



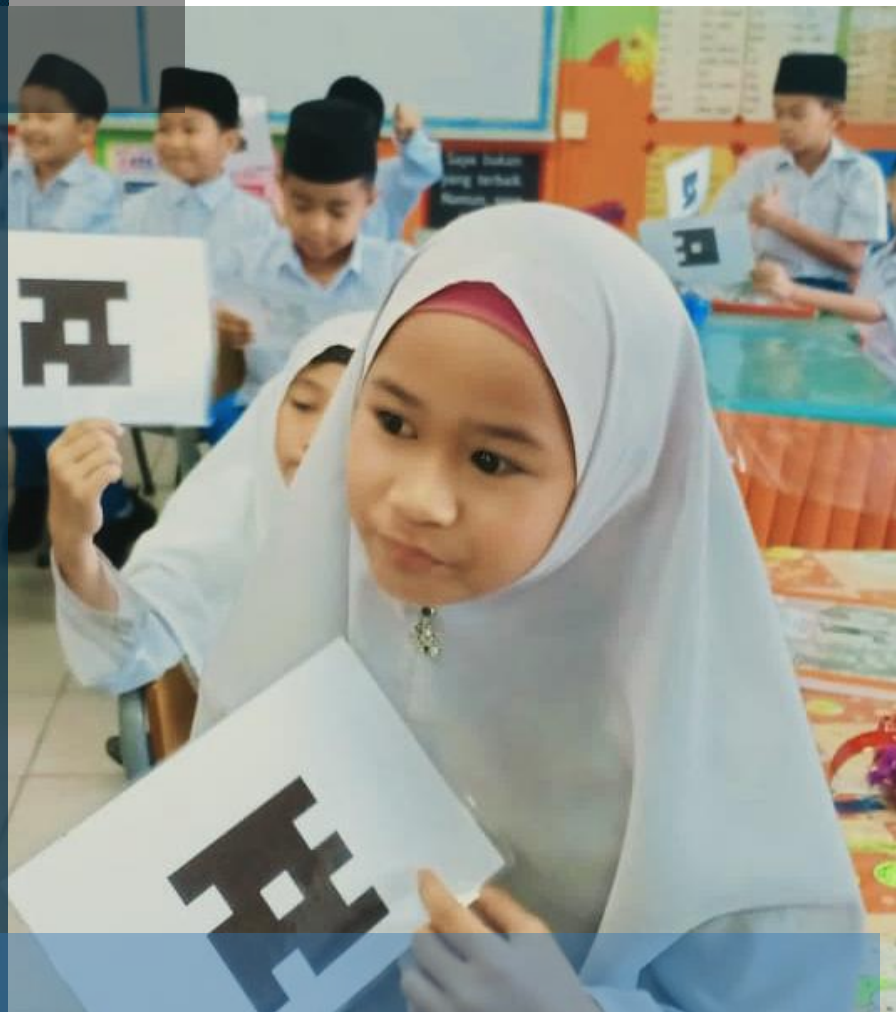
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KEMENTERIAN PENDIDIKAN  
MINISTRY OF EDUCATION

2018 – 2022

MINISTRY OF  
EDUCATION

STRATEGIC  
PLAN



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# TABLE OF CONTENTS

<b>01</b>	<b>The Strategic Context</b>	<b>7</b>
	A Message from the Minister.....	8
	Strategic Plan Overview .....	9
<b>02</b>	<b>Where Do We Want To Be</b>	<b>11</b>
	Mapping Our Strategy.....	12
	The Key to Success.....	14
	Cross-cutting Enablers.....	15
<b>03</b>	<b>How Will We Get There</b>	<b>19</b>
	Strategic Objective 1 .....	23
	Strategic Objective 2 .....	27
	Strategic Objective 3 .....	33
<b>04</b>	<b>Glossary</b>	<b>36</b>
	<b>Acknowledgements</b>	<b>37</b>

