



كمنترين كواشن دان ايكونومي

KEMENTERIAN KEWANGAN DAN EKONOMI

BRUNEI DARUSSALAM

# TOWARDS A DYNAMIC AND SUSTAINABLE ECONOMY

ECONOMIC BLUEPRINT FOR BRUNEI DARUSSALAM



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# TITAH

“Alhamdulillah, I am grateful that with the blessing and grace of Allah Subhanahu Wata’ala, Brunei Darussalam’s economic development and growth have seen significant progress over the years. Several efforts towards diversifying our economy have been put in place through increasing local business development and Government-Linked Companies as well as attracting foreign direct investments. Recent years have seen positive growths in both our Gross Domestic Product and exports, with encouraging developments particularly in food, downstream oil and gas as well as manufacturing sectors. Nevertheless, with our target period for Wawasan Brunei 2035 closely approaching, we need to accelerate further our progress in economic development and growth.

Against this backdrop, I have consented on the formulation of the Brunei Darussalam Economic Blueprint that will help steer us towards realising the Third Goal of Wawasan Brunei 2035 - A Dynamic and Sustainable Economy.

Making this vision a reality means all parties must work together in a whole-of-nation approach, drawing on all of our strengths.

In actively pursuing our development goals, we must continue to uphold our Melayu Islam Beraja (MIB) values, safeguard our political stability and sovereignty as well as fulfill our commitment in preserving the environment.

I hope that this economic blueprint will serve as impetus to a growing economy, underpinned by strong governance, resilient and thriving businesses able to harness economic opportunities created by the fourth industrial revolution allowing for increased innovation, productivity and competitiveness along with the emergence of new industries.

Insyah’ Allah, through our solidarity and collective efforts, the prosperity we have achieved over the years will continue and can be enjoyed together by our future generation.

Wabillahi Taufiq Wal-Hidayah, Wassalamu’Alaikum Warahmatullahi Wabarakatuh.”

**SULTAN HAJI HASSANAL BOLKIAH  
SULTAN AND YANG DI-PERTUAN  
OF BRUNEI DARUSSALAM**





**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**



# Progressing Towards a Dynamic and Sustainable Economy

## Foreword from The Honourable Dato Seri Setia Dr Awang Haji Mohd Amin Liew bin Abdullah

Minister at the Prime Minister's Office and  
Minister of Finance and Economy II



**A**lhamdulillah, with the blessings of Allah Subhanahu Wata'ala, it is with great pleasure that I present the 'Economic Blueprint for Brunei Darussalam — Towards a Dynamic and Sustainable Economy'.

Upholding His Majesty's Titah on 1st January 2020 on the occasion of New Year 2020, and towards achieving the third goal of Wawasan Brunei 2035, the Ministry of Finance and Economy has embarked on the development of this Economic Blueprint which is a result of extensive discussions with various stakeholders.

This blueprint will support Brunei Darussalam's journey towards becoming a dynamic and sustainable economy, through providing six (6) well-defined aspirations with more than 30 policy directions.

Economic diversification and a strong private sector are crucial for a strong and resilient economy, whereas skilled, adaptable and innovative people and high quality infrastructure will allow us to compete on a regional and global level. Strong regional and global connectivity will enable our businesses to expand as well as attract quality investment to the country. Good governance and excellent public sector service delivery on the other hand will further support Brunei Darussalam's efforts to develop its economy. Finally, for growth to be sustainable, the country's natural environment has to be safeguarded through the promotion of environmentally friendly initiatives.

To this, we have identified five (5) priority sectors among other emerging sectors that will spearhead the development of Brunei Darussalam's Non-Oil and Gas Sector, thereby contributing to the country's economic diversification efforts. We will equip our workforce with relevant skills and ensure that they are "future-ready". We will enhance Brunei Darussalam's integration in both regional and global markets and deepen our commitment towards preserving the environment while pursuing economic development.

We will continue to provide quality and accessible infrastructure which is critical in supporting economic activities and ensuring the wellbeing of the people. The Government will improve its governance and public service delivery in supporting the development of the private sector. Through these initiatives, it is hoped that the Non-Oil and Gas Sector will expand and increase its contribution to the Gross Domestic Product and the private sector will become the main driver of economic growth.

To conclude, I would like to express my appreciation and gratitude to members of the Working Group and those who have made all forms of contribution in the development of this economic blueprint. The Government recognises that achieving sustainable economic growth requires concerted efforts by all stakeholders and thus, this document embodies our whole of nation approach to transform Brunei Darussalam's economy.

# Executive Summary

Currently, Brunei Darussalam is facing challenges in its economic landscape due to its heavy dependence on oil and gas, which is reflected in its low economic growth and high unemployment.

Thus the Ministry of Finance and Economy (MOFE) has initiated the Economic Blueprint for Brunei Darussalam. The objective of this blueprint is to act as a guide for stakeholders to build on the country's economic successes through well-defined aspirations and policy directions complementing the efforts to achieve Wawasan Brunei 2035's Goal 3.

There are six (6) aspirations in the economic blueprint and the objectives are;

## **Aspiration 1 - Productive and Vibrant Businesses**

In this aspiration, we want our businesses to be able to compete, grow and sustain itself by exploring new markets and opportunities leveraging on technology and innovation. They are able to increase their productivity, enhance their competitiveness and able to penetrate international markets. These can be done through amongst others, strengthening the five (5) priority sectors as engine for growth, exploring new future growth activities, promoting internalisation of local companies; and adaptation of technologies.

## **Aspiration 2 - Skilled, Adaptive and Innovative People**

For this, our people must be marketable in the current economic needs and be future-ready. These can be achieved through a well-coordinated manpower planning, promoting continuous learning, training and reskilling; and fostering the '*Bekarih, Bejarih, Belurih*' and receptive-to-change mentality.

## **Aspiration 3 - Open and Globally Connected Economy**

In this aspiration, we want our businesses to be able to penetrate external markets and attract foreign businesses. Our exports will be diversified with increased outputs from priority sectors. The role of trade facilitation will be integral in providing market access and opportunities for local companies.

## **Aspiration 4 - Sustainable Environment**

In pursuit of economic progress, we will remain mindful of the preservation of our environment. By venturing in sustainable development i.e. green and blue economy, we can conserve our status as the Green Gem in the Heart of Borneo and reduce our carbon footprint.



### **Aspiration 5 - High Quality and Competitive Economic Infrastructure**

To achieve all these aspirations, our infrastructure need to have the capacity to support and grow our businesses. We need to ensure a well-connected transportation and digital network, reliable and uninterrupted electricity and water supply and infrastructure-ready industrial sites.

### **Aspiration 6 - Good Governance and Public Service Excellence**

Lastly, in ensuring conducive business environment, our governance and public services need to be transparent, accountable and adherent to rule of law. Our lean, modern and efficient governance will also strengthen the country's fiscal position.

**By the will of Allah Subhanahu Wa Ta'ala**, through a whole-of-nation approach and collective efforts from all stakeholders, we will be able to achieve these aspirations whilst safeguarding the country's political stability and sovereignty as a nation. Going forward, this blueprint will act as guiding principles and policies for formulation of industrial roadmaps.

Integration of technology will be critical in accelerating the country's development. In particular, by taking part in the fourth industrial revolution (4IR), we will be able to create new pathways for economic growth, innovation, development and human wellbeing.

The hope is that by 2035, Brunei Darussalam will move from a highly dependent oil and gas economy to a dynamic and sustainable economy providing more meaningful and high-value employment opportunities for our people.



