



بروني دارالسلام

BRUNEI DARUSSALAM

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“Courtesy begets courtesy”

Nationwide courtesy campaign on



His Royal Highness Paduka Seri Pengiran Bendahara Seri Maharaja Permaisua Pengiran Muda Haji Sufri Bolkiah launching a nationwide courtesy campaign in Bandar Seri Begawan. Behind HRH is the Minister of Culture, Youth and Sport, Yang Berhormat Pehin Jawatan Luar Pekerma Raja Dato Seri Paduka Haji Awang Hussein. Below: The logo of the campaign which has the theme of 'Orang berbudi kita berbahasa' (Courtesy begets courtesy).



A nationwide courtesy campaign is currently in full swing in Brunei Darussalam. It was launched by one of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam's brothers, His Royal Highness Paduka Seri Pengiran Bendahara Seri Maharaja Permaisua Pengiran Muda Haji Sufri Bolkiah in a colourful ceremony held at the Taman Haji Sir Muda Omar Ali Saifuddin in the capital, Bandar Seri Begawan on 13 May.

Courtesy in the Brunei context means adhering to praiseworthy practices from the point of view of Islam and the community and to possess good mannerisms and

characters while always being respectful. Courtesy also calls for high discipline and for one to be considerate to others, sincere and trustworthy. One should also behave in accordance with the traditions and customs.

In his address at the ceremony, His Royal Highness Prince Muda Haji Sufri Bolkiah said that the honourable nature or qualities possessed by the Brunei people has projected the good image of the country and its people to the world and also helped to bring about a solid and united society.

"Our way of life as well as our cultural values which are based on the Malay Muslim Monarchy has enabled us to preserve ourselves firmly from the negative outside elements trying to seep into our own cultures and traditions," HRH told the gathering.

Of the campaign, His Royal Highness hoped that it would further help towards creating a highly disciplined society - one which respects the law, possessing the creative and productive ability needed for further progress and development of the country.

He said a firm, highly disciplined, united as well as sincere and efficient society is needed to face the ever-increasing challenges of life so that we can achieve what we have set out to achieve.

More than five thousand schoolchildren and members of the public and various organisations took part in numerous presentations depicting many aspects of the Brunei courtesy based on Islam, customs, cultures and Brunei hospitality.

And from the grandstands and perimeters of the park, thousands more watched the proceedings.

Addressing the gathering, the Minister of Culture, Youth and Sports Yang Berhormat Pehin Jawatan Luar Pekerma Raja Dato Seri Paduka Haji Awang Hussain, whose Ministry was entrusted with organising the campaign, laid out some of the objectives of the campaign.

Namely, these are to nurse and preserve the hospitable and courteous way of life of the Brunei people; to guide people to giving polite and courteous service with respect and proper manners regardless of whether one is in the Government or private sectors

and to bring about or create an efficient, effective, sincere and trustworthy administration.

Other goals of the campaign include improving aspects of communication between Government officials and the public and project further the image of the country.

The campaign, which has the theme of 'Orang Berbudi Kita Berbahasa (Courtesy Begets Courtesy)', is timely in view of the fact that Brunei Darussalam is currently in the midst of intensifying efforts to promote industries and tourism which among other measures, call for foreign investors setting up businesses in Brunei Darussalam.

Courtesy would help to strengthen the country's image as being receptive and conducive to foreign investments.

The Minister said in order to achieve the campaign's aims, four bodies have been established especially designed to organise numerous activities related to courtesy at various levels including district and departmental.

Pehin Dato Haji Awang Hussain further told the gathering that no time limit has been set to the campaign and added that after a certain period, for instance of six months, its success would be assessed or reviewed.

"New approaches would be considered arising from the results of the assessment," he elaborated.

The campaign is targeted at all levels of the community.

Pehin Dato Haji Awang Hussain reminded those present that as a developing nation, Brunei Darussalam has not escaped from all sorts of outside influences brought either by the mass media or through social mix.

"As an open society, Brunei Darussalam must have its own fortress to counter those elements which try to obsorb themselves into our own culture".

"The time has come for us to support the Malay Muslim Monarchy concept by way of developing further our culture. And this is not merely through dances, songs and music alone, but by way of embracing the philosophy, values and the norms of life of the Brunei Malay race," he stressed.

The Minister urged all levels of the community to respond to the objectives of the campaign and demonstrate courtesy at all times.

Pehin Dato Haji Hussain further emphasised the need to instil courteous qualities from a young age starting in the homes.

In this respect, he reminded the roles of parents, heads of Government departments, village and community leaders in showing good examples.

Excerpts of Interview with Minister on campaign

Daily News Digest of Brunei Darussalam and the monthly Brunei Darussalam newsletter on 10 May, 1990, met the Minister of Culture, Youth and Sports, Yang Berhormat Pehin Jawatan Luar Pekerma Raja Dato Seri Paduka Haji Awang Hussain, for an interview on the on-going National Courtesy Campaign. During the interview, the Minister spelled out the objectives of the campaign and the line-up of activities during the campaign period, among others. Below are the excerpts of the interview:

Question: Yang Berhormat Pehin Dato Haji Awang Hussain, this is the first time a Courtesy Campaign is held at the national level. Prior to this, the Ministry of Health had conducted their own in-house courtesy campaign. Why

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is there a need to embark on a national campaign, and what are the main objectives?

Minister: The traits of a courteous behaviour have been existing in Brunei Darussalam for a long time. Courtesy has been and is the way of life in Brunei families. The campaign will bring back to the fore what we have inherited. This is especially important for the younger generation. As you can see, as the country develops and with the increasing (pervasive) influence of the mass media, people tend to forget and tend to emulate what they have seen. But then as we have our own culture, "adat istiadat" (custom and tradition), we should nurture these (attributes of courteous behaviours, culture, tradition etc) to the younger generation. Brunei Darussalam is a young country. If we do not do it now, we are going to lose them.

The courtesy campaign then aims to retain the way of life of the people of Brunei Darussalam and to train them to be courteous. It also aims to ensure that the civil service and the private sector provide courteous services at all times. The campaign further places emphasis on the virtues of efficiency, trustworthiness and dedication in administration and in the services rendered to the general public.

In addition, the campaign hopes to enhance the lines of communication between Government officials and the public, and the private sector. This would be consistent with the various "titah" (royal address) by His Majesty The Sultan and Yang Di-Pertuan of Brunei Darussalam. His Majesty, in his calls, underlined the importance of the public and the private sectors to work together.

Last year, His Majesty Paduka Seri Baginda Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam, during his visit to the Public Works Department and the Housing Development Department issued this advice: Government officials and staff must always bear in mind about the services they give to the public by attending to their needs whenever they come over to their offices for some information or requests.

On another occasion, the same year on 15 July 1989, in His Majes-

ty's 43rd birthday message, Government officials were given a similar advice. His Majesty stressed that Government officials should be approachable in their dealings with the public. They should also give attention to the problems and complaints by the people.