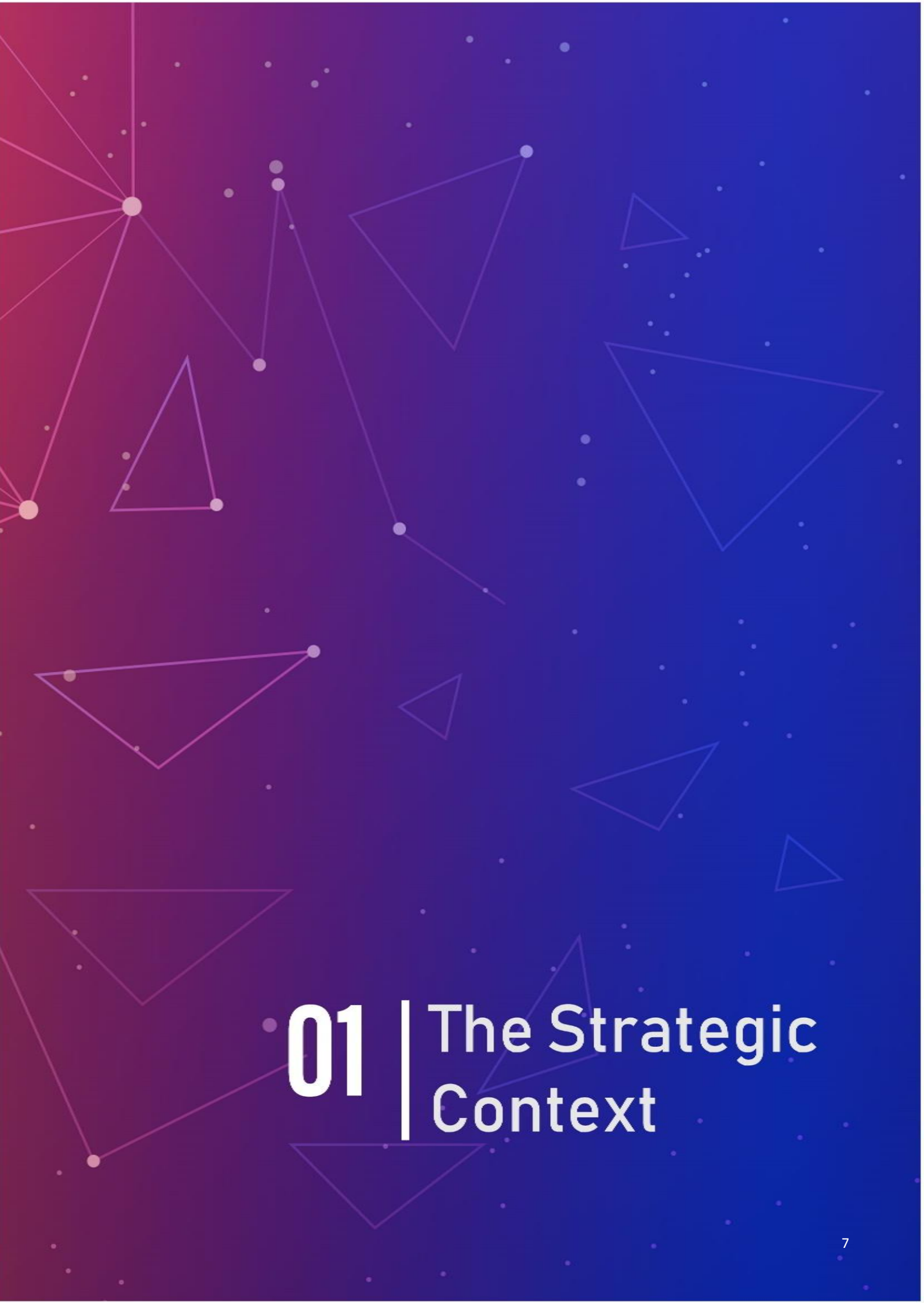


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*Beta berpendapat SPN21 mestilah bersifat lebih besar dan berfungsi secara bersepadu dengan perancangan-perancangan negara. Ini penting kerana **teras kepada pelan pembangunan negara adalah pendidikan.***

*Titah Sempena Majlis Sambutan Hari Guru Ke-26  
Negara Brunei Darussalam  
Tahun 1437 Hijrah / 2016 Masihi*





# 01 | The Strategic Context

# A message from **THE MINISTER**

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ  
السَّلَامُ عَلَيكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ

Alhamdulillahirabbilalamin Wassalatu Wassala Muala Asyrafil Anbiyai Walmursalen, Sayyidina Muhammadin Waala Alihi Wasahbihi Ajmaen

Praise to Al-Mighty Allah Subhanahu Wa Ta'ala and Prophet Muhaammad Sallallahu Alaihi Wasallam peace be upon him.

The Ministry of Education here presents 'The Strategic Plan 2018-2022'. It signifies the ministry's steadfast commitment and dedication in supporting Wawasan Brunei 2035 to produce educated, highly skilled and accomplished people. This is crucial to develop a knowledge-based society that drives innovation, entrepreneurship and dynamism.

A review of the Ministry of Education's strategic direction is the basis of this strategic plan. It aims to ensure our education system stays pertinent and continues to deliver value to the national aspiration. Universal access to quality education continues to become one of our strategic objectives in this Strategic Plan, emphasising equality and equity for all learners. Ministry-wide efforts in actualising a responsive support ecosystem to address the diverse learning and developmental needs of our learners is crucial for this. Robust monitoring and evaluation therefore form as an integral part of the strategic plan implementation, and central to this realisation is organisational excellence where competent human resources drive a culture of learning organisation for continuous performance at every level.

Looking forward, we also need to stimulate shared ownership and accountability over our learners' accomplishment. It is therefore critical for all implementing stakeholders to adopt a "whole of nation" approach so we can better deal with the inevitable challenges in ensuring effective implementation. This document serves to guide our plans and implementation so they remain coherent with our set priorities and policy directions. In doing so, we will ensure better resource allocation and efficiency towards realising our vision of quality education for a dynamic nation. Invaluable contributions from every stakeholder have been a key to the design of this plan.

I believe that by becoming a dynamic organisation, the Ministry of Education will be able to make progress and deliver results to realise its vision. I look forward to new achievements emerging from the Ministry of Education Strategic Plan 2018-2022 and take us closer to accomplishing high education standards for Brunei Darussalam.

