

**A STRATEGIC PLANNING FRAMEWORK
FOR THE PRIME MINISTER'S OFFICE
BRUNEI DARUSSALAM**

(2005-2014)

A SUMMARY REPORT

August, 2004

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Forward

Bismillahirrahman Nirrahim

Alhamdulillahilahi Rabbil alamien. Wassalatu wassalamuala ashrafil ambiya iwalmursalin waala alihie wasahbihie ajmaeen.

The year 2004 has been an eventful and historic year for Brunei Darussalam. The year has witnessed the Royal Wedding of the Crown Prince; the official announcement and signing of the constitutional amendments; and the landmark National Day Celebration of Brunei Darussalam's 20 years as a sovereign and independent nation. All of the events have blessings from Allah Subhanahu Wa Taala.

The year 2004 also marks 20 years' existence of the Prime Minister's Office. During the past two decades, much progress has been made by the Office, under the able leadership of His Majesty the Sultan and Yang Di-Pertuan in his capacity as the Prime Minister and Head of Government. His Majesty has provided unstinting guidance, leadership and as role model through either his titahs (speeches) or actions, for all of us to take heed.

As a central agency and secretariat to His Majesty, the Prime Minister's Office needs to play an effective supporting role for His Majesty's leadership. For that, the Prime Minister's Office must put its best assets to work and make fundamental changes to avail of the opportunities that will shape our nation in the new century.

Our Strategic Plan has specific initiatives designed to fulfill these requirements. The Plan offers a disciplined effort to produce fundamental decisions and actions that could shape and guide the Prime Minister's Office, with a focus on the future. This is imperative not only to establish organizational priorities for action but to bring focus and clarity to the Office's future direction.

We believe that the key to seizing opportunities for the future lies on the ability to develop a Strategic Plan that can help facilitate communication and participation, accommodate diverse interests and values, foster wise and analytical decision-making, as well as promote successful implementation. Thus, this Plan is developed precisely with the 'alignment' or '*pensejajaran*' program in mind. Being a civil service-wide initiative launched last year, the alignment program required all Ministries to have their Strategic Plans and to be more focused on their agencies' core businesses.

The challenges of today and tomorrow demand new ways of providing leadership to organizations, building collaborations and creating productive communities. In view of the diverse interests and agendas, we need coordinated synergy and a shared vision of what needs to be achieved in order to better meet the rising expectations of our stakeholders. This brings us to the relevance of the 21st Century Civil Service Vision to our Strategic Plan in our pursuit to achieve our strategic aspirations and goals.

The Strategic Plan is clearly a manifestation of our efforts in realizing the spirit of the Civil Service Vision, which calls for continuous improvement. Our improvement has been evolutionary, matching the demands of prevailing

circumstances. Therefore, it is of utmost importance to ensure that the Plan is effectively executed to confront challenges and address strategic priorities.

The Plan outlines the strategic goals and priorities which the Prime Minister's Office has identified, taking into consideration the likely expectations of its key stakeholders. It focuses on seven key strategic thematic goals / strategic themes in which areas the Prime Minister's Office would provide the requisite administrative leadership, successful delivery of which would create the necessary public value for the Government and the community. The descriptions of these strategic themes have been formulated in a systematic and practical manner using 'strategy maps' which would enable the general readers to comprehend the essence of the strategies.

Since this is the first Strategic Plan for the Prime Minister's Office at the 'Ministry' level, shortcomings are only to be expected. There are risks and costs involved in taking action, but they would far outweigh the long-term risk and cost of inaction. Thus, we hope that this Strategic Plan would be successfully implemented in order to accelerate the pace of strategic decision-making and ultimately national development efforts. We also hope that the Plan would facilitate further the successful implementation of the national development policies, enhance national security and strengthen national unity.

Finally, we would like to take this opportunity to thank many individuals who are directly involved including the Deputy Permanent Secretaries at the Prime Minister's Office and Heads of Departments under the Prime Minister's Office.

To members of the Prime Minister's Office Strategic Planning Committee who have been working hard for this program, we wish to congratulate you for the concerted efforts, in developing the Strategic Plan. May Allah bless all our efforts.

Wabillahit Taufik Wal hidayah, Wassalamu alaikum Warahmatullahi Wabarakatuh.

*[Pehin Orang Kaya Seri Utama Dato Seri Paduka Awang Haji Yahya bin Begawan
Mudim Dato Paduka Haji Bakar]*

*[Pehin Orang Kaya Pekerma Laila Diraja Dato Paduka Awang Haji Hazair bin Haji
Abdullah]*

[Dato Paduka Awang Haji Abd Wahab bin Juned]

[Pengiran Dato Paduka Haji Abd Hamid bin Pengiran Haji Mohd Yassin]

[Pehin Orang Kaya Dewa Pahlawan Dato Paduka Awang Haji Dani bin Haji Ibrahim]

[Pengiran Dato Paduka Haji Abu Bakar bin Pengiran Seri Indera Pengiran Haji Ismail]

VISION

Excellent Leadership
and Good Governance
for National Prosperity
and Stability

MISSION

To enhance the effectiveness of
executive decision-making
by the Government of His Majesty
in the pursuit of excellent leadership
and good governance
for national security
and sustainable development;
and to uphold
the philosophy of the Malay Muslim
Monarchy ('MIB')

CORE VALUES

- *Taqwa*
- **Visionary**
- **Teamwork**
- **Trustworthy**
- **Integrity**
- **Resilient**
- **Creative and Innovative**
- **Passion for Learning**
- **Caring**

The PMO's MAJOR ROLES AND FUNCTIONS

To achieve our mission, we will provide

- Professional and competent policy inputs to the processes of policy-making
- Effective administrative leadership to all ministries and departments
- Effective coordination and facilitation between agencies throughout the Civil Service and with the private sector and the community
- Quality information and professional services to key stakeholders in the Prime Minister's Office

1. OVERVIEW

In recent years, the Government of Brunei Darussalam has mandated that all government agencies should conduct strategic planning as a normal organizational function and to ensure that all ministries' goals be aligned with the proposed national development goals and aspirations. This is partly due to the rapidly changing organizational environment of the public sector and partly due to the changing paradigm of public governance adopted by the developed countries. In this regard, the Prime Minister's Office (PMO) being the leading 'ministry' has decided to formulate a formal strategic plan which will take into consideration both the changing external environment as well as the unique internal socio-cultural and political systems of Brunei Darussalam.

There are many different roles and functions performed by the PMO as shown by the fact that there are 21 different operational administrative departments or units (Appendix A) under the purview of the PMO as a 'ministry'. Unlike other sectoral ministries, PMO is responsible for many policy areas and plays different policy and management roles. Essentially, the PMO exists to provide specialised services and support to the Head of Government and also to the Head of State in the monarchy system of Brunei Darussalam. Furthermore, PMO is also the central agency for human resource management in the civil service and also undertakes the oversight functions of various major national policies and specialized independent and autonomous public agencies and corporations. Consequently, unlike other ministries, PMO has a more complex set of diverse goals and hence serving a variety of key stakeholders; all these factors pose a considerable challenge to the formulation and implementation of an effective organizational strategy.

This strategic planning exercise was initiated at the later part of 2003 and finished by July, 2004. It is broadly focused at the ministry-level and this strategic plan is intended to cover the period of this decade, 2005-2014. It has two principal purposes:

- A. To clarify and to establish the mission, vision and corporate values of the Prime Minister's Office as the leading 'ministry' of the government.
- B. To formulate a corporate-wide strategy for the PMO which serve the following objectives:
 - i. clarifying the nature and manner of alignment of PMO strategies with the national development policy and strategy;
 - ii. providing a guideline for all departments under the PMO to align their respective departmental strategies with the PMO corporate strategies in an integrated and effective way; and,
 - iii. providing a contextual framework for all functional strategic plans (e.g. ICT strategic plan, Human Resource strategic plan, etc.) of PMO's departments to align with the PMO corporate strategic plan in a systematic way.

A subsidiary but important objective is to provide a forum for all the PMO's departments to learn more about contemporary strategic planning approaches and practices. It is hope that with this learning experiences, the senior officers will adopt strategic thinking, strategic management and change management as a normal way of managing public organizations in a rapidly changing and increasingly complex environment.

Although, the strategic plan is intended to cover the next decade (2005-2014), the proposed strategies should be reviewed every year and changes need to be made whenever necessary to adapt to the fast changing environment. The real lasting benefit of the strategic planning exercise is the opportunity to foster an organizational climate within PMO for all senior officers to think and act strategically in order to meet the challenges of public governance in the 21st century.

It is hope that with the adoption and implementation of these strategies, the Prime Minister's Office will position and transform itself in the near future as a high performance organization providing effective administrative leadership to the public sector in particular and to the nation in general. Last but not least, the successful implementation of this strategic plan will also facilitate the development of a good governance model which is culturally and politically acceptable in the Brunei context and which is in line with the national philosophy of Malay Muslim Monarchy or 'Melayu Islam Beraja (MIB)'.

