



Optimising Brunei Darussalam's Membership in ASEAN: Utilising Funds Available Through ASEAN Dialogue Partnerships for National Capacity Building

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Abstract

This policy paper calls for Brunei Darussalam to take full advantage of the opportunities that are being provided by its membership in ASEAN. The policy paper, in particular, also highlights the source of funding, for various activities, which Brunei Darussalam can access through the ASEAN Dialogue Partnerships.

Currently, Brunei Ministries/Departments have not been forthcoming to get involved in capacity building activities within the ASEAN Dialogue Partner ambit. These activities are programmed to help ASEAN Member States to improve their capacities in various areas, and will henceforth contribute to ASEAN's own community building efforts.

Only three ASEAN Dialogue Partners cooperation funds will be cited, namely ASEAN-Japan Integration Fund (JAIF), the ASEAN China Cooperation Fund and the ASEAN-New Zealand Initiatives. Some key cooperation areas in the respective dialogue relations are highlighted which include, among others education, agriculture, health and training for civil servants.

The results of seeking funding for projects and activities are both tangible and intangible. Tangible, in a sense, it will help Brunei develop its human capital including the civil servants and students in its aspiration to achieve the Wawasan 2035. It will also contribute to increasing the economic activity in Brunei, should the activities/ projects are organised in Brunei.

Intangible outcome would be the sharpening of skills that are required when hosting events including organisational skills, management skills, as well as inter-personal skills. Having exposed to different people with different backgrounds will also foster greater tolerance and

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understanding. This, will overall, make Bruneians more dynamic and constructive, which is important in this fast-paced global community we are currently living in.

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Table of Content

Overview	Introduction	4 - 5
	Why does this subject matter?	5 – 6
	Current State of Play	6 – 8
	Opportunities in ASEAN	8
	ASEAN Dialogue Partnership	9 - 10
Discussion	Types of Funds	10 – 12
	a. ASEAN-Japan Integration Fund (JAIF & JAIF 2.0)	12 – 14
	b. ASEAN-China Cooperation Fund	14 – 16
	c. ASEAN-New Zealand: The People Strategy and the Prosperity Strategy	16 – 18
	How to apply for the funds	18 - 19
Recommendations		20 - 21
Implementation		21 - 23
Conclusion		23 - 24
References		25
Bibliography		25 – 26

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A. Overview

Introduction

1. This policy paper seeks to recommend that Brunei Darussalam make full use of the benefits that are tied in with its membership in ASEAN. In particular, this paper calls for Ministries/ Departments in Brunei Darussalam to strategically utilise the funding provided by the ASEAN Dialogue Partners to complement our own national capacity building efforts.
2. While the activities/projects would require the agreement and involvement of all ASEAN Member States (AMS), it is worthwhile to pursue for various reasons. Firstly, it will contribute to the nation's capacity building because some of the activities include training, seminars, workshops, as well as scholarships for civil servants and students.
3. Should the activities be organised in Brunei, it will help our economy as well because our hotels will be filled up, and participants will need to spend on food and other necessities. It will also provide the invaluable experience of organising events/projects, which would entail organisational skills, management skills and inter-personal skills.
4. In addition, trainings or scholarships abroad provide a different kind of experience and give an individual a worldwide perspective, foster tolerance to differences, and appreciate diversity. Furthermore, capacity building activities are particularly important as it will involve exchanging of experiences and technological know-how. It can help us identify our real potentials; boost confidence, as well as equip people with skills to make them more productive.

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5. At the same time, it will bolster Brunei's own participation in ASEAN-related activities, and hence improve its standing in the regional organisation.
6. The groundwork for this paper is based on ASEAN's open and closed internal documents. There is not much academic literature on this matter, perhaps due to the nature of the topic.

Why does this subject matter?

7. Due to the current **unfavourable economic climate** following the drop in global oil prices in 2014, the Government of Brunei Darussalam has had to cut its spending. For financial year 2017-2018, the national budget saw a B\$300 million fall compared to the previous fiscal year¹. This fiscal year also witnessed a significant hike in the country's fiscal deficit which totalled B\$ 1.85 billion.
8. In 2016, the Ministry of Education of Brunei reduced scholarships for Bruneian students to pursue their studies overseas from 100 scholarships to only 50 scholarships. While, education loans are provided, this would also entail some sort of monetary expenditure for the Government.
9. This year, across all Brunei Ministries, budget cuts of up to 20% of the entire budget was enforced. These cuts included those meant for scholarships and trainings for various Ministries.

¹ This year's spending was lower than the B\$5.6 billion budget allocated for the 2016-2017 financial year. This was also lower than the 2015-2016 spending of B\$6.3 billion, and this was in turn less than the previous year's figure of B\$7.3 billion.