# Contents

Titah 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	<b>iii</b>
Foreword	<b>vi</b>
Executive Summary	<b>vii</b>
Economic Blueprint for Wawasan Brunei 2035	<b>1</b>
Brunei Darussalam Economic Framework	<b>3</b>
Stakeholders and Fourth Industrial Revolution as Enablers	<b>4</b>
Snapshot of the Six Aspirations	<b>6</b>
Aspiration 1 : Productive and Vibrant Businesses	<b>7</b>
Aspiration 2 : Skilled, Adaptive and Innovative People	<b>9</b>
Aspiration 3 : Open and Globally Connected Economy	<b>11</b>
Aspiration 4 : Sustainable Environment	<b>13</b>
Aspiration 5 : High Quality and Competitive Economic Infrastructure	<b>15</b>
Aspiration 6 : Good Governance and Public Service Excellence	<b>17</b>
Conclusion	<b>19</b>
Appendix	<b>20</b>

# Economic Blueprint for Wawasan Brunei 2035

**W**awasan Brunei 2035 was formulated in 2007, which aims to make Brunei Darussalam recognised as a country that has the following achievements:



**EDUCATED, HIGHLY-SKILLED  
AND ACCOMPLISHED PEOPLE**



**HIGH QUALITY  
OF LIFE**



**DYNAMIC AND  
SUSTAINABLE ECONOMY**

The economic blueprint titled **‘Towards a Dynamic and Sustainable Economy — Economic Blueprint for Brunei Darussalam’** will act as **a guide for implementing agencies or stakeholder** to help Brunei Darussalam accomplish the Goal 3 of Wawasan Brunei 2035, which also indirectly supports Goal 1 and Goal 2.

To achieve the Goal 3 of Wawasan Brunei 2035, we strive to achieve the four (4) national economic outcomes.



**HIGH AND  
SUSTAINABLE  
ECONOMIC GROWTH**

This can be achieved through quality investment and increasing productivity.



**ECONOMIC  
DIVERSIFICATION**

This involves increasing the contribution of the Non-Oil and Gas Sector to the economy.



**MACROECONOMIC  
STABILITY**

This entails the economy to be resilient to any shocks.



**LOW UNEMPLOYMENT  
RATE**

This entails creating more quality jobs and preparing the workforce to be more marketable.

The importance of this blueprint is more apparent considering that we have yet to fulfill the four (4) national economic outcomes with the country experiencing low economic growth compared to neighboring economies in recent years; high unemployment rate; and low non-oil and gas exports. In preparing this blueprint, substantial considerations have been given to current initiatives and existing strategic plans to determine the best direction for the economy.



## Wawasan Brunei 2035

*Wawasan Brunei 2035 was initiated by the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam in 2007, which aims to transform Brunei Darussalam to be known throughout the world as a nation whose people are educated and enjoy high quality of life with a dynamic and sustainable economy.*

## Economic Blueprint

*Formulation of the blueprint as a guideline for implementing agencies or stakeholders to support Wawasan Brunei 2035's Goal 3.*

