

Ministry of Development

# POLICY FRAMEWORK 2018-2023





كمنترين قمبراؤونن  
KEMENTERIAN PEMBANGUNAN  
BRUNEI DARUSSALAM

# MINISTRY OF DEVELOPMENT POLICY FRAMEWORK 2018-2023



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# TITAH EXCERPT

**“My Government is not only responsible for our people today. It must also help them fulfil their hopes for the next generation. To do this, it must listen to them and offer clear-sighted, realistic plans for the future..”**

- His Majesty's Titah, Brunei Darussalam Long Term Development Plan

**“From the aspects of implementation of national policies embrodered, I reiterated that ministries be more proactive by improving coordination through the Whole of Nation Approach at all levels”**

- His Majesty's Titah in conjunction with the 22nd Civil Service Day,  
12 Safar 1437 Hijrah / 24 November 2015 Masihi

**“The civil service is the heart and the machinery of Government, which is responsible among other things for the welfare and prosperity of the people. To fulfil this role, the provision of services to the public must be efficient and effective. This means that its management should be simple, fair and conforms to requirements”**

- His Majesty's Titah during the 20th Civil Service Day,  
1 Safar 1435 Hijrah / 4 Disember 2013 Masihi



# FOREWORD



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

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Infrastructure development plays a pivotal role in enriching the quality of life of the people and also the economic growth of the country. As lead agency in this area, the Ministry of Development has set a strong record in execution of all its infrastructure projects and in particular to support the goals and aspirations of Wawasan Brunei 2035.

Looking ahead, there will be many challenges from the changing global economic environment as well as increasing public expectations. As such, the Ministry has taken the initiative to develop a well-coordinated national strategy in administering its infrastructure projects. The Ministry of Development's Policy Framework is a blueprint which documents the ministry's policy direction, strategies and priority areas to be implemented by all departments under the ministry through a holistic model of 'Whole of Nation Approach'. This holistic approach is in line with His Majesty's Titah in conjunction with the 22nd Civil Service Day, 1437 Hijrah/2015 Masihi:

*"From the aspects of implementation of national policies embroidered, I reiterated that ministries be more proactive by improving coordination through the Whole of Nation Approach at all levels (translated)".*

The policy direction and strategies in this framework outline the Ministry's commitments for the next 5 years in 3 core sectors namely Infrastructure, Land Use and Environment. It is my sincere hope that the Ministry of Development Policy Framework will serve its purpose to guide all departments under the Ministry to re-align their policies, plans and programs and ultimately be able to

collaborate towards the goals of having - integrated planning and development, coordinated efforts in asset management, strong enforcement and optimised use of resources.

As we work towards developing our country, it is important to adopt a sustainable approach, which places equal emphasis on the economic, social, and environmental aspects. Neglecting either of these aspects, the desired outcome will cease to be achieved.

Therefore, I am delighted that the Ministry of Development's Policy Framework further support this approach by developing synergies amongst departments under the Ministry to work together as one.

With this Policy Framework, we are able to set the ministerial policy directions, strategies and priority areas, in particular, mapping out key policy gaps and action plans in order to realise our commitments for Wawasan Brunei 2035. It is also a reference point for all departments under the Ministry to align themselves and to have better coordination in terms of project planning and development and use of resources.

Additionally, I am also encouraged with the further additional policy framework on Construction Industry and Infrastructure Financing which ink our commitments for a smarter infrastructure investment in addition to supporting and creating a conducive environment for our construction industry to prosper and thrive.



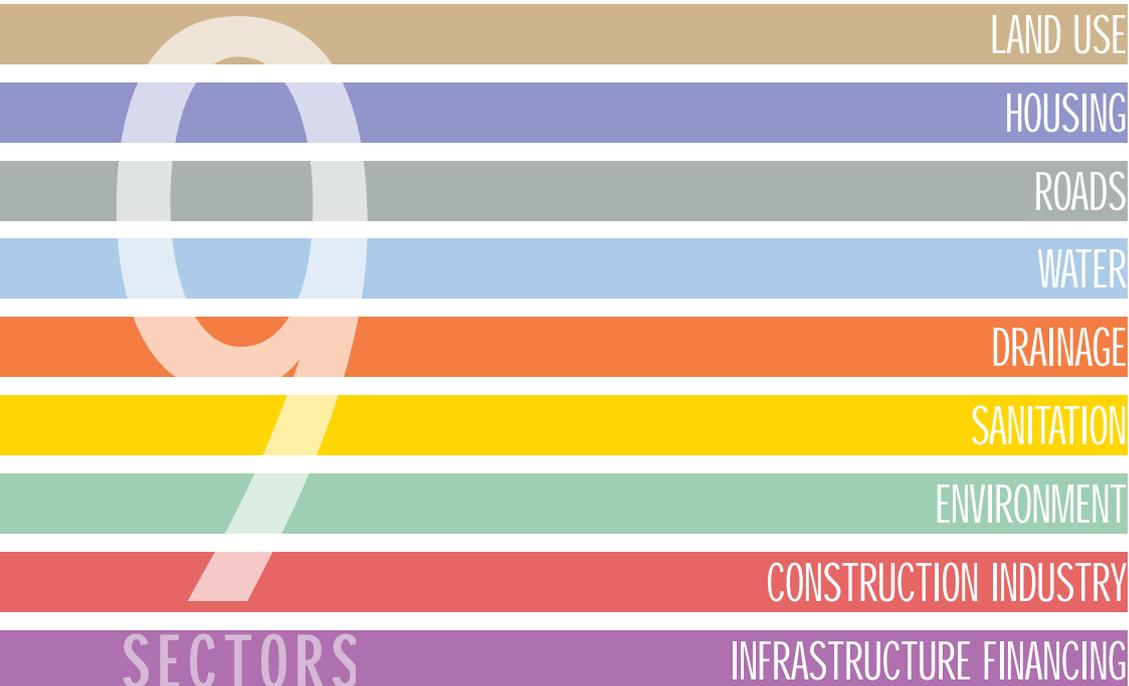


# EXECUTIVE SUMMARY

# EXECUTIVE SUMMARY

Infrastructure plays a critical role in many aspects of quality of life, supporting economic activities and ensuring sustainable development. This relates to the three national strategies identified in Wawasan Brunei 2035 namely Infrastructure Development, Land Use and Environment that the Ministry of Development (MOD) is responsible for. Consequently it has prompted the development of this Policy Framework Paper (PFP), which aims to act as a guideline highlighting the Ministry's priorities, directions and strategies to adapt to the constantly evolving environment.

A total of nine policy directions has been identified under the Ministry, where the strategic action plans shall be implemented within the next five years. Furthermore, it is the Ministry's aspiration that this Policy Framework Paper will enhance collaborations among its departments towards a 'one MOD approach'. The nine policy directions are:



## LAND USE

“High utilisation of the allocated state land” through enhancement of compliance to development plans including

- (a) reviewing policies and legislations related to urban and rural planning;
- (b) improve enforcement mechanisms for development to take place in accordance to planning zones;
- (c) ensure planning is aligned with other national development plans;
- (d) improve data collection and data sharing for an evidence-based and effective decision making.

## HOUSING

“Sustainable provision and management of the National Housing Program” that involves looking into

- (a) financial viability to deliver more effective and sustainable financial model for housing projects that the population can benefit from;
- (b) optimisation of the land used to maximize housing development in terms of the availability of developable land and also for other uses;
- (c) to ensure effective inclusivity in the provision of housing assistance program throughout different income groups.

## ROADS

“Delivering better roads” to ensure our road networks are reliable, safe and comply with the international standards and enhances the country’s accessibility and connectivity. This involves

- (a) a well planned and integrated maintenance management program;
- (b) synchronisation of road planning with other key infrastructure plans;
- (c) a cost effective strategy and execution of road construction and maintenance works.

## WATER

“Effective water supply system and sustainable water resources” to ensure a continuous supply of drinking water in compliance to World Health Organisation (WHO) Drinking Water Guideline through

(a) inter-agencies collaboration in planning and managing the water resources and water supply system;

(b) alternative funding models and enhanced revenue collection to ensure timely implementation of projects;

(c) programs and initiatives to achieve a balance between water supply and water demand.

## DRAINAGE

“Effective flood management” to minimise risk of floods towards public safety and protection of public and private properties. The focus is also to have ‘best practices’ development in flood prone areas. This includes the need

(a) to adopt a flood risk reduction approach among agencies;

(b) strengthening enforcement mechanisms through the review of standards and guidelines.

## SANITATION

“Effective wastewater management” to ensure the robustness and continuity of sanitation facilities and services as well as addressing improper disposal of wastes through

(a) inter-agencies collaboration to establish coordinated planning and management on wastewater issues;

(b) strengthen inter-agencies enforcement mechanisms with review of acts, guidelines and standards;

(c) a balance check of supply and demand and water conservation as the key instrument.