The Courtesy Campaign also aims to enhance the image of Brunei Darussalam. Though rich (with oil and gas), we would like to project the image that the people of the country are friendly, kind and harmonious. In the long-run, the campaign calls for the people to be courteous and to respect each other in accordance with our tradition. This is especially important as Brunei is now in the midst of attracting foreign investments into the country. If the people are not courteous, they (investors) may not come.

Question: What is the duration of the National Courtesy Campaign? Is it a monthly campaign or will it last till the end of the year? Will it be an annual campaign?

Minister: I have not given a mandate to say that it will be a month or two-month campaign. But I feel that for a campaign like this, it should continue for at least a period of twelve months. After that, we could conduct an assessment. Depending on the success of the campaign next year. It will also be up to the Prime Minister, His Majesty The Sultan and Yang Di-Pertuan of Brunei Darussalam. Any campaign will incur some cost for instance, in terms of manpower as it will involve all levels of society.

Question: Is there any plan to promote the campaign with staff of Brunei Embassies abroad?

Minister: We have not gone through this with the Committee (Komiti Majlis Tertinggi -Supreme Council Committee chaired by the Minister, with top Government officials at Permanent Secretary level, and members of the business Community and the private sector, such as the Royal Brunei Airlines, Brunei Shell, the Chinese Chamber of Commerce and Industry of Brunei etc). In the long-term, it is better to promote this campaign throughout the services given by the commercial sector or the Government. I hope to send the posters (and other materials) to all the various Embassies to remind them about the campaign.

Question: What are the line-up of activities that you have during the twelve-month period of the campaign in order to create awareness and to promote courtesy?

Minister: The campaign will start off with the launching on Sunday 13 May, 1990. The emphasis will then be focused to the schools, the banks, the business sector such as the restaurants. With the banks for instance, stress would be given to courtesy in entertaining all customers, regardless of status. The importance of a proper attire when attending to customers in a coffee-shop, for instance, would also be underlined. We would also like to drive the message that courtesy and discipline need not necessarily start in schools, but rather at home. (Problems of vandalism could be avoided if children are imbued with courteous and disciplined habits).

Question: What are the policy guidelines given to the private sector namely RBA, Brunei Shell, business associations, the banks etc so that they could promote the campaign within their corporations?

Minister: We will provide all the materials and all the advice which they need such as in the printing of booklets and brochures, stickers etc. Among others, we would also like to promote awareness on the importance of passing telephone messages and in telephone manners. I would also be visiting certain departments to make assessments on the National Courtesy Campaign.

Brunei Malay in a minute

Each month in Brunei Darussalam we introduce readers to common Malay words as used in the country. This month the word selected is *ayung*.

Ayung means to feel giddy or nauseatic or suffer from motion sickness as a result of being in a crowded room or long travel in a car, ship or aircraft.

The old man felt nauseatic after travelling from Kuala Belait to Bandar Seri Begawan.

Orang tua itu merasa ayung selepas perjalanan jauh dari Kuala Belait ke Bandar Seri Begawan.





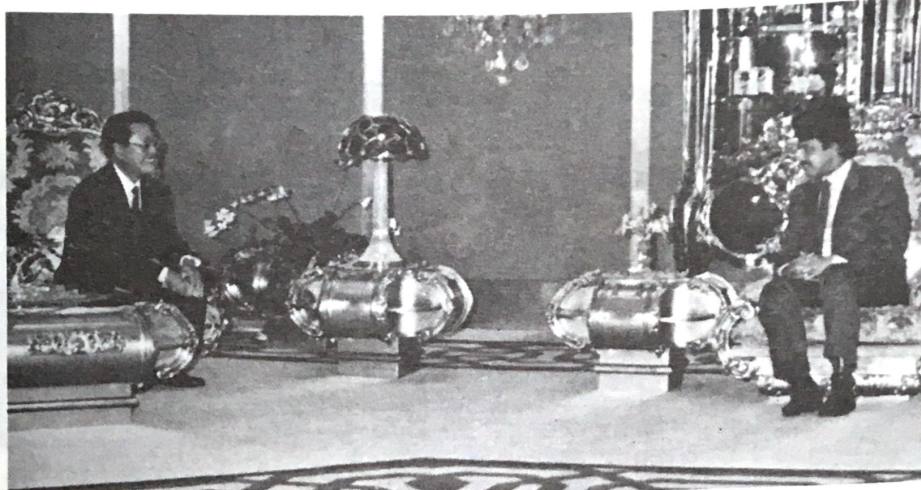
Above left: HRH Prince Muda Haji Sufri Bolkih being introduced by the Minister of Culture, Youth and Sports, Yang Berhormat Pehin Jawatan Luar Pekerma Raja Dato Seri Paduka Haji Awang Hussein on his arrival to launch a national courtesy campaign on 13 May in Bandar Seri Begawan. Above: Some of the participants of the campaign and on left, the prince is introduced to participants.



Above and left: Some of the guests who included cabinet ministers, cheterias and diplomats watching the performances at the launching of the national courtesy campaign. Below left and below: Some of the short satirical sketches performed at the start of the campaign depicting aspects of both courtesy and discourtesy.



Singapore's new envoy to Brunei Darussalam takes office



Singapore's new High Commissioner to Brunei Darussalam has presented his credential to His Majesty Paduka Seri Baginda Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam (picture above right). He is His Excellency Mr. Tan Keng Jin, who was accorded a guard of honour before presenting his credential and granted audience by His Majesty at Istana Nurul Iman on 9 May. A graduate of the University of Singapore, His Excellency is aged 50. The diplomat has held several posts overseas before his present appointment, having joined the Singapore Foreign Affairs service in 1971. These included postings to London as First Secretary (Commercial) in the Singapore High Commission there, and as Ambassador to Egypt. He has also served in Geneva and as Director of the ASEAN Directorate. His Excellency Mr. Tan Keng Jin succeeds Mr. Edward Lee, who ended his tour of duty in Bandar Seri Begawan in March (picture on right).



The importance of ensuring that the right people equipped with the right skills are placed in the right jobs has been emphasised by a top Brunei government official.

A Permanent Secretary in the Prime Minister's Office, Dato Seri Laila Jasa Awang Haji Ahmad bin Dato Paduka Matnoor said in this way the human resources could be utilised fully and any wastage is reduced.

He was speaking on 7 May at the opening of a three-week course on Training Methodology in Bandar Seri Begawan organised by the Asia-Pacific Institute for Broadcasting Development, AIBD, attended by participants from some 10 countries in the Asia-Pacific region.

He said while many countries are experiencing budgeting constraints, there is a need to do more with the same amount of money or even less than before. Less budgeting, he explained, does not mean that efficiency, effectiveness and productivity cannot be improved. The catchphrase then is to work smarter and not work so much harder.

Put the right people in the right jobs, urges official

Permanent Secretary in the Prime Minister's Office, Dato Seri Laila Jasa Awang Haji Ahmad bin Dato Paduka Matnoor addressing participants of a course on Training Methodology. On his left is the Deputy Director of Broadcasting and Information, Haji Awang Aliddin Haji Othman.



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One of the best ways "to ensure that the right people are in the right jobs," Dato Haji Ahmad said, "is by having an effective system of performance appraisal and by carrying out a careful analysis and description of the jobs."

