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TITAH EXCERPT

By 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 this regard, it is also appropriate for the Ministry of Education to re-assess the position of technical and vocational education to ensure that this education can contribute to the requirements of industries and employment for locals.”

Translation of excerpt from His Majesty’s Titah in conjunction with the New Year 2013

* * *
Indeed, Allah will not change the condition of a people until they change what is in themselves.

Surah Ar-Ra’ad 13:11
It is my greatest pleasure to present to you the IBTE 2019-2024 strategic plan which will guide us through the next six years, outlining the strategic goals and key directions we have identified to help IBTE realize its mission in nurturing learners to be highly competent and socially responsible towards building a dynamic economy.

IBTE is committed to support the Ministry of Education and as such the strategic plan is structured around three key strategic goals which are aligned to the strategic objectives outlined in the Ministry of Education Strategic Plan 2018-2022.

To achieve our vision to be a dynamic technical educational institution embracing lifelong learning, we have put forward strategies for our development not only in response to changing needs but also as an active and participating agent to drive intellectual, social and economic changes through quality teaching and learning, sustainable corporate governance and effective collaboration with stakeholders.

Guided by the strategic initiatives defined in this book, Insha Allah we will be able to produce highly competent, socially responsible learners towards building a dynamic economy.

Lastly, I would like to take this opportunity to offer my sincere gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan. I hope that this plan will be a source of inspiration for the entire IBTE community and working together, we will be able to vigorously pursue our collective ambitions too make this plan a success.

Dr Hj Mohd Zamri bin Hj Sabli
Acting CEO
IBTE
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01

THE STRATEGIC CONTEXT
Strategic Plan Overview

VISION
A Dynamic Technical Educational Institution
Embracing Lifelong Learning

MISSION
Nurturing Learners To Be Highly Competent and Socially Responsible Towards Building A Dynamic Economy

STRATEGIC GOALS

Quality Teaching and Learning
Sustainable Corporate Governance
Effective Strategic Collaboration with stakeholders
02

Our Achievement
In the five years transformation period, IBTE has achieved several significant milestones that helps define and ensure IBTE’s promise of delivering consistent quality in the provision of technical education and training in Brunei Darussalam.

- **EICF programmes**
- **Collaboration between IBTE, EIDPMO and Oil & Gas Industry Brunei**

- **IBTE BMA established**
- **Singapore Polytechnic signed a Service Agreement with IBTE**

- **IBTE is the first post-secondary institution in Brunei to achieve the ISO 9001:2008 Quality Management System**

- **ISO 9001: 2015 Quality Management System certificate awarded to IBTE**
Since IBTE’s inception in 2014, the Institute have implemented several projects to achieve the six strategic initiatives outlined in the 5 year strategic plan:

<table>
<thead>
<tr>
<th>6 IBTE STRATEGIC INITIATIVES</th>
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<tr>
<td><strong>Course Restructuring</strong></td>
</tr>
<tr>
<td>✓ Conducted Feature analysis study (ranking analysis system)</td>
</tr>
<tr>
<td>✓ Implementation of CBA and CBT for instructors and programme leaders</td>
</tr>
<tr>
<td>✓ Implementing AAR to evaluate programme delivery</td>
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<tr>
<td>✓ New programmes offered, more collaboration with relevant stakeholders in conducting training programmes</td>
</tr>
<tr>
<td><strong>Expanding Apprenticeship Scheme</strong></td>
</tr>
<tr>
<td>✓ Increased collaboration with industry partners</td>
</tr>
<tr>
<td><strong>Progression Opportunities</strong></td>
</tr>
<tr>
<td>✓ Formation of IBTE academic council</td>
</tr>
<tr>
<td>✓ Revised minimum entry requirements for each level of programmes offered</td>
</tr>
<tr>
<td>✓ Accreditation of IBTE programmes by BDNAC</td>
</tr>
<tr>
<td>✓ Implementation of merit system based in GPA</td>
</tr>
<tr>
<td><strong>Updating the Training Environment</strong></td>
</tr>
<tr>
<td>✓ Establishment of Development Board Standing Committees to oversee strategic direction and to give guidance in policy matters relating to physical and infrastructure development</td>
</tr>
<tr>
<td>✓ Establishment of Authentic Learning Centres</td>
</tr>
<tr>
<td><strong>Scheme of Service</strong></td>
</tr>
<tr>
<td>✓ Establishment of Finance Board Standing Committee to oversee strategic direction and to give guidance in policy matters relating to human resource and finance</td>
</tr>
<tr>
<td><strong>Renaming DTE and Vocational Institutes</strong></td>
</tr>
<tr>
<td>✓ Conducted rebranding initiatives</td>
</tr>
<tr>
<td>✓ Launched IBTE official logo</td>
</tr>
<tr>
<td>✓ Centralization of IBTE campuses under One Umbrella</td>
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</tbody>
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03
What’s Next?
FOLLOW UP – INITIATIVES FROM IBTE STRATEGIC PLAN (2013-2018)