## ENVIRONMENT

“Effective planned approach to sustainable environmental management and protection” that allows the Ministry to effectively regulate the environmental management. This involves

(a) undertaking key policy reviews to achieve alignment and integration for environmental sustainability;

(b) strengthening mechanisms for effective implementation and enforcement against environmental offences.

## CONSTRUCTION INDUSTRY

“Towards a highly productive and competent construction industry” that aims to create a vibrant, efficient and sustainable local construction industry through

(a) an effective governance on policies and guidelines towards the ever-changing market and technological conditions;

(b) supporting local participation through capacity building.

## INFRASTRUCTURE FINANCING

“Enabling effective infrastructure financing for the Ministry of Development” to cope with social and economic growth that requires investment commitment from the government. This includes the needs to

(a) undertake key institutional and regulatory reforms to ease the path to efficient, effective and competitive financing whilst balancing the interests of relevant parties;

(b) have a clear guideline of priority areas of PPP viable and bankable projects.

# MOD STRATEGIC FRAMEWORK

WAWASAN BRUNEI 2035

MOD POLICY FRAMEWORK

**Infrastructure Sub-sector**  
- Housing  
- Roads  
- Water  
- Drainage  
- Sanitation  
- Construction Industry  
- Infrastructure Financing

Infrastructure

Land Use

Environment

MOD STRATEGIC PLAN

Human  
Resource  
Plan

Information  
Communication  
Technology Plan

Resource /  
Budget  
Plan

Organisational  
Structure

Mission /  
Vision

Strategic  
Objectives

Programs/Projects/Action Plans/90-Day Plan

# MOD POLICY FRAMEWORK ROADMAP

## COMPONENTS



## APPLICATIONS



## OUTCOMES





# FACTS & FIGURES

**63%**  
HOME OWNERSHIP  
RATE



**100%**  
ACCESS TO CLEAN  
DRINKING SOURCES



**92%**  
ACCESS TO IMPROVED  
SANITATION



**50-69**  
RIVER WATER QUALITY  
INDEX



**26,076**<sub>ha</sub>  
PARK AND RECREATIONAL



**1.3**<sub>KG/CAPITA/DAY</sub>  
WASTE GENERATED



**5.5%**  
OF EASILY  
DEVELOPABLE LAND



**45%**  
NON-REVENUE WATER



**98%**  
DAYS PER YEAR THAT  
HAVE PARTICULAR  
MATTER (PM) LEVEL TO



**343**<sub>SO/HM</sub>  
SIZE OF FLOOD  
PRONE AREAS



**380**<sub>LITRES/PERSON/DAY</sub>  
DOMESTIC WATER  
CONSUMPTION



**10%**  
RECYCLING RATE



**97.5%**  
ROAD CONNECTIVITY



**60%**  
COASTAL PROTECTION



**100%**  
DRINKING WATER QUALITY  
ACCORDING TO WHO



**13%**  
USE OF PLASTIC



“..To ensure optimal use of land, identifying the long-term constraints such as reserved land for development is important to be in line with the National Vision 2035..”

An aerial photograph of a residential development. The houses are arranged in curved, winding streets, typical of a planned community. There are several large green spaces and trees interspersed among the buildings. A prominent road with a roundabout is visible on the left side. In the bottom right corner, there is a larger, more industrial-looking area with several large buildings and parking lots. A central black banner with white and gold text is overlaid on the image.

# SECTOR: LAND USE

# POLICY DIRECTIONS

Land is one of Brunei's most vital assets after oil and gas that acts as an impetus for infrastructure development and socio-economic progress for the country.

Effective and integrated strategies are expected to manage conflicting priorities and competing demands on land use. To ensure optimal use of land, identifying the long-term constraints such as reserved land for development is important to be in line with the National Vision 2035.

Currently, the Ministry's objective for land use optimisation is "High utilisation of the allocated state land" which aims to facilitate plan implementation and delivery. 4 main goals and the thematic tracks have been identified:

## GOAL 1

To REVIEW AND IMPROVE POLICIES to demonstrate their resilience to socio-economic changes and seize new development opportunities.

## GOAL 2

STRENGTHEN ENFORCEMENT MECHANISMS to achieve high utilisation rate of the allocated state land according to development plans.

## GOAL 3

Development PLANNING shall be INTEGRATED, participatory, evidence-based and focused on addressing the needs of the people and key stakeholders, taking into consideration the overall national visions and OSPD within Wawasan Brunei 2035.

## GOAL 4

Emphasise the best DATA INTEGRATION practices on land use planning through an effective cross-cutting coordination mechanism.

Each thematic track is reinforced with key policy considerations and analysis that will ensure effective implementation of the Ministry's objective.

# POLICY INITIATIVES

## Land Use Optimisation: High Utilisation of the Allocated State Land

THEMATIC TRACKS	REVIEW AND MODIFY POLICIES	STRENGTHENING ENFORCEMENT MECHANISM	INTEGRATED PLANNING	DATA COLLECTION AND INTEGRATION
STRATEGIC THRUSTS	<p><b>T1.</b> Calibrate a fine balance between the government's role in the allocation and supply of land with socio and economic objectives through the revision of existing land use policies</p>	<p><b>T2.</b> Continuous adoption to development planning through effective enforcement mechanisms</p>	<p><b>T3.</b> Consistent review and updates of development planning with other national development plans for an optimum of land use</p>	<p><b>T4.</b> Improve inter-coordination on data sharing and information updates</p>
POLICY ALIGNMENT	LAND CODE 1909  STRATA TITLE	TCP ORDER 2015  LOCAL PLANS	NLUMP  LAND ACQUISITION ACT	DISTRICT PLANS  STANDARDS & GUIDELINES
COURSES OF ACTION	Holistic review and updates of policies	Strengthening enforcement mechanisms to adhere with development plans	Consistent update of NLUMP to synchronise with other national master plans	Improve inter-agencies collaborations on data sharing

# STRATEGIC THRUSTS

The Ministry will continue to strive for a high land efficient economic activities and infrastructure development by which, one of the mechanism to do so is to stimulate optimisation of the allocated state land to its highest rate. The strategies involve a holistic review of land use policies, land use zoning and various land uses where needed. To strengthen enforcement mechanisms to abide with rules and regulations and improve institutional coordination and integration on information updates and data sharing for effective decision making.

1

**TCP and Land Department to calibrate a fine balance between the government's role in the allocation and supply of land with socio and economic objectives through the revision of existing land use policies**

A clearly defined land use policy to manage the different land use practices and policy responses to unravel and address the many uncoordinated legal and policy framework issues that affect land use management.

Strategically allocate lands to more productive uses as the socio-economic circumstances change over time. Therefore, the review of legal framework such as expediting land release mechanisms is vital in order to allow for greater room to determine land allocation among competing uses, to meet the specific needs of a more diverse economy in a more responsive manner.

2

**Continuous adoption to development planning through effective enforcement mechanisms**

A clear institutional responsibilities to harmonise and strengthen legal instruments to ensure stakeholders' compliance to the existing policies and guidelines.

# 3

**Continuous review of development planning with other national development plans for an optimised use of land**

Ensure a consistent periodic review and update of the zoning ordinance and development planning at both sectoral and cross-sectoral levels to foster effective decision making guide among different land users towards enhancing efficient infrastructure development.

# 4

**Improve coordination on data sharing and information updates**

Improve institutional coordination and integration across all relevant sectors in monitoring and updating the site status that shall allow for an appropriate plan to be taken well in advance.

# POLICY RECOMMENDATIONS

The objective, "Land Use Optimisation: High utilisation of the allocated state land" can be realised through the review and formulation of concrete policies. Such policies are as follows:

# 1

NLUMP, DISTRICT PLANS,  
LOCAL PLANS

## Action 1

Review and align the practicality of development planning to strategic priorities of other national planning such as the economic planning and transport planning for an efficient project delivery and implementation.

# 2

LAND CODE

## Action 1

Revise land use policies and legal framework to accommodate and respond to the changing socio-economic circumstances, overriding the conservative approach of using land title as the basis to develop land towards giving zonation a legal status.



“..a sustainable provision and management  
of the national housing program..”



# SECTOR: HOUSING

# POLICY DIRECTIONS

Housing continues to be one of the main priorities of the government aimed at improving the quality of life and contributing towards the political and social stability of the nation as outlined in Wawasan 2035. To support this, the government, through its public housing program gives opportunities especially to the lower income group population to be able to afford quality shelter. Towards meeting the objective that is “a sustainable provision and management of the national housing program”, 3 main goals and the thematic tracks are identified:

## GOAL 1

Long-term financial viability of the national housing scheme to deliver a more **COST EFFECTIVE** and sustainable financial model for our housing projects.