"Here in Brunei Darussalam," the Permanent Secretary pointed, "We have embarked in recent years on a wide performance appraisal system." Even though inevitable problems at the initial stage are to be sorted out, the government is in the process of evaluating a major programme this year to analyse and write job descriptions in the civil service. This, in turn, could help determine that the right people with the right skills are in the right jobs.

Another objective of the regional course, said the Permanent Secretary, is related to the evaluation of training. "It goes without saying that if human resource development efforts are to be effective, they must be monitored and evaluated. Unfortunately this is one aspect of training that is all too often neglected."

Dato Haji Ahmad strongly urged human resource development specialists to follow up and see how the officers they had sent for training actually perform later.

The Permanent Secretary told the participants that the challenge lies in how they use their new acquired knowledge and skills when they return to their organisations. Armed with these, they should work smarter to achieve more with the same amount of funding; they should ensure that they have the right people with the right knowledge and skills in the right jobs; and that they could introduce the concept of management auditing as they follow up the results of their human resource development efforts.

In the effort to improve their organisations or in introducing new programmes, the Permanent Secretary also called on the participants not to immediately resort to increase the number of staff without first thoroughly evaluating the possibility of increasing the efficiency, effectiveness and productivity of the existing manpower.



Some of the officials and participants attending the opening ceremony of the Training Methodology course at the government rest house in Bandar Seri Begawan.

As a follow-up to the course, Dato Haji Ahmad hoped participants would provide feedback later, with regard to the successes, problems and their solutions to these problems.

To date, seven senior officials from the Department of Broadcasting and Information had attended the course on Training Methodology organised by the AIBD since 1979. The Department had participated in a number of courses organised by the AIBD, even before it became a full member in 1988. The AIBD, a training institute in broadcasting,

is intergovernmental. It aims to meet the needs of ESCAP members (United Nations Economic and Social Commission for Asia and the Pacific) in the development and in the upgrading of the system and professions of those in broadcasting.

Since 1989, the role and responsibility of Brunei Darussalam in AIBD has become more visible, challenging and significant. This is especially so when the country was chosen to be one of 11 countries to sit in the Governing Council. All eleven countries in the Council have voting rights.

Brunei Darussalam to promote ecotourism as part of its economic diversification efforts

Brunei Darussalam is gearing to make itself a tourist destination.

As part of its intensive drive to diversify the economy that began in early 1989 so that its dependence on the oil and gas industry could be reduced, the government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam has taken various measures including the promotion of the private sector's growth and encouragement of foreign investment into the country.

In a latest move to further boost the economic diversification ef-



Minister of Industry and Primary Resources, Yang Berhormat Pehin Orang Kaya Setia Pahlawan Dato Seri Setia Haji Awang Abdul Rahman speaks of Brunei Darussalam's potential in ecotourism.

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A seven-member delegation from the Singapore Housing Development Board led by the board's Chairman, Mr. Hsuan Owyang made a three-day visit to Bandar Seri Begawan starting 2 May.

Included in the delegation's itinerary was a courtesy call on the Minister of Development, Yang Berhormat Pengiran Dato Seri Paduka Dr. Haji Ismail.

The visitors also took a first hand look at the Housing Development Scheme at Kampung Lambak Kanan and Kampung Mata-Mata outside the Brunei capital as well as the one at Kampung Bukit Beruang in Tutong district. All the three schemes have been developed by the Government of His Majesty the Sultan and Yang Di-Pertuan as part of its moves to provide housing for citizens.

Similar schemes are also being developed in more than half a dozen other parts of the country.

Singapore delegation takes a look at Brunei Darussalam's Housing Development Scheme



The Director of the Brunei Darussalam Housing Development Department, Dato Paduka Haji Awang Othman presents a souvenir to his Singapore counterpart, Mr. Hsuan Owyang (extreme right) during the latter's visit to Bandar Seri Begawan.

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forts, it is moving to promote the tourism industry.

The tourism industry and its accompanying infrastructure already exist on a small scale. And the aim is now to systematically develop it on a larger scale.

In a forum held in April, the Minister of Industry and Primary Resources said that Brunei Darussalam is rich in flora and fauna and therefore has the potential to be developed in terms of ecotourism. Tourism as an industry, in fact, has a significant role in introducing the country and in strengthening its image for being "receptive" and "conducive" to foreign investments. Its role in instilling confidence to foreign investors has also been proven in neighbouring countries.

Yang Berhormat Pehin Orang Kaya Setia Pahlawan Dato Seri Setia Haji Awang Abdul Rahman expressed this view during a forum on the development of ecotourism, held on 24 April 1990. It was organised by the Ministry of Industry and Primary Resources at the International Convention Centre. The forum aimed to thrash out ways to promote the country's tourism by exploiting its natural environment

as its key attraction, that is ecotourism.

The unique forestry of Brunei Darussalam has attracted the attention of some quarters at the international level, who are keen in the protection and conservation of the natural environment. Apart from researchers, scientists and students, the Minister said, a large number of tourists from the developed countries especially, are interested to experience and witness for themselves the rich resources of the tropical forests not found in their own countries.

The success of ecotourism, as with other industries, Pehin Dato Haji Abdul Rahman said, "is not dependent on the availability of the infrastructure alone."

"What's more important in order to develop ecotourism in the country, is for us to have the will and an earnest effort in tackling any obstacle, in particular during the initial stages."

The Minister further underlined the importance of discussions and agreements of all related parties involved, to ensure success in any industry. Pehin Dato Haji Abdul Rahman later stressed the relevance in being positive and urged everyone in the public and private sectors to cooperate with each other in the efforts to diversify the economy, especially in this very early stage of promoting ecotourism.

The Minister in addition expressed his confidence that those relevant parties would be able to provide an effective and competitive facilities necessary in the tourism industry, in particular with regard to accommodation transportation, food and related matters.

"We also need to jointly devise an attractive tourist package. In this respect, the package need not be merely related to the rich reserves of the forestry. "On the other hand, ecotourism could be promoted together with an ordinary tourist package such as by way of introducing the country in terms of its history and culture.

The Minister then explained why it was not feasible to build bigger shopping complexes or provide any activity which is contrary to the culture and traditions of the country or to Islamic teachings, to attract tourism. These, however, should not provide the excuses in the efforts to develop ecotourism.

The forum, said the Minister, was only the initial contribution of the Ministry to promote ecotourism in the country. The commitment and positive suggestion of those present at the forum, the Minister concluded, could pave the way for the implementation of ecotourism in the country.

What leading businessmen and other prominent figures in the private sector have to say about the Government's economic diversification efforts

In line with the Government's intensive drive to promote private sector growth as part of its efforts to diversify the economy, Government publications and the local media, should devote a page highlighting the private sector. This page should feature not only successful and prominent entrepreneurs in Brunei Darussalam, it should also profile their achievements and inform readers about the training and development plan of the companies. By doing so, an awareness about the private sector could then be created and information about career opportunities could also be made known.