Finally, I would like to congratulate and put on record my appreciation to everyone who directly or indirectly has contributed to the development and documentation of the Ministry of Education Strategic Plan 2018-2022.

والسلام

**Yang Berhormat Dato Seri Setia Awang Haji Hamzah bin Haji Sulaiman**  
Minister of Education



# Strategic Plan Overview

Our strategic plan sets out our vision and long-term intent through our strategic objectives.

## VISION

Quality Education, Dynamic Nation

## MISSION

To deliver holistic education to achieve fullest potential for all

## STRATEGIC OBJECTIVES



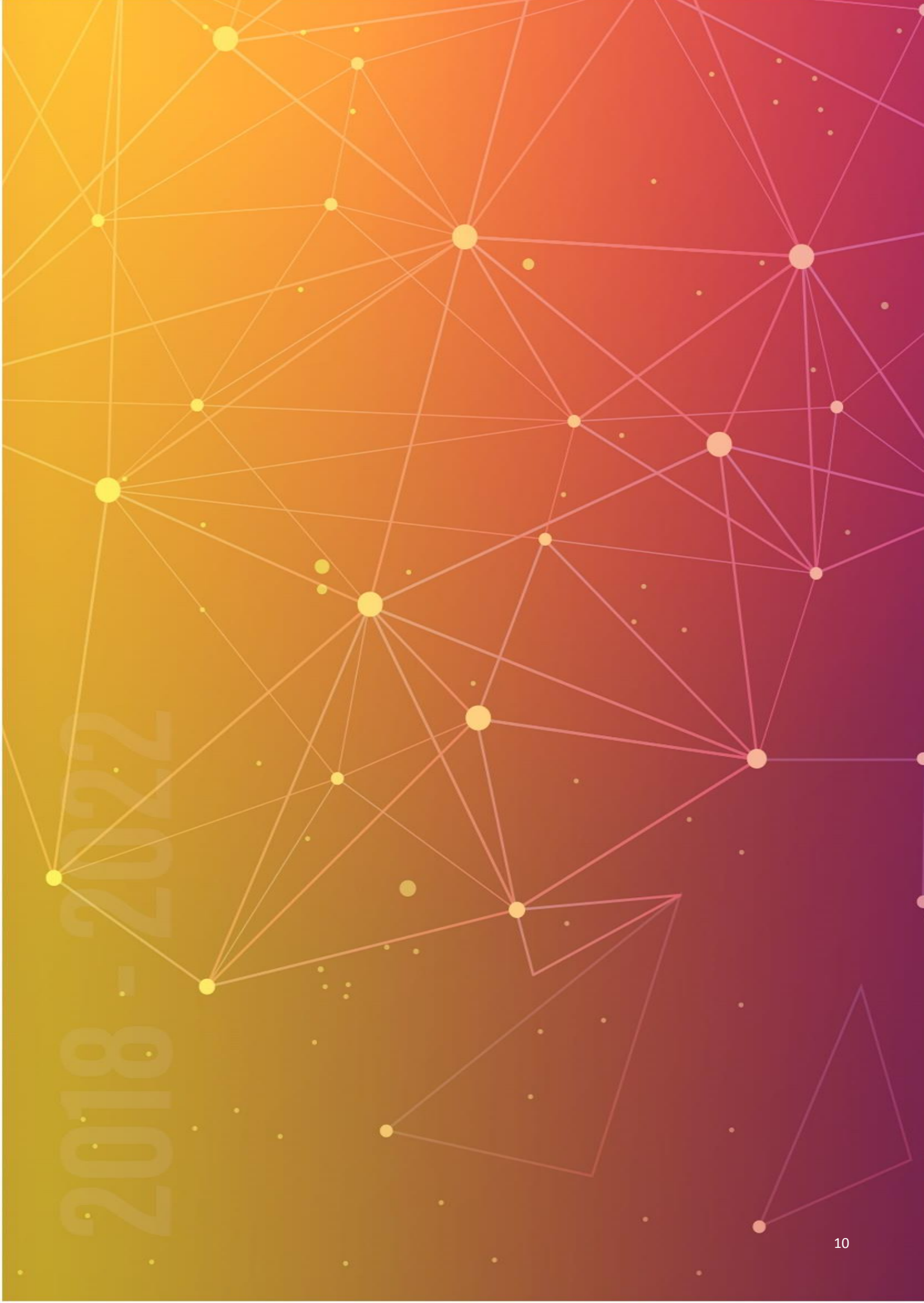
Transform our organisation human resource towards a performance-driven culture