## GOAL 2

Maximise the use of available land for our national housing projects to achieve **LAND OPTIMISATION**.

## GOAL 3

Ensuring effective alignment of our RPN scheme in line with other national housing assistance program to ensure **INCLUSIVITY** in the provision of housing assistance program.

Each thematic track is reinforced with key policy considerations and analysis that will ensure effective implementation of the Ministry's objective.

# POLICY INITIATIVES

## Sustainable Provision and Management of the National Housing Program

<p>THEMATIC TRACKS</p>	<p>COSTS</p>	<p>LAND OPTIMISATION</p>	<p>INCLUSIVITY</p>
<p>STRATEGIC THRUSTS</p>	<p><b>T1.</b> Adopt a long-term cost effective approach</p> <p><b>T2.</b> Implement cost savings measures and improve income generation for our projects</p> <p><b>T3.</b> Strengthen enforcement for revenue recourse</p> <p><b>T4.</b> Enhance and sustain our housing and its assets through PFI</p>	<p><b>T5.</b> Build high density housing and mixed development for optimal land use</p> <p><b>T6.</b> Minimising land use for infrastructure amenities through integrated facilities</p>	<p><b>T7.</b> Clear and effective national housing assistance program that ensures inclusivity</p> <p><b>T8.</b> Develop strategic partnerships with the private sector and other government agencies to develop the housing market and ensuring affordable housing</p>
<p>POLICY ALIGNMENT</p>	<p>STRATA TITLE ACT</p> <p>LAND CODE</p>	<p>HOUSING POLICY</p> <p>BUILDING CONTROL GUIDELINES</p>	<p>HOUSING DEVELOPERS ACT</p> <p>VALUERS AND ESTATE AGENTS ORDER 2009</p> <p>TCP POLICY</p> <p>TCP STANDARDS &amp; REGULATIONS</p>
<p>COURSES OF ACTION</p>	<p>Holistic policy review and realignment for a more effective delivery of housing program including the formulation of Housing Developers Act and Housing Design Guidelines</p> <p>Develop mechanisms to pursue PFI program and aligning policies including the corporatisation of HDD</p> <p>Enhance and strengthen enforcement policies and strategies for an effective implementation</p>		

# STRATEGIC THRUSTS

The Ministry strives to provide quality housing with long term approach on cost sustainability and financial viability of the National Housing Program. To achieve this, integrated housing policies have to be formulated taking into consideration the financial viability, alternative funding mechanism to provide for a more robust delivery of equitable and affordable housing for all.

# 1

**HDD to adopt a more cost effective and long term approach to maximise the value of our housing projects**

Housing development shall prioritise key strategic decisions that will achieve value of investment over the long term, in order to maintain and fund our housing scheme while simultaneously, adapting to our housing and social needs.

Holistic infrastructure and utilities planning together with housing development should work seamlessly and be consolidated under the National Land Use Masterplan. This will ensure strategic infrastructure investment is made for all sites targeted for mass housing projects and avoid unnecessary delays in developing the area along with budgetary issues into the housing procurement package.

# 2

**HDD to continue implement cost savings and income generation measures**

Establish regulatory framework, value engineering and quality control guidelines as well as effective mechanism for cost recovery on maintenance services for the housing program and its surrounding facilities.

Establish and review current repayment strategies (including affordability measures) and expand our funding arrangements for an effective capital investment returns to support current and future schemes.

# 3

## Strengthen enforcement including measures to improve revenue recourse

Streamline enforcement mechanisms for a more consolidated implementation with emphasis on debt recourse and violation of housing regulations.

# 4

## Manage Housing and its assets sustainably through viable funding mechanisms especially Public-Private-Partnerships

In order to make the housing projects bankable for private funding investment, the government needs to provide funding gaps to finance the physical and social investment to enable development to take place.

In line with the review of land density and housing zonation for new growth areas, the master-planning of housing and commercial areas must be integrated to allow greater sharing of common facilities to attract private sector financing into the housing projects.

Alternative financing procurements such as the Build-To-Order and land swap as well as establishing new financing and delivery partnerships that will be mutually beneficial for both the government and the private sector to build affordable housing and implementation of PFI.

To address the innovative financing models under public private partnership (PPP), institutional reforms in terms of the corporatisation of HDD is integral towards enabling public private partnership (PPP) housing projects to ensure flexible, responsive and balanced regulatory systems.

# STRATEGIC THRUSTS

## 5

**Focus on efforts to build affordable and high density housing as means to meet growing demand and land scarcity**

Given the constraints of land, the National Housing Scheme will prioritise existing sites with ready-built infrastructures and optimise the use of land by accommodating higher land density types of housing development primarily through vertical housing and mixed development concept. Thus, housing zonation needs to accommodate new growth zones to cater for higher density development.

As part of the continuous effort to build housing projects in high density growth areas; integrated, adequate and reliable supporting infrastructure has to be identified early and be present as part of site selection for new housing projects.

## 6

**Optimising land use for a more sustainable multi-functional and integrated facilities**

Establish new designs and review urban planning guidelines that allow sharing and integration of facilities for housing areas.

# 7

## Clear and Effective Housing Assistance Program to Ensure Inclusive and Equitable National Housing Program

Establish clear national framework which clarifies the roles and responsibilities that realigns income baseline and eligibility criteria across the other housing assistance program as well as permits relevant information sharing across multiple agencies to match the right group and housing needs with the right housing program.

Concurrently, this should be further supported by policy revisions from the Ministry that will provide more support and assistance via the introduction of appropriate land mechanisms and other interventions on privately developed land for house construction.

# 8

## Create Strategic Partnerships with Stakeholders to Holistically Address Home-Ownership for the Country

Establish a market for home-ownership and support the development of private housing markets to enable different providers deliver affordable housing. To achieve this, there shall be an effective body to regulate the private housing market through AMBD in the form of increasing TDSR and lower interest rate for first home ownership.

# POLICY RECOMMENDATIONS

Policies that needs to be reviewed are as follows:

# 1

## HOUSING POLICY

### Action 1

Improve and formulate a new ownership agreement to be more legally binding for effective enforcement on relevant tenancy rights and responsibilities including the provisions for estate management services and/or management corporations through Acts to impose services and conservancy charges.

### Action 2

Empower relevant agency in the case of rightful authority for the Housing Developer's Act in order to support enforcement of future development.

### Action 3

Review the level of subsidy and eligibility criteria for housing applicants which should include age, income, marital status, dependency and provisions on land ownership which is consistent and does not duplicate other housing assistance program.

### Action 4

Explore various financing options for public housing repayments including gaps in government financing such as the Housing Fund.

### Action 5

Review with Land Department to align land charges for recipients of the national housing scheme.

# 2

## TCP POLICY

### Action 1

Revise Town and Country Planning (TCP) policy to ensure that it effectively supports higher density development, vertical housing and infill development.

# 3

## LAND CODE

### Action 1

Targeted updates on Land Strata Act including critical legal reviews and provisions on strata corporation and collection of user charges with revisions for effective institutional enforcements.

### Action 2

Revisions to the relevant provisions within the Land Code to support the implementation of PPP financing including land lease agreement and infill development and land swap policy.

# 4

## TCP STANDARDS AND REGULATIONS

### Action 1

Review TCP standards and guidelines (plot ratio, density, growth centres and plot coverage) to ensure that it effectively supports higher density development and vertical housing.

# 5

## BUILDING GUIDELINES & REQUIREMENTS 2017

### Action 1

Consistent and consolidated enforcement as well as regulatory compliance under the Building Guidelines and Requirements 2017 in terms of cross-cutting and overlapping violations for building designs & controls, urban planning & development guidelines and land regulations.

“

..ensure our road network is reliable, safe  
and meeting international standards..

”

# SECTOR: ROADS

A wide-angle photograph of a multi-lane highway under a blue sky with scattered clouds. The road is flanked by greenery and a utility tower on the left. A black banner with white text 'SECTOR: ROADS' is overlaid across the center of the image. The highway has multiple lanes in both directions, with white dashed lines for lane markings and solid lines for the edges. A few vehicles are visible on the road, including a white van in the left lane and a white car in the right lane. A street lamp stands in the center of the road. In the background, there is a green hillside and a tall utility tower on the left. A sign on the left side of the road reads 'STRAJ Lambah Kiri Parkhemah Berakas'.

# POLICY DIRECTIONS

The Ministry aims to ensure road network is reliable, safe and meets international standards. Subsequently, the Ministry has set the objective, "delivering better roads", specifically to improve road planning and development, and execution of road maintenance works. 3 main goals and the thematic tracks have been identified to meet the objective:

## GOAL 1

Towards an **INTEGRATED MAINTENANCE MANAGEMENT** program that focuses on MOD's road assets and ensure effective implementation of road maintenance projects.