This view is one of the proposals voiced by the General Manager of the Sheraton Utama in Brunei Darussalam, Mr. Peter Alatsas and Dato Ibrahim, the successful local entrepreneur who owns the renowned architect firm, Akitek Ibrahim. They were speaking in separate interviews on the role of the private sector in economic diversification. During a "muzakarah" (discussion) held on 22 March, 1990, with bankers, local entrepreneurs and other members of the business community, the Minister of Industry and Primary Resources had urged them to assist the Government promote the country to foreign investors, thus accelerating economic diversification.

Apart from Dato Ibrahim and Mr. Peter Alatsas, interviews were also held with the Managers of the Hongkong and Shanghai Banking Corporation Ltd, and the Standard Chartered Bank, Mr. R.J. Knowles and Mr. Keith Weston respectively, and Mr. Stephen Ong, the Director of Teck Guan Development Ltd, which has five other companies specializing in trading, insurance and property development and management.

Their views were sought on a range of issues: ie how they could help the Government boost private sector's growth, how the private sector could continue to expand their business without depending on Government expenditure and what they could do to attract more locals into the private sector.

In all, those interviewed are in favour of more "muzakarah" between the Government and the private sector. One of the interviewees, Mr. Stephen Ong said the "muzakarah" was a promising move by the Government. It indicates the determination of the Government to involve the private sector in the joint planning towards economic diversification.

They also concurred that the private sector could play a positive role in stimulating economic growth. In addition, they are supportive of the call by the Government in luring more locals into the private sector.

On Ways To Promote Private Sector Growth

Mr. Knowles of the Hong Kong and Shanghai Banking Corporation Ltd suggested that a survey be conducted to gather the factors which led investors to select Brunei Darussalam or otherwise somewhere else, as a place for foreign investment. These findings could further help the Government to step up its bid in accelerating economic diversification.

Speaking about the obstacles to the potential investor, Mr. Knowles brought to light the problem in the delay of payment for completed projects. He said this was one of the grouses brought to his attention. The Development Minister, Yang Berhormat Pengiran Dato Seri Paduka Dr. Haji Ismail on the other hand, had clarified that the delay was due to changes in the procedures to the system of payment and in getting allocations (for payment). He also expressed the hope that the discussions held with the Finance Ministry could help remedy the situation. The Minister further urged those involved to be patient.

The manager of the Hong Kong and Shanghai Banking Corporation Ltd also suggested the formation of a Development Agency. To be set up in the initial stages of the development process, the Agency could be jointly funded by the Government and the private sector or it could be wholly Government-controlled. Mr. Knowles said, the banks in Brunei

Darussalam are essentially retail banks "to service the men in the street." By developing this agency along the lines of a Capital or Investment Bank, this agency could provide the financial muscle in underwriting some projects in the diversification programme. Like a development bank, this agency would have the sole priority and responsibility in looking after the development of industries. This agency would play a cohesive, central and wider role than the One Stop Agency, in the channelling of funds and finance for projects in the diversification programme.

When asked how the banking sector could help the Government promote private sector growth, Mr. Knowles said his bank was already playing its part. Through its publication on the country profile of Brunei Darussalam, information on the Government's economic policies and diversification plan are made available worldwide in all its branches stretching from the U.K. Australia and ASEAN.

Mr. Keith Weston of the Standard Chartered Bank, on the other hand, said that vital information and figures could be made more readily available. Such information is decisive to any potential investor.

Both Mr. Stephen Ong and Mr. Weston agreed that much could be done with the abundant silica deposits in the country. Exploiting other natural resources, like silica could prove viable for the export market.

Mr. Knowles also said that Brunei Darussalam "does need a lot of high-level intensive marketing." The task in diversifying the economy and in boosting foreign investments is a huge one. Mr. Knowles further added, "It is a very competitive world out there. The attraction in ASEAN countries are strong."

Speaking from someone in the hotel industry, Mr. Peter Alatsas, on the other hand, said that the Sheraton is already promoting Brunei Darussalam as a destination. Not only to potential tourists but also to the commercial travellers.

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Wider power for Ministry to promote industrial activities

The Permanent Secretary of the Ministry of Industry and Primary Resources, announced on 10 May 1990 that his Ministry has been given the legal instrument to facilitate any industrial development process within the Economic Development Board Enactment.

Through the formation of a Technical Committee, Dato Paduka Malai Ali said, the Ministry has been given the authority to exercise the relevant section of the Brunei Economic Development Board Enactment, mainly section 8 and 9, that is to promote or undertake any residential, agricultural or commercial development on areas in Brunei Darussalam designated for such purposes; to promote or undertake any kind of business, trading and commercial enterprise including agricultural, industrial, housing and mining enterprises in Brunei and to promote wherever necessary, any company or companies for any of the purposes specified earlier.

Dato Paduka Malai Ali was speaking to some 200 people who attended the public lecture on Developing an Offshore Banking Industry viewed from the Southeast Asian Perspective. The public lecture was organised by ITB (Institut Teknologi Brunei) and sponsored by the Industrial Resources Berhad, a subsidiary of Inchcape Berhad.

The Permanent Secretary also informed his audience that economic diversification would remain high in the development agenda of the Sixth National Development Plan. Now that the Fifth National Development is coming to a close, the preparation of the next Plan is now under way. Dato Paduka Malai Ali said he did not anticipate any change in the ultimate objective of the Plan, in continuing the process of improving the quality of life for the people of Brunei Darussalam.

Said the Permanent Secretary, "We will continue to plan for a sustainable development where the political, social and physical



Permanent Secretary of the Ministry of Industry and Primary Resources, Dato Paduka Malai Ali.

environment will continue to be in harmony. The economy will move towards a more sustainable growth."

Dato Paduka Malai Ali also spoke of the four future potential industries identified in the current Fifth National Development Plan; mainly bio-industry, high value-added and non-labour intensive industries and the development of the country as a financial and trading centre. To ensure the development of these industries, Brunei Darussalam offers preferential regulatory and tax conditions, tax incentives and an absence of exchange control. Corporate tax at 30 percent is the lowest in ASEAN. There is no foreign exchange control. Pioneer industries are also given tax exemption. In short, the major components in industrial development already exist in Brunei Darussalam.

Other favourable factors, also exist for the foreign investors namely; the presence of political and financial stability in the country, that Brunei Darussalam is within easy reach to all ASEAN capitals, the country is also in APEC, (the Asia Pacific

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Pictures on opposite page: Top left of page shows His Majesty greeting one of the thousands of handicapped and orphans entertained to a Hari Raya gathering by His Majesty and Her Royal Highness Pengiran Istari Hajjah Mariam at Istana Nurul Izzah. Top right of the page: His Majesty the Sultan and Her Royal Highness and their children greet each and everyone of the orphans and handicapped during the gathering. Middle pictures at left and right of the opposite page show Her Majesty the Raja Isteri Pengiran Anak Saleha and Her Royal Highness Pengiran Istari Hajjah Mariam at a Hari Raya gathering organised by women organisations in the country. Centre picture at bottom of page and bottom right of page show orphans and handicapped having plenty of fun and food during open house at Istana Nurul Izzah.

