قوست كبڠساءن إي۔ كرجاءن

E-GOVERNMENT NATIONAL CENTRE
MINISTRY OF TRANSPORT AND INFOCOMMUNICATIONS
BRUNEI DARUSSALAM

EGNC 2025

Strategic Plan for E-Government National Centre

Brunei Darussalam

Contents

Hadith

Hadith daripada Anas radhiallahu 'anhu bahawa Rasulullah shallallahu 'alaihi wasallam bersabda yang bermaksud:

"Sesungguhnya Allah akan bertanya kepada setiap penanggungjawab akan tanggungjawabnya, apakah dia telah memeliharanya atau mensia-siakannya".

- Hadis riwayat Imam at-Tirmizi

Titah Excerpt

"... kita perlu mempercepatkan pengukuhan Transformasi Digital bagi memastikan norma baharu dapat dilaksanakan dengan berkesan. Perkara ini adalah selaras dengan matlamat Pelan Induk Ekonomi Digital 2025."

Titah Excerpt of
His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien,
Sultan and Yang Di-Pertuan of Brunei Darussalam,
in conjunction with Brunei Darussalam's National Day 2022

FOREWORD FROM THE MINISTER

Alhamdulillah, and sincere congratulations to E-Government National Centre (EGNC) for successfully producing their Strategic Plan for up to the year 2025. This document will serve as useful reference for setting the direction and priorities for EGNC and their employees.

With rapid technological developments and changing expectations of the public, government agencies need to adopt new technologies and modernize our ways of working to generate the efficiency gains needed to keep public services up to speed. In this respect, EGNC plays a significant role to shape and ensure that the adoption and utilization of digital technologies in public services meets today's demands as well as those of tomorrow.

This Strategic Plan outlines the high-level Key Performance Indicators (KPIs) that EGNC aims to achieve by 2025 and is aligned to the Ministry of Transport and Infocommunications' (MTIC) Strategic Plan 2025 and the Digital Economic Master Plan 2025 which all contributes toward the realization of Wawasan Brunei 2035.

The people aspects have also been covered in this Strategic Plan where attention has been placed on the development of EGNC's manpower. There is recognition that competencies and skillsets need to be continuously developed in order for the workforce to be versatile in adapting with the evolution of technology, be a catalyst of change, manage change and be future ready.

Once again, congratulations to EGNC on this collaborative achievement and I would like to extend my appreciation to all of EGNC for the dedication and commitment in carrying out their mission to modernise the government services through digitalization and support the nation in realising Wawasan Brunei 2035.

Yang Berhormat Pengiran Dato Seri Setia Shamhary
bin Pengiran Dato Paduka Haji Mustapha
Minister of Transport and Infocommunications

DIRECTOR'S MESSAGE

Alhamdullilah, I am pleased to share the EGNC Strategic Plan 2025 which describes a clear and compelling vision for the future and provides a clear framework within which our strategic objectives can be achieved.

This strategic plan presents a new perspective informed by the priorities and orientations raised from the Digital Economy Council. It incorporates the subjects that have emerged in recent times on the expectations of communities.

It challenges our thinking and will change the way we operate today, but it is realistic and builds on the excellent reputation for which we are recognized to date. As always, the plan incorporates the views of all of our key stakeholders, our staff and, most importantly, the views of the public.

To achieve these aspirations, EGNC is now enabling an improved service delivery approach, as we are reinforcing our capacity for the future while ensuring effectiveness of our Shared Services. This strategic plan is based on four (4) key area, including but not limited to, the need to establish innovative partnerships with government agencies, leading ICT industries and academia. In doing so, the organization ensures that it can impact the greatest number of communities at the same time benefiting the whole of Government.

Most importantly, I acknowledge with deepest appreciation the support as well as the ongoing commitment from the Ministry of Transport and Info-communications in encouraging our continued efforts into the possibilities of digital transformation.

Yang Mulia Dayang Mazriyani binti Haji Abdul Ghani
Director of E-Government National Centre

EGNC LEADERSHIP TEAM MEMBERS

Leadership Team (LT) members are the second line of defense and first level endorsement prior to the next level of approvals of the department and all inter-ministry decision making.

LT members are also responsible in ensuring activities and plans are done appropriately, timely, holistically and proactively. Together they help make the best decision, and actively support what's decided.

Front L-R: Pengiran Amirul Hayat Pengiran Haji Yussop, Hajah Normah Haji Salleh, Mazriyani Haji Abdul Ghani, Hajah Siti Zurainah Zainal Abidin, Sabarina Haji Ajak / Abdul Razak, Muhammad Hakim Haji Bakri

Back L-R: Muhammad Ruslan Haji Mahadi, Wajihah @ Siti Nur Salwa Haji Md Dali, Rozianah Haji Abdul Karim, Anna Sabrina Awang Md Akip, Raini Manyansin @ Mohamed Yassin, Hajah Mona Nurdiyana Haji Mohamad, Hajah Ilyasuriani DP Haji Hamdani, Koh Chun Hock

DIGITAL TRANSFORMATION ADVISOR

Digital Transformation Advisors (DTA) provides advisory services and guidance to the ministry and formulate initiative strategies in the Digital Transformation Plan in terms of programs/projects under their purview.

Digital Transformation Advisor

Rudy Haji Harun

Hajah Ilyasuriani DP Haji Hamdani

Haji Ibnu Khairinuddin Haji Ibrahim

Koh Chun Hock

Pg Amirul Hayat Pg Haji Yussop

Deputy Digital Transformation Advisor

Shahrul Haji Ghani

Anna Sabrina Awang Md Akip

Hajah Siti Zurainah Zainal Abidin

Hajah Mona Nurdiyana Haji Mohamad

Muhammad Hakim Haji Bakri

DIGITAL TRANSFORMATION LEAD

Digital Transformation Lead (DTL) are appointed officers under each ministry, responsible in supporting the overall technological direction of their respective Ministries/ Higher Educational Institutions.