## Our Future Economy

*Brunei Darussalam becomes a dynamic and sustainable economy*



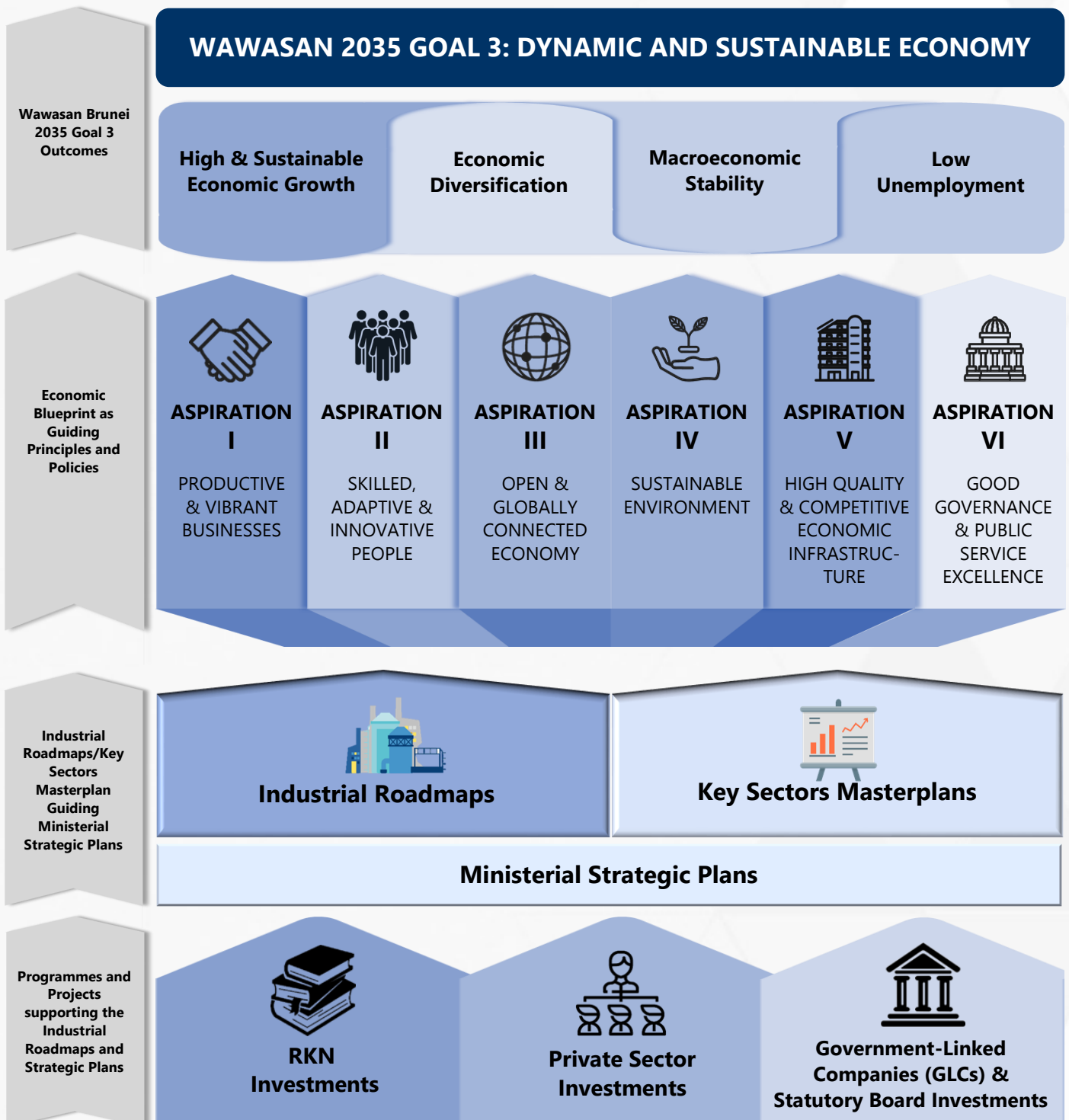
2007

2020

2035

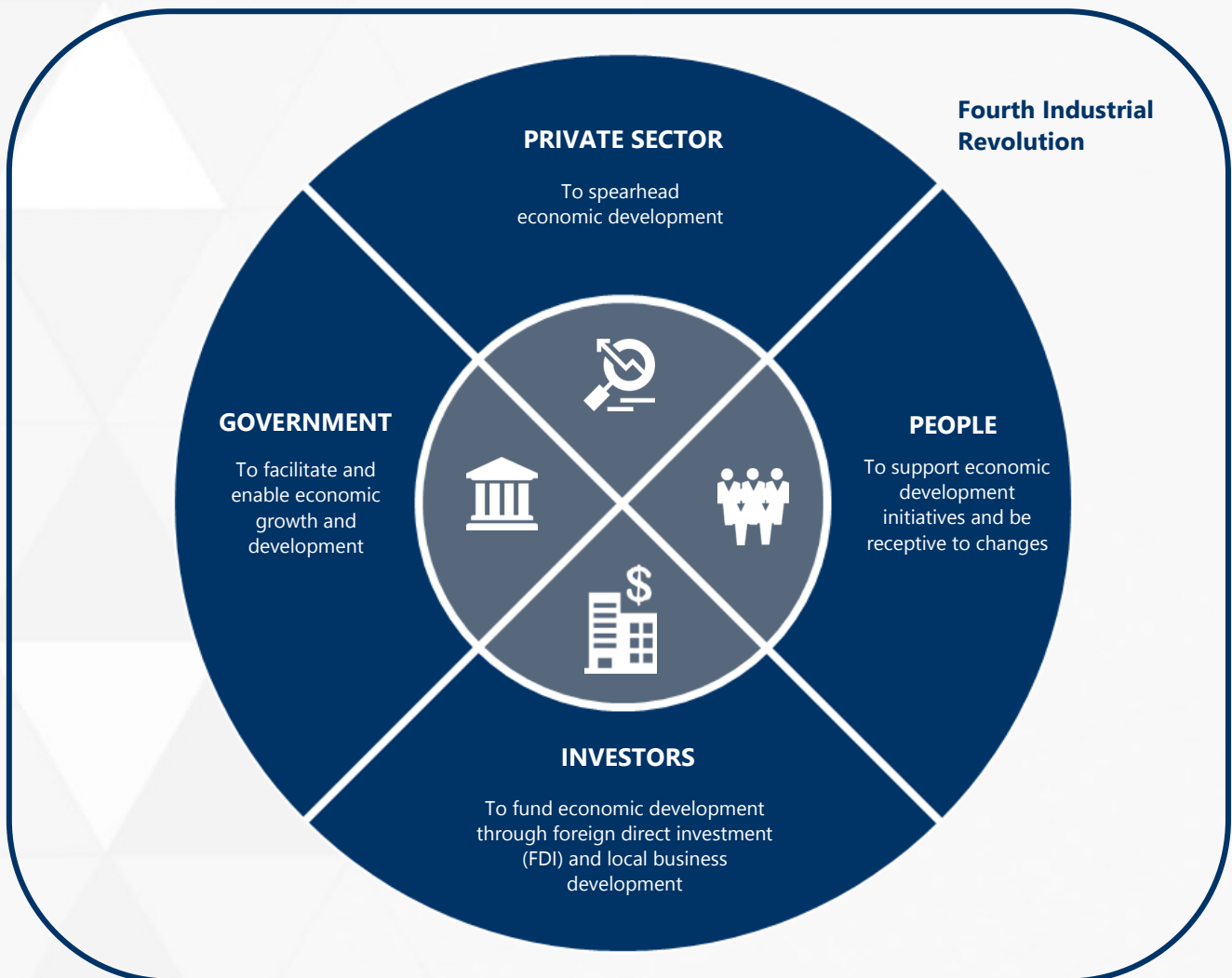
# Brunei Darussalam Economic Framework

Building upon Wawasan Brunei 2035's Goal 3 as the main vision for the economy of Brunei Darussalam, this economic blueprint complements the efforts by outlining **six (6) aspirations** each with its own set of strategic priorities and policy directions. This economic blueprint will act as a guide for the formulation of Industrial Roadmaps and Key Sectors Masterplans. This framework will ensure more coherent programs and projects as well as more concerted efforts within the economy between the private sector and the Government.



# Stakeholders and Fourth Industrial Revolution as Enablers

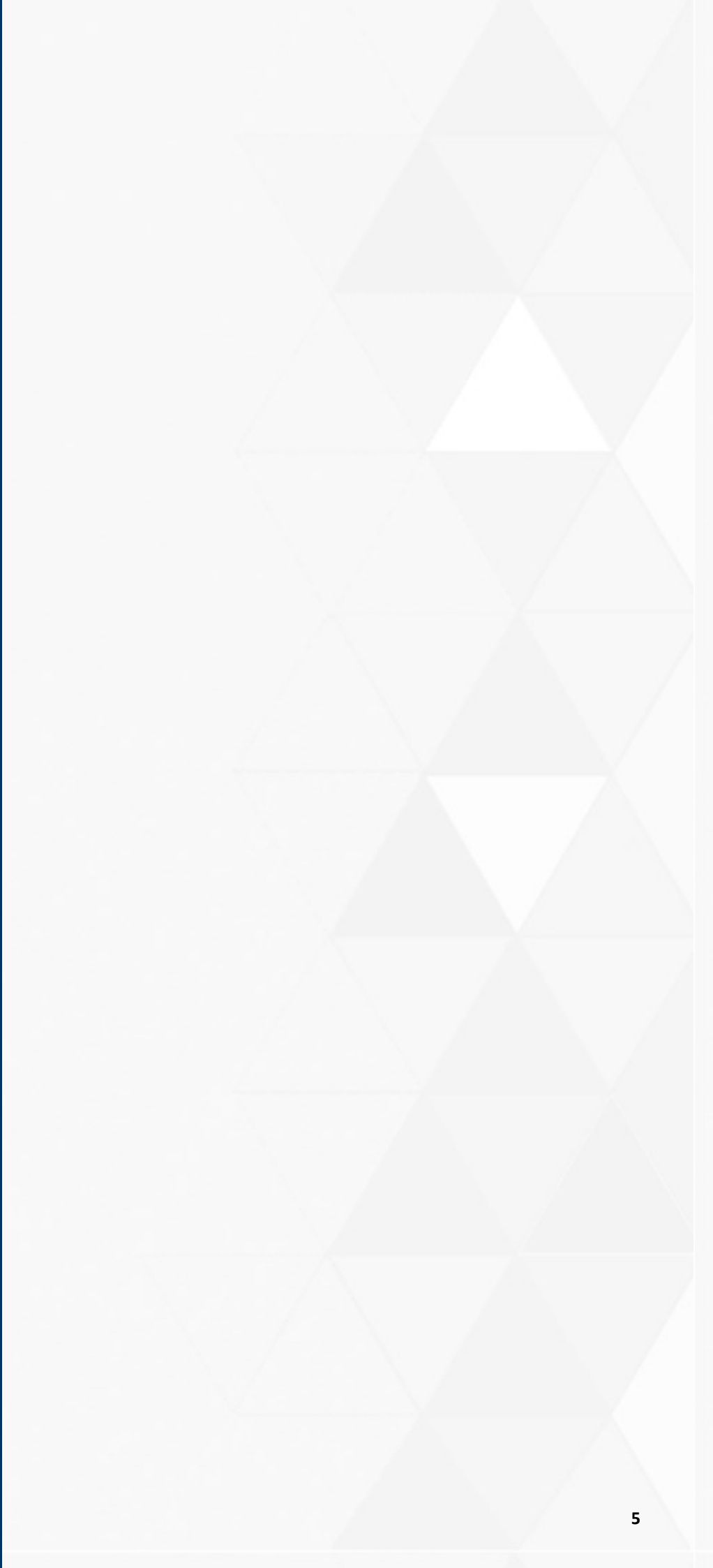
To ensure the success of the blueprint, a collaborative and whole-of-nation approach is required amongst the Government, investors, private sector and people based on their respective roles.



