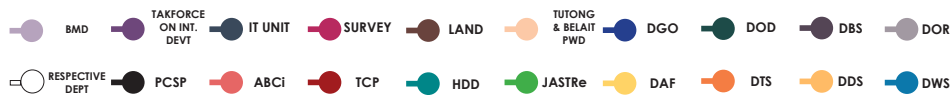


STRATEGIC PLAN 2018 - 2023

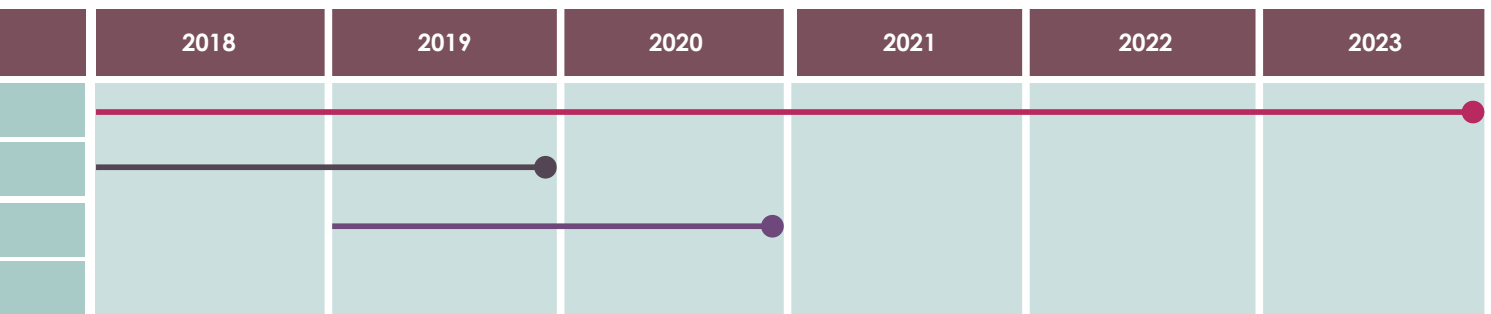
ANNUAL PLAN

CORE STRATEGY 2	ACTIONS	WHO IS RESPONSIBLE?	DESCRIPTION
	5	SURVEY	Optimised use of Geoportal to maximise opportunities for data sharing between agencies
	6	DBS, PWD	Introduce integrated maintenance contracts for building
	7	TASKFORCE ON INTEGRATED DEVT	Develop a framework for monitoring & assessing effectiveness of integrated projects

CORE STRATEGY 3	8	TCP	Upgrading system of e-KP and e-3S, including the integration of e-KP with OneBiz
		ABCI, MOD	Migration to online systems for contractor/suppliers registration
		ABCI, MOD	Onebiz System (TCP Module) for Advertisement, Billboard and Signboard application
		LAND	Online payment gateway for Land Management System (LMS)
		SURVEY	Optimised use of GIS and 3D Modelling to improve decision making
		BMD, MOD	Online Systems for APEQS
	9	DAF, PWD	Data monitoring system for outstanding claims to government properties
		DAF, PWD	Occupational Health and Safety Management System (IHSMS)
		HDD	Sistem Perumahan Negara (SPeN) - online housing application & finance billing system
		RESPECTIVE DEPARTMENT	Digitisation of common data by phases
	10	DDS, PWD	Consolidation of asset management data
		LAND	Land Management System (LMS) enhancement
	11	IT UNIT	Developing a framework for performance monitoring and evaluation of e-services