## GOAL 2

Synchronise road planning with other key infrastructures for an **INTEGRATED PLANNING** to enhance improved connectivity, accessibility and traffic mobility.

## GOAL 3

To be **COST** effective in the construction, management and maintenance of road infrastructure network and to explore alternative funding mechanisms to bridge financing gaps.

Each thematic track is reinforced with key policy considerations and analysis that will ensure effective implementation of the Ministry's objective.

# POLICY INITIATIVES

## Delivering Better Roads

THEMATIC TRACKS	INTEGRATED MAINTENANCE MANAGEMENT	INTEGRATED PLANNING	COSTS
STRATEGIC THRUSTS	<p><b>T1.</b> A clear outline of responsibilities for authorities, in charge of planning, design, construction, supervision, operation, and maintenance management of road infrastructure network</p> <p><b>T2.</b> Scrutinise the Road Traffic Act for effective recovery of road asset damages and enforcement of illegal activities along road network</p>	<p><b>T3.</b> Integrate land use planning with road network development plans to enhance better connectivity and accessibility for better traffic mobility</p>	<p><b>T4.</b> Construction, management and maintenance of road infrastructure network efficiently according to strategic priorities</p> <p><b>T5.</b> Explore the possibilities of alternative funding mechanisms especially through Public-Private Partnerships for the provision of road infrastructures and maintenance</p>
POLICY ALIGNMENT	<p>LOCAL PLANS      ROAD TRAFFIC ACT (CHAPTER 68)      STANDARDS AND GUIDELINES      NLUMP      DISTRICT PLANS</p>		
COURSES OF ACTION	<p>Review and strengthen policies for an effective road maintenance and enforcement</p> <p>Strengthen inter-agencies partnership on integrated infrastructure planning and strategic priorities</p>		

# STRATEGIC THRUSTS

The strategy for the Ministry to deliver better roads would require identifying elements towards improvements, particularly in strategic routes. This includes reviewing and strengthening policies for an effective road maintenance and enforcement coupled with enhancing inter-agency partnership on infrastructure planning and strategic priorities.

# 1

**A clear responsibility of authorities, in charge of planning, construction, supervision, operation, and maintenance of road infrastructure network**

A clear distinction on ownership of roads that will reduce unnecessary workload on road maintenance projects especially roads that are not listed in the Ministry's purview.

Have a well-planned integrated maintenance management program at the ready between relevant departments in standardising methodologies for an effective deal towards reducing the backlog of road maintenance.

# 2

**DOR to scrutinise the Road Traffic Acts for effective recovery and enforcement of damages to road assets**

Analyse, streamline and consolidate related laws, rules and policies to establish a clear enforcement mechanism including legal actions on road damages.

# 3

**Holistic and integrated infrastructure and utilities planning that aligns with national development priorities**

Align road planning with other national planning such as the economic and transport planning for a resilient and well coordinated infrastructure development.

# 4

**Construction, management and maintenance of road infrastructure network in a highly efficient way according to strategic priorities**

Review the deliverability of road network according to strategic priorities towards the construction, management and maintenance of road network that takes into account road safety, value for money and best return on investment by prioritising work programs and improvement to procurement processes.

# 5

**DOR to explore the possibilities of alternative funding mechanisms especially through Public-Private Partnerships for the provision of road infrastructures**

Explore the viability for the provision of road infrastructures through PPP and so to support the Ministry's initiative to seek for the possibility of alternative funding mechanisms to reduce dependency on the government's financial resources.

# POLICY RECOMMENDATIONS

Policies that needs to be reviewed are as follows:

# 1

## NLUMP, DISTRICT PLANS, LOCAL PLANS

### Action 1

Constant review and updates of the National Land Use Master Plans that takes into account of the changing socio-economic circumstances to meet the demand for road infrastructure.

### Action 2

Synchronise road planning with other national master plans such as economic and transport planning for an effective implementation of development plan.

### Action 3

Ensure zoning is made within the existing infrastructure facilities for a cost efficient project delivery.

# 2

## LAND CODE

### Action 1

Propose the provisions of roads to be gazetted in the national Land Code Act for a clearer ownership of roads as well as for an effective enforcement mechanisms against illegal road closures, illegal accesses, illegal development or economic activities.

# 3

## ROAD TRAFFIC ACTS (CHAPTER 68)

### Action 1

Revisions to the recovery of damage to roads and bridges for a clearer elaborations on which aspect of road and bridges can be recovered and thus, strengthen the enforcement to road damages.



“..to ensure that the water supply system in  
the country is operating in  
an effective manner..”



# SECTOR: WATER

# POLICY DIRECTIONS

The continuous provision of clean and safe drinking water is a high priority for the Ministry of Development because one of the most essential uses of water is by households for drinking and hygiene purposes. In addition, water is also needed for food, energy and industrial production. Although clean water access is 100%, the use of water is becoming more intensive. Consequently, it is important for the Ministry to ensure that the water supply system in the country is operating in an effective manner and that the consumption of water does not adversely impact our water resources.

In order to meet the above objectives, the Ministry has identified 3 main goals and thematic tracks:

## GOAL 1

INTEGRATED planning and development of the water supply system and management of water resources between agencies.

## GOAL 2

SUSTAINABLE COST MANAGEMENT by developing alternative funding sources and enhancing management on revenue collection.

## GOAL 3

A BALANCE OF WATER SUPPLY AND DEMAND to ensure efficient and sustainable use of water resources.

Each thematic track is reinforced with key policy considerations and analysis that will ensure effective implementation of the Ministry's objectives.

# POLICY INITIATIVES

## Effective Water Supply System and Sustainable Water Resources

<p>THEMATIC TRACKS</p>	<p>INTEGRATED PLANNING AND DEVELOPMENT</p>	<p>SUSTAINABLE COST MANAGEMENT</p>	<p>WATER BALANCE</p>
<p>STRATEGIC THRUSTS</p>	<p>T1. Consolidation of grass root data</p> <p>T2. Knowledge sharing through feasibility studies and masterplans</p> <p>T3. Streamline policies to support inter-agencies issues</p>	<p>T4. Adopt mechanism for alternative funding</p> <p>T5. Enhance management of revenue and arrear collection</p>	<p>T6. Non-revenue water reduction</p> <p>T7. Strengthen water conservation awareness</p> <p>T8. Strengthen enforcement implementation</p> <p>T9. Water Tariff</p>
<p>POLICY ALIGNMENT</p>	<p>POLICIES ON OFFENCES AND PENALTIES</p> <p>POLICIES ON METERING / BILLING</p>	<p>POLICIES ON LEAK MANAGEMENT</p> <p>POLICIES ON DEVELOPMENT CONTROL</p>	<p>MASTER PLANS</p> <p>ASSET MANAGEMENT SYSTEM</p> <p>POLICIES ON FINANCING</p> <p>FEASIBILITY STUDIES</p>
<p>COURSES OF ACTION</p>	<p>Consolidation and enhancement of asset data and information sharing among agencies in MOD</p>	<p>Sustainable development through PPP and enhanced enforcement to reduce arrears and improve revenue</p>	<p>Achieve lower water production rate and promote public participation</p>

# STRATEGIC THRUSTS

As the Ministry continues to provide clean drinking water to the whole nation, it is also focusing on programs and activities which give support to its outcome for an effective water supply system and sustaining the country's water resources. Among the strategies would be to improve institutional integration on information updates and data sharing for better planning and effective decision making, strengthening financial expenditure as well as addressing the issues on water supply and demand.

# 1

## Consolidation Of Grassroot Data

Currently data is segmented and input on different platforms. The data is also not utilised fully across the different sectors and this often results in mediocre recommendations towards achieving a one platform data system. The Ministry is keen to establish a Geoportals data management system to consolidate its data and enable easier access to the data. Additionally, the Ministry aims to communicate with all departments under it on the significance of enhancing cooperation in data sharing.

# 2

## Knowledge Sharing Through Feasibility Studies And Masterplans

Most departments develop their planning and development based on findings and recommendations from feasibility studies and masterplans. These are often carried out independently and most resulted in less-optimum outcomes. The rationale is that when the information from these feasibility studies and masterplans are shared, the implementation will be better coordinated and this will then lead to a better outcome. Towards this initiative, the Ministry plans to provide all departments online access to the documents.

# 3

## Streamline Policies To Support Inter-agencies Cooperation

Departments' policies are one of the main drivers that dictates how projects are implemented and subsequently, the outcomes. In addressing complex issues such as urban infrastructure development, fragmented policies tend to have negative impact on the public. In order to ensure a highly positive and most harmonised outcome, the Ministry aims to create a working group to review and align policies pertaining to water resources management.

# 4

## Adopt Mechanism For Alternative Funding

All water projects are currently done using government fund. In an effort to increase the robustness of its financial capability to ensure that all water projects can be implemented effectively, The Department of Water Services is active in listing up bankable projects and preparing proposal papers for Public Private Partnership (PPP).