Hajah Suryani Azminah Haji Mohd Jumin
Prime Minister's Office

Jamhali Yahya
Ministry of Defence

Sunahadiman Haji Mohamed Salleh
Ministry of Finance and Economy

Wali Vassco Muhammad Isa Taman
Ministry of Foreign Affairs

Dk Sarayatul Marianawatie Pg Haji Merali
Ministry of Home Affairs

Nur Qasdina Haji Omar
Ministry of Religious Affairs

Haji Ibnu Khairinuddin Haji Ibrahim
Ministry of Education

Hajah Annisah Haji Bahar
Ministry of Primary Resources and Tourism

Shahrul Haji Ghani
Ministry of Health

Ekhwan DSS Haji Abd Salam
Ministry of Development

Nor Iswandi Haji Rajali
Ministry of Transport and Infocommunications

Umi Faizura Haji Ismail
Ministry of Culture, Youth and Sports

Tan Ai Hue
Department of Energy

Hajah Noryasni Ya'akub
Universiti Brunei Darussalam

Azrinuddin Haji Gillen
Universiti Teknologi Brunei
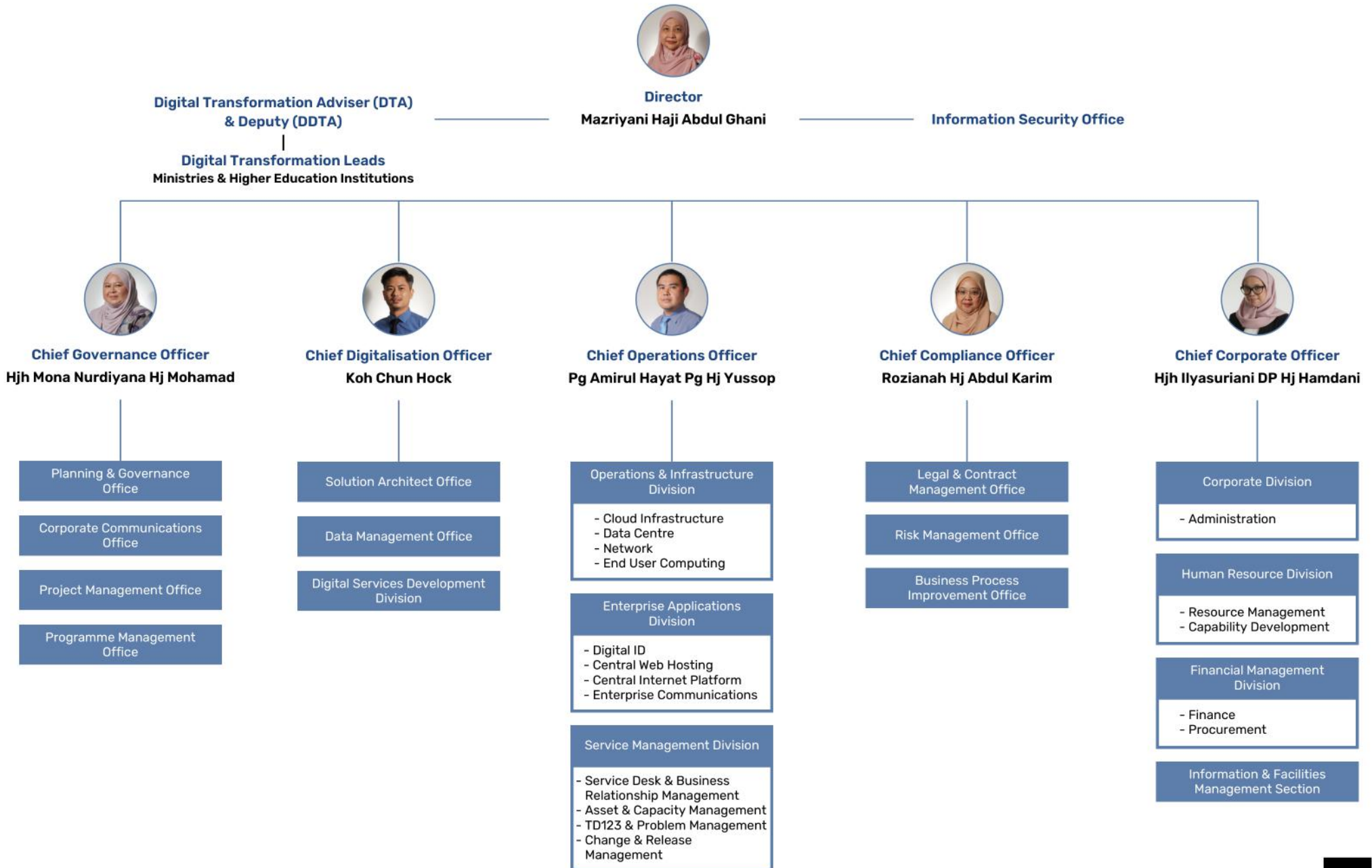
Haji Huzairi Haji Aji
Universiti Islam Sultan Shariff Ali

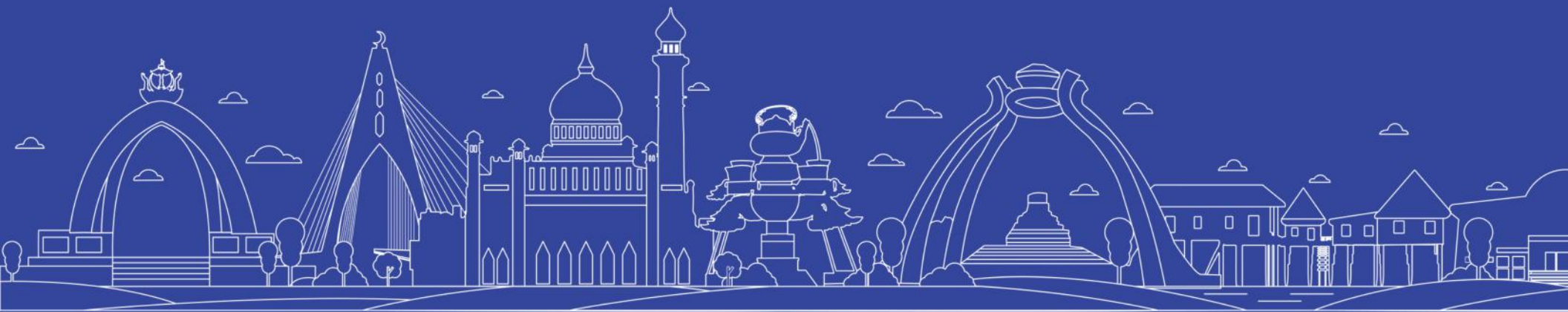**Dk Hajah Rosmarini Pg Haji Morni**
Kolej Universiti Perguruan Ugama Seri Begawan