Moving towards a dynamic and sustainable economy, adopting state-of-the-art technology in line with the country's vision to become a smart nation will provide ample opportunities for Brunei Darussalam to accelerate economic growth. This will assist our businesses to ease and expand their operations which will subsequently create more opportunities and output.

To achieve this, strengthening the necessary fundamentals such as connectivity, digital policies and cybersecurity is vital. Once this foundation is laid, more benefits of the Fourth Industrial Revolution (4IR) will be realised either through process optimisation or creation of new business models leveraging on technologies such as drones, Artificial Intelligence (AI), Internet of Things (IoT), Virtual Reality, Block Chain and others.

On top of that, the availability of necessary talent and skilled manpower to harness 4IR is also important. Brunei Darussalam will continue to adapt to the evolving nature of work by setting up mechanisms for lifelong learning, upskilling and reskilling of society.





# Snapshot of the Six Aspirations

These six (6) aspirations together, form the ecosystem to the economy which will ensure sustainable development.



## Productive & Vibrant Businesses

Our businesses can compete, grow and sustain itself by exploring new markets and opportunities



## Skilled, Adaptable & Innovative People

Our people are marketable in the current economic needs and have the capacity to create new products and services



## Open & Globally Connected Economy

Our economy can penetrate external markets and able to attract foreign businesses



## Sustainable Environment

Our environment is well-preserved by venturing in sustainable development



## High Quality & Competitive Economic Infrastructure

Our infrastructure has the capacity to support and grow our businesses



## Good Governance & Public Service Excellence

Our public service is efficient in ensuring a conducive business environment

# Aspiration 1 : Productive and Vibrant Businesses

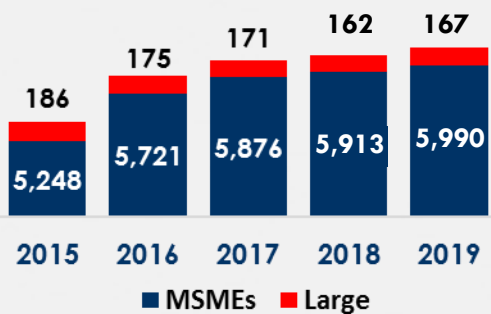
**B**runei Darussalam's economy has seen periods of prosperous development, mainly driven by oil and gas activities. This has led to more spin-off businesses including Foreign Direct Investment (FDI) companies and Micro, Small, Medium Enterprises (MSMEs). In addition, more meaningful and high-value jobs have been created.

Towards a sustainable economic development, the country envisions to develop the Non-Oil and Gas Sector by discovering new economic activities as well as strengthening the five (5) priority sectors: Downstream Oil and Gas, Food, Tourism, Info-communications and Technology (ICT) and Services.

As we enter a new phase of development, the journey ahead is not without challenges. Thus, growing capabilities and resilience amongst our businesses will be crucial.

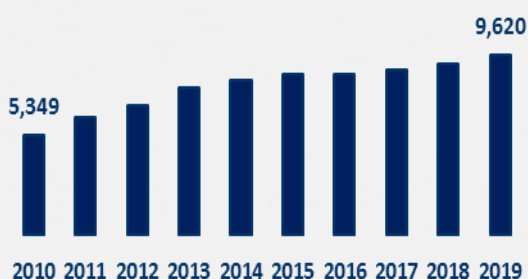
Therefore, our businesses, especially Bruneian-owned businesses must have the ambition and drive to grow through increasing collaboration and exploring new markets as well as opportunities.

## CURRENT STATUS



From 2015 to 2019, the number of MSMEs increased by about **3.4%**

## FDI Stock



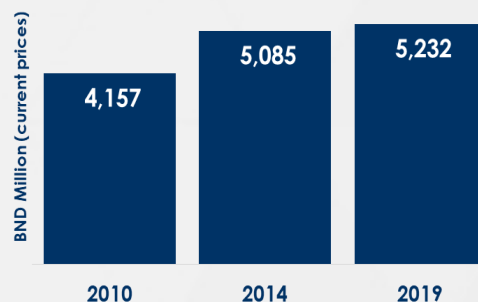
FDI stock experienced significant increase for the last 10 years.

## STRATEGIC PRIORITIES

In this aspiration, we want to enhance our efforts in increasing the contributions of the Non-Oil and Gas Sector by realising the following strategic priorities:

- i) Strengthen the **five (5) Priority Sectors as engine of growth** to spearhead economic development and diversification.
- ii) Continuously **explore new future growth activities** to further develop the economy.
- iii) **Widen export base**, particularly in the Non-Oil and Gas Sector to diversify the economy.
- iv) Promote **internationalisation of companies** by facilitating and assisting local businesses to export their products and to expand their operations overseas.
- v) Create **high value-added activities** by leveraging on emerging technologies and innovation.
- vi) Foster **innovation- and technology-driven businesses** to increase productivity and competitiveness.
- vii) Encourage businesses to **create meaningful employment especially for locals** towards a more productive and competitive workforce.

## Non-Oil and Gas Sector GDP



Since 2010, the non-oil and gas private sector grew on average by

**2.6%**

However, its overall contribution to GDP was **less than 30%**

# Aspiration 1 : Policy Directions



# Aspiration 2 : Skilled, Adaptive & Innovative People

People are the country's most valuable capital in driving economic growth. Brunei Darussalam has long emphasised the provision of a quality education for its people through numerous initiatives and policies.

Nevertheless, rapid globalisation and technological advancements have altered the way people and businesses interact with one another. Therefore, it is crucial to ensure that our people stay relevant by being innovative and having the right skills to meet future industry demands as well as adaptive to any disruptive global trends.

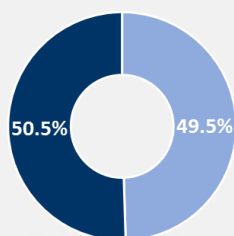
Skilled, adaptable and innovative people with the right mentality will also lead to generation of more entrepreneurial talents that can capture more opportunities. This will also help build resilience in human capital in driving growth amid the unpredictable changes in the global economic landscape.

## CURRENT STATUS

Total number of locals employed in 2019:

**147,442**

## Public vs Private Sector



■ Public Sector ■ Private Sector

**73,023 (49.5%)**

Number of locals employed in the public sector in 2019

## By Profession



**67,594 (45.8%)**

Number of locals employed as technicians and associate professionals, professionals, managers and senior officials in 2019

## STRATEGIC PRIORITIES

In this aspiration, we want to ensure that our workforce is "future-ready" through the following strategic priorities: -

- i) Promote and encourage people to be **work-ready and highly productive** by ensuring they are well-equipped with the skills needed by the industries.
- ii) Promote **continuous learning, training and reskilling** to ensure our workforce remains relevant and adaptable to changing industry needs.
- iii) Instill **creative, entrepreneurial and innovative** traits across society to ensure that our businesses and our people can develop new technologies, ideas and products.
- iv) Foster a "**Bekarih, Bejarih, Belurih**" mentality across the society to promote self-reliance, proactive attitude and productivity.
- v) Our people to be **receptive and adaptive to global trends** giving full support to national initiatives.