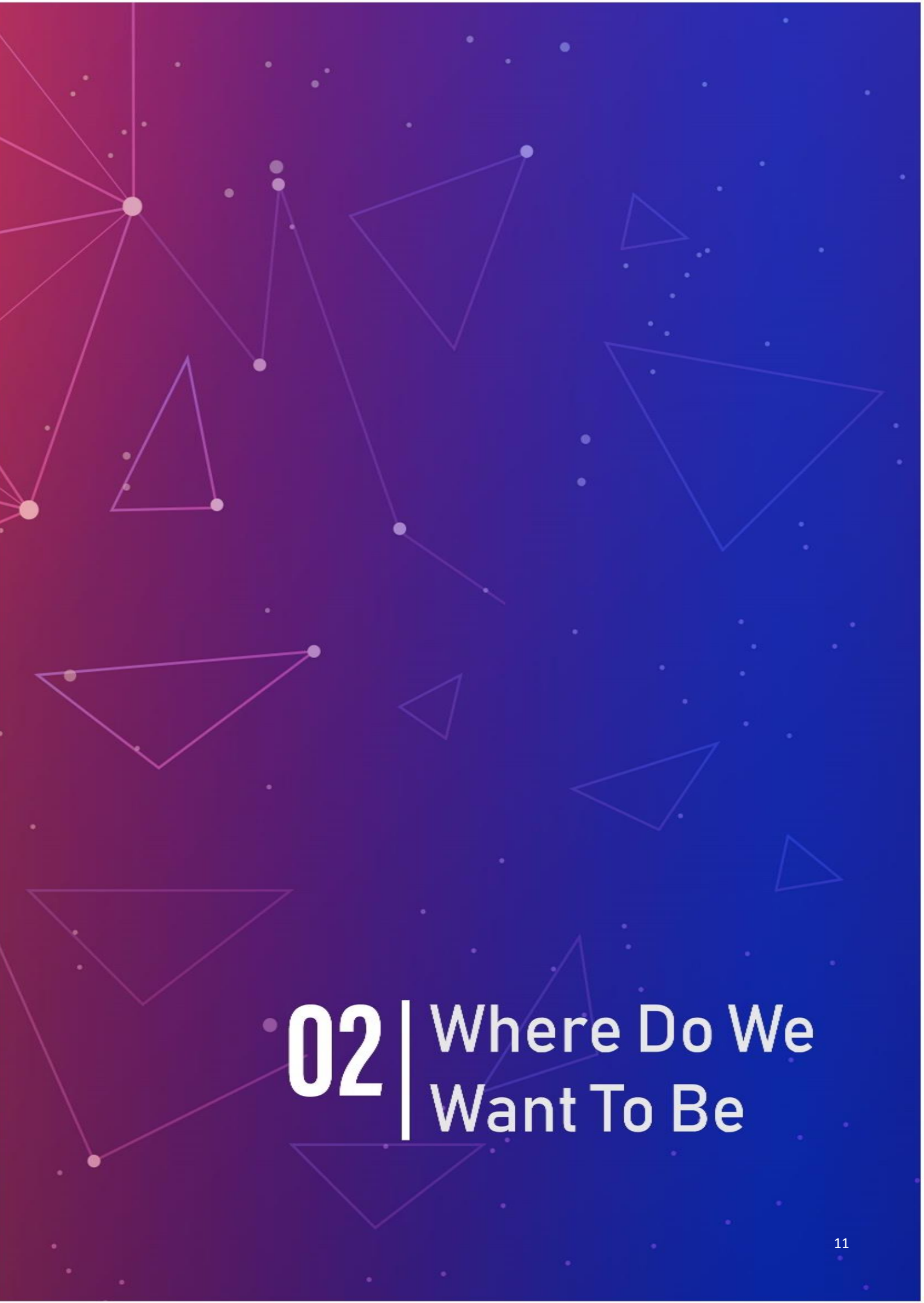
Provide equal and equitable access to quality education



Enhance shared accountability with stakeholders in the development of teaching and learning



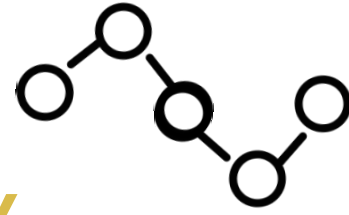
2018 - 2022



# 02 | Where Do We Want To Be



# MAPPING OUR STRATEGY



Our strategy focuses our efforts to deliver values to our stakeholders. The plan sets out what we will do and how we will work effectively to deliver our vision.

## VISION

*"Quality Education, Dynamic Nation"*



### QUALITY EDUCATION

The Ministry of Education is committed in providing equitable quality education guided by the values of Malay Islamic Monarchy to develop future-ready citizens who are equipped with knowledge and skills of the 21<sup>st</sup> century. Our priority is to develop students to become positive and responsible individuals who can contribute positively to the nation.



### DYNAMIC NATION

Knowledge-based society where knowledgeable and highly skilled citizens can quickly adapt to the constantly changing environment and continue to participate in and contribute to a dynamic economy, maintaining the country's competitive advantage; towards a stable and sustainable economic, social and political development.



# MISSION

*"To deliver holistic education to achieve fullest potential for all"*



## DELIVER HOLISTIC EDUCATION

As a professional and dynamic organisation, the Ministry of Education will provide a holistic education system through a meaningful curriculum and relevant educational programmes, implemented with attention given to students.



## ACHIEVE FULLEST POTENTIAL

Holistic education to achieve fullest potential for all is delivered through a series of key developmental stages, from early childhood to post-secondary education ultimately with professional quality teachers. They will develop our learners to become proud Bruneians with strong foundation values and character to enable them to actively contribute back to the nation.