Course Restructuring
- Improving the quality of programme delivery
- Strengthening the Implementation of Life Skills

Expanding Apprenticeship Scheme
- Expand Apprenticeship Trades in other Industry Sectors
- Conduct impact study on apprenticeship programmes
- Increase intake capacity

Progression Opportunities
- Restructure CET system
- Optimise Students Enrolment into IBTE
- Implementation of Recognition of Prior Learning, RPL system

Updating the Training Environment
- Develop and expand authentic learning centres
- Establish centralised estate management
- To implement Health, Safety and Environment (HSE) policy in IBTE Headquarters and its campuses

Scheme of Service
- Develop and endorse IBTE Human Resource Policy
- Migration of employees into new Scheme of Service
- Develop and endorse IBTE Finance Policy

Renaming DTE and Vocational Institutes
- Develop a corporate image
- Strengthen essential linkages with industry partners and key external stakeholders
- Socialise the two-network of schools
WHERE DO WE WANT TO BE?
Vision
A Dynamic Technical Educational Institution Embracing Lifelong Learning

Dynamic Technical Education
Readiness to adapt to the fast-changing global economy and technological advancement in line with the social and economic needs of the country. A technical education that is future-ready to meet the stakeholders’ expectations as well as the country’s manpower requirement to sustain economic growth.

Lifelong Learning
The concept of continuously learning and improving the knowledge, skills and competencies throughout life, which is one of the important factors in meeting the needs of a changing labour market. Lifelong learning is the voluntary act and conscious decision to learn and provide better future opportunities towards improving the quality of life.
Mission

Nurturing Learners To Be Highly Competent and Socially Responsible Towards Building A Dynamic Economy

Highly Competent and Socially Responsible

IBTE as an institution that nurtures students’ growth and promote holistic student development – intellectual, emotional, social, physical, creative and spiritual potentials and hence producing competent, knowledgeable and socially responsible individuals that can contribute positively towards Brunei Darussalam’s development.

Dynamic Economy

A technical and educational training system equipped with a dynamic curriculum that is capable of responding to the ever-changing economic landscape of the region as well as changes in global trends that can affect the quality of the workforce such as the emergence of the fourth industrial revolution.
Core Values

C Competence  C Collaborative

I Integrity  I Innovative

T Teamwork  E Excellence
IBTE

Strategic Goals
Placing high priority on quality teaching and learning with a focus on a responsive curriculum delivered by experienced and qualified instructors will allow IBTE to produce highly competent, future-ready, marketable and socially responsible lifelong learners who are responsive to a changing economy.

IBTE continues to develop its policies and procedures to build, maintain and support its sustainable corporate governance system, enforce legal and ethical compliance, and to be accountable to our stakeholders to maximize its performance and achieve desirable success. To improve the effectiveness of IBTE’s sustainable corporate governance, IBTE Board of Governors appoints Standing and Special Committees to better regulate certain functions to assist the Board on governance, development, and technical education and training.