PROPOSED COORDINATOR:
DIRECTOR'S GENERAL OFFICE, PWD



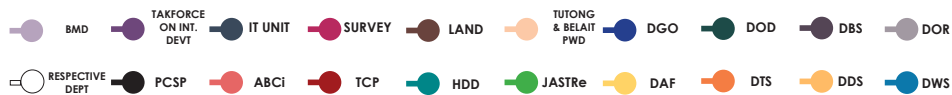
PROPOSED COORDINATOR:
IT DIVISION, MOD



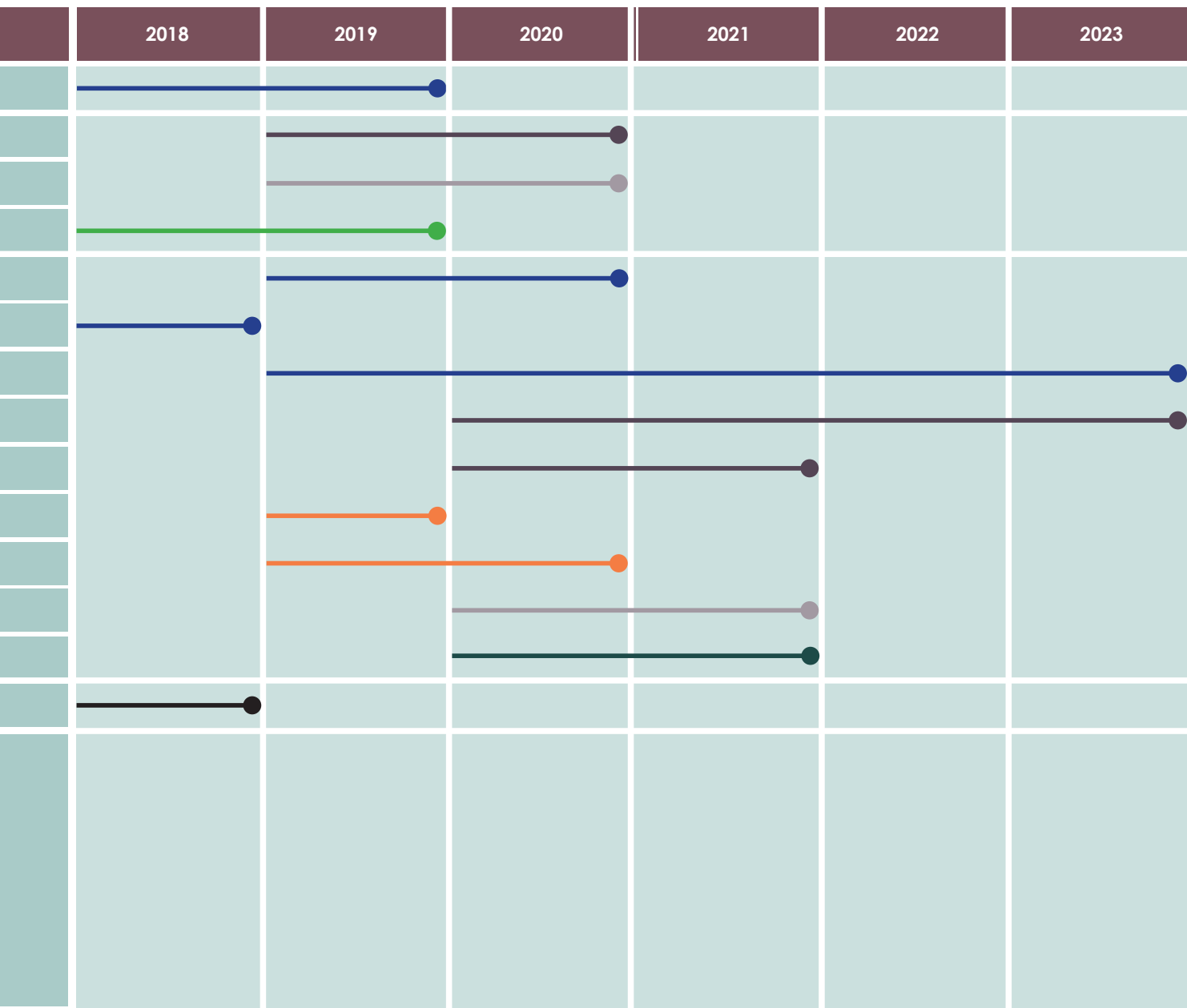
STRATEGIC PLAN 2018 - 2023

ANNUAL PLAN

CORE STRATEGY 4	ACTIONS	WHO IS RESPONSIBLE?	DESCRIPTION
	12	DGO, PWD	In-house training for professionals
	13	DBS, PWD	Revive in-house resource capacity
		DOR, PWD	Strategising routine maintenance management
		JASTRe	Outsourcing of key work
	14	DGO, PWD	Introduction of Value Engineering process
		DGO, PWD	Task group to review high costs in implementing projects
		DGO, PWD	Central monitoring of expenditures
		DBS, PWD	Performace based on evaluation in the selection of contractors for building maintenance works
		DBS, PWD	Standardisation of building maintenance rates
		DTS, PWD	Production of Schedule of Rates
		DTS, PWD	Earthwork & slope protection Method Cost Handbook
		DOR, PWD	Draft Performance Based Contract (PBC) for maintenance management of highways and main roads
		DOD, PWD	Review the consultants' percentage fee payments at different stages of the works
	15	PCSP, MOD	Developing funding prioritisation criteria for RKN projects