# THE KEY TO SUCCESS

## STRATEGIC OBJECTIVES

Our strategic objectives are three broad actions which we will pursue towards achieving our Vision and Mission. They are:

### Strategic **Objective 01**



Transform our organisation human resource towards a performance-driven culture

### Strategic **Objective 02**



Provide equal and equitable access to quality education

### Strategic **Objective 03**



Enhance shared accountability with stakeholders in the development of teaching and learning

These strategic objectives set our focus and guide our strategies and actions over the next five years. This means we will continue to evaluate our strategies, leverage on our opportunities and strengths in addressing any future gaps and constraints to stay responsive and relevant.



# CROSS-CUTTING ENABLERS



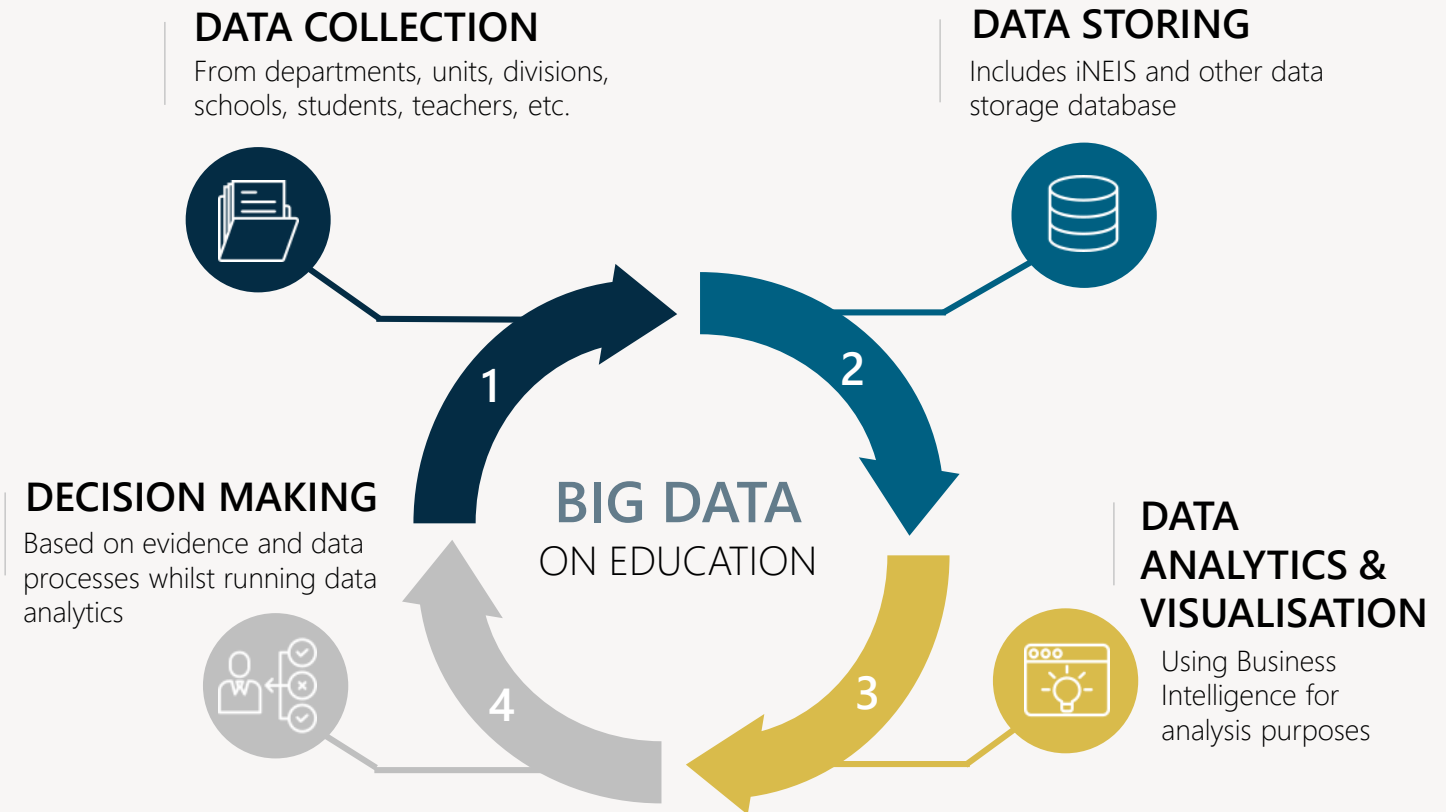
The Ministry recognises two common overarching initiatives; (i) big data on education and (ii) corporate communication. They act as cross-cutting enablers for the implementation of the Ministry's strategic objectives as they promote transparency, shared accountability and ultimately, alignment and integration among the various strategic initiatives and their key actions towards one common goal realising our vision.