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10. At the same time these cuts are made, the Government continue to put emphasis on achieving the **Wawasan 2035**. These cuts will no doubt have an impact on achieving the aspirations of the Wawasan, in particular for Brunei to be known for its highly educated people and highly skilled workforce. As “**building capacity and human capital**” was among the 5 focus areas of the Brunei Government spending², the Government remained committed to invest on its human resources, related to the aspirations of the Wawasan 2035.

Current State of Play

11. The Department of ASEAN, MOFAT act as the ASEAN-Brunei National Secretariat which:

- i. Serve as the national focal point;
- ii. Be the repository of information on all ASEAN matters at the national level;
- iii. Coordinate the implementation of ASEAN decisions at the national level;
- iv. Coordinate and support the national preparations of ASEAN meetings;
- v. Promote ASEAN identity and awareness at the national level; and
- vi. Contribute to ASEAN community building.

12. However, the difference between Brunei and other ASEAN Member States' National Secretariats is that the three (3) ASEAN Community Pillars are covered by different Ministries/Departments. The Department of ASEAN in MOFAT covers the ASEAN Political Security Community (APSC) Pillar, the Department of International Trade in MOFAT covers the ASEAN Economic Community (AEC) Pillar and the Ministry of Culture Youth and Sports cover the ASEAN Socio-Cultural Community (ASCC) Pillar.

² The priority of the Brunei Government expenditure was based on five main focuses: Prudent spending; increasing national productivity; enhancing ease of doing business; building capacity and human capital; and preserving the welfare of the people.

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Other ASEAN Member States National Secretariats cover all three community pillars under one Ministry (i.e. the respective Ministry of Foreign Affairs).

13. During the author's time in the Department of ASEAN in the Ministry of Foreign Affairs and Trade, it was found that Brunei do not utilize the funds available to us. Henceforth, a survey was conducted entitled "Benefits/Opportunities Available to ASEAN Member States: Dialogue Partners Funding"³ where 39 respondents participated in the survey.

14. It was found that 64.1% informed that they were not aware that government agencies of ASEAN Member States can seek assistance for projects/activities to be supported by ASEAN External Partners through the ASEAN-External Partner established Trust and Project Funds (TPF). Some respondents were of the view that the lack of awareness was due to absence of communications and platform to disseminate the information. Some respondents assumed that these funds would also prioritise the least developing countries in ASEAN.

15. Out of the 39 respondents, it was also found that 15.8% informed that their Ministries have utilized these assistance. However, it was revealed that the application was rather lengthy and tedious.

16. 94.87% respondents expressed interest to attend a workshop on the types of funds made available through ASEAN and how to go about applying for such support for Ministry/Department's projects/activities in Brunei Darussalam. Meanwhile, 5.13%

³ <https://www.surveymonkey.com/r/QRVBYGD>

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declined to attend citing that they lacked the human resources to undertake such activities and that their Ministries have their own bilateral arrangements.

Opportunities in ASEAN

17. Since its membership in ASEAN, Brunei Darussalam has had an excellent venue to promote and protect its national interests in a broad range of areas, as well as close engagement with various international players. Over the years, through its work with ASEAN, Brunei Darussalam has gained experience, developed skills and expertise in the political security, economic and socio-cultural areas.



Image sourced from
Google

18. During the opening ceremony for the 13th Legislative Council (LEGCO) Session in March this year, His Majesty in his Titah said, among others:

“Kita sudah ada rangkaian-rangkaian pemangkin serantau dan antarabangsa, seperti BIMP-EAGA, ASEAN, APEC dan baru-baru ini TPP bagi membantu menjana pertumbuhan ekonomi. Apa yang tinggal ialah, usaha-usaha mantap ke arah kejayaan. Kita perlu cekat merebut peluang-peluang yang ada.”

19. This excerpt of the Titah is significant because His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam himself acknowledged and encouraged us to take advantage of the valuable opportunities that Brunei has access to through the international organisations including ASEAN. While, this part of the Titah talked about economic growth, opportunities in other areas should also be explored.

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ASEAN's Dialogue Partnership



Image sourced from Google

20. Before it started to pursue relations with external partners, ASEAN focused on fostering mutual confidence and preventing the region from being an arena of Cold War conflict. When ASEAN began to establish relations with its external partners in 1976, the key goals then were as follows:

- i. To secure technical assistance for regional cooperation projects;
- ii. Promote trade and economic relations; and
- iii. Strengthen political relations with third countries and regional groupings.

(Pushpanathan, 2003)

21. In its early years, ASEAN worked on creating national and regional resilience so that economic and national development could be pursued by then-newly independent ASEAN Member States to improve the livelihood of their people. At the time, development cooperation was focused on larger programmes of mutual benefit and was a tool to ensure greater impact on the development of the region and on the dialogue relations (Pushpanathan, 2003).

22. In conducting ASEAN's external relations, the ASEAN Foreign Ministers may confer on an external party, the formal status of Dialogue Partner, Sectoral Dialogue Partner, Development Partner, Special Observer, Guest or other status (ASEAN, 2017).