# 5

## Enhance Management Of Revenue Collection

Every year the amount of unpaid water bills are increasing and the amount is at \$39m as of 2016. Nationwide, the Department of Water Services administers 110,000 accounts including conducting water meter readings and issuing water bills quarterly. The main bulk of water

debt is from the commercial sector. And the main reason for not paying bills is the lack of confidence in meter readings.

Ministry to review water act and improve its policies on offences and penalties and strengthen further enforcement strategies. In particular, the mode of payment of water bills. Employ communication strategies including transparent water bills, utilisation of social networking sites, online tools, notices to inform customers and increase their confidence.

# STRATEGIC THRUSTS

## 6

### Non-Revenue Water Reduction

Brunei water network is currently at 45% of non-revenue water (NRW), that is nearly 90,000,000m<sup>3</sup> of water produced annually. This is equivalent to filling up 36,000 Olympic size pools. Water is lost in the water network through pipe leaks, tanks overflow, metering inaccuracies and illegal tapping of water as such. Only 55% of water produced is billed.

The Ministry has ascertained NRW reduction as a priority area of focus and will work closely with relevant agencies, in particular, the Department of Water Services to develop effective NRW strategy including to refine related policies such as on metering, billing and leaks management.

## 7

### Strengthen Water Conservation Awareness

Domestic household is the main user of public water supply in Brunei and domestic water consumption is currently at 380 litres per capita per day (as of 2017). While the government need to promote for more sustainable behaviour and give clear advice on how people can save water, the public as individuals need to be responsible to help reduce water consumption. In addition, households, schools and commercial premises should be encouraged to install water efficient devices and monitor their own water use.

To this effect, the Ministry will review and amend its Building Guidelines & Requirements 2017 to make mandatory for a minimum standard of water efficient homes to ensure that new housing or building developments have good water efficiency.

# 8

## Strengthen Enforcement Implementation

The Water Supply Act (Amendment) Order 2014 prescribes the governance and management of public water supply in Brunei. There are also policies and regulations such as Building Guidelines & Requirements 2017, Policy on offences and penalties in place to ensure housing, commercial and industrial developments comply with water requirements.

The Ministry will ensure that the Building Guidelines is further reviewed and amended to address issues on development control including sub-metering and responsibility of leak repair.

# 9

## Water Tariff

Brunei Darussalam's water supply for domestic use is charged at the lowest rate in the Asia region for \$0.11 per m<sup>3</sup> for the first 54.54m<sup>3</sup>. This is a highly subsidised rate; way below the production cost of water. As a result, there is high water usage and high discrepancy between revenue collection and production expenditure.

The Ministry aims to review current water tariff to reflect all the costs related to water production as well as to encourage better use of water. Hence, ensure sustainable management of our freshwater resources.

# POLICY RECOMMENDATIONS

In terms of policy review, several legal documents and guidelines have been identified to be very relevant in addressing water management issues in the country.

## 1

### WATER ACT

#### Action 1

Review water act and improve its policies on offences and penalties and strengthen further enforcement strategies.

#### Action 2

Refine related policies such as on metering, billing and leaks management.

## 2

### POLICY ON DEVELOPMENT CONTROL

#### Action 1

Make mandatory for a minimum standard of water efficient homes / buildings to ensure that new housing / building developments have good water efficiency.

#### Action 2

Review and improve on development requirements for new housing / building on water issues.

## 3

### ASSET MANAGEMENT SYSTEM / MASTERPLANS / FEASIBILITY STUDIES

#### Action 1

Regular update on water assets.

#### Action 2

Conduct in-house study which aim to collect data on NRW and make analysis of the NRW status of the water system.



“..reduction of flood prone areas in the  
country is a priority..”

An aerial photograph of a drainage canal. The canal is filled with dark blue water and is bordered by a concrete curb and a grassy embankment. A metal fence runs along the top of the embankment. In the background, there are several houses with colorful roofs, trees, and utility poles under a clear blue sky with a few clouds.

**SECTOR: DRAINAGE**

# POLICY DIRECTIONS

The reduction of flood prone areas in the country is a priority to the Ministry as it is a threat to the health and safety of the people, and damages public infrastructure and properties in general. In particular, the Ministry is concern with the fast paced urban development which has influenced the extend and severity of floods. As such, the Ministry is focused to engage with relevant agencies to acquire coordinated efforts, particularly to review existing guidelines and standards as well as to propose new ones to ensure 'best practices' development in flood prone areas.

In order to meet the above objective, the Ministry has identified 2 main goals and thematic tracks:

## GOAL 1

An **INTEGRATED** flood risk reduction approach through holistic planning and development of the drainage system and management of floods between relevant agencies.

## GOAL 2

Enable **EFFECTIVE ENFORCEMENT** by having an over arching national framework on flood management and strong inter-agencies cooperation.

Each thematic track is reinforced with key policy considerations and analysis that will ensure effective implementation of the Ministry's objective.

# POLICY INITIATIVES

## Effective Flood Management

<p>THEMATIC TRACKS</p>	<p>INTEGRATED PLANNING AND DEVELOPMENT</p>	<p>COORDINATED ENFORCEMENT</p>							
<p>STRATEGIC THRUSTS</p>	<p>T1. Consolidation of grass root data</p> <p>T2. Knowledge sharing through feasibility studies and masterplans</p> <p>T3. Streamline policies to support inter-agencies issues</p>	<p>T4. Develop an over arching national framework on flood &amp; drainage issues</p> <p>T5. Review standards and guidelines to support flood and drainage issues</p> <p>T6. Identify / Develop Acts to support authority of agencies</p> <p>T7. Strengthen inter-agencies cooperation</p>							
<p>POLICY ALIGNMENT</p>	<table border="0"> <tr> <td data-bbox="544 1054 703 1078">MUNICIPAL ACT</td> <td data-bbox="810 1054 922 1078">TCP ORDER</td> <td data-bbox="1038 1054 1182 1078">MASTER PLANS</td> <td data-bbox="1257 1042 1445 1091">POLICIES ON HOUSING DESIGNS</td> </tr> <tr> <td data-bbox="587 1118 831 1182">BUILDING CONTROL ORDER - POLICIES ON DEVELOPMENT CONTROL</td> <td colspan="2" data-bbox="943 1134 1150 1182">ASSET MANAGEMENT SYSTEM</td> <td data-bbox="1235 1150 1422 1174">FEASIBILITY STUDIES</td> </tr> </table>	MUNICIPAL ACT	TCP ORDER	MASTER PLANS	POLICIES ON HOUSING DESIGNS	BUILDING CONTROL ORDER - POLICIES ON DEVELOPMENT CONTROL	ASSET MANAGEMENT SYSTEM		FEASIBILITY STUDIES
MUNICIPAL ACT	TCP ORDER	MASTER PLANS	POLICIES ON HOUSING DESIGNS						
BUILDING CONTROL ORDER - POLICIES ON DEVELOPMENT CONTROL	ASSET MANAGEMENT SYSTEM		FEASIBILITY STUDIES						
<p>COURSES OF ACTION</p>	<table border="0"> <tr> <td data-bbox="536 1326 951 1398">Consolidation and enhancement of asset data and information sharing among agencies in MOD</td> <td data-bbox="1018 1326 1449 1398">Review of legal documents and guidelines to strengthen authority and enforcement in flood management issues</td> </tr> </table>	Consolidation and enhancement of asset data and information sharing among agencies in MOD	Review of legal documents and guidelines to strengthen authority and enforcement in flood management issues						
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# STRATEGIC THRUSTS

As the Ministry strives to provide better management and improved services to reduce floodings, the strategies would be to improve institutional integration on information updates and data sharing for better planning and effective decision making as well as strengthening inter-agencies collaboration and enforcement.

# 1

## Consolidation Of Grassroot Data

Currently data is segmented and input on different platforms. The data is also not utilised fully across the different sectors and this often results in mediocre recommendations. Towards achieving a one platform data system, the Ministry is keen to establish a Geoportal data management system to consolidate its data and enable easier access to the data. The Ministry also aims to communicate with all departments under it on the significance of enhancing cooperation in data sharing.

# 2

## Knowledge Sharing Through Feasibility Studies And Masterplans

Most departments develop their planning and development based on findings and recommendations from the feasibility studies and masterplans. These are often carried out independently and most resulted in less-optimum outcomes. The rationale is that when the information from these feasibility studies and masterplans are shared, the implementation will be better coordinated and this will then lead to a better outcome. Towards this initiative, the Ministry plans to provide all departments online access to the documents.