2. PAST ACHIEVEMENTS, FUTURE CHALLENGES AND OPPORTUNITIES

PAST ACHIEVEMENTS: 1984-2004

The last two decades had been a period of remarkable success in building institutional capacity and in achieving a high level of human, social and economic development. All these have led to the attainment of a high quality of life by all its people.

Being endowed with rich natural resources is a great blessing. Furthermore, the past achievements were even more remarkable when one consider the constraints that Brunei Darussalam has faced as a relatively young and small sovereign state and society . Its success in national development through effective political leadership and capable administration is reflected in many areas:

- International recognition as a capable sovereign state;
- Peace and security have been ensured for all during the last three decades;
- A continuous moderate level of economic growth has been attained;
- Excellent essential physical infrastructures have been built as a basis for future economic development;
- High level of social development in the areas of health, education, housing and welfare were achieved which is comparable to the best in the world
- A capable public administration is in place
- Holistic development has always been practiced in which cultural and spiritual development have been given equal importance to material development.
- Last but not least, bonds between the Ruler and His subjects have been considerably strengthened which greatly enhance national unity and stability.

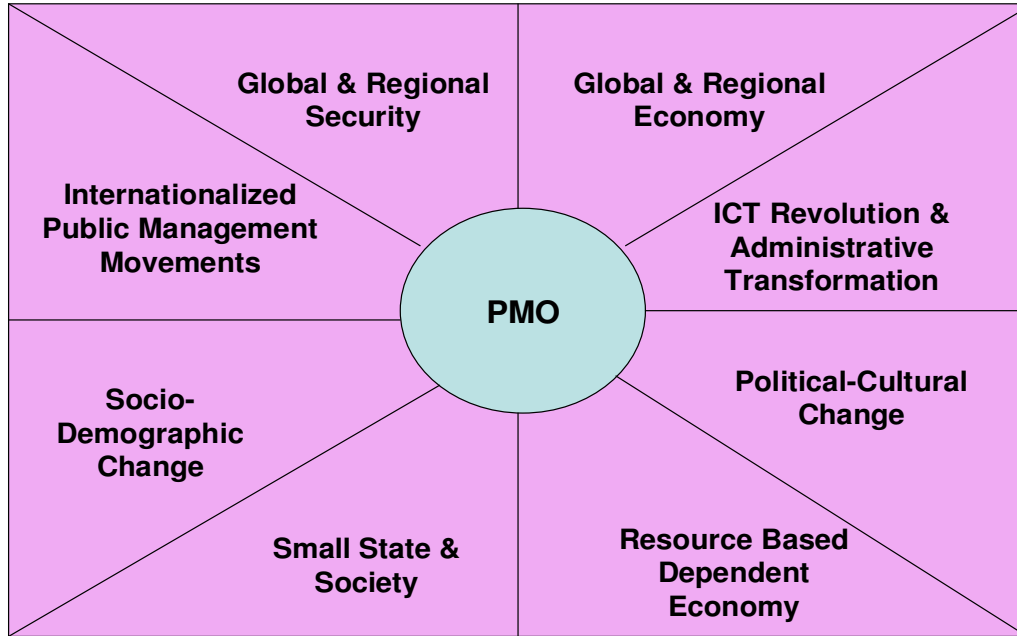
THE CHALLENGES AND OPPORTUNITIES IN THE NEXT TWO DECADES: 2005-2014

Major significant changes in the organizational environment of PMO are anticipated during the next two decades and these are indicated in Figure1. These environmental changes will pose considerable challenges as well as opportunities for Brunei to achieve further developmental successes of the next two decades. Undoubtedly, there will be more uncertainties and complexities in the emerging forms of global polity, society and economy. Future national development successes would be more closely tied to the often unpredictable forces of globalization and the fast pace of technological changes.

Brunei Darussalam must make the necessary transition to a new diversified economy and this require appropriate institutional changes to the polity and society in order to overcome these challenges and to seize the emerging opportunities.

Figure 1

THE ENVIRONMENTAL CONTEXT OF THE PRIME MINISTER'S OFFICE



In general, Brunei has made the necessary transition from an administrative state to a development state during the last two decades. The challenge for the next two decades will be to make a successful transition to a 'competitive' state in the age of globalization.

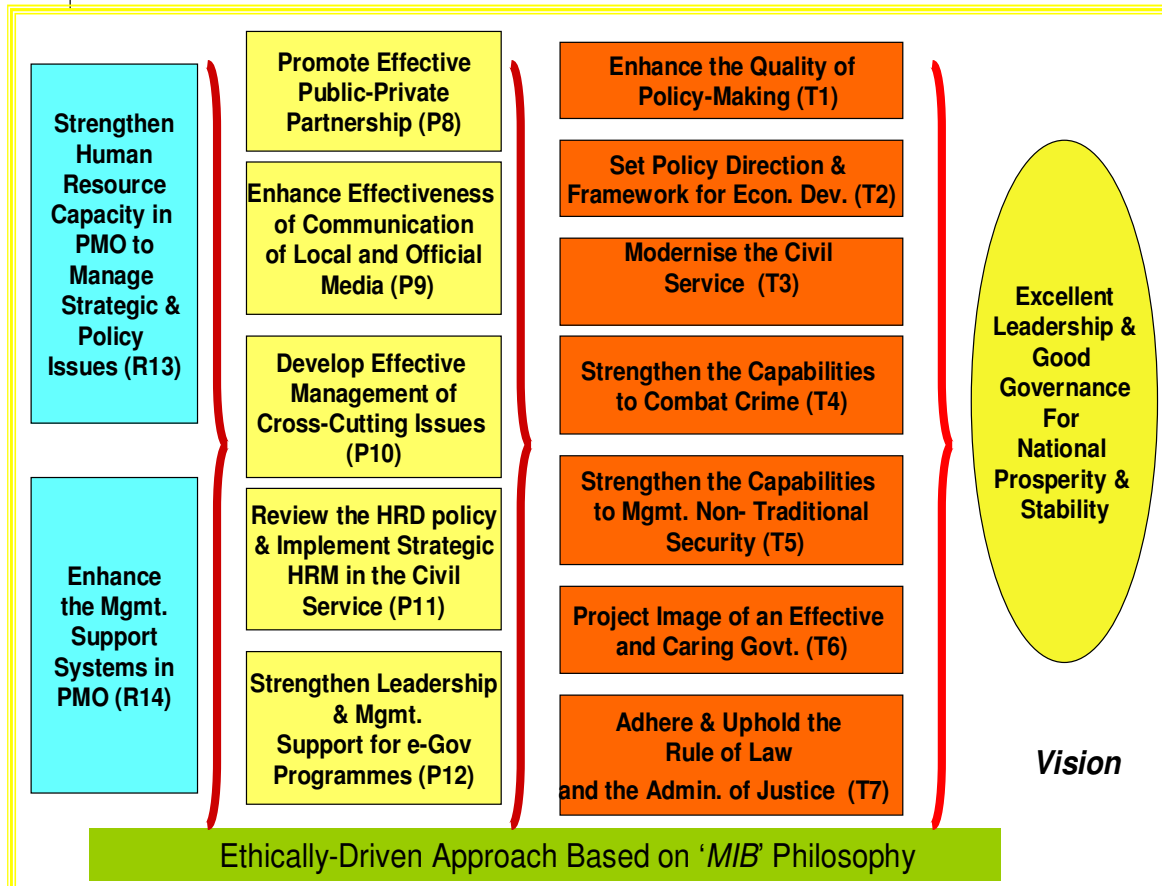
There has been major paradigm shifts in development policy and management thinking in managing the public sector. In particular, continuous development of human resource and of new institutional capacities are considered to be critical success factors for achieving further social and economic development in a highly competitive global economy.

Home security issues have become more complex. Besides the increasing trend of domestic crimes, there is the emergence of non-traditional security issues ranging from new form of terrorism, new types of epidemics and other possible national crisis. All these have posed considerable challenges to manage home security effectively. In this regard, there is an urgent need to review the capacity and capability of existing agencies, adopt new organizational form and to enhance managerial competencies to cope with these security issues.

The adoption and implementation of e-Government initiatives in recent years have provided a new challenge and opportunity for the public sector in general and the civil service in particular to carry out the necessary administrative reforms. To maximise the benefits from this massive technological investment in ICT will require strong leadership and the capacity to implement administrative reform in general and to manage change effectively in particular.

3. THE STRATEGIC GOALS AND THE TWO-STEP STRATEGIC APPROACH

Figure 2
THE INTER-RELATIONSHIPS OF PMO'S ISSUE-BASED STRATEGIC GOALS



The various types of strategic goals as shown above (Figure 2) were derived from three major sources. Firstly, they were derived from the national development plan and the Civil Service 21st Century Vision, and secondly from an analysis of strategic issues which were raised by members of the strategic planning team. Finally, but not least, constructive feedbacks and criticisms from the senior officers and heads of agencies in PMO have provided additional inputs to the identification and formulation of these goals.