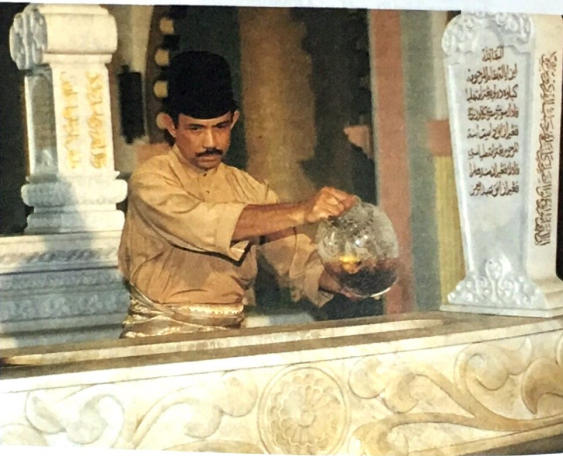
The joy of Hari Raya shared by all

Hari Raya Aidilfitri was celebrated for several weeks after it began on 27 April. The festival marks the end of the fasting month of Ramadan. Fasting is one of the tenets of Islam and throughout Ramadan, Muslims perform dawn-to-sundown fast daily for a month. During the ensuing Hari Raya Aidilfitri celebrations, Muslims held open house to greet relatives and friends. The Istana Nurul Iman also held open house for three days during which some 36,000 people called to exchange Hari Raya greetings with His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam and other members of the royal family.

Above: His Majesty Paduka Seri Baginda Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Sultan and Yang Di-Pertuan of Brunei Darussalam led royal family members at a Bertahilli prayer at the royal mausoleum in Bandar Seri Begawan. On His Majesty's right are his oldest son and His Majesty's three brothers.

Right: His Majesty sprinkles scented water on one of the tombs at the mausoleum.

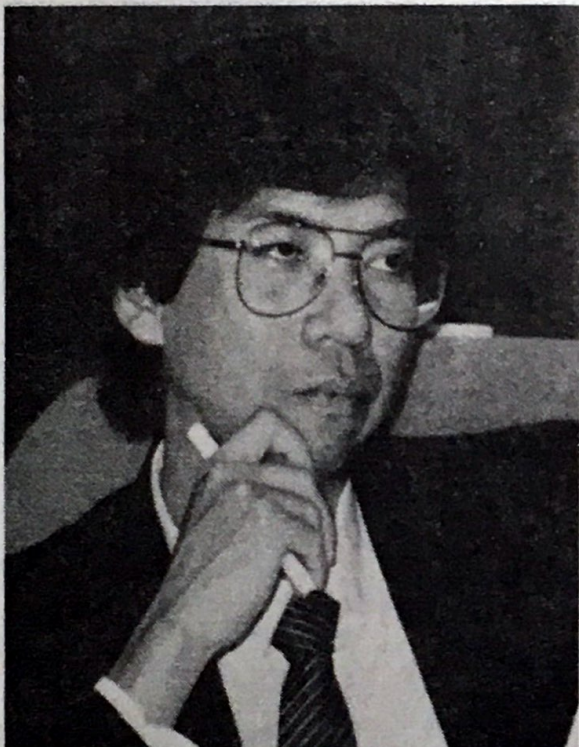
Below: A traditional Brunei dance was one of the cultural presentations performed during a Hari Raya celebration organised by women organisations attended by Her Majesty the Raja Isteri and Her Royal Highness the Pengiran Istari.



Economic Cooperation) and that Brunei Darussalam is in the region of high economic growth and that the country offers the right conditions for business.

The Permanent Secretary also spoke at length on the various functions of the Ministry of Industry and Primary Resources. Set up on 1 January 1989, the Ministry is tasked to promote Brunei Darussalam as a place for profitable business, promote the linkage between the potential industrial developer and the Government machinery and implement the Government's commitment in recognizing the private sector as the agent for economic development and growth.

The industrial development process is now in top gear. With better coordination, closer rela-



Dr. Robert Chia spoke on 'Developing an offshore banking industry - a Southeast Asian perspective'.

tion between the private and government sectors, Dato Paduka Malai Ali said, Brunei Darussalam "Will now move into a more aggressive pace of industrial development."

Brunei Darussalam welcomes foreign investments in particular in the small and medium scale industries. The Permanent Secretary later explained how the Ministry promote investments in the regional and international context.

Through the ASEAN economic cooperation, foreign investors could gain access to the ASEAN market under the Preferential Trading Arrangement which provides a margin of preference of up

to 90 percent. Through the ASEAN Industrial Joint Venture Scheme, foreign investors could also enjoy marketing advantages in the region. And as Brunei Darussalam is also a signatory to the ASEAN Investments Guarantee Agreement, an assurance is provided to foreign investors. The Permanent Secretary further informed that the country is in the process of signing agreements with other countries.

Brunei Darussalam's association in APEC also provides the contacts for the Ministry's officials with those from the other countries in the region. In brief, Brunei Darussalam is in a favourable trading position in ASEAN and in the Asia Pacific region.

And where industrial development or financial activities are concerned, the fiscal climate also offers such favourable terms with comparative advantage such as political stability, financial security, flexibility in recruitment of foreign labour, low corporate tax, no income tax, no exchange control, no manufacturing tax and no sales tax.

Dato Paduka Malai Ali also informed that the One-Stop Agency, created within the Ministry, is responsible in providing the linkage between the Government and the private sector. In other words, it is charged with the speeding up of the industrial development process by coordinating with related Ministries and Government departments.

In the third area of responsibility of the Ministry, that is in the development of the private sectors, Dato Paduka Malai Ali made this clarification. Economic development, said the Permanent Secretary "is not a simple theory of supply and demand." The reality of business, he went on "is the triangular relation between the supply, demand and the bureaucracy."

On the part of the government, in the regulatory control of supply and demand, the supportive effort of the administration has to be balanced. The rationalization of control and support are important elements in the development of the economy. The permanent Secretary said "They are the pace-setters in economic development. It is the expression of the administrative will to succeed."

In the setting up of an industry, Dato Paduka Malai Ali further explained, other concerns beyond the ability to make profit must be taken into consideration. Factors such as the impact on the environment are issues which can delay or cancel a project completely. In the hypothetical case of a businessman who decides to hire foreign workers, apart from determining their wages and the expected value of the product, he also has to consider the requirements of the Labour Department. For instance, in terms of the workmen's compensation and repatriation deposits etc. In addition, he has to consider the racial and social mix of the country. Appreciating these requirements, said the Permanent Secretary, is essential in the continuing success of the business.

The government, on its part, needs to rationalize and balance the regulatory control and the supporting function in development. The businessman, on the other hand, needs to understand and manage the dynamics of the triangular relationship between supply, demand and the bureaucracy. In this context, the Ministry is the central body which coordinates and acts as the feedback link between the private sector and the Government. In other

words, the Ministry assists and provides the input to the Government machinery, with regard to the relevance and the effectiveness of services and regulatory functions.