## Unemployment Rate



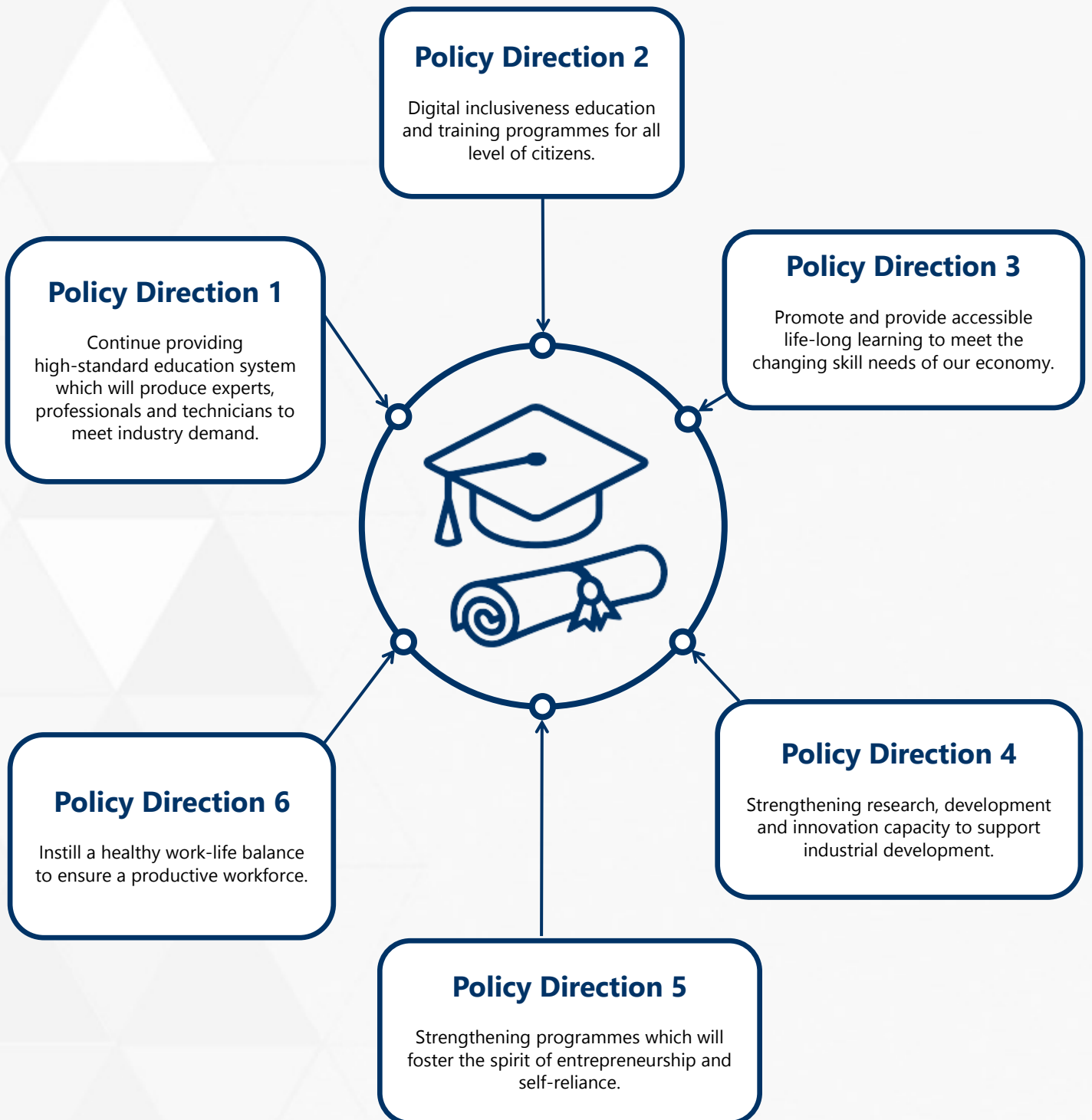
1991 1995 2001 2011 2014 2017 2018 2019

Brunei Darussalam's unemployment rate in 2019 was recorded at

**6.8%**



# Aspiration 2 : Policy Directions



# Aspiration 3 : Open and Globally Connected Economy

**B**runei Darussalam's strong commitment to national and international development is showcased through its continued support for open trade policies and its active engagement as well as participation in the regional and international arena. Brunei Darussalam is already a significant party to various trade agreements and has established strong international connections and partnerships as reflected through its memberships in multiple international organisations.

Such relations and partnerships therefore have opened up many opportunities for Brunei Darussalam to be part of the global supply chain as they serve as gateways to widen market access.

Essentially, this allows for increasing participation of our local businesses in overseas market as well as attracting new potential investments into the country.

The global economy is rapidly changing and more interconnected than before, opening new markets and opportunities. At the core of global interconnectedness are increasing knowledge flows and technological advances, which translate into faster development, productivity and innovation.

In order to keep pace with the scale and complexity of these changes and maximise potential gains, we must continue to forge stronger international ties and promote free trade to ensure a better future for Brunei Darussalam.

## STRATEGIC PRIORITIES

In this aspiration, we want to build on the country's good efforts and make Brunei Darussalam to be recognised as an open and globally connected economy through the following strategic priorities:-

- i) **Increased market access opportunities** by improving trade facilitation to assist local businesses in exporting to overseas market.
- ii) Establish and promote **diversified and deepened economic partnerships** with strategic counterparts to strengthen trade cooperation and reduce barriers to trade.
- iii) **Position Brunei Darussalam as investment- and trade-friendly destination** to establish new trade opportunities and attract FDIs.

## CURRENT STATUS



World Bank's Doing Business 2020 ranked Brunei Darussalam

**149<sup>th</sup>**

out of 190 economies in "Trading Across Borders"