PROPOSED COORDINATOR:
HUMAN RESOURCE DIVISION (HRM) &
GOVERNANCE DIVISION



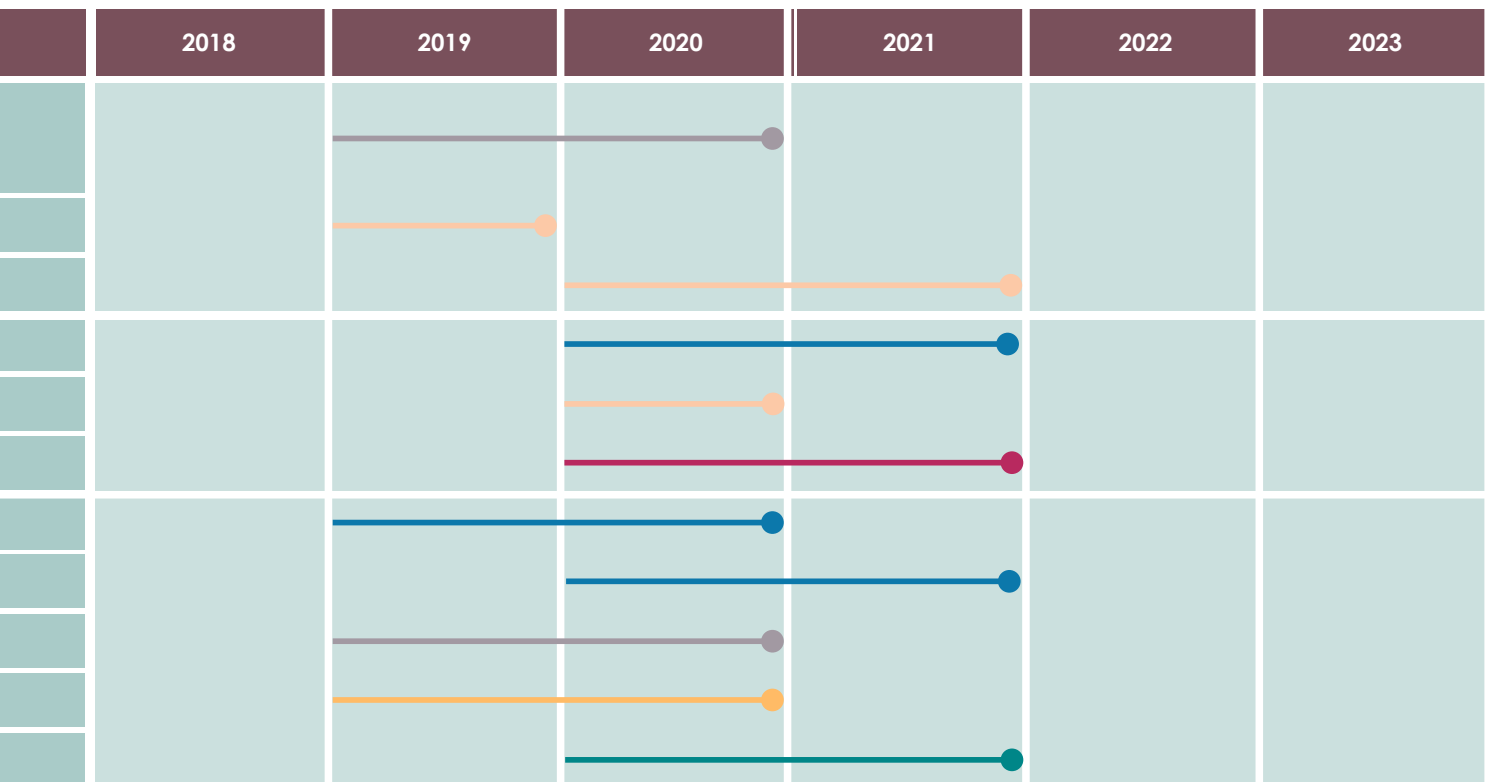
STRATEGIC PLAN 2018 - 2023

ANNUAL PLAN

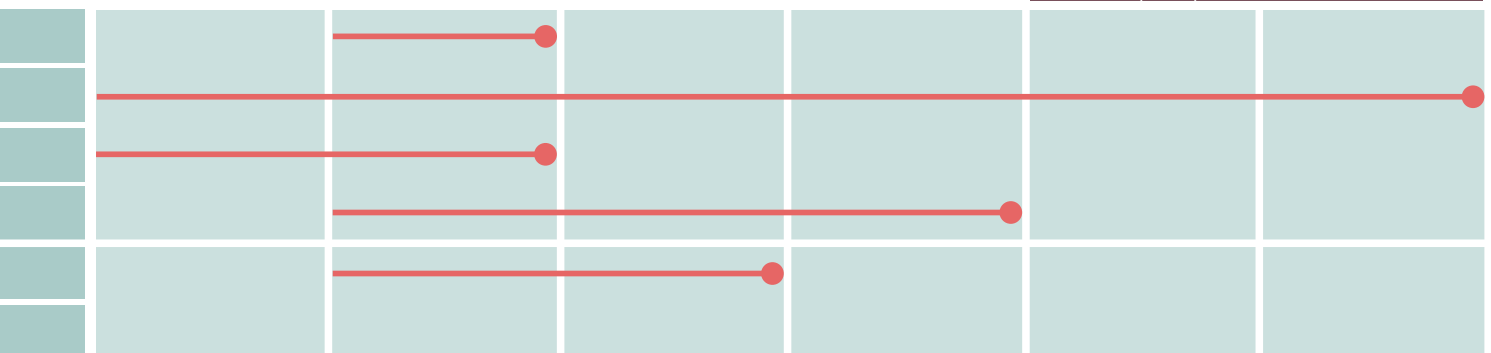
	ACTIONS	WHO IS RESPONSIBLE?	DESCRIPTION
CORE STRATEGY 5	16	DOR, PWD	Handover of grass cutting, tree cutting & trimming, cleaning, sweeping, removal of roadkill, drain desilting along main, minor & simpang roads within the expanded boundary of Bandar Seri Begawan to Municipal Department
		PWD (TUTONG & BELAIT BRANCH)	Working paper on leasing excess government vacant barracks, bungalows / flats
		PWD (TUTONG & BELAIT BRANCH)	Propose to handover vacant units to JAPEM, MUIB, District Office and others
	17	DWS, PWD	Installing/introducing prepaid water meter system
		PWD (TUTONG & BELAIT BRANCH)	Preparation for "Water and Gas Bill" recovery plan
		SURVEY	Exploring partnerships for production of maps, land acquisition survey & gazette survey
	18	DWS, PWD	Exploring PPP-NRW reduction
		DWS, PWD	Exploring PPP opportunities-treatment plants and various
		DOR, PWD	Draft working paper on the provision of road infrastructure through PPP
		DDS, PWD	Economic generation for Tanjung Batu coastal protection
		HDD	PPP & BTO projects for National Housing Scheme
CORE STRATEGY 6	19	ABCi, MOD	Review the Term and Conditions of builders, contractors and suppliers registration
		ABCi, MOD	Registration of construction personnel
		ABCi, MOD	Improvements government APEQS professional value
		ABCi, MOD	Industrial construction guidelines documents for industrial building developments
	20	ABCi, MOD	Construction Productivity Index



PROPOSED COORDINATOR:
INVESTMENT & PROMOTION DIVISION



PROPOSED COORDINATOR:
AUTHORITY OF BUILDING CONTROL &
INDUSTRY (ABCi) & BOARD MANAGEMENT
DIVISION (BMD)





STRATEGIC PLAN 2018 - 2023 :