# 3

## Streamline Policies To Support Inter-agencies Cooperation

Departments' policies are one of the main drivers which dictate how projects are implemented and subsequently, the outcomes. In addressing complex issues such as urban infrastructure development, fragmented policies tend to have negative impact on the public. In order to ensure a highly positive and most harmonised outcome, the Ministry aims to create a working group to review and align policies pertaining to flood management.

# 4

## Develop An Over Arching National Framework On Flood & Drainage Issues

An overarching framework for the development of a holistic flood management system will embrace the actions of all government agencies, disaster management authorities as well as communities and individuals to increase our country's resilience to the impacts and consequences flooding. This is one of the commitments of Wawasan Brunei 2035 to ensure the people has a high quality of living in a more prosperous economy. The overarching framework will also support the Ministry's effort towards integrated and effective implementation of enforcement activities.

# STRATEGIC THRUSTS

## 5

### Develop / Review Standards And Guidelines To Support Flood And Drainage Issues

For effective enforcement to be carried out, each agencies should also be guided by a set of clear guidelines and standards. These documents are legal instruments where agencies can take further action on users' non-compliances. These guidelines and standards will benefit the public, in general, and developers specifically, to know the requirements and assess the risks involved in planning for development in flood prone areas. Towards this achievement, the Ministry aims to create a working group to review existing guidelines and standards as well as to propose new ones to ensure 'best practices' development in flood prone areas.

## 6

### Identify / Develop Acts To Support Authority Of Agencies

Because of its assigned function, the Department of Drainage and Sewage is responsible to manage floods and drainage issues in the country. The department has however no official power to act upon its responsibilities. Consequently, it is critical for the Ministry to identify the missing Acts and to have them in place. With these Acts, the objectives will set the outcomes intended as well as set which bodies are responsible for managing flood risk. The Acts ensure that one body is accountable for the delivery of a coordinated flood risk management.

# 7

## Strengthen Inter-agencies Cooperation

Managing flood risks is a shared responsibility between various government agencies. Hence, there is a need to develop strategies / programs that will strengthen cooperation of all these agencies in order that planning and development is done holistically and enforcement is carried out effectively. This leads to one Ministry / one Nation approach in addressing floods.

# POLICY RECOMMENDATIONS

In terms of policy review, the following legal documents and guidelines have been identified to be very relevant in addressing flood management issues for the country.

## 1

### WATER ACT

#### Action 1

Review and improve guidelines and conditions related to floods as well as to ensure development issues in flood prone areas are sufficiently addressed.

#### Action 2

Make available flood data to public.

## 2

### ASSET MANAGEMENT SYSTEM / MASTERPLANS / FEASIBILITY STUDIES

#### Action 1

Regular input and updating of data on flood occurrences as well as drainage assets.

#### Action 2

Conduct in-house study which aim to optimise and prioritise flood mitigation measures.

#### Action 3

Regular statistical analysis of flood prone areas.

## 3

### MUNICIPAL ACT

#### Action 1

Review and identify the areas of responsibilities of the Municipal. To streamline policies and ensure flood mitigation practices and enforcement are consistent.

## 4

### POLICY ON HOUSING DESIGN

#### Action 1

Identify and include housing design and requirements for flood mitigation.

# 5

## FORESTRY ACT

### Action 1

Understand the areas of responsibilities and requirements of Forestry. To streamline policies and ensure flood mitigation practices and enforcement are not in conflict with Forestry's requirements.

# 6

## POLICY ON DEVELOPMENT CONTROL

### Action 1

Review and improve on urban development requirements for new housing / building including building design, rainwater run-off, good soil management and drainage capacity. For example, using of porous materials to pave driveway.

### Action 2

Review and improve on development requirements for new housing / building on flood prone areas including building design to align with the concept of 'Living with the flood'.

“ ..to ensure the robustness and continuity of these services in order to maintain the health of the people and society.. ”



**SECTOR: SANITATION**



# POLICY DIRECTIONS

In the provision of sanitation facilities and services in the country, the Ministry is giving priority to ensure the robustness and continuity of these services in order to maintain the health of the people and society, at large. Currently, sanitation coverage in Brunei is 92% with 58% having centralised sanitation and 34% using septic tanks (as of 2017). The Ministry aims to increase the number of connections to the centralised sewer system. In addition to the aging sewer infrastructure, the improper disposal of waste into the sewer system is one of the many issues which requires multiple agencies cooperation and strong enforcement.

To meet the above objectives, the Ministry has identified 3 main goals and thematic tracks:

## GOAL 1

An **INTEGRATED** planning and development on wastewater issues between relevant agencies.

## GOAL 2

Enable **COORDINATED ENFORCEMENT** by having an overarching national framework on wastewater management and strong inter-agency cooperation.

## GOAL 3

A **BALANCE OF SUPPLY & DEMAND** to ensure sustainable use of water resources.

Each thematic track is reinforced with key policy considerations and analysis that will ensure effective implementation of the Ministry's objective.

# POLICY INITIATIVES

## Effective Wastewater Management

<p>THEMATIC TRACKS</p>	<p>INTEGRATED PLANNING AND DEVELOPMENT</p>	<p>COORDINATED ENFORCEMENT</p>	<p>SUPPLY AND DEMAND</p>
<p>STRATEGIC THRUSTS</p>	<p>T1. Consolidation of grass root data</p> <p>T2. Knowledge sharing through feasibility studies and masterplans</p> <p>T3. Streamline policies to support inter-agencies issues</p>	<p>T4. Develop an over arching national framework on wastewater management</p> <p>T5. Develop / review acts, standards and guidelines which support wastewater management</p> <p>T6. Strengthen inter-agencies cooperation</p>	<p>T7. Strengthen water conservation awareness</p>
<p>POLICY ALIGNMENT</p>	<p>MUNICIPAL ACT      ASSET MANAGEMENT SYSTEM      FEASIBILITY STUDIES      MASTER PLANS</p> <p>BUILDING CONTROL ORDER – POLICIES ON DEVELOPMENT CONTROL      POLICIES ON ENVIRONMENT PROTECTION</p>		
<p>COURSES OF ACTION</p>	<p>Consolidation of asset data and information sharing among agencies</p>	<p>Review of legal documents and guidelines to strengthen authority and enforcement in wastewater management issues</p>	<p>Achieve lower water consumption rate and promote public participation</p>

# STRATEGIC THRUSTS

The Ministry strives to provide a robust sanitation infrastructure system, continuous sanitation services and effective wastewater management. Furthermore, to improve strategies in institutional integration on information updates and data sharing for better planning and effective decision making while additionally strengthening inter-agencies collaboration and enforcement.

# 1

## Consolidation Of Grassroot Data

Currently data is segmented and input on different platforms. The data is also not utilised fully across the different sectors and this often results in mediocre recommendations towards achieving a one platform data system. The Ministry is keen to establish a Geoportal data management system to consolidate its data and enable easier access to the data. Additionally, the Ministry aims to communicate with all departments under it on the significance of enhancing cooperation in data sharing.

# 2

## Knowledge Sharing Through Feasibility Studies And Masterplans

Most departments develop their planning and development based on findings and recommendations from feasibility studies and masterplans. These are often carried out independently and most resulted in less-optimum outcomes. The rationale is that when the information from these feasibility studies and masterplans are shared, the implementation will be better coordinated and this will then lead to a better outcome. Towards this initiative, the Ministry plans to provide all departments online access to the documents.

# 3

## Streamline Policies To Support Inter-agencies Cooperation

Departments' policies are one of the main drivers which dictates how projects are implemented and subsequently, the outcomes. In addressing complex issues such as urban infrastructure development, fragmented policies tend to have negative impact on the public. In order to ensure a highly positive and most harmonised outcome, the Ministry aims to create a working group to review and align policies pertaining to wastewater management.

# 4

## Develop An Over Arching National Framework On Wastewater Management

An overarching framework for the development of a holistic wastewater management is important to establish common goals and objectives among all relevant stakeholders. Hence, it is necessary to map out the stakeholders' area of responsibilities. This will also realign the various activities undertaken by the stakeholders. The overarching framework will also support the Ministry's effort towards integrated and effective implementation of enforcement activities.

# STRATEGIC THRUSTS

## 5

### Develop / Review Standards And Guidelines On Wastewater Management

For effective enforcement to be carried out, each agencies should also be guided by a set of clear guidelines and standards. These documents are legal instruments where agencies can take further action on users' non-compliances. These guidelines and standards will benefit the public, in general, and business owners specifically, to work towards compliance. Towards this achievement, the Ministry aims to create a working group to review existing guidelines and standards as well as to propose new ones to ensure 'best practices' in wastewater issues.

## 6

### Strengthen Inter-agencies Cooperation

Environment management and protection is a shared responsibility between various government agencies. Hence, there is a need to develop strategies and programs that will strengthen cooperation of all these agencies in order that planning and development is done holistically and enforcement is carried out effectively. This leads to 'one Ministry; one Nation' approach in addressing wastewater issues.