As of 2019, FDI Stock in Brunei Darussalam amounted to

**BND9.6 Billion**

## Exports of Goods and Services

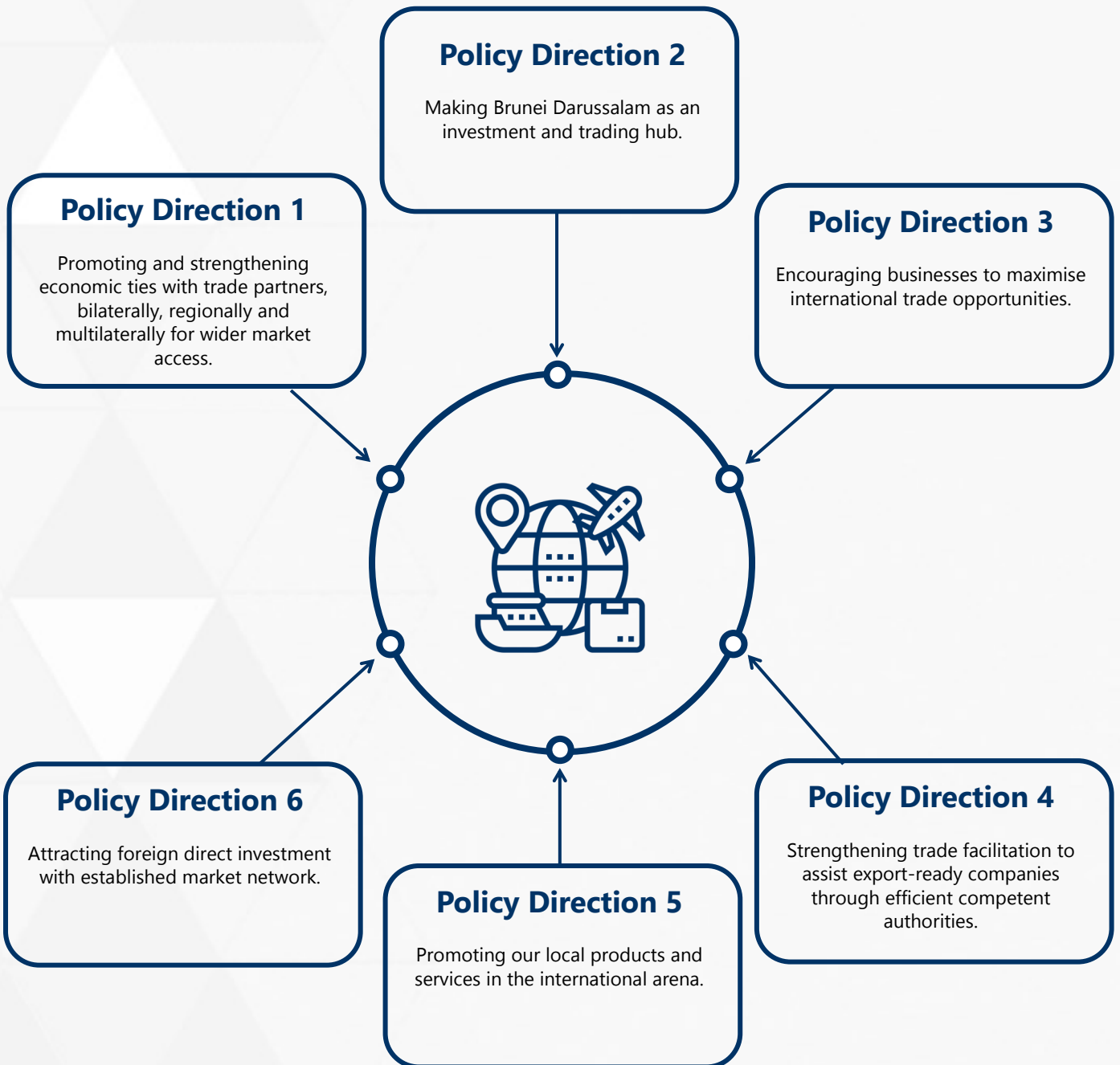


Exports of Goods and Services account for about

**60.5%**

of the total GDP in the last 10 years

# Aspiration 3 : Policy Directions



# Aspiration 4 : Sustainable Environment

The wealth, diversity and uniqueness of Brunei Darussalam's natural environment is a valuable and irreplaceable commodity and central to ensuring a high quality of life for the current and future generation.

Brunei Darussalam must stay committed to achieve the right balance for the purpose of economic development or growth while being mindful of environmental preservation.

Advocating environmental friendly and sustainable practices in businesses whilst investing in green technology will ensure economic growth can be achieved without compromising our environment including the marine ecosystem.

Through the Blue Economy, the ocean offers bountiful ways for exploitation and opportunity for economic growth from fishing activities, oil and gas extraction to maritime transport and tourism. This will also reinforce our country as an environmental-friendly tourist destination.

## CURRENT STATUS



**72%**

Brunei Darussalam's land area covered by pristine rainforest

## Marine Protected Areas



Brunei Darussalam's Marine Protected Areas cover up to

**20%**

of its total marine area per year

## STRATEGIC PRIORITIES

This aspiration is to preserve the environment while at the same time maintain the current position through the following strategic priorities: -

- i) Promote **preservation of environment** by ensuring our natural assets and resources are well-preserved.
- ii) Promote economic growth through **green growth initiatives and sustainable Blue Economy**.
- iii) **Investing and promoting sustainable businesses and technology** not only to increase productivity but also to conserve the environment.

## Land Conservation



**58%**

Brunei Darussalam's land area conserved under the Heart of Borneo initiative

## Environmental Performance Index



Brunei Darussalam is ranked

**46<sup>th</sup>**

in the Environmental Performance Index 2020



# Aspiration 4 : Policy Directions



# Aspiration 5 : High Quality and Competitive Economic Infrastructure

**B**runei Darussalam has over the years made significant progress towards providing high quality and competitive economic infrastructure.

Given the fast-changing environment and rapid global growth, it is critical for us to build quality, modern and accessible infrastructure to remain competitive and maintain high standard of life.

With a high quality and competitive economic infrastructure, it is hoped that our people and businesses will be well-placed to capture the opportunities in the future.

Furthermore, the Government as well as the private sector have actively engaged in the betterment of the infrastructure such as investment in the port management facilities, Muara Port Company.

## CURRENT STATUS



The Global Competitiveness Index 2019 ranked Brunei Darussalam

**32<sup>nd</sup>**

out of 141 economies in "Quality of Road Infrastructure"



The Global Innovation Index 2020 ranked Brunei Darussalam

**59<sup>th</sup>**

out of 131 economies in "Technology-Related Infrastructure"

## Fixed and Mobile Broadband Penetration



Fixed Broadband Penetration for households and businesses:

**2019: 51.6%**  
**2012: 20.1%**



Mobile Broadband Penetration Per 100 Inhabitants:

**2019: 131.9**  
**2012: 94.7**

## STRATEGIC PRIORITIES

This aspiration looks to improve our infrastructure through the following strategic priorities: -

- i) Ensure a **well-connected land, sea and air transportation network**. Having a well-connected, reliable and convenient transportation network (road, sea and air) can facilitate efficient movement of goods and services as well as people. Hence, this can promote growth, increase productivity and enhance market access and opportunities. This also includes providing a well-developed transportation and logistics infrastructure (airport, ports and warehousing).
- ii) Ensure **reliable electricity & water supply** in all areas particularly in industries with adequate and uninterrupted power and water supply with competitive industrial rates to ease business and industrial operations.
- iii) Provide **infrastructure-ready industrial sites** such as water, power, telecommunications and gas needed by the foreign direct investment (FDI) and local companies to make setting up of businesses more convenient and attractive.
- iv) Provide a **digital-ready infrastructure**. In this era of the Fourth Industrial Revolution, Brunei Darussalam will continue to improve digital infrastructure in terms of readiness and accessibility. Better digital infrastructure will improve the country's quality of life, productivity, interconnectivity and staying relevant in the fast-changing economic environment.
- v) Encourage **Public-Private Partnerships (PPP)-driven infrastructure development** by promoting investment in social and industrial infrastructures. This will increase private sector involvement in capital spending and improve operational efficiency.

# Aspiration 5 : Policy Directions



# Aspiration 6 : Good Governance and Public Service Excellence

**B**runei Darussalam has enjoyed political stability and social equity and inclusivity that arose from good governance for many decades.

Moving towards developing the economy through a whole-of-nation approach, Brunei Darussalam needs to maintain high standards of governance (public and private).

It is hoped that trust and confidence between stakeholders can be built through transparency, accountability and adherence to law.

At the same time, our governance must be able to facilitate active and effective participation with the public and private sectors.

Notwithstanding, we also need to safeguard the country's political stability and sovereignty as a nation.

## CURRENT STATUS



The Global Competitiveness Index 2019 ranked Brunei Darussalam

**77<sup>th</sup>**

out of 141 economies in "Public Sector Performance"



World Bank's Doing Business 2020 ranked Brunei Darussalam

**66<sup>th</sup>**

out of 190 economies in ease of doing business

## Corruption Perceptions Index and E-Government Development



Brunei Darussalam is ranked

**35<sup>th</sup>**

out of 180 countries in the Corruption Perceptions Index



Brunei Darussalam is ranked

**60<sup>th</sup>**

out of 193 countries in E-Government Development

## STRATEGIC PRIORITIES

This aspiration aims to improve our position in governance and public service delivery through the following strategic priorities: -

- i) Ensure **transparent and accountable governance** which means free flow of information and to be responsible in decision-making and enforcement. This involves governmental institutions, the private sector and civil society organisations.
- ii) Ensure **a strong legal system with modern laws and regulations**. Policies, laws and regulations should be constantly updated and enforced with global standards and relevant to Brunei Darussalam's condition to promote conducive business environment.
- iii) **A well-balanced relationship between the Government and businesses** to promote long-term growth and competitiveness.
- iv) To promote **digital governance** towards seamless flow of information and a streamlined business processes in order to assist private sector development.
- v) **Strengthen the Government's fiscal position** to ensure sustainability.