E-GOVERNMENT NATIONAL CENTRE
Organisation Chart

Director
Mazriyani Haji Abdul Ghani

Digital Transformation Adviser (DTA) & Deputy (DDTA)

Digital Transformation Leads
Ministries & Higher Education Institutions

Information Security Office

Chief Governance Officer
Hjh Mona Nurdiyana Hj Mohamad

- Planning & Governance Office
- Corporate Communications Office
- Project Management Office
- Programme Management Office

Chief Digitalisation Officer
Koh Chun Hock

- Solution Architect Office
- Data Management Office
- Digital Services Development Division

Chief Operations Officer
Pg Amirul Hayat Pg Hj Yussop

Operations & Infrastructure Division
- Cloud Infrastructure
- Data Centre
- Network
- End User Computing

Enterprise Applications Division
- Digital ID
- Central Web Hosting
- Central Internet Platform
- Enterprise Communications

Service Management Division
- Service Desk & Business Relationship Management
- Asset & Capacity Management
- TD123 & Problem Management
- Change & Release Management

Chief Compliance Officer
Rozianah Hj Abdul Karim

- Legal & Contract Management Office
- Risk Management Office
- Business Process Improvement Office

Chief Corporate Officer
Hjh Ilyasuriani DP Hj Hamdani

Corporate Division
- Administration

Human Resource Division
- Resource Management
- Capability Development

Financial Management Division
- Finance
- Procurement

Information & Facilities Management Section

VISION

Modernised government through digital transformation

MISSION

Enabling digital transformation through emerging technologies and skilled human capital

STRATEGIC MAP

STRATEGIC MAP

VISION
Modernised government through digital transformation

MISSION
Enabling Digital Transformation through emerging technologies and skilled human capital

CORE VALUES	E EXCELLENCE	G GOOD GOVERNANCE	N NURTURING TRANSFORMATION	C COLLABORATION
PERSPECTIVE	Stakeholder	Organisational Process Excellence	Learning and Development	Financial
STRATEGIC PROGRAMME	Governance Excellence	Accelerating Digitalisation	Workforce Excellence	Shared Investment and Infrastructure
STRATEGIC INTIATIVES	Compliance to Governance, Policies and Frameworks	Leveraging on Emerging Technologies / User Satisfaction	Building Workforce Capability / Work Health Balance & Welfare Programme	Operational Excellence / Optimising Investment
KEY PERFORMANCE INDICATOR	100% Compliance to Government Processes / 0 No. of Security Incident	10 No. of Digital Services / Top 40 UN Ranking	75% of IT staff Certified Professional / 30 No. of Workplace Health Programme Conducted	98% Availability of Shared Services / 75% Increase in Shared Services Utilisation

CORE VALUES

EXCELLENCE

quality, integrity and performance excellence when delivering and providing services. It contributes to organisational success and improvement to efficiency, effectiveness and capabilities.

GOOD GOVERNANCE

constant alignment between IT management and operations with business needs and requirements, as well as with internal and external policies and regulations.

NURTURING TRANSFORMATION

change-ready mindset is within all EGNCians. Whether having to adapt to the environment, or enabling and supporting the process of Digital Government Transformation.

COLLABORATION

teamwork and collaboration is fostered by all EGNCians, Whether its internally or externally working together to accomplish a common goal, thus supporting the whole-of-government approach.
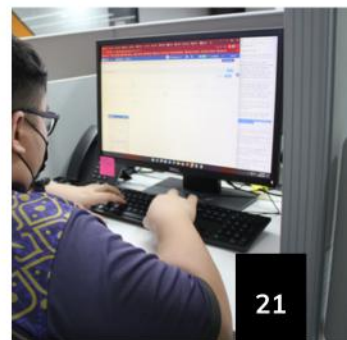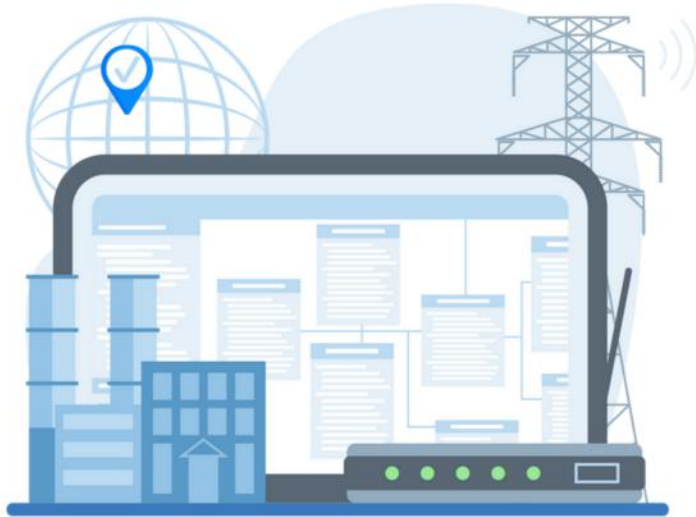
EGNC'S ROLE

Technical Advisory to the Ministries

- **Technical Perspective via :**
  - **Digital Transformation Review Committee;**
  - **Digital Transformation Advisor (and Deputy)**
  - **Digital Transformation Lead**
- **Digital Transformation Journey**