5

KEY RECOMMENDATIONS

NEW DIVISION & COMMITTEES

FUNCTIONS

ROLES AND RESPONSIBILITIES

DIVISION 1

INVESTMENT & PROMOTION DIVISION

- Centralised management and reviewing of all investment related proposals and projects
- Source, identify and recommend potential projects that is viable for private sector investment.
- Conduct marketing initiatives and commercialisation programmes
- Networking and collaboration with key stakeholders and funding institutions
- Develop and implement a investment model for the Ministry

COMMITTEE 1

TASKFORCE ON INTEGRATED DEVELOPMENT

- Review existing projects and identify potential projects that can be integrated together
- Monitor and evaluate effectiveness of on-going projects
- Coordination among various departments involved in construction and augmentation of infrastructure project
- Framing policy guidelines for effective integrated development projects
- Develop a framework for monitoring and assessing the effectiveness of integrated projects

PROSPECTIVE AREAS FOR ENHANCEMENT

The Ministry of Development needs to improve on mobilising and managing its resources in order to achieve the key strategies. Importantly, efforts to internalise the strategic plan into the center of attention for the organisation should be worked out immediately through appropriate socialisation and communication strategies. Another component would also entail adjustments and reforms on organisational mechanisms, programmes and activities and most importantly, appropriation of funds must be made available to support the programmes / activities.

The achievement of the expected strategic outcomes serves as the foundation on several key suggestions recommended to be adopted by the Ministry which are categorised according to the priority areas as follows:



Area 1

Improve the institutional setting of the Ministry including the establishment of several key divisions committees

that will expedite and streamline key processes, planning, coordination among departments. It is also imperative because it supports several of the implementation of core strategies and action initiatives within the strategic plan. This includes the following recommendations (but not limited to):

- **The creation of several new divisions and taskforces** (refer to the section on "New Divisions & Committees);
- **The Governance Division** should also focus on auditing strategic issues pertaining to the Strategic Plan
- **The expansion of the Public Relations Office** under the Corporate Management Division into Media & Communications Unit

Area 2

Human Resource Development has been acknowledged as one of the key component to the success of the strategic plan

- **The creation of the Ministry's very own internal employee excellence recognition** that will serve as an incentive for younger officers to excel in their work. The programme can also be used to identify new emerging talents within the Ministry that can be used for promotion, training (for example priority for oversea training) as well as nomination capacity development programmes such as leadership programmes and in-service training.

Area 3

Institutional Data Management Framework is important to support effective data management and resulting in better decision making and increase productivity and efficiency in policy analysis.

The accessibility to data is also critical in supporting the Ministry's realisation towards integrated and collaborative initiatives among its departments and units. To this end, there are several recommendations which can be implemented immediately. They are:

- **Improving the access to existing common data** in which all critical common data should be accessible by the Ministry through a platform whether it is internet web-based, cloud-based, apps and etc. Data should also be downloadable in their softcopy version for ease access by relevant personnel
- **Regular update of data** where departments that have provided data should regularly review their data in case there are any changes or updates. It is important that whatever data provided to the Ministry must be kept up-to-date because data is a very valuable resource to the Ministry.
- **Improving data vulnerability** to ensure proper management of information. Department should have a secure data management that will help to protect the data and reduce the risk of losing vital information. Data should be regularly backed up and retrievable from a secondary source (dedicated hard drive / server) if primary source ever becomes non-accessible.

Area 4

The Ministry has been extensively implementing Information Technology (IT) through the adoption of e-services to improve the service aspects of the Ministry.

- **Developing a framework for performance monitoring and evaluation of e-services** is vital in ensuring the effectiveness and efficiency of e-services in supporting the ministry. With the support of the Ministry's Information Technology (IT) unit and relevant departments that manage the e-services, this framework will provide the groundwork for creating a continuous improvement process for assessing the quality and excellence of e-services.

Area 5

A well defined project prioritisation is critical in supporting the Ministry's structured decision making

With a clear strategy in place, the inability to determine what is most important will risk implications in productivity, time, cost and etc. In relation to this, it is recommended that,

- **A project prioritisation template needs to be developed for National Development projects** by the Ministry and subsequently socialise to the Departments for a more effective project selection and prioritisation. Additionally, the Ministry should also have a clear process for termination and discontinuation of projects
- **Incorporate Local Business Development (LBD) criteria assessment** to be inserted as part of the tender assessment and recommendations for projects under the Ministry of Development.