The role of digital governance will be critical in supporting transparency and at the same time, promotes efficiency and productivity.

Lastly, any economic development should look into improving fiscal resilience of the nation and strengthening the Government's fiscal position in the long term.

# Aspiration 6 : Policy Directions





# Conclusion

With the blessing and will of Allah Subhanahu Wata'ala, we hope this document achieve its purpose to complement and support the Wawasan Brunei 2035 third goal in progressing Brunei Darussalam towards a dynamic and sustainable economy.

We hope this document can act as a clear and concise guideline for stakeholders to formulate their strategic plans and roadmaps.

By adhering to the guiding principles and aspirations, we hope to see more concerted efforts from all stakeholders in supporting the whole-of-nation approach.

Success would mean that;

Our economy transforms from highly dependent on oil and gas to a well-diversified, sustainable and progressive economy, spearheaded by the five (5) priority sectors and other new future growth activities as engine of economic growth.

Our economy has low unemployment rate and able to provide more quality and meaningful employment opportunities for our people.

Our people are creative, entrepreneurial and innovative; receptive and adaptive to global trends; and instilled with the '*Bekarih, Bejarih, Belurih*' mentality.

Our workforce are highly skilled, future-ready and highly productive to the needs of industries; and continuously practising life-long learning.

Our businesses are able to leverage on technology and innovation; which increase their productivity and enhance their competitiveness and able to penetrate international markets.

Our exports will be diversified with increased outputs from priority sectors such as new petrochemical products and premium food products.

All these economic goals will be supported through high quality and competitive infrastructure with pristine environment, good governance and public service excellence.

While pursuing these goals, we will uphold our Malay Islamic Monarchy values, safeguard our political stability and national sovereignty while fulfill our commitment in preserving the environment.



# **APPENDIX**

# ASPIRATION I

## PRODUCTIVE & VIBRANT BUSINESSES

### POLICY DIRECTIONS & DEFINITIONS

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1. Promoting broad-based growth by strengthening priority sectors including exploring new economic activities.
  - ◆ The five (5) priority sectors have been identified based on their competitive and comparative advantages to spearhead our economic growth and diversification efforts.
  - ◆ To confront changes in the global economic landscape, Brunei Darussalam must constantly seek and seize new growth opportunities to ensure sustainable economic development.

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2. Developing entrepreneurs, especially Bruneians to lead and support business ecosystem.
  - ◆ Intensifying efforts such as introducing well-designed programmes to help local SMEs and entrepreneurs gain business skills and become more competitive.
  - ◆ Encouraging Bruneian-owned businesses to collaborate and pioneer business development.

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3. Continuing efforts on promoting FDI including exploring new economic activities to spur economic growth.
  - ◆ Attracting high quality FDI will help economic growth, create employment opportunities and increase trade/exports.
  - ◆ FDI companies will promote knowledge and technology transfer and allow the country to capitalise from their international network.

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4. Ensuring local MSMEs are able to support and benefit from FDI and GLC activities.
  - ◆ Enhancing the growth of our MSMEs through FDI and GLC spin-off activities and participation in the value chain will maximise in-country value.

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5. Shifting towards higher value-added activities and products through innovation and compliance to international standards.
  - ◆ By complying to international standards, business efficiencies will be enhanced, enabling the discovery of new opportunities and more output.
  - ◆ Promoting R&D and innovation among the institutions and industries can help foster the shift towards higher value-added activities.

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6. Promoting companies to be more export-oriented.
  - ◆ Given our small domestic market, export market will be crucial in driving economic growth.
  - ◆ Our local companies need to be nurtured to be able to produce export-ready and competitive products and services.

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7. Providing locals with meaningful and high-value jobs to meet industry needs.
  - ◆ To provide our people with fulfilling jobs which provide opportunities to develop skills, equitable earnings and job security.
  - ◆ This can contribute to a productive workforce thus raising the firms' overall competitiveness.

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8. Increasing public-private partnership for efficient resources allocation and private sector development.
  - ◆ Private sector involvement in economic development can lead to increased efficiency and productivity and further enhance the sector's development.
  - ◆ This in turn will ensure optimal resource allocation for the Government and may contribute to fiscal consolidation effort.

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9. Adopting good governance in the private sector.
  - ◆ Good corporate governance is essential for a company or organisation to be more efficient in achieving its objectives, to drive improvement and become more competitive.

# ASPIRATION II

## SKILLED, ADAPTIVE & INNOVATIVE PEOPLE

### POLICY DIRECTIONS & DEFINITIONS

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1. Continue providing high-standard education system which will produce experts, professionals and technicians to meet industry demand.
  - ◆ An education system that is highly-ranked according to international standards, with an educational curriculum that are up-to-date according to current/future industry demands is required to ensure that our workforce would be highly-productive and highly employable.

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2. Digital inclusiveness education and training programmes for all level of the citizens.
  - ◆ Strengthen current initiatives and introduce new initiatives that integrate ICT within the education and training systems to improve ICT literacy among citizen.
  - ◆ Ensuring digital readiness among all levels of individuals as we move towards digital economy so that our workforce will be able to reap the opportunities in new industries.

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3. Promote and provide accessible life-long learning to meet the changing skill needs of our economy.
  - ◆ Increase opportunities and accessibility for all parts of society to upskill and reskill according to the changing economic needs.
  - ◆ This can be done through providing, promoting and encouraging the uptake of lifelong learning programmes.

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4. Strengthening research, development and innovation capacity to support industrial development.
  - ◆ Instilling innovative mindset from childhood education to working life by fostering a conducive ecosystem and strengthening collaborations between educational institutions and industry stakeholders.
  - ◆ Promoting and encouraging R&D activities that can drive businesses to produce more and innovative products and services.

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5. Strengthening programmes which will foster the spirit of entrepreneurship and self-reliance.
  - ◆ Enhancing new business ideas and cultivating/shifting mindset through leadership and entrepreneurial programmes to produce more people with self-reliance and pro-active attitudes, resilient and are receptive to global trends that meets the current needs of the economy.

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6. Instill a healthy work-life balance to ensure a productive workforce.
  - ◆ A balance between professional life and personal/family life is important to ensure the well-being of our workforce.
  - ◆ Alleviating stress, boosting morale and reducing negative environment through the promotion of a work-life balance and healthy lifestyle to increase productivity.

# ASPIRATION III

## OPEN & GLOBALLY CONNECTED ECONOMY

### POLICY DIRECTIONS & DEFINITIONS

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1. Promoting and strengthening economic ties with trade partners, bilaterally, regionally and multilaterally for wider market access through:
  - ◆ Aim for (a high quality) Foreign Trade Agreements (FTAs) and MOUs, tailored to Brunei Darussalam's needs.
  - ◆ Effective coordination and implementation commitments under the various (FTAs) and international MOUs to tap into their benefits.
  - ◆ Intensify outreach and engagement with the relevant stakeholders to raise awareness on FTAs and MOUs.