Champion
to the government

- **Enablers for modernisation of civil service**
- **Provision of Shared Services for Whole of Goverment**
- **Government Digitalisation**
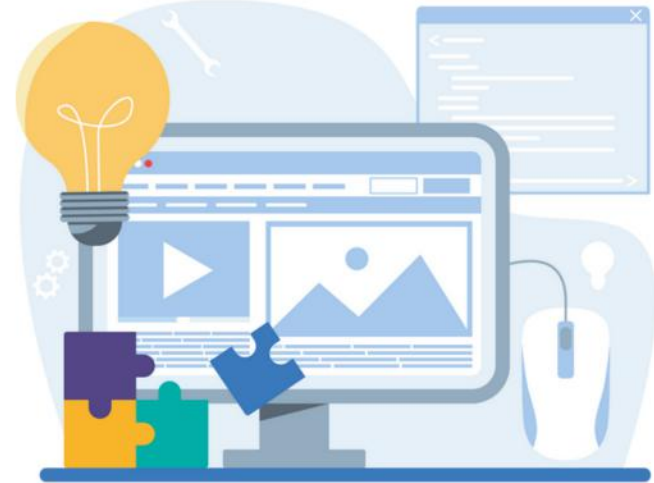
Support / manage
in the civil service

- **Provision of IT Human Resource to the Government**
- **Provision of training for IT personnel**

EGNC STRATEGIC PLAN FRAMEWORK

Wawasan Brunei 2035

Digital Economy Masterplan 2025

Strategic Thrust 2:
Government Digitalisation

Strategic Thrust 4:
Manpower and Talent Development

MTIC Strategic Plan 2025

Strategic Objective 1:
Digital Transformation

EGNC Strategic Plan 2025

Strategic Programme 1:
Governance Excellence

Strategic Programme 2:
Workforce Excellence

Strategic Programme 3:
Shared Investment and Infrastructure

Strategic Programme 4:
Accelerating Digitalisation

STRATEGIC PROGRAMME

Governance Excellence

Workforce Excellence

Shared Investment and Infrastructure

Accelerating Digitalisation

STRATEGIC INITIATIVES

SP1
GOVERNANCE EXCELLENCE

- Compliance to governance, policies and framework

SP2
WORKFORCE EXCELLENCE

- Building workforce capabilities

- Workplace Health Balance & Welfare Programme

SP3
SHARED INVESTMENT AND INFRASTRUCTURE

- Operational Excellence

- Optimising Investment

SP4
ACCELERATING DIGITALISATION

- Leverage on emerging technologies

- User satisfaction

Governance Excellence

Strategic Programme 1: Governance Excellence

To ensure strong compliance and governance culture in the organisation and its people. By adopting best practices, proper governance and policies establishes security, impartiality, integrity and objectivity, accountability, and transparency in the organisation.

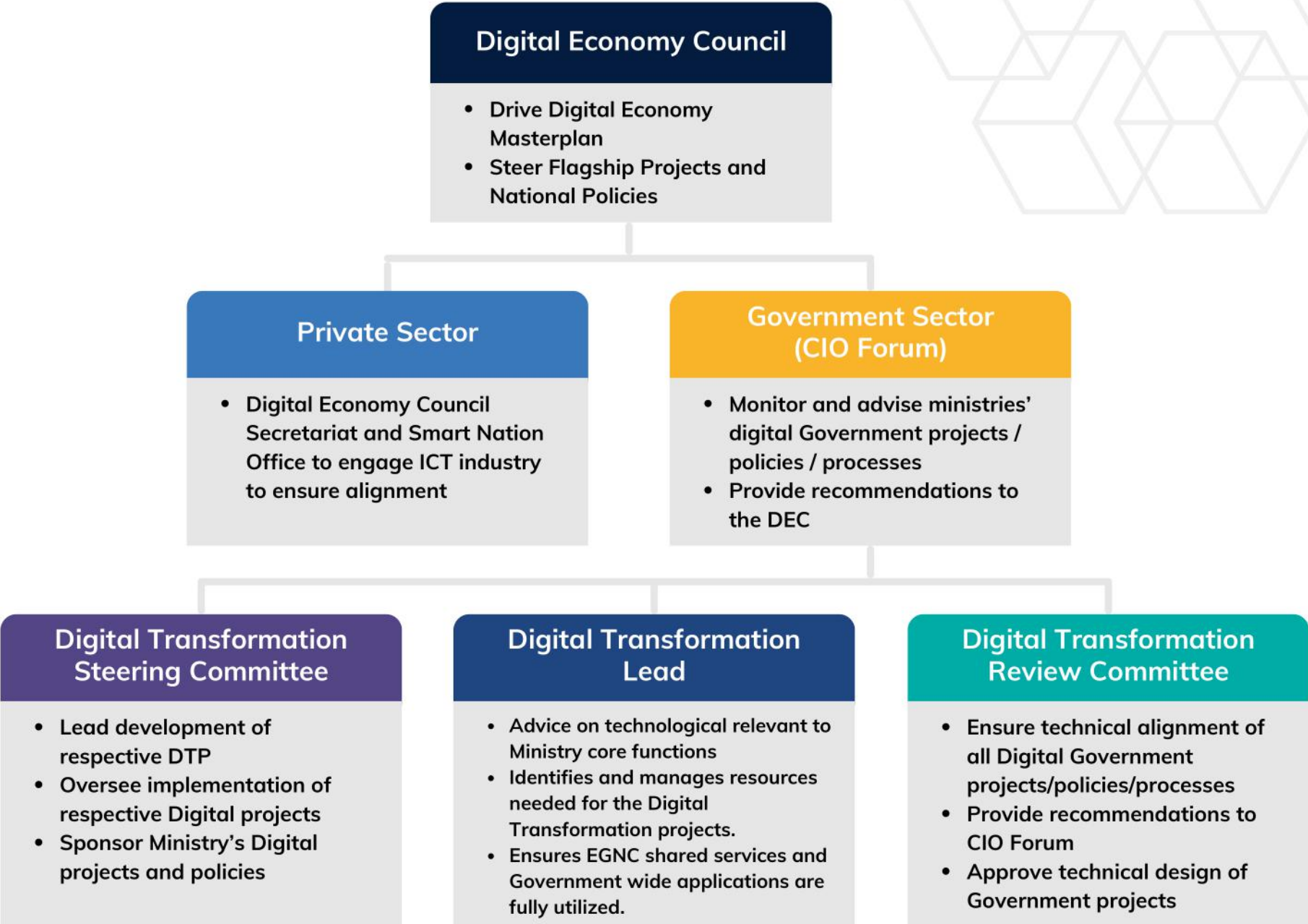**Compliance to governance, policies and frameworks**