IBTE is devoted to establish effective strategic collaboration with industries, communities and international partners towards the development of a dynamic technical educational institution that will strategically advance IBTE nationally and regionally. Stakeholders are strategically engaged in various disciplines of IBTE core businesses such as curriculum, teaching and learning, professional teacher development, life skills development, student activities, community work, quality assurance and certification.
IBTE Key Performance Indicator

KPI 1 % students enrolled to IBTE programmes

KPI 2 % students successfully completing IBTE programmes

KPI 3 % IBTE graduates employed six months after graduation

KPI 4 % employers satisfied on overall work and performance of hired IBTE graduates

KPI 5 # industry collaboration / engagements through work placement and attachment
Expected Outcomes

Within the next 5 years, IBTE hopes to achieve these outcomes:

- Highly competent and future-ready graduates
- Socially responsible and holistic lifelong learners
- Committed and well-qualified staff
- Efficient corporate governance system
- Engaged and valued partners
THE BIGGER PICTURE
ALIGNMENT
BETWEEN IBTE & MOE

3 Goals

Goal 1
Quality Teaching and Learning

Goal 2
Sustainable Corporate Governance

Goal 3
Effective Strategic Collaboration with Stakeholders

3 Strategic objectives

Strategic Objective 1
Transform our organisation human resources towards a performance-driven culture

Strategic Objective 2
Provide equal and equitable access to quality education

Strategic Objective 3
Enhance shared accountability with stakeholders in the development of teaching and learning
Creating an educational experience that seeks to engage students in the teaching/learning process, encouraging development of the student’s intellectual, emotional, social, physical, artistic, creative and spiritual potentials.
Goal 2
SUSTAINABLE CORPORATE GOVERNANCE

Strong Leadership
To achieve performance success, strong leadership skills are needed to balance talent development with organizational goal achievement.

Capacity building
Capacity building in terms of human resource development, financial management (diversification of funding sources), organizational learning, leadership development aim at ensuring organizational success and sustainability.

Financial Autonomy
The ability to manage its funds and allocate its budget independently.
Goal 3
EFFECTIVE STRATEGIC COLLABORATION WITH STAKEHOLDERS

Stronger collaboration
Strengthening ties with stakeholders allowing the exchange of ideas and expert contribution for the benefit of a shared objective towards developing Brunei Darussalam.

Continuous learning
Cultivate and promote a culture of lifelong learning and personal development to expand skill sets and competencies in order to develop future opportunities.

Socially responsible learners
Encourage students to apply their knowledge, passion, and skills in the pursuit of social goals and promoting global citizenship and ethical conduct.
HOW WILL WE GET THERE?
MAPPING THE STRATEGIES

The strategic plan will be implemented by executing the strategic goals that will be operationalised through the strategic actions (or strategies) to address our gaps and take us closer in meeting our vision.

3 STRATEGIC GOALS

Goal 1
Quality Teaching and Learning

Goal 2
Sustainable Corporate Governance

Goal 3
Effective Strategic Collaboration with Stakeholders

CORE STRATEGIES

Responsive curriculum, well qualified instructors, conducive learning environment and providing opportunities for students to partake in co-curricular activities and events contributing to the holistic development of the students.

To build and maintain a sustainable corporate governance system and standard that adhere to the right behaviors and highest ethical standards.

To establish effective strategic collaboration with the industries, communities and international partners in the development of a dynamic technical educational institution that will strategically advance IBTE nationally and regionally.