## BIG DATA ON EDUCATION

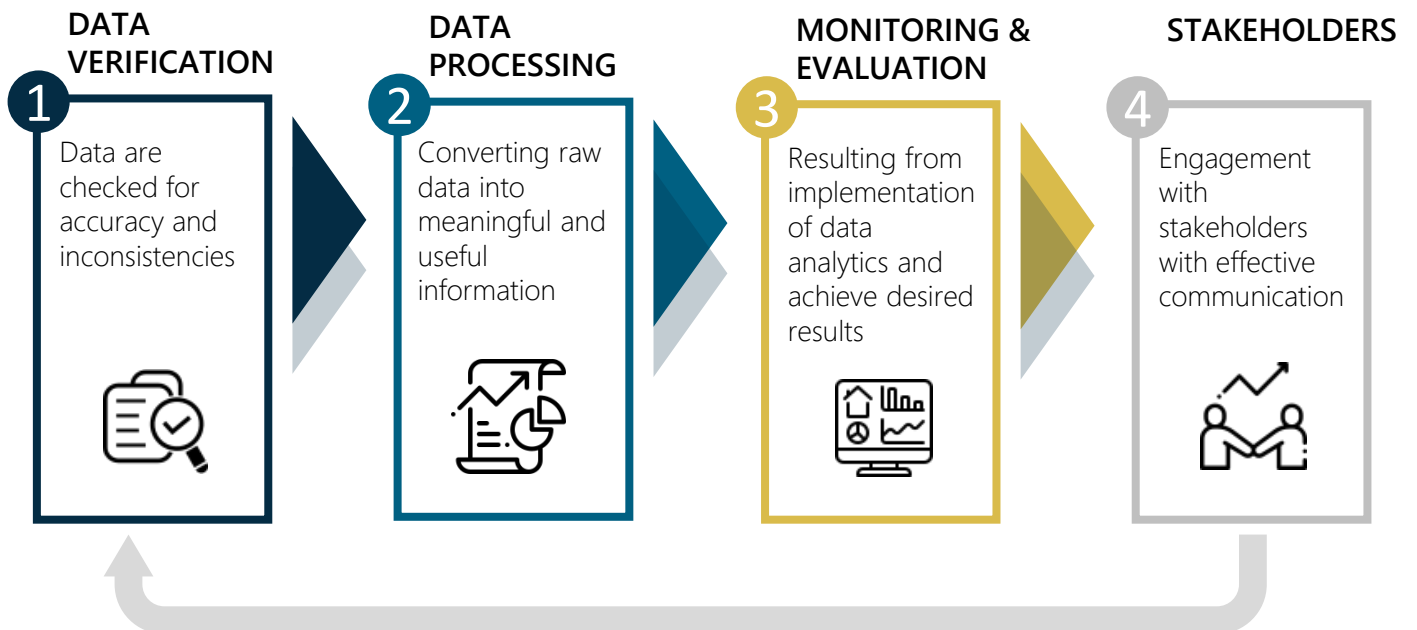
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The Ministry of Education recognises the importance of big data on education for better implementation of the strategic plan. Data will be collected, organised, analysed and interpreted into a body of useful information for evidence-based decision making at every level and for it to be effectively shared among all stakeholders. In this way, the entire education system will be provided with a seamless, integrated and real-time educational data for an improved quality education in Brunei Darussalam.

# THE ENABLERS



## THE PROCESS





# CORPORATE COMMUNICATION

This is an important enabler in the implementation of the Ministry of Education Strategic Plan. A constant and proactive strategic communication of the education policies, initiatives and actions will be delivered to every internal and external stakeholders. Effective communication will ensure stakeholders have accurate information and clear understanding, hence acquiring support for mutual respect and cooperation. This is crucial for transparency and trust that will gain buy-in and ownership amongst the stakeholders.