RISK ASSESSMENT ANALYSIS

In mapping the 90 Days Action Plan and the high priority programmes, the various risks and challenges have been identified in order for a comprehensive understanding of the current and prospective issues faced by the Ministry. The risks and challenges also serves as a benchmark for scenario building and provide a comprehensive understanding of the future changes in the environmental settings as well as unintended consequences that may be derived from our key initiatives so that the Ministry is able to anticipate and mitigate against this. The following table identifies the prospective risks and challenges for the Ministry:





کمنترین قمبراؤونن

KEMENTERIAN PEMBANGUNAN



ACKNOWLEDGEMENT

The Ministry of Development wishes to record its appreciation to all that have contributed towards the formulation and consolidation of the Strategic Plan 2018-2023. A special thanks is accredited to the following agencies:

Public Works Department
Director General Office (DGO)

Department of Administration and Finance (DAF)

Department of Development (DOD)

Department of Building Services (DBS)

Department of Technical Services (DTS)

Department of Mechanical & Electrical (DME)

Department of Roads (DOR)

Department of Water Services (DWS)

Department of Drainage & Sewerage (DDS)

Lands Department

Department of Town and Country Planning

Survey Department

Housing Development Department

Department of Environment Parks & Recreation

Centre for Strategic & Policy Studies

Policy Coordination and Strategic Planning Division (PCSP), Ministry of Development

Corporate Management Division (DPK), Ministry of Development

Authority for Building Control & Construction Industry (ABCI), Ministry of Development

Division of Land Use, Housing & Environment (DGTPAS), Ministry of Development

Human Resource Management Division (DHRM), Ministry of Development

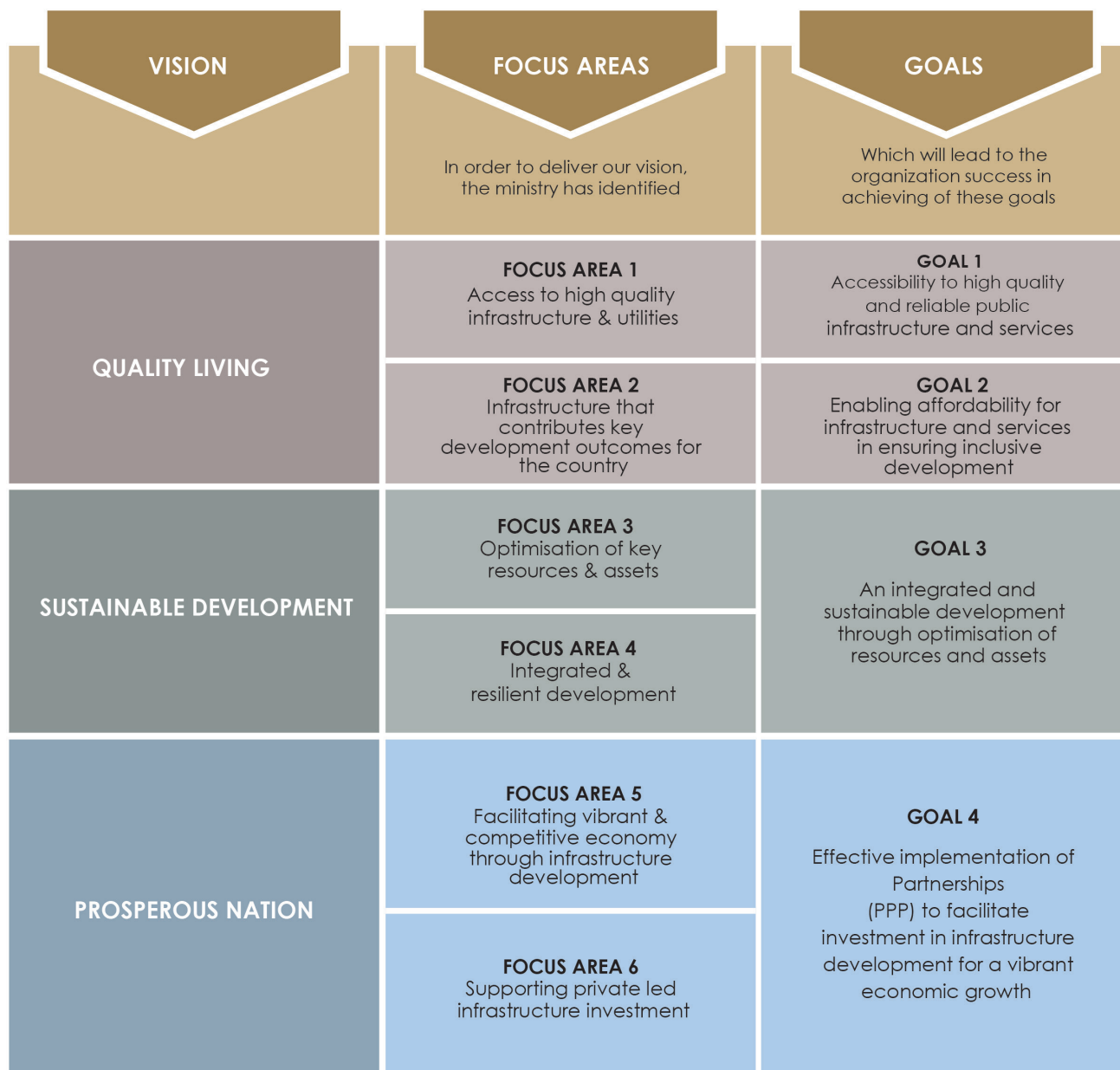
Board Management Division (BMD), Ministry of Development