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2. Making Brunei Darussalam as an investment and trading hub.
  - ◆ Brunei Darussalam presents an ideal environment for business and investment given the following advantages:
    - i) Strategic location with proximity to emerging markets in the ASEAN region.
    - ii) Excellent land, sea and air infrastructure facilities and network.
    - iii) A highly-educated workforce.
    - iv) A history of political and social stability.
  - ◆ These advantages will serve as the main key attractions to FDIs.

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3. Encouraging businesses to maximise international trade opportunities.
  - ◆ Increasing the participation of local businesses in regional and global value chains through FTAs will expand their market reach, thus not solely relying on domestic market base.

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4. Strengthening trade facilitation to assist export-ready companies through efficient competent authorities.
  - ◆ Improved trade facilitation will give businesses better access to external market and support greater participation in global value chains (GVCs).
  - ◆ Supporting national initiatives (such as by DARE) in assisting our local companies to expand their capabilities, competitiveness and reach in the overseas market.

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5. Promoting our local products and services in the international arena.
  - ◆ Establishment of trading platform that can connect our local goods and services to international markets.
  - ◆ Supporting private sector initiatives to produce local products up to international standards in terms of safety and quality.

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6. Attracting foreign direct investment with established market network.
  - ◆ FDI companies with established market network will enhance international trading prospects by leveraging on the wider reach of demand and supply channels and in turn are likely to have better return to investment prospects that will benefit the country.

# ASPIRATION IV

## SUSTAINABLE ENVIRONMENT

### POLICY DIRECTIONS & DEFINITIONS

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1. Instilling the culture that promotes preservation of environment and ecosystem in economic activities.
  - ◆ Adoption of green practices in economic activities is important in the preservation of environment and ecosystem.
  - ◆ Encouraging businesses to incorporate green practices into their business strategy which include:
    - i) Cultivating the culture that promotes preservation of environment and ecosystem in their organisational behavior; and
    - ii) Prioritising cooperation with vendors and organisations that adopt sustainable business practices.

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2. Promoting green growth initiatives and sustainable Blue Economy.
  - ◆ Economic development should be based on clean technologies, renewable energy, and circular material flows to secure economic and social stability over time.
  - ◆ Addressing existing and emerging development challenges without locking into pathways that deplete the country's natural resources. Depletion of natural resources will leave economies and livelihoods more vulnerable to climate change and other environmental, social and economic risks.

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3. Promoting research, development and innovation to develop and adopt environmental-friendly and resource-efficient technologies.
  - ◆ Encouraging businesses to adopt the concept of resource efficiency in creation of goods and services which involves processes, systems, services, and procedures designed with a minimal use of natural resources (materials including energy and surface area) and a minimal release of toxic substances can provide a better quality of life for everyone in the long term.
  - ◆ Promoting R&D and innovation among the institutions and industries to develop and adopt resource-efficient technologies are to be intensified.

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4. Promoting and investing in environmental and green-friendly industries.
  - ◆ Industries are encouraged to shift to green/eco-friendly activities such as energy efficient technologies, renewable energy creation, sustainable public transport and others.
  - ◆ Green industries play a key role in bringing about recovery and sustainable growth, increasing competitiveness, creating jobs, improving the quality and decency of jobs, while tackling acute environmental problems.

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5. Limiting land and environmental degradation in any economic development activities.
  - ◆ Promoting innovative ways of economic development that minimise land usage and environmental degradation.



# ASPIRATION V

## HIGH QUALITY & ECONOMIC INFRASTRUCTURE

### POLICY DIRECTIONS & DEFINITIONS

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1. Improving road, sea and air connectivity (passengers, freight and logistics) to boost productivity and growth of the economy.
  - ◆ A well-connected, integrated and attractive transportation system is key to connecting people, businesses and services by facilitating efficient movement. This will promote growth and productivity as well as enhancing access to markets and opportunities.
  - ◆ Businesses will benefit from more efficient logistics access to new markets for their goods and services, improved productivity and the ability to use a wide pool of labour from local communities.

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2. Ensuring efficient and uninterrupted supply of water and electricity supply to homes, businesses and industries.
  - ◆ Reliable water and electricity supply is vital to ensure business and industry operations can function smoothly, averting potential loss of productivity and output.
  - ◆ Efficient supply through adequate maintenance and innovation ensures minimal wastages and increased production capacity.

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3. Ensuring industrial sites are infrastructure-ready and strategically located.
  - ◆ Industrial sites to be well-equipped with ready to use facilities such as power, road and sewage connectivity.
  - ◆ This also includes buildings clearances and others that can be delivered within a specified (and short) time frame so that the investing company can commence operations smoothly and within the desired time schedule.

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4. Strengthening ICT infrastructure by harnessing 4IR technologies to prepare towards digital economy.
  - ◆ It is critical for Brunei Darussalam to enhance its ICT infrastructure to meet the challenges brought about by emerging technologies such as artificial intelligence, block chain, virtual reality and others.
  - ◆ Digital economy calls for more data-driven growth and greater inter-connectivity between the Government, society and businesses.

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5. Promoting investment in social and industrial infrastructure through public-private partnerships (PPP).
  - ◆ Venture into PPP that can increase operational efficiencies and the Government's capacity in resource allocation.
  - ◆ PPP can offer better return on investment and assets utilisation.

# ASPIRATION VI

## GOOD GOVERNANCE & PUBLIC SERVICE EXCELLENCE

### POLICY DIRECTIONS & DEFINITIONS

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1. Ensuring good governance in both public and private sectors.
  - ◆ Transparency and accountability in governance will enhance trust and confidence among the private sector and the public in general.
  - ◆ Good governance need to be institutionalised to ensure equitability, effectiveness, efficiency and promote productivity.
  - ◆ Ensuring safety and security aspects in economic development are important especially in maintaining political stability and protecting national sovereignty.

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2. Ensuring a modern legal system that is clear in its provisions and application, and a judiciary system that ensures independence, fairness and impartiality.
  - ◆ With rapid changes in the local and global economy, review and update of laws and regulations should be expedited.
  - ◆ Our legal system should be at par with international best practices and able to create conducive business ecosystem in the country.

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3. Building a well-balanced relationship between the Government and industries.
  - ◆ The Government and private sector must work together to provide and maintain a conducive business environment.
  - ◆ The Government will continue to facilitate and regulate socio-economic development. This includes facilitating/ simplifying procedures for starting and running a business (in terms of cost reduction, cutting the number of procedures and shortening of waiting times) for local SMEs and entrepreneurs.
  - ◆ Businesses will support national development agenda, take part in social responsibility and adhere to law and regulations set by the Government.

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4. Enabling seamless flow of information across the Government, citizens and businesses through use of ICT for efficiency.
  - ◆ Seamless flow of information will allow healthy interactions between government, citizens and businesses and minimise disruptions.

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5. Widening and diversifying the Government's fiscal revenue base to ensure financial sustainability.
  - ◆ Increasing the Government's non-oil and gas fiscal revenue to reduce its reliance on oil and gas as its main source of revenue.
  - ◆ It is important for the country to be able to translate increase in non-oil and gas economic activities to also an increase in non-oil and gas revenue.

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6. Undertaking fiscal consolidation programmes for efficient resource allocation.
  - ◆ Fiscal consolidation remains important as the country looks forward towards fiscal sustainability.
  - ◆ This can be done through privatising, commercialising and outsourcing of appropriate government services to the private sector so that the Government can focus in the delivery of public services.

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7. Moving towards more targeted subsidies to ensure equitable distributions.
  - ◆ This is to support fiscal consolidation efforts without compromising social safety nets.
  - ◆ Targeted subsidies will ensure better distribution of income and wealth among different individuals within the society.



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