## Stakeholders

Includes internal and external stakeholders.  
Identify needs and requirements



## Policies, Initiatives and Actions

A constant and proactive strategic  
communication



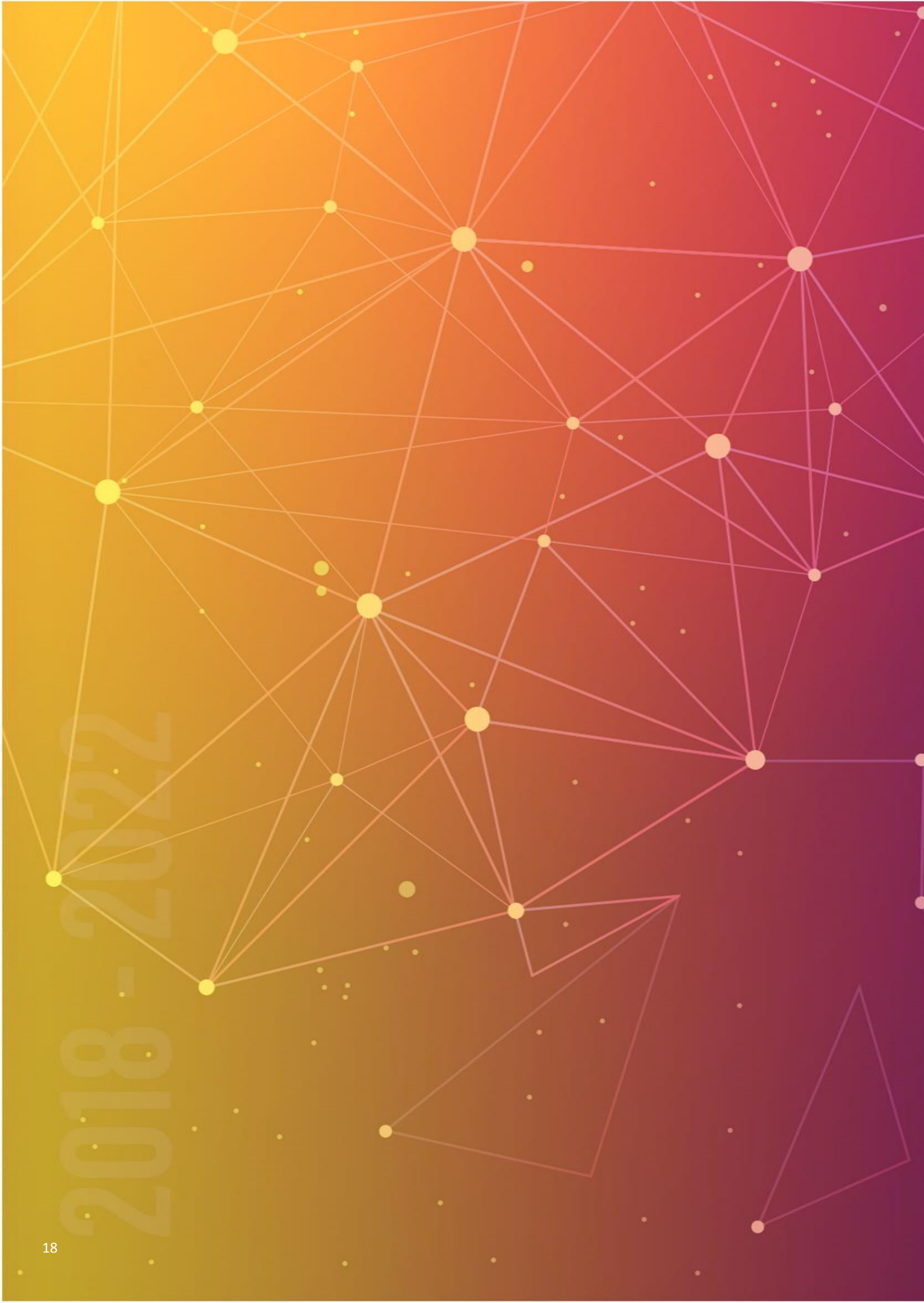
## Tools and Techniques

Effective communication strategies will  
ensure accurate and clear understanding of  
information



## Outputs and Deliverables

For transparency and trust that will gain buy-  
in and ownership





# 03 | How Will We Get There





# THE STRATEGIC OBJECTIVES

The strategic plan will be implemented by executing core strategies that will be operationalised through a set of strategic initiatives to address our gaps and take us closer to our vision.



## Strategic **Objective 01**

Transform our organisation human resource towards a performance-driven culture



## Strategic **Objective 02**

Provide equal and equitable access to quality education



## Strategic **Objective 03**

Enhance shared accountability with stakeholders in the development of teaching and learning

## Core Strategies

Improve ministry-wide human resource planning and its execution for continued growth and success

Improve system-wide inclusion for universal access to quality learning and educational attainment opportunities

Strengthen stakeholders engagement and support for robust implementation of education initiatives

## Strategic Initiatives

- 1 Develop and implement a clear succession plan strategy
- 2 Develop and implement a comprehensive human resource development strategy

- 1 Promote quality early childhood education (pre-primary education)
- 2 Strengthen the delivery of basic education (primary and secondary education)
- 3 Improve quality and access to post-secondary education
- 4 Improve inclusion of disadvantaged and at-risk learners at every education level
- 5 Improve opportunities to lifelong learning

- 1 Strengthen and sustain internal collaborations and integration
- 2 Strengthen and sustain linkages with relevant external stakeholders



”

Indeed Allah loves one who does work he does it with itqan (perfection of action)

*Hadith narrated by Imam At-Thabrani*

# Strategic Objective 01



---

Transform our organisation human resource towards a performance-driven culture.

## Overview

The key to achieve this strategic objective is a sound competency-based human resource plan that is aligned with organisation's key functions and the implementation of data-driven human resource development strategy to execute the plan.

## This will involve:

- The development of clear succession plan that supports core business functions.
- The development of a comprehensive human resource competency framework that defines the required competencies to deliver intended results.
- Competency-based human resource selection, recruitment and retention strategies to ensure effective deployment of competent individuals to the merited posts.
- The development of competency-based professional development programmes.
- Continuous assessment and monitoring of our resource competency development through evidence-based capacity building.