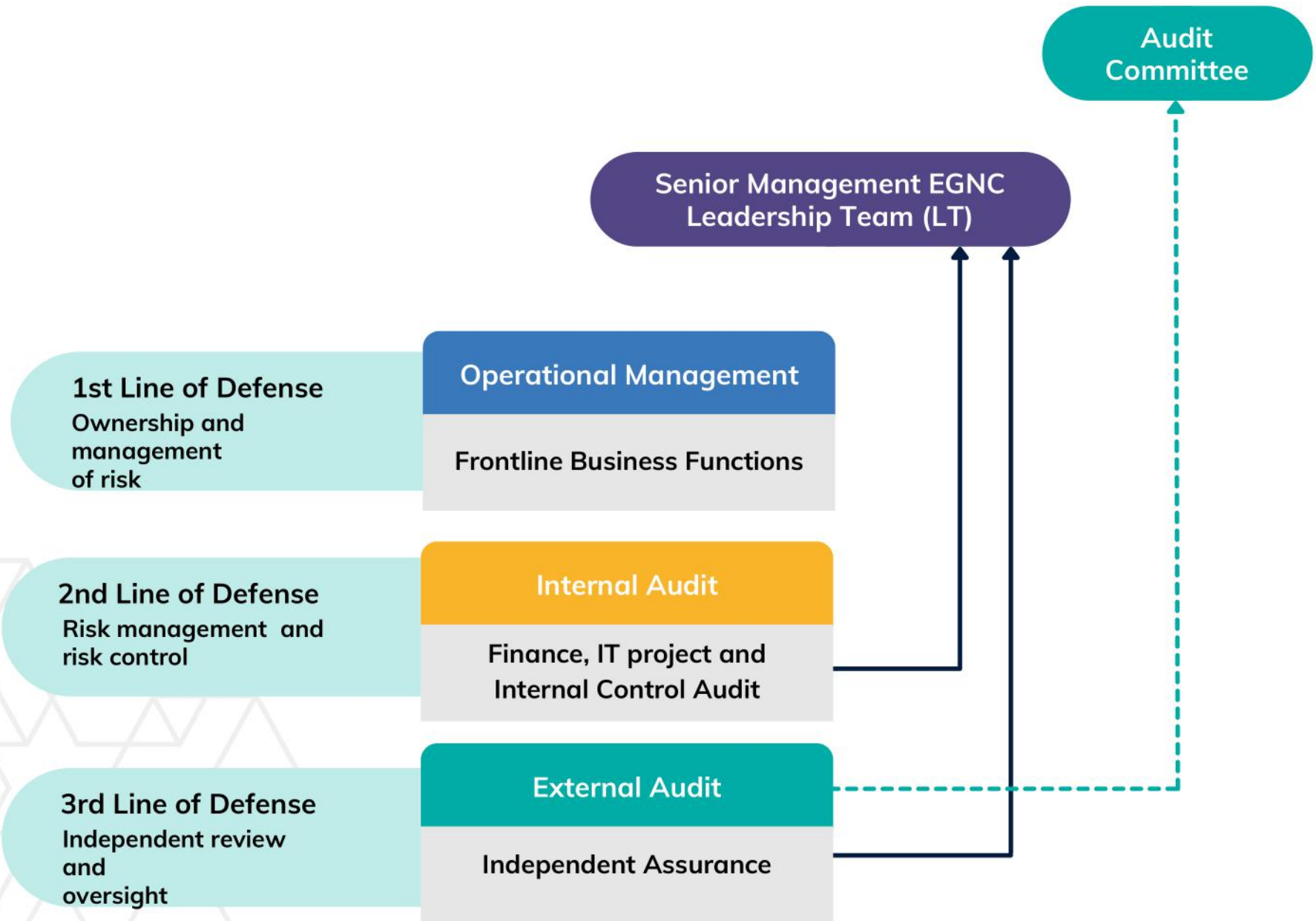| 100%	Compliance to Government Processes

0	Number of Security Incident

Governance Structure

Digital Economy Council

- Drive Digital Economy Masterplan
- Steer Flagship Projects and National Policies

Private Sector

- Digital Economy Council Secretariat and Smart Nation Office to engage ICT industry to ensure alignment

Government Sector (CIO Forum)

- Monitor and advise ministries' digital Government projects / policies / processes
- Provide recommendations to the DEC

Digital Transformation Steering Committee

- Lead development of respective DTP
- Oversee implementation of respective Digital projects
- Sponsor Ministry's Digital projects and policies

Digital Transformation Lead

- Advice on technological relevant to Ministry core functions
- Identifies and manages resources needed for the Digital Transformation projects.
- Ensures EGNC shared services and Government wide applications are fully utilized.

Digital Transformation Review Committee

- Ensure technical alignment of all Digital Government projects/policies/processes
- Provide recommendations to CIO Forum
- Approve technical design of Government projects

Defense Model: Adoption of 3 Lines of Defense Model

Audit Committee

Senior Management EGNC Leadership Team (LT)