9 STRATEGIES

1. Adopt Responsive Curriculum
2. Implement Effective Teaching, Learning Strategies and Capacity
3. Provide Holistic Students’ Experience
4. Implement Effective Human Resource
5. Implement Enhance Financial Autonomy
6. Provide Support for the Establishment of Corporate Enterprise
7. Establish Effective Collaboration with Industries
8. Establish Effective Collaboration with Communities
9. Establish Effective Collaboration with international partners
Goal 1
QUALITY TEACHING AND LEARNING

Performance Measure

• Develop and offer high quality programmes that meets industry needs
• Develop and implement quality assurance framework
• Develop admission and inclusion policies and guidelines
• Develop and implement admission opportunities and pathways
• Develop and provide inclusive support system for disadvantaged and under-represented individuals
• Optimize Campus Infrastructure
• Realign lifelong learning programmes to lifelong learning policy and guidelines
• Provide opportunities for learners to nurture 21st century skills and recognize their achievements
Goal 1
QUALITY TEACHING AND LEARNING

To provide quality teaching and learning through responsive curriculum, qualified instructors, conducive learning environment and providing opportunities for students to partake in co-curricular activities and events contributing to the holistic development of the students. Industrial standard and requirement / industrial competency framework / national occupational skills standards need to be looked into in order to stay relevant and responsive to industry needs and expectations.

3 Strategies

<table>
<thead>
<tr>
<th>STRATEGIES</th>
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<tbody>
<tr>
<td>STRATEGY 1</td>
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<tr>
<td>Adopt Responsive Curriculum</td>
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6 Initiatives

<table>
<thead>
<tr>
<th>INITIATIVES</th>
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<tbody>
<tr>
<td>1.1 Review curricula and programmes</td>
</tr>
<tr>
<td>2.1 Develop and implement quality assurance framework</td>
</tr>
<tr>
<td>2.2 Develop admission and inclusion policies and guidelines</td>
</tr>
<tr>
<td>2.3 Build TVEI capacity</td>
</tr>
<tr>
<td>2.4 Realign lifelong learning programmes to lifelong learning policy and guidelines</td>
</tr>
<tr>
<td>3.1 Provide opportunities for learners to nurture 21st century skills and recognise their achievements</td>
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Goal 2

SUSTAINABLE CORPORATE GOVERNANCE

Performance Measure

• Develop and document Competency framework for TVEI Leaders and Instructors
• Review and document TVEI leaders and instructors career development pathways and progression plan
• Develop and document Competency assessment tool for TVEI leaders and instructors
• Develop and document Competency-based training programmes for TVEI instructors and leaders
• TVEI leaders and instructors introduced and trained to use their career development pathways and progression plan
• Implement Capacity development for TVEI leaders and instructors
• Review and document selection and recruitment policy for TVEI instructors and leaders
• Key posts filled by the right TVEI leaders and instructors
• TVEI Leaders, instructors and support staff optimized
• Set up and implement IBTE Financial Autonomy
• Establish IBTE Corporate enterprises
• Implement the operations of IBTE corporate enterprises
To build and maintain a sustainable corporate governance system and standard that adhere to the right behaviors and highest ethical standards.

### STRATEGIES

<table>
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<tr>
<th>STRATEGY 4</th>
<th>STRATEGY 5</th>
<th>STRATEGY 6</th>
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<tbody>
<tr>
<td>Implement Effective Human Resources</td>
<td>Implement Enhance Financial Autonomy</td>
<td>Provide Support for the Establishment of Corporate Enterprise</td>
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</table>

### INITIATIVES

| 4.1 Develop competency framework and assessment tool |
| 4.2 Review career development pathways and progression plan |
| 4.3 Implement career development pathways and progression plan |
| 4.4 Review and adopt selection and recruitment policy |
| 4.5 Identify relevant competencies and develop competency-based training programmes |
| 4.6 Implement competency-based training programmes |
| 4.7 Monitor HR competencies development |
| 4.8 Manage and evaluate HR competencies development |
| 5.1 Set up and implement IBTE Financial Autonomy |
| 6.1 Establish IBTE corporate enterprises |
| 6.2 Implement the operations of IBTE corporate enterprises |
EFFECTIVE STRATEGIC COLLABORATION WITH STAKEHOLDERS

Performance Measure

- Review and implement collaboration with stakeholders (industries, communities and international partners) in running IBTE programmes
To establish effective strategic collaboration with the industries, communities and international partners in the development of a dynamic technical educational institution that will strategically advance IBTE nationally and regionally.