# Strategic Objective 01

## HUMAN RESOURCE TRANSFORMATION



2

Strategic  
Initiatives



5

Ministerial  
Key Action

### STRATEGIC INITIATIVES

1



Develop and implement a  
clear succession plan  
strategy

1.1

Identify and establish competency-based key posts

1.2

Adopt competency-based human resource  
recruitment and retention strategies





## STRATEGIC INITIATIVES



# 2

## Develop and implement a comprehensive human resource development strategy

2.1

Develop, implement and monitor competency-based capacity building programmes

2.2

Monitor the development of HR competencies

2.3

Implement HR performance management and evaluation (appraisal) system



”

Allah will raise, in degree those of you who believe and those who are endowed with knowledge. And Allah is aware of your doings.

*Surah Al-Mujadilah, Verse 11*

# Strategic Objective 02



Provide equal and equitable access to quality education.

## Overview

This strategic objective aims to improve system-wide inclusion by ensuring access to quality learning and educational attainment opportunities for all learners of diverse needs; to develop them to their full potential.

## We will do this by:

- Promoting quality early childhood education (pre-primary education).
- Strengthening the delivery of basic education (primary and secondary education).
- Improving quality and access to post-secondary education.
- Improving inclusion of at-risk and disadvantaged learners at every education level.
- Improving opportunities to lifelong learning.



# Strategic **Objective 02**

## EQUAL & EQUITABLE



**5**

Strategic  
Initiatives



**16**

Ministerial  
Key Action

### STRATEGIC INITIATIVES



**1**

**Promote quality early  
childhood education  
(pre-primary education)**

**1.1**

Strengthen early childhood education (ECE)  
system

# 2



## Strengthen the delivery of basic education (primary and secondary education)

2.1

Build students learning proficiency

2.2

Enhance the curriculum

2.3

Strengthen assessment

2.4

Enhance schools system

2.5

Provide adequate educational infrastructure

2.6

Provide ICT services for education



# 3



## Improve quality and access to post-secondary education

3.1

Enhance quality of post-secondary education

3.2

Improve admission process and provision

3.3

Review scholarship programme

3.4

Review Private Education Policy



## Improve inclusion of at-risk and disadvantaged learners at every education level

# 4

Improve equity for at-risk students

4.1

Improve inclusion of disadvantaged and under-represented individuals

4.2

# 5



## Improve opportunities to lifelong learning

5.1

Develop policy, frameworks and guidelines to promote access to lifelong learning (LLL)

5.2

Review the provision of LLL programmes

5.3

Promote enrolment in LLL programmes



”

The most beloved of people according to Allah is he who brings most benefit.

*Hadith narrated by Imam Tabarani*



# Strategic Objective 03



Enhance shared accountability with stakeholders in the development of teaching and learning.

## Overview

This strategic objective recognises the importance of strong and sustainable internal and external stakeholders support and engagement in the implementation of education initiatives to benefit our learners.

## We will do this by:

- Increasing parental participation and involvement.
- Improving community engagement.
- Enhancing inter-ministries and government agencies support.
- Promoting support and collaborations from non-government organisations.
- Enhancing and sustaining international collaborations.



# Strategic Objective 03

## STAKEHOLDER ENGAGEMENT



2

Strategic  
Initiatives



2

Ministerial  
Key Action

### STRATEGIC INITIATIVES

1



**Strengthen and sustain  
internal collaborations  
and integration**

1.1

Review, implement and monitor effective  
governance structure and process



## Strengthen and sustain linkages with external stakeholder



Strengthen partnerships with relevant stakeholders



# 04 Glossary

## Education Related Terms:

Term Phrase	Page No.	Definition
Basic Education	21, 27, 29	According to the International Standard Classification of Education (ISCED), basic education comprises primary education (first stage of basic education) and lower secondary education (second stage) provided through public and private schools intended to meet the basic learning needs of school children.
Early Childhood Education (ECE)	21, 27, 28	ECE provides learning and educational activities with a holistic approach to support children's early cognitive, physical, social and emotional development and introduces young children to organised instruction outside of the family context. It aims to develop socio-emotional skills necessary for participation in school and society as well as some of the skills needed for academic readiness and to prepare children for entry into primary education. Within the framework of the ISCED 2011 it includes early childhood educational development and pre-primary education.
Equality	8	Every person would be at a level playing field, education-wise i.e. opportunities, access to education, learning process, learning outcomes.
Equitable	9, 12, 14, 21, 27	Refers to the Ministry practicing equality in providing education system for all; ensuring inclusivity of at-risk, disadvantages and under-presented individuals to have access to an education of the same quality.
Lifelong learning	21, 27, 31	All learning activity undertaken throughout life which results in improving knowledge, know-how, skills, competences and/or qualifications for personal, social and/or professional reasons.
Ownership	8, 17	The champion of initiatives or actions depicted in the Strategic Plan who are responsible to carry out all activities within the initiative and ensure achievement of Key Deliverables.
Stakeholders	8, 9, 12, 14, 15, 16, 17, 21, 33, 35	Those who have an interest in or affected by education. In the context of Brunei Darussalam, stakeholders include the students, teachers, departments, other government agencies, community, parents, non-governmental organisations (NGOs), industry and international partners.

# **ACKNOWLEDGEMENT**

The Ministry of Education would like to express its sincerest gratitude to all that were involved, for the time, effort and dedication, in the development and publication of the Ministry of Education Strategic Plan 2018 – 2022.



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