1st Line of Defense
Ownership and management of risk

Operational Management

Frontline Business Functions

2nd Line of Defense
Risk management and risk control

Internal Audit

Finance, IT project and Internal Control Audit

3rd Line of Defense
Independent review and oversight

External Audit

Independent Assurance

31

Members of the Legislative Council's visit to EGNC

Legislative Council meeting held virtually

Minister of Transport and Infocommunications visit to EGNC
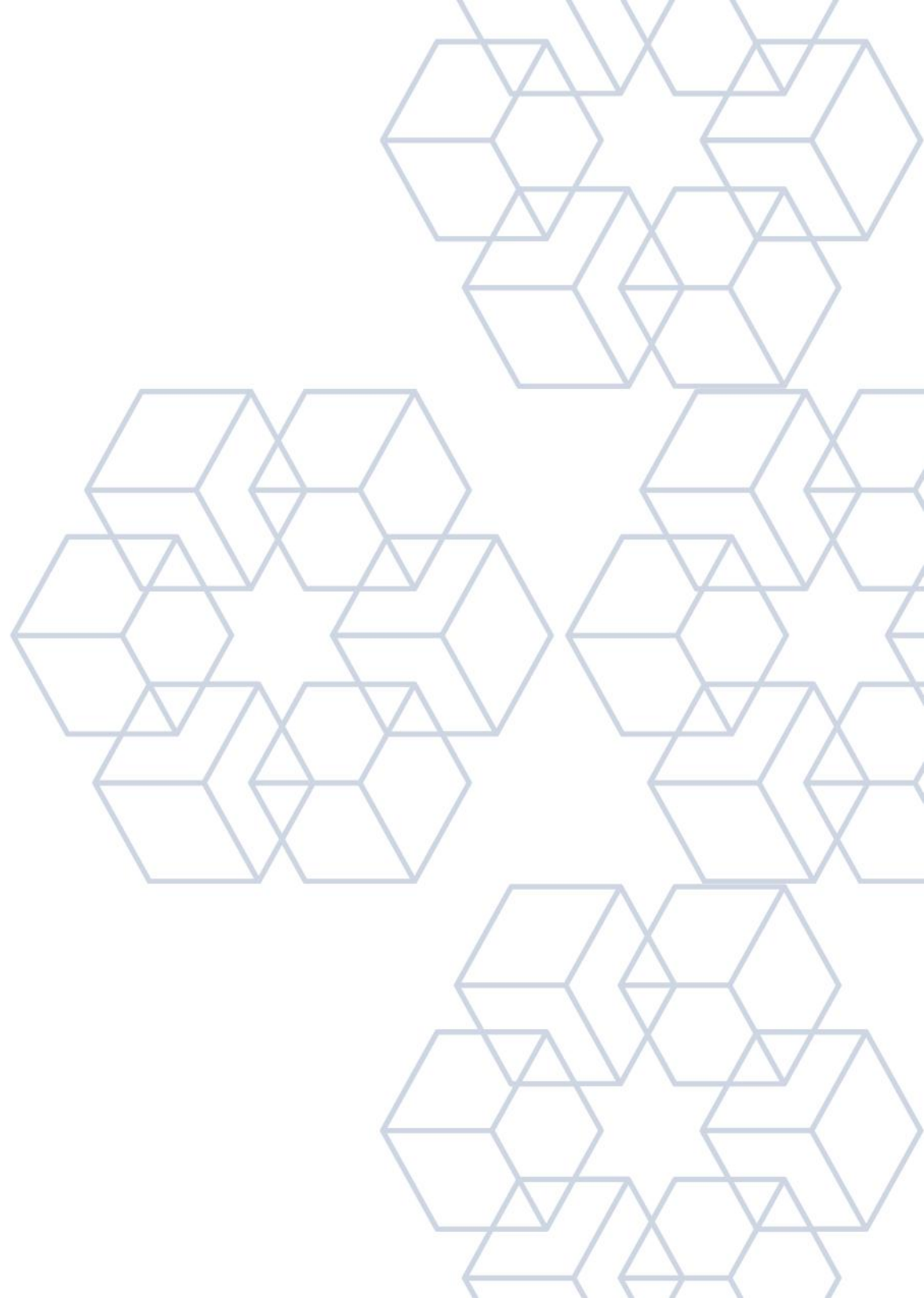
Workforce Excellence

Strategic Programme 2: Workforce Excellence

Develop the right people with the right skills for the right roles and right values.

Build and expand our capability, skills and knowledge to deliver projects and services through effective workforce development to determine how to support emerging technologies, digital transformation journeys as well as to move towards higher productivity and efficiency.

Enhancement of the quality of working life, health and well being of all working personnel through environmental improvement, personal empowerment and personal growth.

Building workforce capability

Work Health Balance & Welfare Programme

75%	of IT staff Certified Professional

30	Workplace Health Programme conducted

EGNC is proactive in disseminating and sharing information to citizens such as through 'Program Sua Muka'

EGNC actively participates in exhibitions such as job fairs to assist jobseekers with their e-Darussalam account