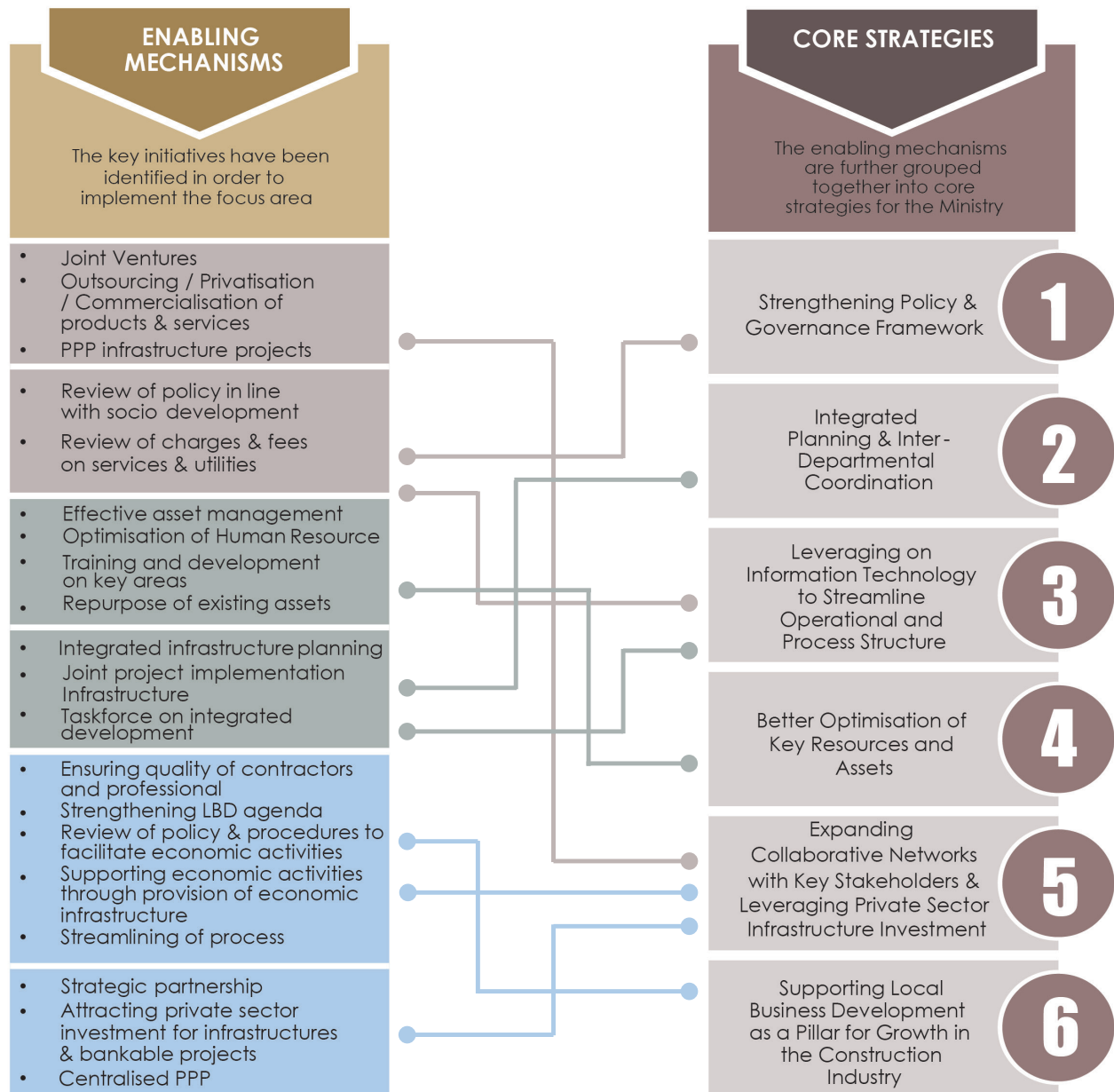
Division of Governance (DG), Ministry of Development