# 7

## Strengthen Water Conservation Awareness

It has to be realised that when more water is used, more wastewater is produced. As such putting more pressure on treatment capacity of wastewater treatment plants. With domestic water consumption in Brunei is currently at 420 litres per capita per day, there is a need for government to promote for more sustainable water use. Besides increasing public's awareness through posters and leaflets, the public can be encouraged to install water efficient devices.

To this effect, the Ministry will review and amend its Building Guidelines & Requirements 2017 to make mandatory for a minimum standard of water efficient homes to ensure that new housing and building developments have good water efficiency.

# POLICY RECOMMENDATIONS

In terms of policy review, the following legal documents and guidelines have been identified to be very relevant in addressing wastewater management issues for the country.

# 1

## POLICY ON DEVELOPMENT CONTROL

### Action 1

Make mandatory for a minimum standard of water efficient homes / buildings to ensure that new housing / building developments have good water efficiency.

### Action 2

Address issues on development control including sanitation provision.

# 2

## MUNICIPAL ACT

### Action 1

Review and identify the areas of responsibilities of the Municipal.

### Action 2

Streamline policies and ensure wastewater management practices and enforcement are consistent.

# 3

## ENVIRONMENT PROTECTION ORDER AND MANAGEMENT

### Action 1

Review and identify the areas of responsibilities under Environment.

### Action 2

Streamline policies and ensure wastewater management practices and enforcement are consistent.

# 4

## ASSET MANAGEMENT SYSTEM / MASTERPLANS / FEASIBILITY STUDIES

### Action 1

Regular input and updating of sewerage assets to ensure optimum level of performance in particular the treatment plants and treatment processes.

### Action 2

Optimise in-house study on the demand for sewer services to ensure there is sufficient capacity to meet with demand.



“..a more holistic and coordinated regulatory framework for environmental sustainability..”



**SECTOR: ENVIRONMENT**

# POLICY DIRECTIONS

The Ministry is committed towards supporting the Department of Environment, Parks and Recreation's (JASTRe) effort for an effective management of our environment to meet the Wawasan 2035 goals. As such, the Ministry believes that in order to have an effective management of our environment, it requires a collective responsibility and shared commitment of multiple government agencies.

Hence, JASTRe is tasked to develop a planned approach to sustainable environmental management and protection which should allow for synergistic coordination of relevant agencies in tandem with aligning the department's goals to eventually becoming an effective regulator of environmental management along the key priority areas for the Ministry of Development.

Consequently, the Ministry shall continue to lead by administering legislation, establishing and updating environmental standards and regulations, including program delivery and services. The Ministry has identified 2 key goals and its thematic tracks to achieve this:

## GOAL 1

Review key policies to achieve **ALIGNMENT AND INTEGRATION** for a more holistic and coordinated regulatory framework for environmental sustainability.

## GOAL 2

Strengthen mechanisms for **EFFECTIVE IMPLEMENTATION AND ENFORCEMENT.**

Each thematic track is reinforced with key policy considerations and analysis that will ensure effective implementation of the Ministry's objective.

# POLICY INITIATIVES

## Effective Planned Approach to Sustainable Environmental Management & Protection



# STRATEGIC THRUSTS

The main thrusts of the Ministry for an effective planned management of environment is to look at the harmonisation and alignment of environmental policies. Additionally, looking into a systematic planning for environmental management as well as focusing strengthening enforcement measures.

## 1

**Alignment and harmonisation of legal instruments to ensure holistic standards and regulations**

Strategically review and update the current Environmental Protection and Management Order to ensure the harmonisation and consistency of our policies and standards for development control as well as for the purpose of renewing administrative responsibilities (including setting priority areas for the Ministry) in the broader cross-boundary issues of environmental management of multi-level agencies.

Review and update the Environmental Impact Assessment (EIA) looking at policy gaps with Building Control Guidelines and Land Code for a more effective compliance of EIA and a robust framework for development control.

## 2

**Environmental planning, management and protection working closely with our stakeholders and partners for a more integrated and comprehensive approach to environmental management**

Integrated approach to managing our environment through aligning environmental regulations and EIA with the multi-functional requirements of our local development plans, infrastructure development and urban planning including strengthening policy areas in Building Control Guidelines and land use management to ensure more effective ecologically coherent planning and compliance.

# 3

## Strengthening enforcement measures in order to become effective regulator and eliminating regulatory duplication

Clear institutional responsibilities in order to ensure concerted enforcement and compliance primarily through coordinating actions across organisations, aligning efforts and making the best use of available resources.

Support effective enforcements, there is a need to strengthening legal mechanism on priority areas for JASTRe especially looking at environmental offences to ensure effective implementation.

# 4

## Strengthening environmental stewardship

JASTRe to work prioritise implementation and delivery of our environmental programs working with various stakeholders in order to effectively deliver our programs.

# POLICY RECOMMENDATIONS

Amongst policies that needs to be reviewed are as follows:

# 1

## ENVIRONMENTAL PROTECTION AND MANAGEMENT POLICY

### Action 1

JASTRe to work together with ABCi and TCP to have synchronisation of development plans and building control regulations on development projects and industrial pollution standards and regulations.

### Action 2

JASTRe to work collaboratively with Lands Department and TCP to identify and review barriers to land conservation, rehabilitation and protected areas as well as acquisition of critical lands (such as peatlands).

### Action 3

JASTRe to work collaboratively with DWS and DDS to identify and develop healthy water bodies and wastewater discharge controls that protects pollution prevention, water conservation (including proper septic tanks maintenance) and protection of water resources especially in the Pollution Control Guidelines for Industrial Development.



“ ..sector of the economy that transforms various resources into constructed physical economic and social infrastructure necessary for socio-economic development.. ”

An aerial photograph of a large-scale construction project on a wide river. A long, white barge is positioned across the water, supporting a massive yellow steel truss structure. The structure is being built on several large, rectangular concrete piers. The sky is bright blue with scattered white clouds. In the background, a line of green trees marks the far bank of the river. A black banner with white and red text is overlaid on the middle of the image.

**SECTOR: CONSTRUCTION INDUSTRY**

# POLICY DIRECTIONS

Construction is one of the key sectors in Brunei Darussalam with a massive impact on the wider economy's performance. Furthermore, it transforms various resources into constructed physical economic and social infrastructure necessary for socio-economic development. The Construction Industry Policy aims to create and prepare environment for the development of a vibrant, efficient and sustainable local industry that meets the demand for its services to support sustainable economic and social development objectives.

The Ministry has identified 2 main goals and its thematic tracks:

## GOAL 1

**EFFECTIVE GOVERNANCE** of the industry's policies and guidelines to gear towards changing market and technological conditions in the regional and global economy.

## GOAL 2

Optimise human resources capacity building for the industry and develop local contractors through stakeholder engagement and provide framework to support **LOCAL PARTICIPATION**.

# POLICY INITIATIVES

## Towards Highly Productive and Competent Construction Industry

<p>THEMATIC TRACKS</p>	<p>EFFECTIVE GOVERNANCE</p>	<p>LOCAL PARTICIPATION</p>
<p>STRATEGIC THRUSTS</p>	<p>T1. Alignment of Policies and Regulations to improve governance</p> <p>T2. Cost effectiveness of projects implemented within reasonable time frame</p> <p>T3. Strengthening the data collection for effective planning implementation</p>	<p>T4. Support Local Business Development on local content</p> <p>T5. Enhancing the skills level of the Construction Workforce through education and training</p>
<p>POLICY ALIGNMENT</p>	<p>BUILDING CONTROL ORDER / REGULATION</p> <p>TENDERING PRACTICES AND PROJECT MANAGEMENT</p>	<p>LAND CODE</p> <p>BAPEQS</p> <p>TCP ORDER</p>
<p>COURSES OF ACTION</p>	<p>To review existing and develop new relevant construction guidelines and procedures</p>	<p>To promote on how to develop the construction companies and workforce through local participation</p>

# STRATEGIC THRUSTS

To deliver these strategic priorities, fundamental changes are required in the way the construction industry operates with the capability to deliver a vibrant and competitive industry with long term growth, with enhanced productivity and the ability to provide employment opportunities

# 1

## Improved Governance for Construction Industry

Harmonising and alignment of rules and regulations governing Construction Industry. In order to strengthen our governance, the Ministry is committed to review existing and develop new relevant construction guidelines and procedures for ensuring diversity and flexibility of the economy.

# 2

## Improve Capability and Performance of Construction

Cost effectiveness of projects implemented within a reasonable time frame.

Review relevant frameworks to enhance effectiveness in order to encourage integration of construction activities through adoption of good practices.

# 3

## Strengthening the Data Collection for Effective Planning Implementation

Agencies under the Ministry will have a common reference and guidance relating to access information. The networks can also enable or enhance cooperation on productivity, finance, projects, consultants, contractors and manpower.