Government Data Maturity Survey sessions with
ministries

Coffee talk sessions with EGNC
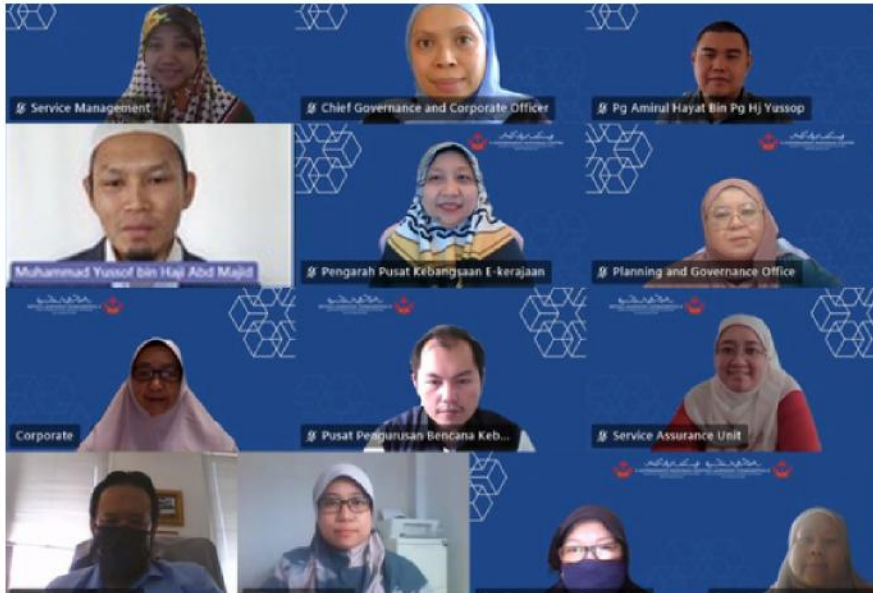staffs

EGNC stakeholder sessions with seconded EGNC staffs

Talk on mental health in Islam

Hiking session during weekly WHP activity

BN on the Move - 20 Billion Steps Final Countdown
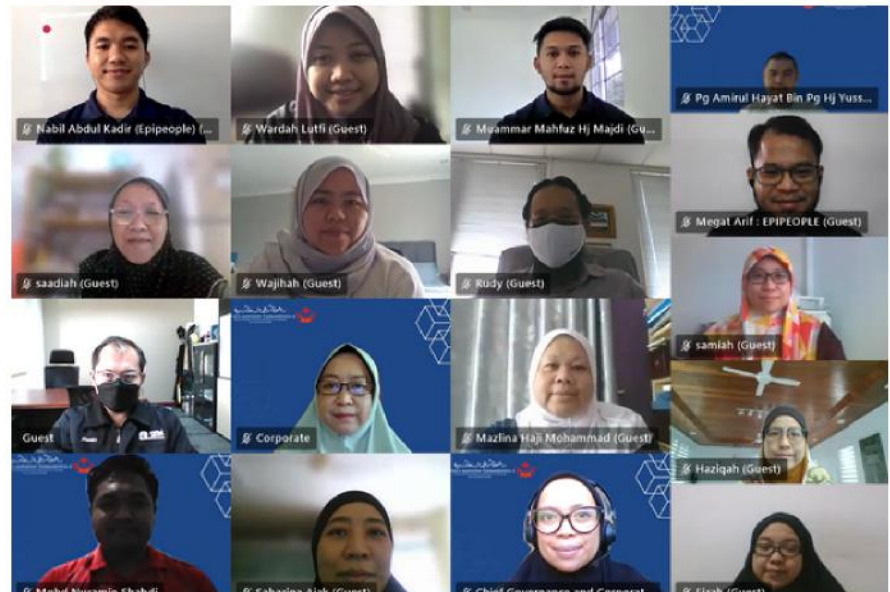
Mental health talk in conjunction with Mental Health Awareness Month

Shared Investment and Infrastructure

Strategic Programme 3: Shared investment and infrastructure

Reliability of end-to-end shared services and robust operations, benchmarked against industry standards to help the organization achieve its strategic objectives, goals, mission and vision efficiently and cost-effectively.

With the constant change in technology, configuration and scalability will sustain the organisation into the future.

Operational Excellence
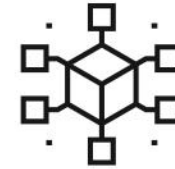
Optimising Investment

98% Availability of Shared Service

75% Increase in Shared Service Utilisation
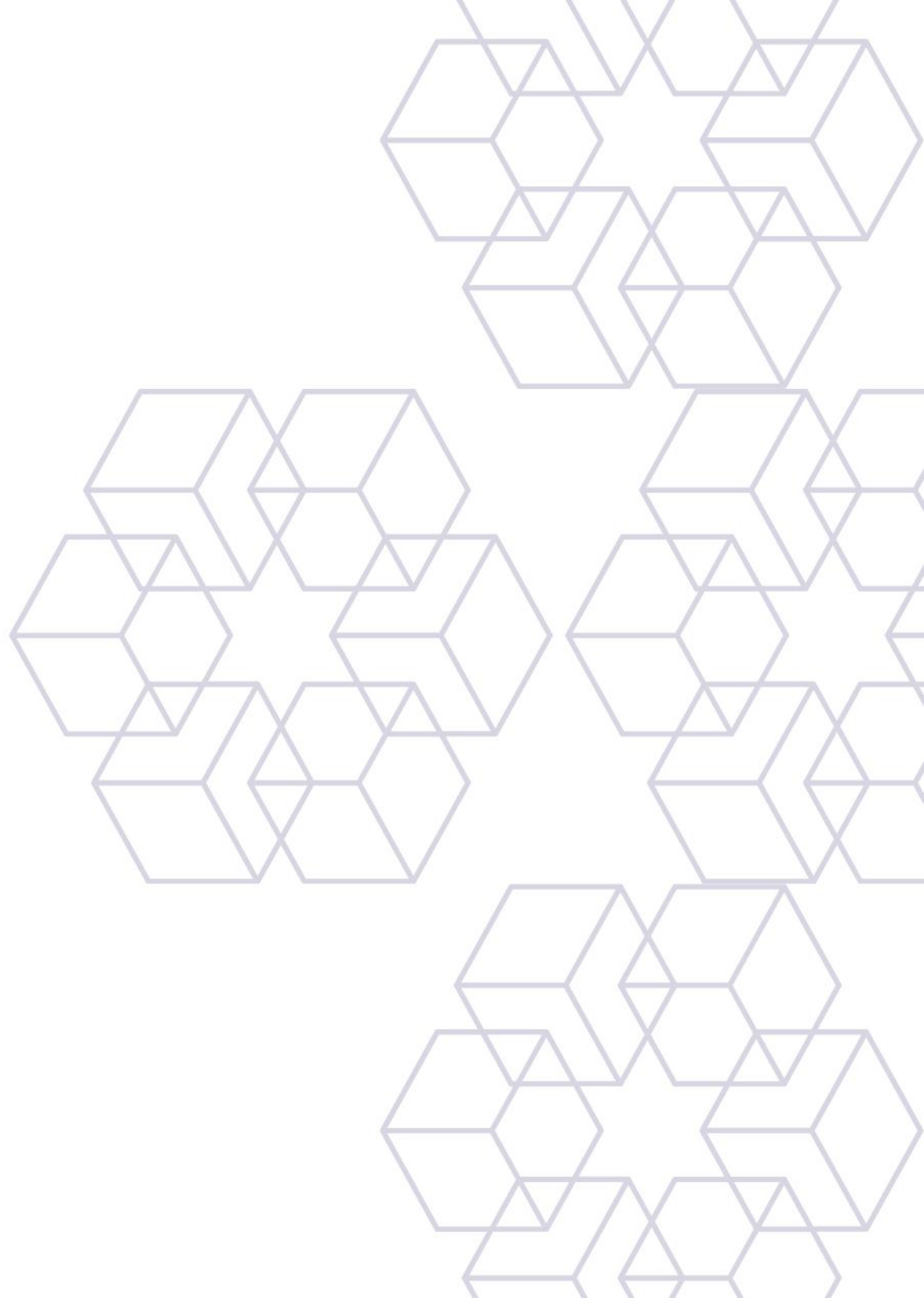
Talian Darussalam 123 call agents

Talian Darussalam 123 call agent operating from home during the pandemic

Minister of Health's visit to Talian Darussalam 123

Accelerating Digitilisation

Strategic Programme 4: Accelerating Digitalisation

Addressing and providing digital services based on user requirements and demand by accelerating the delivery of government services using digital tools, technology and processes.