**Goal 3**

**EFFECTIVE STRATEGIC COLLABORATION WITH STAKEHOLDERS**

**3 Strategic Action**

**3 Initiatives**

### STRATEGIES

**STRATEGY 7**
Establish Effective Collaborative with Industries

**STRATEGY 8**
Establish Effective Collaboration with Communities

**STRATEGY 9**
Establish Effective Collaboration with Partners

### INITIATIVES

**7.1** Establish stakeholders management process with industries

**8.1** Establish stakeholders management process with communities

**9.1** Establish stakeholders management process with international partners
SUMMARY OF

STRATEGIC GOALS, CORE STRATEGIES, STRATEGIC ACTIONS AND INITIATIVES
# 3 Strategic Goals

## Goal 1
### Quality Teaching and Learning
Responsive curriculum, well qualified instructors, conducive learning environment and providing opportunities for students to partake in co-curricular activities and events contributing to the holistic development of the students.

## Goal 2
### Sustainable Corporate Governance
To build and maintain a sustainable corporate governance system and standard that adhere to the right behaviors and highest ethical standards.

## Goal 3
### Effective Strategic Collaboration with Stakeholders
To establish effective strategic collaboration with the industries, communities and international partners in the development of a dynamic technical educational institution that will strategically advance IBTE nationally and regionally.

## Core Strategies

### Strategy 1
**Adopt Responsive Curriculum**
- 1.1 Review curricula and programmes

### Strategy 2
**Implement Effective Teaching, Learning Strategies and Capacity**
- 2.1 Develop and implement quality assurance framework
- 2.2 Develop admission and inclusion policies and guidelines
- 2.3 Build TVEI capacity
- 2.4 Realign lifelong learning programmes to lifelong learning policy and guidelines

### Strategy 3
**Provide Holistic Students’ Experience**
- 3.1 Provide opportunities for learners to nurture 21st century skills and recognise their achievements

### Strategy 4
**Implement Effective Human Resources**
- 4.1 Develop competency framework and assessment tool
- 4.2 Review career development pathways and progression plan
- 4.3 Implement career development pathways and progression plan
- 4.4 Review and adopt selection and recruitment policy
- 4.5 Identify relevant competencies and develop competency-based training programmes
- 4.6 Implement competency-based training programmes
- 4.7 Monitor HR competencies development
- 4.8 Manage and evaluate HR competencies development

### Strategy 5
**Implement Enhance Financial Autonomy**
- 5.1 Set up and implement IBTE Financial Autonomy

### Strategy 6
**Provide Support for the Establishment of Corporate Enterprise**
- 6.1 Establish IBTE corporate enterprises
- 6.2 Implement the operations of IBTE corporate enterprises

### Strategy 7
**Establish Effective Collaboration With Industries**
- 7.1 Establish stakeholders management process with industries

### Strategy 8
**Establish Effective Collaboration With Communities**
- 8.1 Establish stakeholders management process with communities

### Strategy 9
**Establish Effective Collaboration With Partners**
- 9.1 Establish stakeholders management process with international partners
LOOKING AHEAD
WAY FORWARD

IBTE will continue to create an inspiring and nurturing educational environment that provides students with the academic knowledge, technical skills and competencies that will enable them to succeed in future careers and to become lifelong learners. IBTE will achieve its vision by developing industry-led curriculum with work-based learning to prepare students to be employable, industry-ready and equipped with the relevant skills.

IBTE’s commitment lies in addressing the growing skills gap that still exists between graduates and employers’ expectations by continuous engagement and strengthening cooperation with its established and new partners and stakeholders. This is to ensure that IBTE programmes are aligned and meet the emerging skills needs and competence requirements of the labour market.

With values such as compassion, integrity and mutual respect at the core of IBTE’s education system, IBTE aims to produce quality human capital that is not only knowledgeable and skillful but also in line with Brunei Darussalam’s concept of MIB.
ACKNOWLEDGEMENTS

Institute of Brunei Technical 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 Institute of Brunei Technical Education Strategic Plan 2019-2024.
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