The Ministry's task is to seek the continuing support of the various Ministries and Government departments in ensuring a progressive and development-oriented administration. The partnership then lies with the Ministries, Government departments and the private sector towards achieving success in economic development and growth.

The role of the Ministry, the Permanent Secretary concluded, "is thus to provide assistance to the private sector in the management of these three elements. It requires the development of the capabilities of the entrepreneurs in the total management concept of business in a dynamic competitive world."

"Our function is to work together with other government departments and ministries to support the private sector in accelerating the industrial development process." The seminar is evidence of a positive step in this direction. Such an effort needs to be continued, Dato Paduka Malai Ali remarked.

Harsh warning for employers contravening Labour Act



Commissioner of Labour, Awang Haji Zainal Momin issues stern warning to employers who hire foreign labourers.

Employers hiring foreign workers in Brunei Darussalam have been warned that the Labour Department would not hesitate to take action against them if they are found flouting the Labour Act. This reminder came in the wake of some employers failing to discharge their responsibilities as spelled out in the Labour Act, for instance, among other things, employers shall provide and maintain suitable accommodation for their foreign workers. Employers are also required to pay the full wages of their staff not later than ten days after the expiration of the period of which they are due and in the event of death, send the corpses back to their country of origin.

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This terse advice was issued by the Commissioner of Labour, Awang Haji Zainal during a briefing in March. The briefing was organised by the Labour Department for employers who are hiring foreign workers. Already, five similar briefings were held last year. It is hoped that briefings like these could further acquaint employers with the various aspects of the Labour Act, the Workmen's Compensation Act, the Employment Information Act and the various rulings enforced by the Labour Department.

The Commissioner of Labour had also expressed his appreciation for the submission of employment returns by employers as required by the Labour Information Act. Awang Haji Zainal further urged those who had not returned the forms, to do so early. Failure to comply, he said, could result in a fine of \$2,500 and an imprisonment of six months.

The Commissioner of Labour, in addition reiterated the procedures in hiring foreign workers. Initially, a written approval and a licence must be sought from the Commissioner of Labour. This would be followed with the work permit applications from employers. Such applications can only be entertained with appropriate Bank Guarantees or cash deposits as stipulated by the department. Awang Haji Zainal advised employers not to submit incomplete forms or apply for a work permit exceeding the approved number. The Commissioner further urged "big" employers, if necessary to appoint representatives to act on their behalf in their dealings with the Labour Department on matters such as the application of work permit. These representatives, said Awang Haji Zainal, should be familiar not only with the needs of the company, but also with the requirements of the Labour Department.

In a similar briefing held in March last year, the Commissioner of Labour advised employers to recruit locals if they are qualified for the job. He further urged employers to provide the locals with proper training to upgrade their working skills. This would enable them to takeover from foreigners, who now occupy positions which could not be filled by the locals. The Commissioner applauded those employers who had heeded this call by sending locals for further training either in higher institutions of learning in the country or sending locals for courses organised by their sister companies. He urged others to emulate this positive move as this would also encourage more locals to join the private sector. And simultaneously, there would also be less reliance on the Government for employment.

During the same briefing, employers were reminded of the Labour Act which states that after two years of service, a foreign worker is required to return home to meet his family. Application for the renewal of a work permit would not be considered unless employers could show evidence that their staff had already returned home.

Some 36,000 foreign workers were Employed in the private sector in 1989. In 1988, there were 31,434, while in 1980, there were only 16,794. (Statistics from the Labour Department for foreigners working in the private sector only. The figure does not include domestic servants and expatriates in the Government service).

During the sessions, employers heard briefings, among other things, on the organisation and functions of the Labour Department, the issue on the letter of approval and licence, the role of the Employment Centre, the Working Conditions and Workmen's Compensation and Labour Relations.

Diplomatic ties established with several more countries

Brunei Darussalam's diplomatic ties with the world community has continued to expand.

Already having diplomatic relations with no less than 40 countries, recently it established

similar relations with eight more nations.

These comprise the Islamic Republic of Iran, the Islamic Republic of Iraq, Tonga, Tunisia, the Republic of Seychelles, Kuwait, Mali and Niger.

Village leaders are of equal standing as other Government officers, says a top official



Dato Paduka Haji Awang Omar bin Haji Seruddin, who is Permanent Secretary of the Home Affairs Ministry, hands over letter of appointment to Haji Ibrahim bin Tarsat (right).

The position and roles of penghulu mukim and ketua kampung (village leaders) within the community are no less important than those of other Government officers or other leaders of the community.

Any action by the village leaders will be reflected in the image of their villages.

This was stated by the Permanent Secretary of the Ministry of Home Affairs, Dato Paduka Haji Awang Omar bin Haji Seruddin when he presented letter of appointment to the new head of Mukim Kota Batu (Kota Batu Village) on 13 May.

He urged village leaders to be constantly alert about their responsibility and be sensitive to the goings-on and to the affairs of their villages and to do so justly and efficiently.

“Village leaders must be aware that residents have their own hopes and needs from their penghulu or ketua,” said the Permanent Secretary.

Thus, the management and consideration of the village leaders must conform to such needs and hopes.

Dato Paduka Haji Awang Omar then said in order to live up to the expectations of the people in their

charge, village leaders need to increase their professionalism from time to time to enable them better cope in tackling problems which the residents may bring to them.

He advised penghulu and ketua kampung to settle problems properly and amicably and to channel some of the problems to the appropriate authority should the need arise.

The village leaders were also urged to be prime-movers of efforts aimed at improving the quality of life of the residents - a life that is healthy and in unison and harmony, for example, by means of motivating actively the activities of village committees.

Dato Paduka Haji Awang Omar reminded village leaders to set good examples and not to work for their own benefit solely.

Touching on the importance of safeguarding vital documents such as passports, identity cards, birth certificates and the like, the Permanent Secretary cited a recent development in which the ‘Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam uncovered a syndicate which forged Brunei passports for use by foreign nationals.’

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“Such activity involved Brunei citizens who had pawned their rights by selling their passports to foreigners who used the documents for criminal and other undesirable purposes,” the official lashed out.

The Permanent Secretary further hit out that “such activity would not only mar the good name of the country, but it would also cause uneasiness among other Brunei citizens when visiting other countries.”

He mentioned that members of the syndicate had been brought before the High Court and given heavy prison terms commensurate with the gravity of their crimes.

He advised the village leaders to remind residents in the their villages on the importance of safeguarding such documents.

Dato Paduka Haji Awang Omar also spoke of attempts by a small minority to disrupt unity among the people.

“This was done by spreading propaganda through leaflets and unanimous letters to instigate the people,” he said.

“Penghulus and ketua kampung,” he added, “must cooperate with each other to eradicate such doings by providing the true and correct information.”

A large number of residents of Mukim Kota Batu turned out at the occasion to welcome their new penghulu.



The Deputy Minister of Defence, Yang Amat Mulia Pengiran Sanggamara Diraja Major-General Pengiran Haji Ibnu (extreme right) opening British Aerospace (International) Ltd's office in Bandar Seri Begawan.