Public-Private-Partnership Unit, Ministry of Development

ANNEX 1

STRATEGIC MAP 2018 - 2023





ANNEX 2 | STRATEGIC MAP 2018 - 2023



Quality Living,
Sustainable
Development,
Prosperous Nation



Provision of a distinctive built
and liveable environment that
enhances the quality of live
towards progressive nation-
building

CORE STRATEGY	STRATEGIC ACTIONS			
 POLICY & GOVERNANCE	Enhancing Accountability	Strengthening Implementation & Enforcement	Streamlining Core Processes	Evidence-Based Policy Making
 INTEGRATION & COORDINATION	Integrated Physical Planning		Promoting Inter-Departmental Collaboration	Joint Infrastructure Project
 INFORMATION TECHNOLOGY	e-Services Planned Adoption	Digitisation of Key Information	Integrated Data Management	e-Services Delivery Performance
 RESOURCES & ASSETS	Human Resource Planning	Organisational Right-Sizing	Cost Optimisation in Project Delivery	Robust Project Management
 INFRASTRUCTURE INVESTMENT	Expanding Strategic Partnership		Leveraging Private Sector Investment	Exploring Commercialisation & Outsourcing
 LOCAL BUSINESS DEVELOPMENT	Enhancing Quality and Capability of Local Contractors			Boost Involvement of Local Professionals

DEPARTMENTS TO PROPOSE PROGRAMMES





- Goal 1: Assessability to high quality and reliable public infrastructure and services
- Goal 2: Enabling affordability for infrastructure and services in ensuring inclusive development
- Goal 3: An integrated and sustainable development through optimisation of resources and assets
- Goal 4: Effective implementation of Public-Private-Partnership to facilitate investment in infrastructure development for a vibrant economic growth

BASELINE COORDINATOR	KEY STAKEHOLDERS	BY 2023
Governance Division MOD	ABCi, PCSP, HDD, Lands Dept, TCP, JASTRe, DAF, DWS	100% core services meeting TPOR 100% compliance in environmental and building regulations
Public Works Department (PWD)	All departments under PWD	At least 5 Integrated projects
Information Technology Unit (ITU), MOD	All departments under MOD	- Integration of data at 60% - Digitisation of key data at 85%
Human Resource Management Division (DHRM) & Governance Division MOD	All departments under MOD	10% increase in cost savings 20% reduction in vacant assets 10% reduction in arrears \$0% of officers with professional Chartership
Public Private Partnership Unit (PPP), MOD	TCP, Survey Department, JASTRe and all departments under PWD	2–3 PPP projects 10% Increase in total area of land allocated for economic activities
Authority for Building Control and Construction Industry (ABCi) & Public Works Department	Respective departments under PWD	10% increase in local contractors participation in MOD projects

AND INITIATIVES



STRATEGIC PLAN 2018 - 2023

MINISTRY OF DEVELOPMENT

The Ministry of Development's Strategic Plan 2018 – 2023 presents a structured plan which the Ministry is committed to undertake within the span of the next 5 years. Our strategy will define our organization view of success and outlines the priority activities that we must complete in order to achieve our goals by 2023.