These 14 strategic goals were assessed and prioritized by the team and were then classified into the following three broad categories based on the logical ('cause and effect') relationships between them:

- a. Two strategic resource goals (R13 and R14)
- b. Five strategic process goals (P8 to P12)
- c. Seven strategic ‘thematic’ goals (T1 to T7)

The latter seven strategic thematic goals (to be called **strategic ‘themes’** in this report) which are considered to of high priority by the PMO as a ‘ministry’ will be elaborated in more detail in later sections and are listed as follows:

THE SEVEN STRATEGIC THEMATIC GOALS (‘ STRATEGIC THEMES’)

- 1. Enhancing the quality of policy-making**
- 2. Setting policy direction and framework for national economic development**
- 3. Modernisation of the Civil Service**
- 4. Adherence and upholding the rule of law and to enhance the administration of justice**
- 5. Promoting the image of an effective and caring government**
- 6. Strengthening the national capabilities to combat crimes**
- 7. Strengthening the national capabilities to manage national crisis and the non-traditional security concerns**

In later sections, these seven strategic themes are illustrated using the balanced scorecard (‘BSC’) approach in which a strategy map consisting of logically connected processes for each strategic theme will be presented in a comprehensible and graphical way. It is to be noted that for each of these strategy maps, the detailed descriptions of the processes within each theme are not provided in this summary report but are available in the main report.

The PMO strategic plan may be summarised as a two-step approach in achieving its missions and vision in which administrative leadership needs to be exercised effectively in three key areas: good governance, home security assurance and sound economic development policy.

The Two-Step Approach in the PMO's Strategic Plan

A. The first step approach is to focus on the following two most critical national issues confronting the government today, and which are likely to continue in the coming decade, namely:

- To facilitate the formulation and implementation of development policy economy to an economy that is globally competitive and one that is sustainable in the coming decades; and,
- To enhance the effectiveness in the management of domestic crimes and of the emerging non-traditional national security concerns (e.g. various forms of national crisis) which have and are increasing in number and in various forms.

In this regard, the major PMO's strategic role is to provide the necessary effective administrative leadership in the management of these two national issues through effective partnerships with other government agencies, private sector and the community.

B. The second step approach is to strengthen the institutional capacity of the public sector to address these two major critical issues effectively through,

Promoting good governance practices and making institutional changes, by

- modernising the existing public administration to be more result-oriented, proactive and innovative so as to enhance the quality of public service for its increasingly sophisticated citizens; ensuring that the development policy and practices are market-oriented so as to attract more needed foreign investments and expertise and to facilitate technology transfer to the country;
- strengthening the organizational and managerial capabilities in such areas as the provision of effective support for sound policy-making processes, the strategic management of human resource in the public sector, and the effective management of inter-agency and inter-sectoral collaboration, coordination and various forms of partnerships; and,.
- Enhancing national resilience and the good image of the government through effective coordination and facilitation of community and socio-cultural development efforts, effective public communication with the citizens and other stakeholders and through strong adherence to the rule of law and the administration of justice.

4. THE TOP-LEVEL STRATEGIC MAP OF PMO

The 'Strategy Map' is a graphic representation of the logical relationships (i.e. 'cause and effect') between the various components of an organizational strategy. These components are performance objectives associated with the thematic, process and resource goals which have been identified by the PMO strategic planning team. The mapping follows the Balanced Scorecard framework which uses the four perspectives – stakeholders ('customer'), internal process, learning and growth and the financial perspective. The top-level generic strategic map for PMO is illustrated below and this will provide a template for describing the seven strategic themes in a similar manner.



The Stakeholders' Perspective

As the leading 'ministry' of the government, the PMO need to satisfy the expectations of the following key stakeholders:

- His Majesty as the Head of State and Head of the Government
- His Majesty and His Cabinet Ministers as the major policy-makers in various areas of public affair
- Other ministries and their subordinate agencies
- community and corporate citizens.

In general, the PMO will strive to meet the key stakeholders expectations by achieving its mission through the provision of effective administrative leaderships in *three core areas*.

The Three Core Areas of Administrative Leadership

The strategic plan needs to generate long term public value which satisfy the key stakeholders of PMO and these have been identified to be the effective provision of administrative leaderships in the following major areas of the public sector:

- Excellent Public Governance
- Assurance of Home Security
- Sound National Economic Development Policy Direction

In this respect, these may be considered as the *core 'business'* of the PMO.

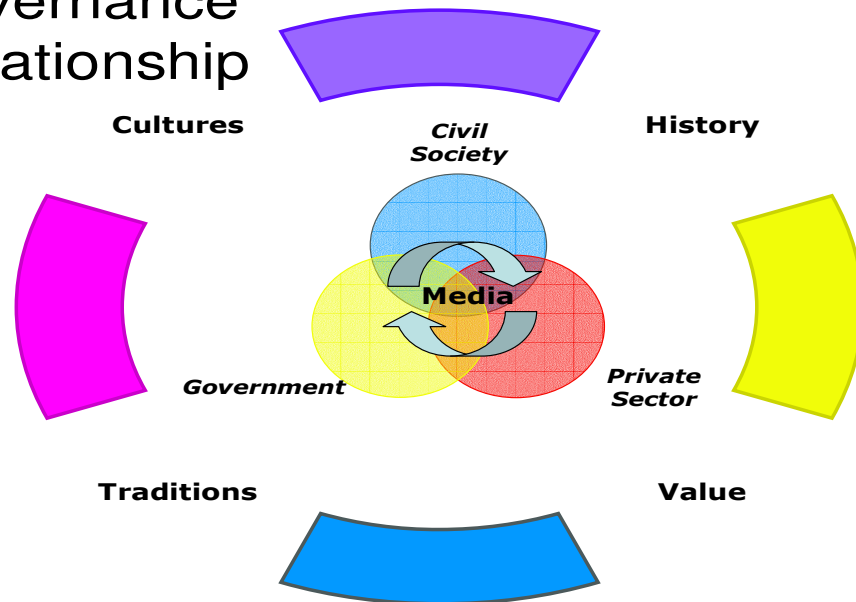
Excellent Public Governance

Leadership in this theme is,

- to maximize the production of public service values through greater efficiency, effectiveness, economy and equity throughout the public sector and with close partnership with the private sector and community; all these to be achieved ethically in the context of the Brunei national philosophy (i.e. '5 E's Principles'); and.
- to enhance the quality of citizenship by providing more avenues for greater participation of citizens in public affairs (i.e. 'Public Participation Principle')

See the diagram on the next page an illustration of the Governance Relationship

Governance Relationship



Assurance of Home Security

Leadership role is emphasized in this theme since most of the major agencies for home securities are placed in the PMO, and furthermore PMO coordinates some of the important national committees on these strategic issues. At present and at least in the near future, effective leadership is urgently required in the following two major aspects of home security:

- to strengthen the management of conventional public security issues such as crimes, and
- to develop effective mechanisms to deal with emerging non-traditional security issues

Effective Economic Development Policy

Leadership in this theme is crucial for providing a pragmatic and comprehensive policy direction for achieving a more rapid and sustainable rate of economic growth in the context of an increasingly competitive global economy. Specifically, the overall leadership role for PMO is required to coordinate and align with the following aspects of economic development efforts by other agencies in the national context:

- national economic development agenda in the short, medium and long term;
- various sectoral economic policies of different ministries; and,
- the successful implementation of these economic policies.

Internal Process Perspective

Three major internal processes of the PMO have been identified as focal areas in which PMO need to excel in order to meet its key stakeholders' expectations :

- Provide quality policy inputs by PMO to enhance the effectiveness of policy-making processes;
- Develop effective inter-agency coordination and collaboration of the various sectors, ministries and their departments; and,
- Striving for excellence in the organization and management of the public service in general and in the civil service in particular.

a. Provide Quality Policy Inputs

There is an urgent need to strengthen the provision of quality policy inputs in a formal and systematic manner to support the policy-making processes in Brunei Darussalam. Institutional capacity in this regard need to be developed from existing or new organizations in the context of the Brunei political and administrative system. PMO itself needs to review the adequacy of its organizational capacity. Working together with other agencies in the policy network, PMO would be able to carry out this function efficiently and effectively to meet the needs of the key political stakeholders and the community.

Inputs will be provided by PMO throughout the cycle of policy-making processes which range from policy agenda setting, policy adoption, policy design, policy implementation and policy evaluation.

b. Develop Effective Inter-Agency Management

A major role of the PMO as a ministry is to provide oversight functions in many areas of national development and security policies, in which other sectoral ministries and agencies are responsible for their implementations. Furthermore, there are many areas of national development under the PMO purview in which private sector and community organizations play leading or supporting roles in policy implementation. In this regard, an effective PMO needs to develop strong capability in inter-agency management such as:

- Inter-agency coordination
- Inter-agency collaborations
- Other forms of partnership

c. Strive for Organizational Excellence

PMO is more than just a lead agency in the government, it is also the head of the civil service. In this regard, it is imperative that it strives to achieve excellence in organizing and managing key aspects of public organizational functions. Some of the key focal functions are:

- Effective use of technology (ICT) to enhance performance in the public sector
- Alignment of resources with strategic priorities throughout the civil service
- Adoption of performance measurement as a managerial tool in the public sector
- Continuous improvements in the quality of public service

Learning and Growth Perspective

In order to carry out the above internal processes of the PMO, resources are required to develop the following key intangible assets which are crucial for the efficient and effective operations related to the above internal processes:

- Human Capital

The large pool of public sector employees need to be re-skilled and to develop appropriate competencies in the changing roles and functions of public policy and management. For a small state like Brunei, it is extremely important that a more concerted effort is needed to identify and to utilize the limited pool of talented public employees so as to optimize their potential contributions for national development.