British Aerospace opens office in Brunei Darussalam

Come 1992, the strength of the Royal Brunei Armed Forces (RBAF) will be further boosted with a fleet of British-manufactured Hawk jet fighters making their appearance in the forces. The aircraft will also be the first to be introduced in the RBAF.

And due to the expected increased activities of the British Aerospace (International) Ltd from which the Brunei Darussalam Government is purchasing the warplanes, the firm has opened office in Bandar Seri

Begawan.

“The offices have been opened in preparation for the increased activities relating to the supply of Hawk aircraft to the Royal Brunei Armed Forces,” said the British High Commission in Bandar Seri Begawan in a press release recently.

The press release added that “it is also intended that the office will provide a combined and centralised unit which will be responsive to

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activities relating to all British Aerospace products."

Located at the Athira Plaza in the Brunei capital, the offices were officially opened on 17 May by the Brunei Darussalam Deputy Minister of Defence, Yang Amat Mulia Pengiran Sanggamara Diraja Major-General Pengiran Haji Ibnu.

Under a multi-million dollar arms purchase agreement between the Brunei and British Governments in November last

year, the Royal Brunei Armed Forces will acquire a fleet of 16 Hawk-100 light-attack aircraft.

These new acquisitions will be operational in early 1992, the Defence Ministry said last November.

Under the same agreement with the British Government, Brunei Darussalam will also purchase three Corvette offshore patrol boats equipped with missiles from another company in the United Kingdom - Vosper Thornycraft.

Accompanied by a number of senior RBAF officials, Yang Amat Mulia Pengiran Sanggamara Diraja Major-General Pengiran Haji Ibnu was welcomed by Mr. W.F. McNaughton, who is Assistant Managing Director of British Aerospace (Military Aircraft) Ltd., who had flown from England for the occasion. Also on hand to greet the Brunei Darussalam Deputy Defence Minister were Mr. John Cockburn, Director Operations, Brunei and Mr. Roy Kenward, Resident General Manager.

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Mr. Alatsas has also proposed the extension of the social visit pass to more than two weeks. He said that much could be derived with the building of a commercial golf course.

These proposals would be consistent with the recent announcement by Yang Berhormat Pehin Orang Kaya Setia Pahlawan Dato Seri Setia Haji Awang Abdul Rahman. On 24 April 1990, the Minister of Industry and Primary Resources said the time has come to promote tourism in the country systematically and on a larger scale. The call was made during a forum on the development of ecotourism, which will bring to the fore the rich flora and fauna and the unique tropical forests in the country.

How the Private Sector could continue to Grow/Expand Business Without Relying on Government Expenditure

During the "muzakkarah" held on 22 March 1990 with the business community, Pehin Dato Haji Awang Abdul Rahman urged the private sector to play their role to the hilt without depending on Government expenditure. This is especially so now that the Government is cutting down its budget as a result of a fall in Government revenue, a consequence of the falling oil prices and the low exchange rate of the US dollar. The Minister was referring in particular to the construction industry.

Dato Ibrahim, whose firm is responsible behind the building of the Istana Nurul Izzah, the Islamic Dakwah Centre and the Arts and Handicraft Centre, among others, agreed with the Minister. Dato Ibrahim revealed that he would like to go into the the development projects, i.e. to

be a developer, not merely an architect. Dato Ibrahim said he was aware that a lot of the people with land, lack the capital to go into the building of residential properties. This is where his expertise and management would come into force, for instance in helping land owners secure the finance from the banks.

As the population is small, and therefore the market restricted, Mr Stephen Ong pointed out that the country must look out to the region and the international market. The goods must also be competitive, he stressed.

Getting More Locals To Join The Private Sector/Set Up Their Own Business Venture.

In view of the lack of information about career opportunities in the private sector, more talks featuring more locals entrepreneurs, should be organised in schools or in higher institutions of learning. Dato Ibrahim, for one was invited by the Maktab Sains Paduka Seri Begawan Sultan to give a talk on his work and to ITB students, to inform them of the need to shift their search to the private sector for employment. Mr. Alatsas had also been twice invited to deliver talks at the Universiti Brunei Darussalam. Both speakers attested that after listening to the career opportunities, enthusiasm among the students were high and felt that more of such talks should be held in the future.

Mr. Peter Alatsas remarked that when he first came to Brunei Darussalam two years ago, he hardly heard anything about the private sector. The situation, said the General Manager, had nonetheless changed. He also spoke about the existence of few personalities here who the people could emulate. Successful figures like Mr. Donald Trump,

said he, or any other prominent businessmen in big corporations, could inspire those with the entrepreneurial zest to go ahead with their business venture.

Dato Ibrahim is also personally keen to help local entrepreneurs. Having in mind those in the fishery business or agriculture, Dato Ibrahim was thinking of providing some sort of a "management assistance." The expertise would be forthcoming especially in the case of those who may lack the experience or the capability to put in order the financial structure or the administrative management of their enterprises.

As to the efforts to get more locals join the private sector, Mr. Knowles said the bank organised visits regularly to UBD (Universiti Brunei Darussalam) to give presentations on career prospects in the bank. The bank also gives awards for excellence and invites job placements as well as sponsors scholarships at the ITB (Institut Teknologi Brunei). Attempts are also made to brief Brunei undergraduates in the U.K. about job opportunities in the bank.

Introducing more incentives would not necessarily produce instantaneous success in bringing more locals to the private sector. To Mr. Knowles, "Just providing incentives in terms of basic monetary attractions, isn't in itself a fulfilling role to which most people, I believe, are striving to achieve. For one would want a career not just in securing a job," Mr. Knowles said.

Like Dato Ibrahim, Mr. Knowles concluded that "It is difficult to change historical and imbued ideas completely," (getting more locals to look to the private sector for employment with the prevalent preference to work in the Government, the largest employer).

Plane crash puts efficiency of the services to the test

Shortly after eight on the night of 16 May, "disaster" struck at Brunei International airport.

An "AEEEX International Airlines Boeing 737 RP-AEX" carrying 67 passengers and a crew of eight on a flight from Manila crashed while making its final approach after one of its engines caught fire in mid air about thirty miles from the Brunei International airport.

Going down in an area known as F9 some 1,500 metres short of runway 21, the aircraft burst into flames on impact and was destroyed.

The tower which had received a distress call from the aircraft minutes earlier, declared a full emergency and sent out a full-scale alert to all the services.

Soon the services converged at the scene of the "holocaust" and pulled the dead, dying and injured as well as dazed survivors from the plane turned blazing-inferno.

"AEEEX International Airlines" of course is a fictitious airways and the whole scenario was an especially staged accident.

But the lessons learned from 16 May's combined exercise at the airport were very real.

The police, State Fire Brigade, airport fire service, the Royal Brunei Armed Forces, the Medical and Health Department, the Department of Civil Aviation, Royal Brunei Airlines and Singapore Airlines took part in the operation.

The Scenario called for the aircraft to take the forms of hundreds of disused tyres which were set on fire assimilating an aircraft in the area known as F9, a short distance away from the end of runway 21.