Leveraging on emerging technologies

User satisfaction

10	No. of Digital Services

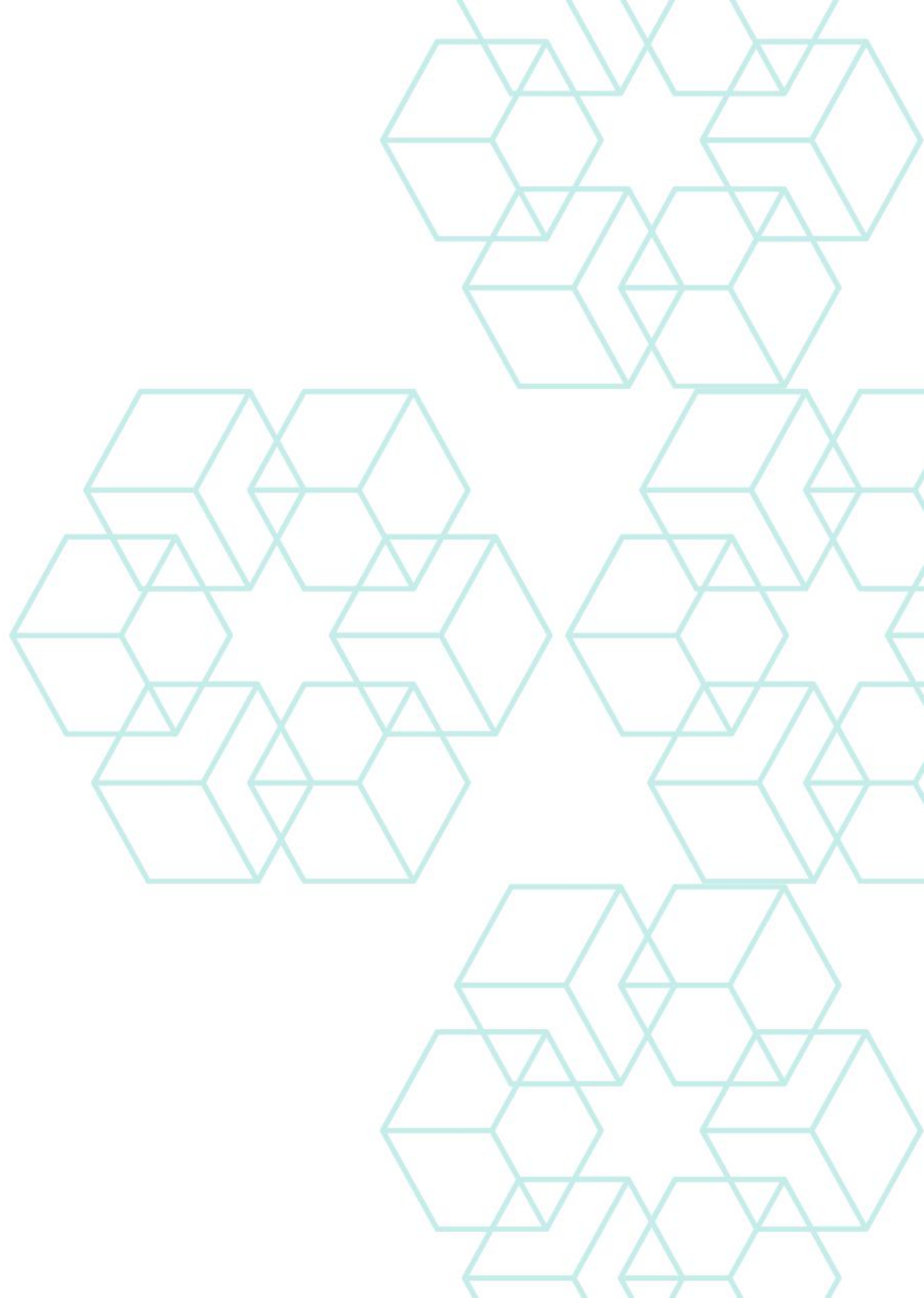| Top 40	UN Ranking

Promoting innovation

Minister of Transport and Infocommunications at EGNC booth during Brunei Mid-Year Conference and Exhibition (MYCE)

EGNC staffs participating in Low-Code Jumpstart Competition at the Brunei Mid-Year Conference and Exhibition (MYCE)

ACHIEVEMENTS

2021

- Utilization of E-Office
- National Centralised Database (NCDB)
- National Information Hub (NIH)
- Expansion of One Government Private Cloud (OGPC)
- Microsoft Enterprise Agreement
- IT Central Procurement
- Network Central Procurement

2022

- Government Data Maturity Survey
- Central Account Password Privilege Management (CAPPM)
- Rebuild of Active Directory
- G Metrix Skills Management System

FUTURE OUTLOOK

2023
- Digital ID
- Forms Digitization
- Application Development Collaboration
- IT Associate Bridging Programme
- Outsourcing End User Support
- Modernization of One Government Network (OGN)
- Multi-Factor Authentication

2024
- Document Digitization
- Use of Digital Signature
- e-Know Your Customer (eKYC)
- Software Define Network (SDN) Infra
- Data Analytics as a Service (DAaaS)

2025
- Sistem Pengurusan Rekod (SPERE)
- TOP 40 United Nation (UN) E-Government Ranking
- 98% System Availability for E-Government Shared Services
- All systems connected to Digital ID