- Information Capital

In the current information age, it is imperative that ICT should be used efficiently and effectively to support the operational and managerial work in the public sector since managing information is a key function in government. The development of appropriate ICT physical infrastructure, databases and public information systems and of the tools for information and knowledge management have become indispensable for an effective public administration and policy making.

- Organization Capital

In the process of modernizing the public sector, a crucial factor is to provide the necessary leadership to lead and manage change. Changing the internal operations of work organizations is no easy task and more so if the work culture itself needs to be changed. Effective public managers need to know how to manage networked organizations rather than just the traditional bureaucracies. In the context of managing networks rather than hierarchy, authoritative power is becoming less important than team-works and effective knowledge management. These are the new sources of organizational capital.

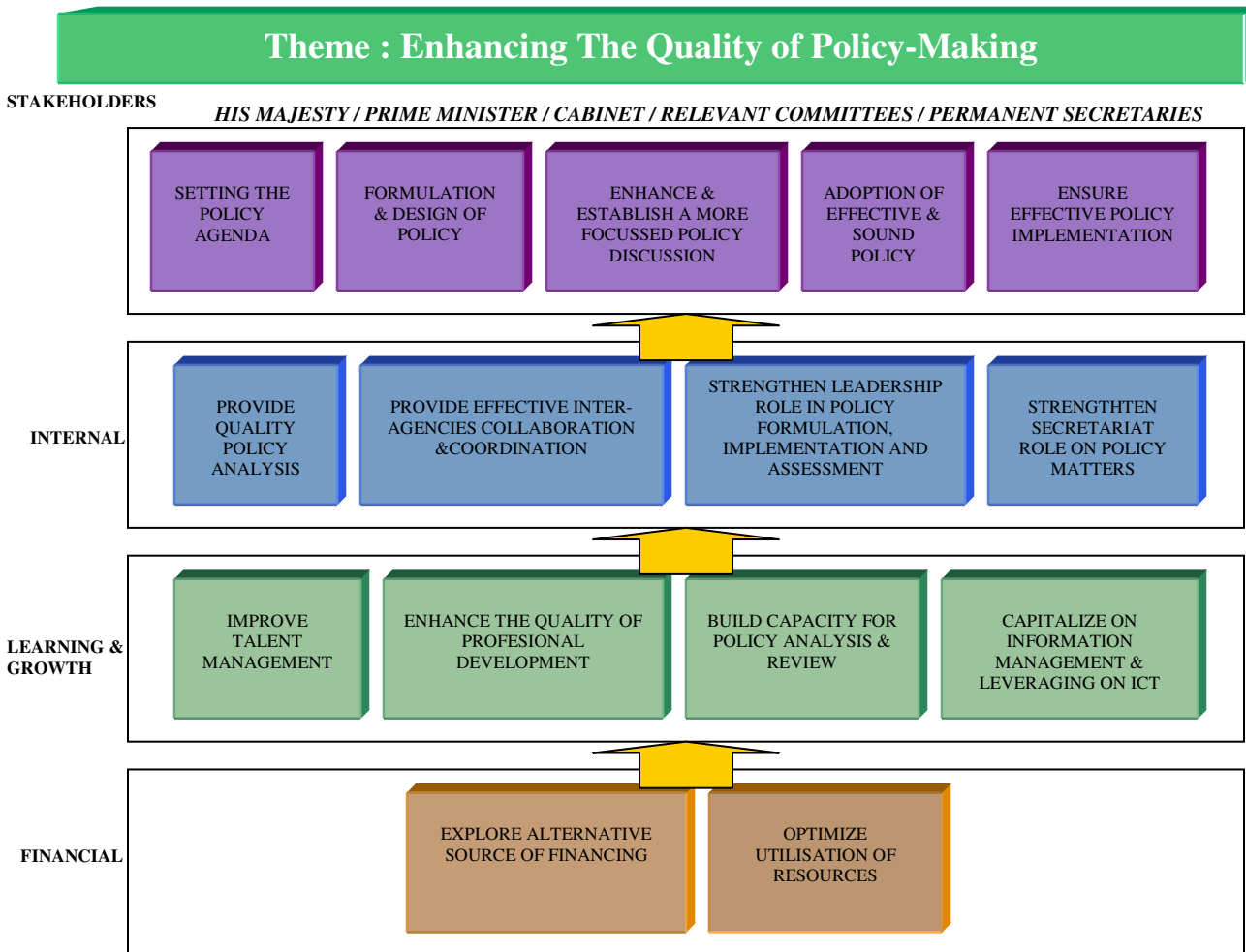
Financial Perspective

For PMO, the financial perspective of the strategy map essentially focused on three aspects, namely

- Introduce more flexibility in the financial management of the budgetary allocation (especially for more decentralized authority) and new form of financial accountability;
- Look for alternative sources of funding from international and private sector initiatives especially for undertaking large scale projects; and,
- A need for the budgetary allocation to be based more on organizational performance rather than conformance to routine procedures.

5. THE STRATEGIC MAPS OF THE SEVEN STRATEGIC THEMES: AN OUTLINE

5.1 ENHANCING THE QUALITY OF POLICY-MAKING



The above theme is strategic for PMO because of its unique and central roles in the government being the the ‘lead agency’ of the Government, and as the ‘secretariat’ for the highest policy-making authorities or bodies i.e. His Majesty, Prime Minister, Cabinet Ministers, and Permanent Secretaries meetings.

Its key role is to ensure that technically sound, economically feasible and politically acceptable policies are adopted, developed, implemented and evaluated; and to promote more avenue and forum for public policy to be crafted in a more collaborative and professional manner

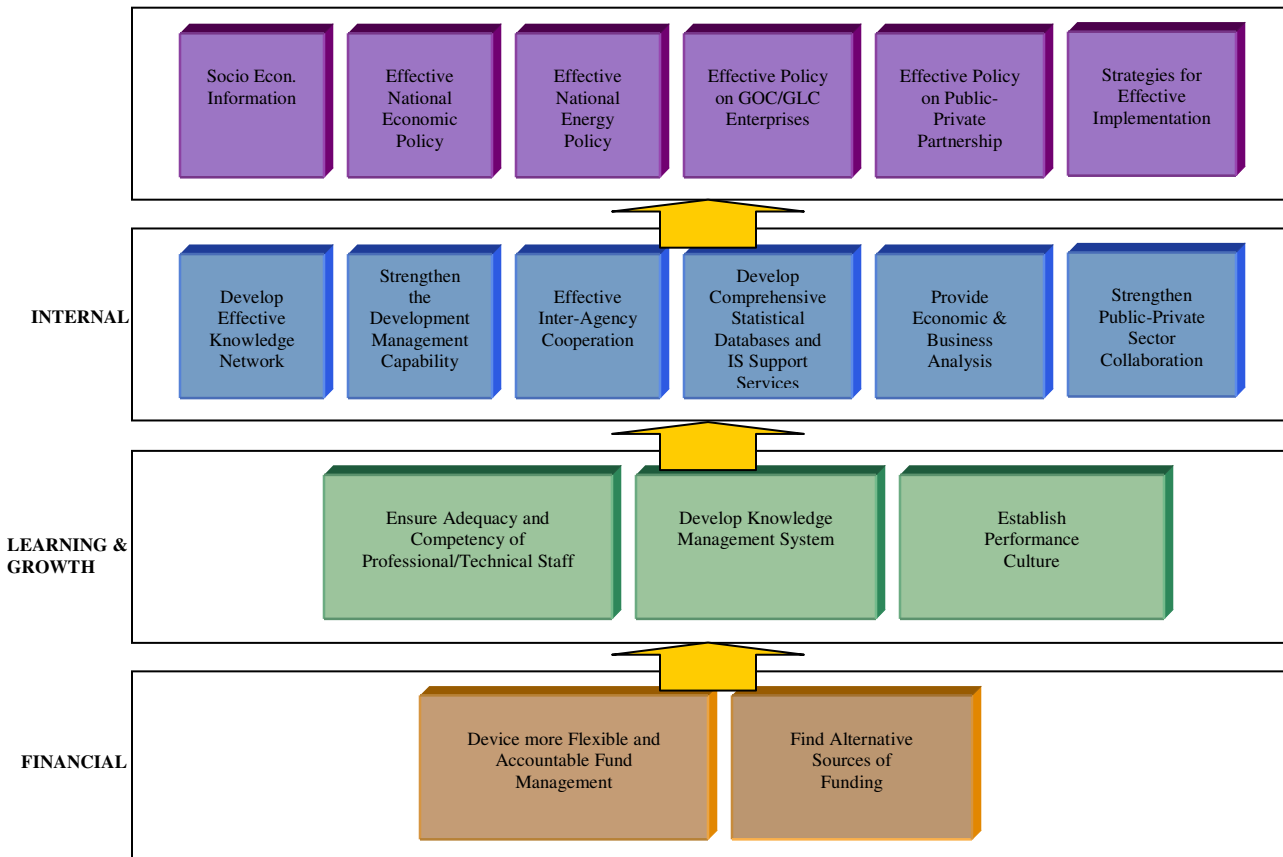
The theme is also strategic from a symbolic aspect. PMO needs to portray the good image and integrity of His Majesty's Government, since sound and effective policy-making reflects integrity and credibility of policy-makers.