Among the first at the scene were the airport fire service which put out the blaze within minutes..... and soon all the other

services were there, too, also in record time.

While the fire engines toiled to put out the flames which had engulfed what remained of the aircraft, personnel from the other services put up cordons and set up emergency centres near the crash scene while teams of doctors examined the victims, separating the dead from the dying and injured.

Those injured were rushed to hospital eight kilometres away by a fleet of ambulances escorted by police riders on motorcycles..... all blaring their sirens and flashing their emergency lights.

While all these were going on, a team of umpires and observers kept close watch on the proceedings, making notes of areas of the rescue operation which need improvement.

The exercise was the latest in a series held at the airport in conformity with International Civil Aviation regulations.

Airport Emergency Planning is one of the very important elements of the management and operation of airports, especially those which come under the International Civil Aviation Organisation (ICAO) of which Brunei Darussalam became the 154th member in January 1985.

In Brunei Darussalam, Airport Emergency Planning is a joint and coordinated effort of all the agencies involved.

The plan covers any aircraft incidents within a radius of five kilometres centred at Brunei International Airport. In areas not accessible by roads, the National Search and Rescue Plan will be put into operation.

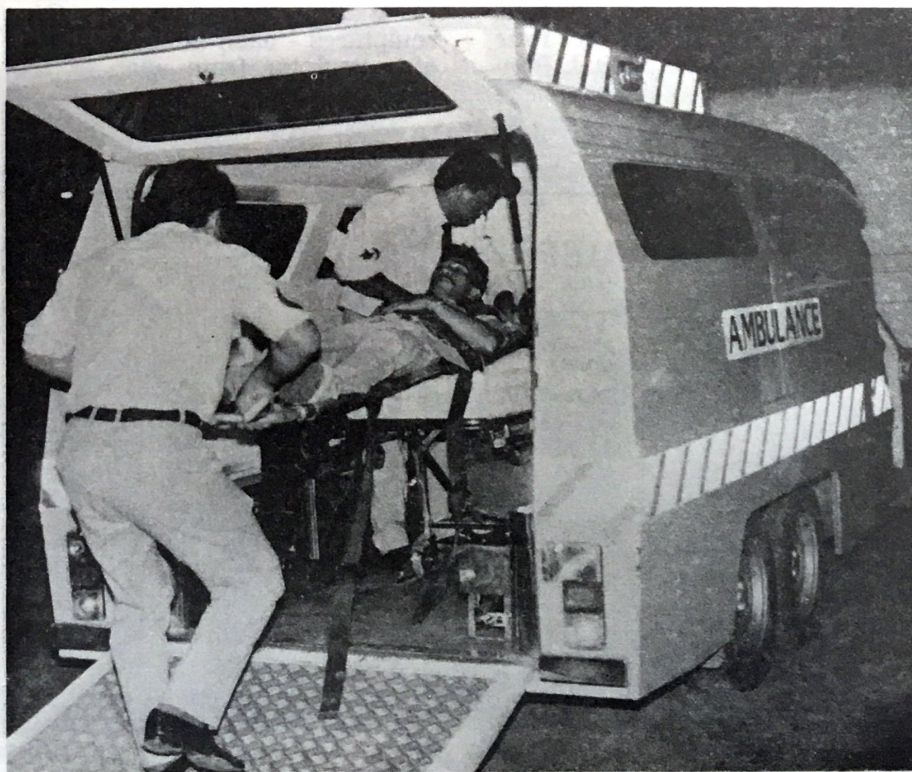
Over the past 20 years, 75 per cent of all aircraft crashes throughout the world have occurred within 1000 metres of the runway. It is towards this area that the Airport Emergency Plan should concentrate.

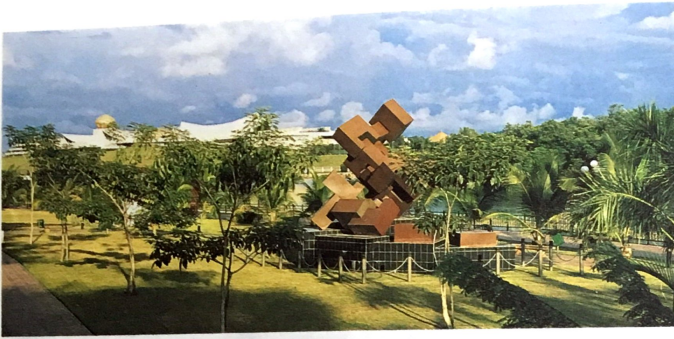


Some of the scenes of efficiency and coordination shown by all the rescue services during the annual mock emergency operation mounted at Brunei International Airport as part of the planning and operation of the airport to meet a real emergency. In Brunei Darussalam, airport emergency planning is a joint and coordinated efforts of all the agencies involved including the police, the army, the Department of Medical and Health, Civil Aviation Department, fire brigade and the airlines using the airport.

Your turn

The next issue of the *Brunei Darussalam newsletter* will appear during the second week of July 1990. If there are events relating to our country you would like featured in this newsletter please call us on Tel: 02-25941 or better still, send us a report with a picture, if possible. Contributions for our next issue should arrive by June 20, 1990. All editorial rights reserved.





ASEAN Solidarity spot



In each of the ASEAN member country, there is a square or area strategically located displaying various works by artists from throughout the grouping.

In Brunei Darussalam, such a square is found about four kilometres from the capital, Ban-

dar Seri Begawan.

Named 'Persiaran Damuan' or The Damuan Recreation area, there stand six sculptures and every piece of work demonstrates the diversity in ASEAN but at the same time illustrates the solidarity within the grouping. The sculptures - each being the work of a sculptor from each of the

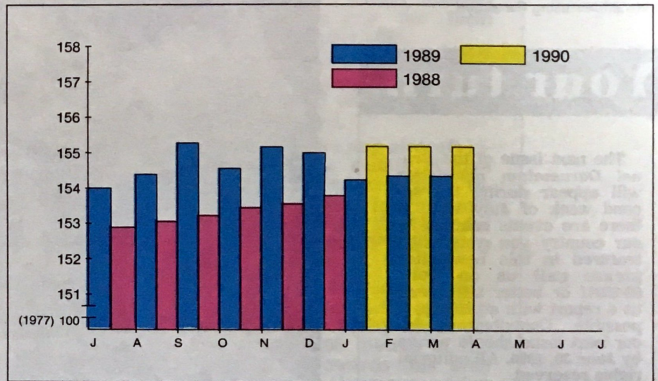
member country, were shaped on the basis of the theme 'Diversity in harmony'. Located on a site with the Brunei river running on one side and the Tutong-Bandar Seri Begawan main road on the other, Persiaran Damuan has a good view of Istana Nurul Iman (Nurul Iman Palace). The sculptures were put up in 1986.

BRUNEI IN BRIEF

Capital City : Bandar Seri Begawan
 Land size : 5765 sq.km
 Population : 241,400 (1988)
 Official Language : Malay
 Official Religion : Islam
 April 1990 rainfall : 293.9 mm.
 (annual 2,818mm)

PRIME LENDING RATE

June 6.75%. (quoted by Bankers' Association).



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