# 4

## Promoting and supporting Local Business Development

There are 2 main issues to address:

Firstly, review regulatory framework or guidelines the prioritisation on the use of local goods, services and local employment through government construction contracts and memorandum of agreements.

Secondly, review of Registration of Contractors to provide more support and assistance to improve the capacity and competitiveness of the local construction enterprise (contractors, consultants) to enable them undertake work opportunities in construction sector.

# 5

## Enhancing Skills Level of Construction Workforce through Education and Training

There are already a number of initiatives in progress that provide a good base to build capacity in the workforce. Therefore the Ministry shall work closely and provide more support with other agencies to address their skills requirements. This will ensure an effective route to local employment and make it a practice for all construction businesses to follow.

Another undertaking is to identify and target new recruits for skilled trades and address training and development on a more strategic resource and skill planning.

# POLICY RECOMMENDATIONS

Closer integration among industry players and coordinate efforts in a holistic manner, through its regulatory and promotional functions.

## 1

### TENDERING PROCESS & PROJECT MANAGEMENT

#### Action 1

To improve and formulate a new contract agreement to be more legally binding for effective enforcement and is capable of delivering quality services that is value for money in the implementation of construction projects.

#### Action 2

To work with relevant stakeholders towards identification of solutions on low local participation in work opportunities, dominance of foreign skilled workers and poor quality services and products.

## 2

### LAND CODE

#### Action 1

Revisions to the relevant provisions within the act and guidelines to facilitate implementation of construction projects.

## 3

### TCP ORDER

#### Action 1

Revise the Town and Country Planning Order and/or Guidelines to ensure effective support on planning development related to construction activities.



“ ..towards providing high quality and reliable infrastructure which are essential to grow our economy and improve our country's quality of life.. ”

An aerial photograph of a university campus. The image shows a central cluster of buildings, including a prominent building with a large, ornate, multi-towered roof. Surrounding this are various other buildings, parking lots filled with cars, and green spaces. A river flows along the left side of the campus. In the bottom right, there are residential-style buildings. A dark horizontal bar is overlaid across the middle of the image, containing the text 'SECTOR: INFRASTRUCTURE FINANCING' in white and purple. The text 'SECTOR:' is in white, and 'INFRASTRUCTURE FINANCING' is in a light purple color.

**SECTOR: INFRASTRUCTURE FINANCING**

# POLICY DIRECTIONS

The Ministry is focused towards providing high quality and reliable infrastructure which is essential to the growth of economy and improve quality of life. The nation needs to continually modernise and maintain infrastructure to transform the country as an attraction for businesses to operate and for people to live in. As such, sustaining infrastructure development to cope with social and economic growth requires huge financial commitment investment from the government. Thus, key reforms and guidelines in the early financing and planning process are critical towards “enabling an effective infrastructure financing”.

Henceforth, the Ministry has identified 2 main goals and thematic tracks to meet its intended goals:

## GOAL 1

**Undertake key INSTITUTIONAL AND REGULATORY REFORMS to ease the path to efficient, effective and competitive financing, without compromising the interests of other relevant parties.**

## GOAL 2

**CLEAR GUIDELINES FOR PRIORITISATION OF PPP VIABLE AND BANKABLE PROJECTS in order to effectively carry out and implement PPP initiatives.**

Each thematic track will be reinforced with key policy considerations and analysis that ensures effective implementation of the Ministry's objective.

# POLICY INITIATIVES

## Enabling Effective Infrastructure Financing for the Ministry of Development

<p>THEMATIC TRACKS</p>	<p>INSTITUTIONAL &amp; REGULATORY REFORMS</p>		<p>PRIORITISATION &amp; GUIDELINES</p>	
<p>STRATEGIC THRUSTS</p>	<p>T1. Alignment of policies to support PPP initiatives</p>	<p>T2. Ensuring PPP implementation by reviewing relevant procedures</p>	<p>T3. Prioritisation of PPP viable projects</p>	<p>T4. The need to have a clear guidelines for the realisation of PPP</p>
<p>POLICY ALIGNMENT</p>	<p>LAND CODE</p>	<p>PROCUREMENT POLICY</p>	<p>NLUMP</p>	<p>HOUSING DEVELOPER'S ACT</p>
<p>COURSES OF ACTION</p>	<p>Holistic policy review and realignment in key policy areas to support PPP initiatives</p>		<p>Developing clear guidelines for MOD in order to realise our PPP manifesto</p>	<p>Enhance and strengthen our procedures to ensure PPP initiatives are implementable</p> <p>PPP pilot project</p>

# STRATEGIC THRUSTS

Main thrusts to realise the implementation of policies requires aligning relevant policies and guidelines to support PPP initiatives as well as streamlining procedures so that implementation is carried out effectively.

## 1

**Alignment of policies and measures which are necessary to ensure effective financing of the project**

Revise certain provisions especially the Land Code to support PPP financing mechanisms.

In line with the review of current repayment strategies, cost recovery and funding arrangements for effective capital investment returns, user charges along with its legal framework will be reviewed to allow for self-sustaining financing solutions (whilst taking into account affordability measures).

## 2

**Streamlining procedures for public procurement methods to enable effective and efficient implementation of infrastructural projects**

Review procurement methods, procedures and legal mechanisms to facilitate investments in infrastructure by creating more conducive and flexible measures.

### 3 Prioritisation of key infrastructural projects which are PPP viable with equal considerations for economic and social benefits

Lack of progress on PPP projects is sometimes attributed to the lack of identification and prioritisation of investable projects for both short and medium term. The government has to acquire key knowledge and expertise on PPP to initiate investment in infrastructure that can act as guidance on how to properly structure investment in infrastructure projects including mapping the full range of financial instruments available and the entire risk-return spectrum.

### 4 Establishing a clear guideline with selection and evaluation assessment that is aligned with MOD priorities to facilitate the decision making process

Project implementer is required to provide financial and technical appraisals of every investment projects and to identify the political and social impacts (opportunities and challenges) of the project.

Providing a more conducive investment environment (example creating incentivisation, grants, guarantees and other similar policy solutions).

Conduct Risk Assessment Analysis (RAA) in order to fully understand the risk, expected performance of investments and identify risk mitigation measures.

Investable projects should also include preliminary all-in cost estimates and revenue model with greater involvement from the GLCs and other stakeholders.

# POLICY RECOMMENDATIONS

Closer integration among industry players and coordinate efforts in a holistic manner, through its regulatory and promotional functions.

# 1

## LAND CODE

### Action 1

To make revisions to the relevant provisions within the Land Code to support the implementation of PPP financing including land lease agreement and government land sales.

# 2

## HOUSING DEVELOPER'S ACT

### Action 1

To work with and empower relevant agency in the case of rightful authority for the Housing Developer's Act in order to support the new model for PPP under the Design and Build Procurement concept.

# 3

## NLUMP

### Action 1

Review the National Land Use Master Plan (2006-2025) so as to optimise development activities especially geared towards economic and industrial development.

# 4

## MOD POLICY

### Action 1

Targeted revisions to contractual arrangements and procurement procedures especially tendering process.





# ACKNOWLEDGEMENTS

**Honourable Minister of Development**

**Permanent Secretary (Technical & Professional)**

**Permanent Secretary (Administration & Finance)**

**Deputy Permanent Secretary**

**Public Works Department**

**Land Department**

**Town and Country Planning Department**

**Survey Department**

**Department of Environment, Parks and Recreation**

**Housing Development Department**

**Corporate Management Division**

**Policy Coordination and Strategic Planning Division**

**Land Use, Housing and Environment Division**

**Authority for Building Control  
and Construction Industry Division (ABCi)**

**Human Resource Management Division**

**Board Management Division**

**Governance Division**



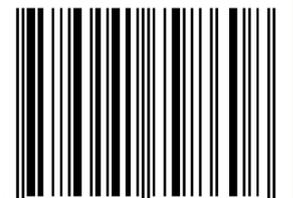


# MINISTRY OF DEVELOPMENT POLICY FRAMEWORK 2018 - 2023

Infrastructure plays a critical role in many aspects of quality of life, supporting economic activities and ensuring sustainable development. This relates to the three national strategies identified in Wawasan Brunei 2035 namely Infrastructure Development, Land Use and Environment that the Ministry of Development (MOD) is responsible for. Consequently it has prompted the development of this Policy Framework Paper (PFP), which aims to act as a guideline highlighting the Ministry's priorities, directions and strategies to adapt to the constantly evolving environment.

A total of nine policy directions has been identified under the Ministry, where the strategic action plans shall be implemented within the next five years. Furthermore, it is the Ministry's aspiration that this Policy Framework Paper will enhance collaborations among its departments towards a 'one MOD approach'.

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