5.2 POLICY DIRECTION AND FRAMEWORK FOR EFFECTIVE ECONOMIC DEVELOPMENT

Theme : Policy Direction and Framework for Effective Economic Development

STAKEHOLDERS

Ministers, Public Agencies, Private Firms and Citizens



The PMO is expected to provide leadership in charting the direction and in the formulation of policy options relating to national economic development as well as to mapping out an effective implementation plan. The objectives of this strategic theme are as follows:

Firstly, to enhance the effectiveness of decision making through :

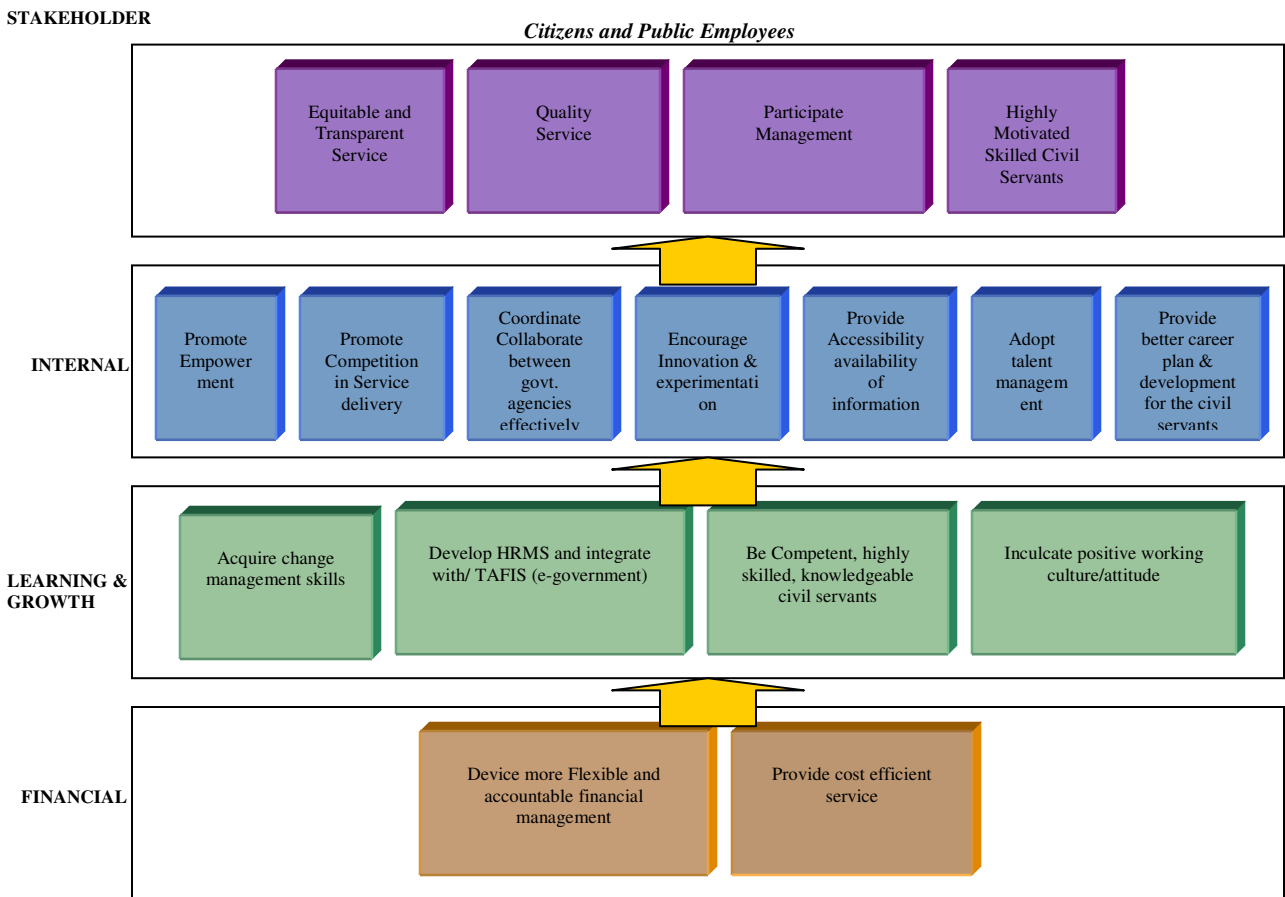
- having clear and precise economic development goals, objectives and targets which are in alignment with national development goals ; and,
- effectively communicating these economic goals, objectives and targets to all relevant parties who are involved in its implementation;

Secondly, to pursue excellence in national leadership and good governance by :

- leading a national effort towards fully optimizing our economic resources to achieve a sustainable high standard of living and quality of life ;
- ensuring that economic policy are efficiently and effectively executed and in an equitable manner; and,
- promoting greater participation in economic development by all sectors of the economy and society.

5.3. MODERNISING THE CIVIL SERVICE

Theme : To Modernise the Civil Service

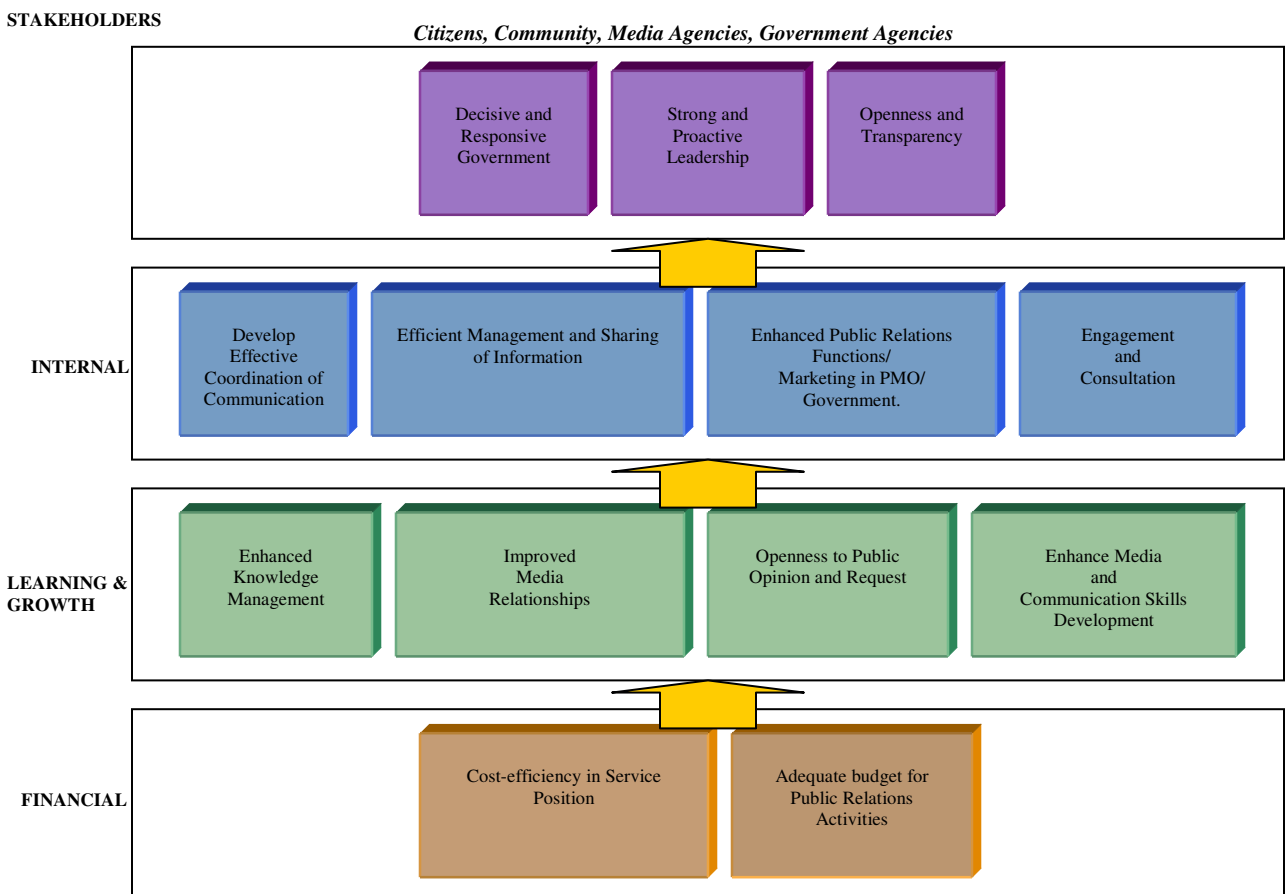


This strategic theme is in line with His Majesty's Titah and ministers' speeches on 'pembaharuan' and 'penambahbaikan' of the Civil Service, and also in line with the "Civil Service Vision Towards the 21st Century". It also serves to fulfill the expectations of other key stakeholders:

- **Economic and Business Needs** – To respond to economic and businesses’ needs in a dynamic and globalised environment where laws, regulations and procedures governing the process and work in the government need to be continuously and adequately changed, updated and modernized e.g. Financial Regulations, etc.
- **PMO’ Core Business** – As the Civil Service is the ‘core business’ of the Prime Minister’s Office, it is its responsible for ensuring the high standards of efficiency, effectiveness and productivity in the Civil Service. Human resource is the most important component of the Civil Service – hence there is a need to continuously revised, update and change regulations governing the Civil Service itself such as General Orders, Service Regulations (including remunerations) etc.
- **High Public Expectations** – Increasingly high and sophisticated expectations of the citizens, businesses and other agencies need administrative responses in the Civil Service as well as to fully maximise the benefits of the current e-Government initiatives.

5.4. IMAGE OF EFFECTIVE AND CARING GOVERNMENT

Theme : To Promote the Image of an Effective and Caring Government

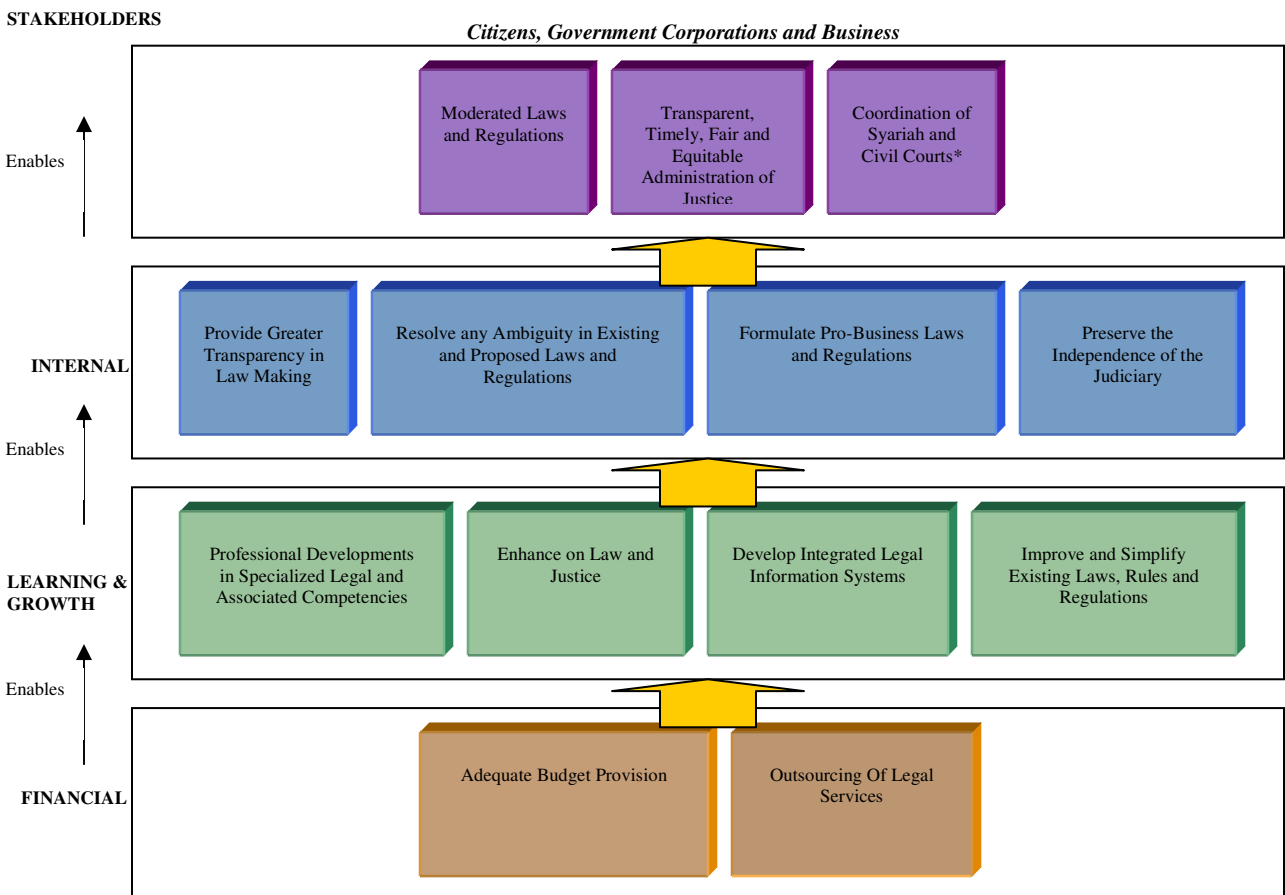


This strategic theme focuses on portraying the Government as effective and caring based on the past achievements. For a small state in a highly competitive global economy, effectiveness in projecting good image is desirable and essential for economic and political considerations. On the other hand, we need to counter the misleading or negative perceptions of the government which leave unchallenged could lead to a variety of negative consequences from a variety of stakeholders.

In the global context, the effective promotion of the positive aspects of the country image will tend to attract more foreign investment that are needed for further development of the national economy in the coming decades. Positive image of a country which practices good governance will reduce the political and economic risks associated with foreign investors in a competitive market.

5.5 RULE OF LAW AND ADMINISTRATION OF JUSTICE

Theme : The Adherence and Upholding the Rule of Law and Enhancement of Justice



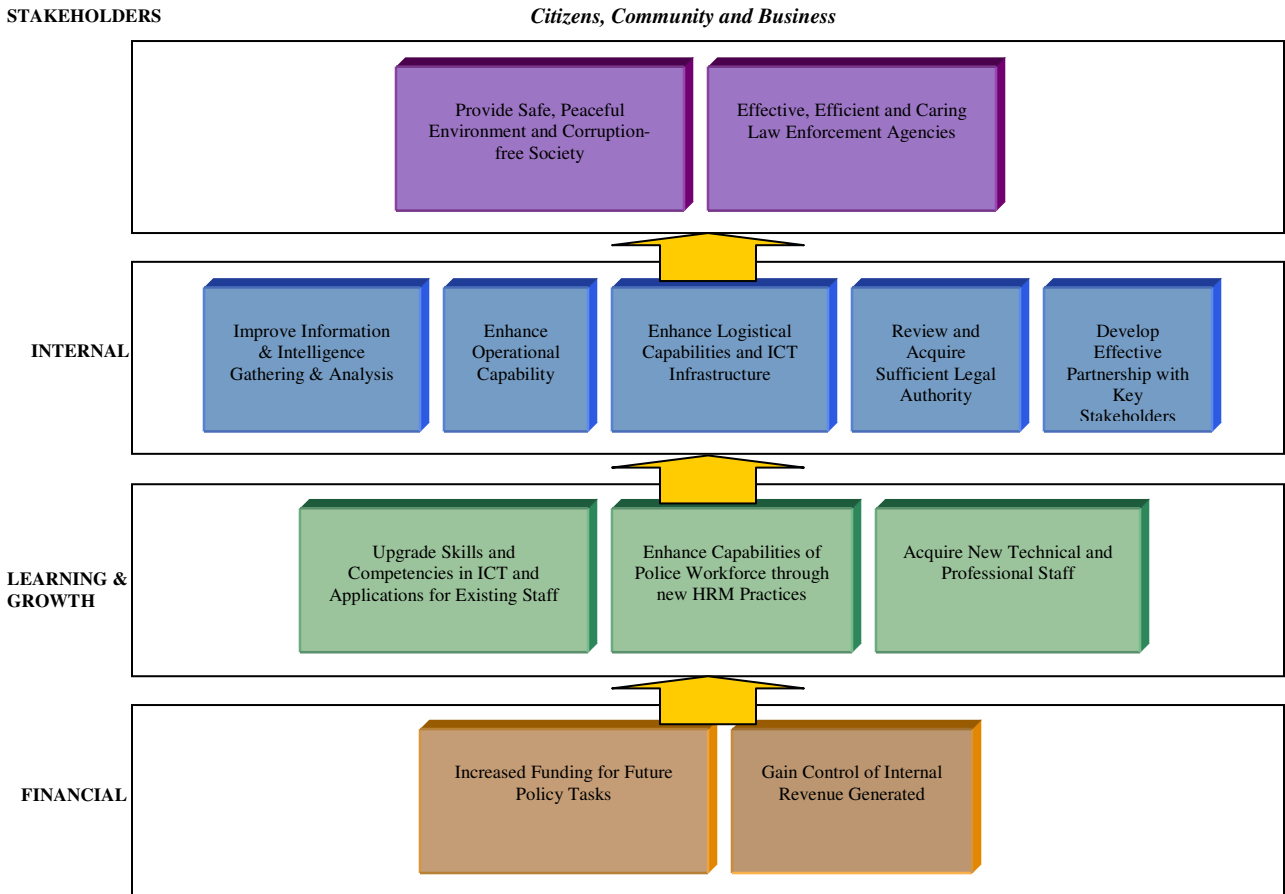
(*Still under discussion between both Syariah and Civil Courts)

This strategic theme is about maintaining law, security and stability. The need to uphold the Rule of Law is a basic tenet of any civilised society. The law is required to govern and to regulate society and also enables the control and punishment of crime. The law is an ever evolving entity and needs to be continually re-examined and reviewed when necessary. Presently, the agencies of law enforcement and administration of law are under the purview of the PMO. This theme is therefore an appropriate and relevant strategic theme for the PMO;

- As the agency vested with the role of providing quality advice for policy matters, the PMO is well placed to maintain and enhance the principle of the independence of the judiciary (both in the civil and the syariah judiciaries). This is a necessary part of the principle of the separation of powers where the judiciary's role as the interpreter of the law is recognised and entrenched. An important aspect of this theme is the enhancement of a law making body which will take account of the views of various stakeholders while maintaining the interest of Brunei Darussalam as a whole.
- Foreign investors will see the separation of executive decision-making and judicial actions as important aspects of transparency which is conducive for business investments. The enhancement of the protection of intellectual property rights is recognised as an important area to enable a business environment which is conducive to research and development.

5.6. STRENGTHENING THE NATIONAL CAPABILITIES TO COMBAT CRIMES

Theme : Strengthen the National Capabilities to Combat Crimes



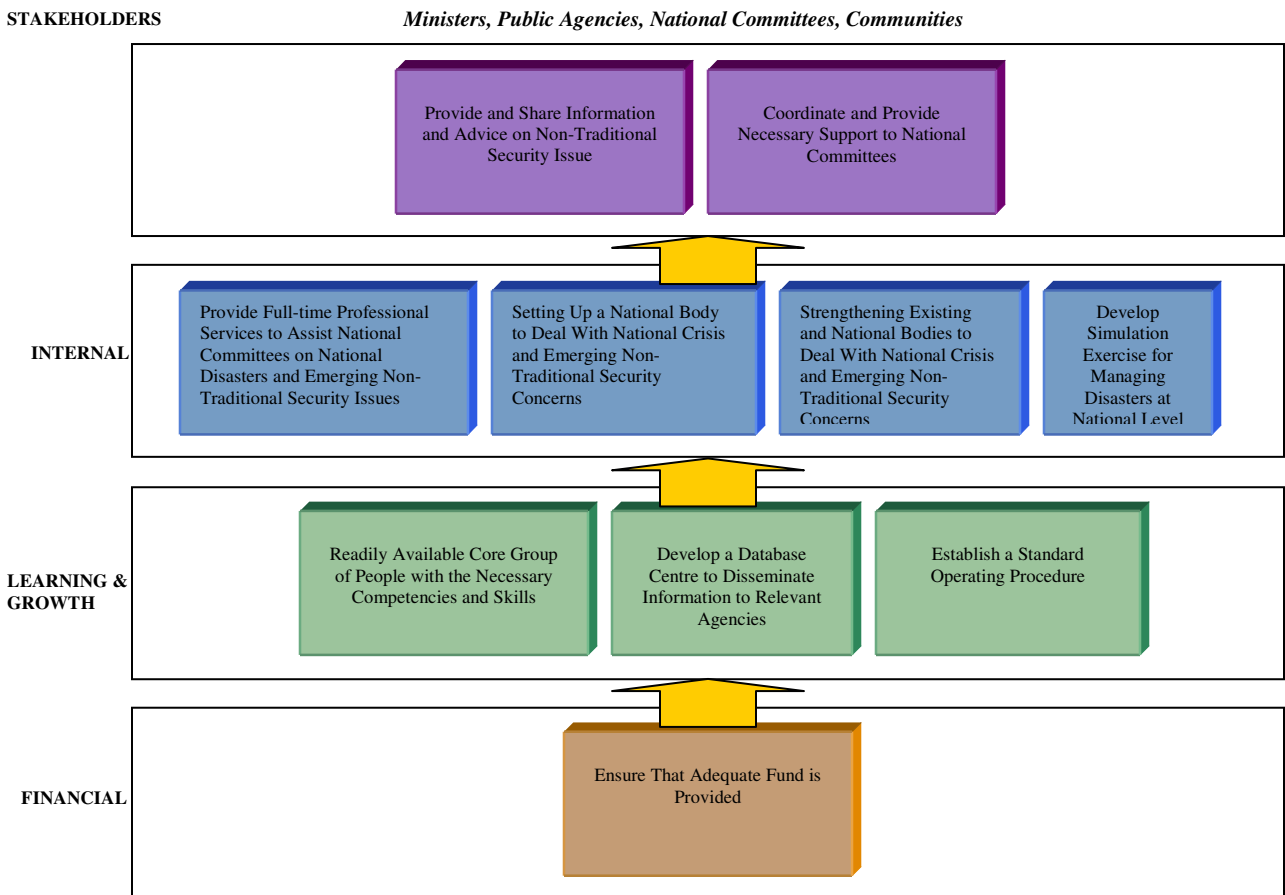
This theme is strategic for the PMO because the agencies of law enforcement are under its purview and in this regard, PMO has to set the strategic direction on law enforcement. This theme will focus on the followings:

- To highlight the need to address the negative and destructive impact of criminal activities on the social, economic and political fabric of our society.
- To understand that law enforcement has to be ahead of the criminals and those that break the law.
- To realize that criminal activity is increasingly sophisticated and well executed.

In this regard, operational capability needs to be strengthened through effective human resource development, adequacy of logistic capabilities, sufficient legal powers and availability of information and intelligence and effective partnerships with the community

5.7 STRENGTHEN THE NATIONAL CAPABILITIES TO MANAGE NATIONAL CRISIS AND NON-TRADITIONAL SECURITY CONCERNS

Theme : Strengthen the National Capabilities to Manage National Crisis and Non-Traditional Security Concerns



This theme is strategic to PMO since the key agencies of law enforcement which are able to deal with these new threats are under its purview and hence PMO has to set the strategic direction on law enforcement to deal with these security concerns.

There are today, many new emerging threats which are not adequately dealt with by traditional enforcement methods. This theme recognises these threats and will provide the strategic framework to address these threats. These new threats require law enforcement agencies to work in innovative and concerted ways which have not been practiced in the past.

These new threats could lead to potential national crisis (whether triggered by natural or man induced disasters). Non-traditional security concerns could take many forms such as:

- ❑ Transnational crimes;
- ❑ Human trafficking; Money laundering;
- ❑ Drugs; Terrorism;
- ❑ Sea piracy; Illegal immigrants;
- ❑ Chemical, Biological, Radioactive, Nuclear Threat.
- ❑ Epidemics

6. THE NEXT STEP

The set of major strategies at ‘ministry-level’ for PMO have been identified and clarified in this report. The rationales and the descriptions of the strategic themes (‘ thematic goals’) were presented using the illustrative tool of the strategy map approach. The detailed descriptions of the processes (‘performance objectives’) using the balanced scorecard perspectives in these strategy maps are available in the Main Report of the PMO Strategic Plan.

The completion of this strategic planning exercise only marks the end of the formulation phase of a wider effort in strategic management for PMO. Future efforts would focus on the implementation phase of strategic planning, and in this regard, the following major steps need to be implemented soon by the PMO Secretariat and the departments under the PMO:

I. Prime Minister's Office

- a. Develop appropriate set of measures (indicators), targets and initiatives (action plans) from the detailed descriptions of objectives of the strategy maps of the strategic themes in the main report
- b. Review and align existing initiatives with the proposed set of initiatives derived from (a) above. Map these strategic initiatives to the objectives in the strategy map.
- c. Set up an implementation task force (or team) comprising of senior officers from most (if not all) departments under the PMO to oversee the progress of the implementation. Embed this task in the management structure of PMO so that PMO could become a strategy focused organization.
- d. The implementation of each strategic theme should be the responsibility of a separate management (‘inter-department’) team comprising of senior officers from selected departments under PMO.

II. Departments under PMO

- a. Develop or revise the department strategic plan using the overall framework and approach of the PMO strategic plan; this is to ensure proper alignment of department plan with the PMO Ministry-level plan;
- b. Develop measures, targets and initiatives for the objectives under each departmental strategy.
- c. From (a) above, provide a list of measures, targets and initiatives from the strategy maps of the department strategic plan indicating the nature of alignment with the PMO set of strategic initiatives.
- d. Set up an implementation task force (or a cross functional team) within the department to manage strategy and to coordinate with the PMO ministry-level implementation task force.

Certain initiatives have already been undertaken by the Prime Minister's Office and are in various stages of implementation. These need to be reviewed to assess the extent of their alignments with the proposed strategy in this report. Similar considerations need to be done for all the departments under PMO.

The strategic planning team consisting of various members of different departments under PMO have demonstrated that they could work as an effective team in this planning exercise. It is hope that in the implementation phase of the strategic plan, such effective teamwork could similarly be developed with full cooperation from all departments. Ultimately, successful implementation needs strong leadership in general and strong sponsorship and champions of strategic change in particular from all the heads of department under PMO and their superiors.

Strategy formulation is only one of the important processes in the strategic plan initiative; more important is the process of strategy implementation and the effective use of strategic thinking in the normal routine of public management. In this way, operational management and strategic management are fused in organizational life, and strategies are visible in actions not just in documentation.

Successful implementation of the strategic plan will have significant impact on not just the PMO and the public sector, but also to the national economy and society at large. In this regard, as a final remark, a 'vision of success' is portrayed in this report in the next section.

A Vision of National Success

A nation that is peaceful and secure, at peace with its neighbours and respected by the world community. A nation with the capability to meet the challenges of 21st century and the wisdom to seize the opportunities arising from the varied forces of globalization and of the rapid and pervasive technological changes. An economy which is sustainable and diversified and internationally competitive and which would generate full employment and a high standard of living for its people. A society which is integrated to the world system and yet be able to preserve its own local cultural identity and socio-political system based on Islamic values. A society which care for its people and which promote their meaningful participation in every important aspect of public life.

A government that conducts itself in accordance with the rule of law, whether nationally and internationally, and a state that prescribes and practices good governance that are consistent with the tenets of Islam in which,

- high competencies in governing are valued,
- public officials (Ministers and civil servants) are responsible and accountable for their actions,
- the rule of law would prevail to protect individual, groups and organizations,
- public policy and administration are conducted with transparency,
- participation in public affairs by the people are encouraged, and
- the conduct of public affairs are guided by high ethical and constitutional principles.

A transformed Prime Minister's Office (PMO) which has become a high performance and effective ministry. As the leading government agency in the country, it is able to provide high quality services to its key stakeholders and to exercise effective forms of public leadership such as:

- providing visionary, ethical and organizational leadership to all agencies in the civil service and government owned or linked corporations;
- providing personal and team leadership to all departments under the PMO;
- facilitating the development of effective policy leadership in the complex and dynamic world of policy-making and implementation, and
- promoting and enhancing the image of political leadership in the country.

In short, a national development success in the world that is achieved through dynamic political and administrative leadership and strong adherence to good governance practices with effective partnership of the ruler, the government and the people and all these to based on the values and principles of the national philosophy of Malay Muslim Monarchy or 'Melayu Islam Beraja (MIB)'

APPENDIX A: List of Departments under PMO (Alphabetical Order)

- 1. Adat Istiadat Negara**
- 2. ASEAN-EC Management Centre**
- 3. Attorney General's Chambers**
- 4. Audit Department**
- 5. Corruption Control Bureau**
- 6. Council of State**
- 7. Civil Service Institute**
- 8. Economic Planning and Development Department**
- 9. Information Department**
- 10. Internal Security Department**
- 11. Management Service Department**
- 12. Narcotic Control Bureau**
- 13. State Judiciary Department**
- 14. Petroleum Unit**
- 15. Printing Department**
- 16. Public Service Commission**
- 17. Public Service Department**
- 18. Royal Brunei Police Force**
- 19. Radio Televisyen Brunei**
- 20. State Mufti's Department**

APPENDIX B: THE STRATEGIC PLANNING TEAM

I.. Prime Minister's Office

- 1. Pengiran Dato Paduka Haji Abu Bakar bin Pengiran Seri Indera
Pengiran Hj Ismail
Permanent Secretary, Prime Minister's Office**
- 2. Dato Paduka Haji Sulaiman bin Haji Ismail
Deputy Permanent Secretary, Prime Minister's Office**
- 3. Awang Haji Mohd Mahdi bin POKDGSDDLU Haji Abd Rahman
Senior Administrative Officer, Prime Minister's Office**
- 4. Awang Haji Mohammad bin Haji Abd Rahman
Senior Administrative Officer, Prime Minister's Office**
- 5. Awang Haji Alidi bin Haji Mahmud
Senior Administrative Officer, Prime Minister's Office**
- 6. Awang Haji Mohd Rozan bin Dato Paduka Haji Md Yunos
Senior Administrative Officer, Prime Minister's Office**
- 7. Awang Zainal Abidin bin Tinggal
Special Duties Officer, Prime Minister's Office**
- 8. Awang Haji Haris bin Haji Othman
Senior Administrative Officer, Prime Minister's Office**
- 9. Awang Muhammad Lutfi bin Abdullah
Special Duties Officer, Prime Minister's Office**
- 10. Dayang Hajah Norezan bte Haji Hambali
Special Duties Officer, Prime Minister's Office**
- 11. Awang Haji Musdi bin Haji Gapar
Special Duties Officer, Prime Minister's Office**
- 12. Awang Mohd Reduan bin Haji Mohd Yusof
Administrative Officer Special Grade**
- 13. Awang Haji Hamiddon bin Haji Ibrahim
Administrative Officer Special Grade**
- 14. Awang Haji Metali bin Haji Kamis
Senior Executive Officer**

15. **Awang Ridzuan bin Haji Ahmad
Administrative Officer Grade 1**
16. **Awang Abd Walid bin Haji Metassan
Administrative Officer Grade 1**
17. **Awang Mohd Bahreen bin Dato Paduka Haji Hamzah
Administrative Officer Grade 1**
18. **Awang Mohd Zulhilmi bin Haji Omar Ali
Administrative Officer Grade 1**
19. **Awang Haji Khairol Azli bin Haji Md. Kassim
Public Relation Officer, Prime Minister's Office**

II. Department under Prime Minister's Office

1. **Pehin Datu Kerma Setia Zainuddin bin Jalani
Acting Deputy Commissioner of Police, Royal Brunei Police Force**

**(DSP Amirrudin bin Haji Junaidi
Royal Brunei Police Force)**
2. **Awang Ahmad bin Haji Tudin
Deputy Auditor General, Audit Department**
3. **Dayang Hajah Shireen bte Haji Mustapha
Deputy Director, Narcotic Control Bureau**

**(Awang Haj Abd Aziz bin OKMD Hj Othman
Assistant Director, Narcotic Control Bureau**
4. **Awang Haji Hairolani bin Haji Abd Majid
Deputy Chief Registrar, State Judiciary Department**
5. **Awang Haji Mohd Yusof bin Haji Abd Rahman
Deputy Director, Radio Television Brunei**
6. **Dayang Hajah Hindun bte Dato Paduka Haji Noordin
Director of Staffing and Training Administration, Public Service
Department**
7. **Abang Haji Kifrawi bin OKPSD Abang Haji Hanifah
Senior Assistant Director, Corruption Control Bureau**

8. **Pengiran Haji Kasmirhan bin Pg Haji Md Tahir**
Principal Counsel, Attorney General's Chambers

(Awang Ahmad Jefri bin Abd Rahman
Deputy Senior Counsel, Attorney General's Chambers)
9. **Sharifah Fatmah bte Shaikh Haji Ahmad**
Deputy Director, Management Service Department
10. **Awang Haji Amer Hamzah bin POKAPDSS Haji Zakaria**
Acting Deputy Director of Information
11. **Pengiran Haji Zainal Abidin bin Pengiran Seri Wijaya Pengiran Haji Ahmad**
Deputy Director, Printing Department
12. **Dr Haji Abdul Manaf bin Haji Metussin**
Assistant Director of Planning, Economic Planning and Development Department

(Awang Abd Amin bin Haji Hashim
Assistant Director of Planning, Economic Planning and Development Department)
13. **Awang Hamdan bin Haji Abu Bakar**
Assistant Director, Internal Security Department

(Awang Mohd Jalani bin Haji Ismail
Staff 1 Officer)
(Awang Bahrin Haji Mohd Yassin
Staff II Officer)
14. **Awang Haji Duraman bin Tuah**
Acting Assistant Director, Civil Service Institute
15. **Awang Haji Junaidi bin Haji Omar**
Assistant Director, Public Service Department
16. **Dayang Hajah Jamilah bte Haji Metarsad**
Assistant Secretary, Public Service Commission
17. **Dayang Hajah Noriah bte Haji Ismail**
Senior Petroleum Economic Officer, Petroleum Unit

(Awang Haji Rani bin BPSKDSS Haji Mohd Yusof)

Engineer, Petroleum Unit)

- 18. Awang Haji Abd Aziz bin Haji Ibrahim
Acting Marketing Manager, AEMC**
- 19. Pengiran Haji Hidop bin Pg Haji Samsuddin
Adat Istiadat Officer, Adat Istiadat Negara**
- 20. Haji Talip Haji Karim
Chief Executive Officer, State Mufti's Department**

Facilitator

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