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23. Currently, ASEAN external partners are as follows:

Dialogue Partners

Australia

Canada

China

European Union

India

Japan

New Zealand

Russia

Republic of Korea

United States

United Nations

Sectoral Dialogue Partners

Norway

Pakistan

Switzerland

Development Partners

Germany

B. Discussion

Types of Funds

24. There are two types of funding⁴ available through the ASEAN Dialogue Partners

Cooperation Funds as follows:

- i. **Trusts funds**: Funds made available by the Dialogue Partners to undertake activities/projects under various areas that have been agreed upon. The utilisation of these funds would ideally be initiated by the Dialogue Partner in areas where ASEAN

⁴ In some occasions, the Dialogue Partner would source funds for the project-based funds from the trust funds. However, usually it will come from a different source.

Funds Available through ASEAN Dialogue Partners

Member States need to develop. These funds are meant as technical assistance to build ASEAN Member States' capacities.

- ii. **Project-based funds**: ASEAN Member States can come up with project proposals on the specific area for which the fund was created. For example, there is the ASEAN-Australia Cooperation for Disaster Management Fund where ASEAN Member States can seek funding on activities related to disaster management only.

Another example would be the ASEAN Regional Integration Support from the EU (ARISE) Programme which is a technical cooperation facility to support ASEAN's economic integration. Therefore, funding/grants for project/activities related to ASEAN's economic integration efforts⁵ can be sought from this programme.

25. While there are a number of funds offered through ASEAN Dialogue Partnerships, this paper will only highlight three (3) Dialogue Partner funds as follows:

- a. **ASEAN-Japan Integration Fund (JAIF & JAIF2.0);**
- b. **ASEAN-China Cooperation Fund; and**
- c. **ASEAN – New Zealand Two Key Strategies: The People Strategy and the Prosperity Strategy.**



Images sourced from Google

⁵ This may include activities to improve customs, transport facilitation, trade facilitation and standards, as well as to improve in the areas of intellectual property rights, competition policy, consumer protection and good regulatory practices.

Funds Available through ASEAN Dialogue Partners

26. Aside from highlighting education opportunities, this paper will also highlight the training opportunities that are provided in these funds which are linked to the 5 priority investment clusters that were identified last year namely Halal Sector, Technology & Creative Industry, Business Services, Tourism Sector and Downstream Oil & Gas⁶.
27. It is important to also share that each ASEAN Dialogue Partnerships are guided by a Plan of Action (POA). This POA will outline priorities and measures to be undertaken by ASEAN and the respective Dialogue Partner on various areas of cooperation.

a. ASEAN-Japan Integration Fund (JAIF & JAIF2.0)

28. Japan is ASEAN's second largest trading partner and the second largest source of foreign direct investment (FDI) to ASEAN (ASEAN, 2017). Brunei Darussalam is currently Country Coordinator for ASEAN-Japan Dialogue Relations for the period of 2015-2018⁷.
29. The ASEAN-Japan Integration Fund (JAIF) was created in 2006 to help ASEAN in its integration efforts, as well as to strengthen the ASEAN-Japan relation. This included providing capacity building and technical assistance to narrow the development gap amongst ASEAN Member States. The JAIF 2.0, an additional US\$100 million, was announced by Prime Minister Mr. Shinzo Abe in December 2013 at the ASEAN-Japan Commemorative Summit.

⁶ The Halal Sector would include pharmaceuticals and health supplements, aquaculture, agriculture, food processing, manufacturing and distribution and cosmetics. For the technology and creative industry, it will include data centre, digital media, internet of things and biotechnology. For the business services, it will include transportation and logistics, as well as financial services. For tourism, it will include eco-tourism, medical tourism, cultural tourism, sports tourism and hospitality. For downstream oil and gas, it will also include petrochemicals.

⁷ Dialogue Partner Country Coordinatorship is rotated among ASEAN Member States alphabetically every 3 years.

Funds Available through ASEAN Dialogue Partners

30. Priority areas under JAIF and JAIF 2.0 are as follows:

- | | |
|------------------------------|---------------------------------------|
| ✓ Disaster management | ✓ Emergency Assistance Related to |
| ✓ Counterterrorism | the Financial Crisis in the ASEAN |
| ✓ Economic Integration | Region (EEA) |
| - ASEAN-Japan Comprehensive | ✓ Maritime Cooperation |
| Economic Partnership (AJCEP) | ✓ Counterterrorism |
| ✓ Youth Exchanges | ✓ Transnational crime including cyber |
| - Japan East Asia Network of | crime |
| Exchange for Students and | ✓ ASEAN Connectivity |
| Youths (JENESYS) | |
| - JENESYS 2.0 | |
| - Kizuna Project | |
| ✓ Japanese Language Training | |

31. To promote **economic partnership and cooperation**, ASEAN and Japan agreed to promote industrial advancement especially through human resources development in industrial sector, small and medium enterprises (SMEs) cooperation. Both sides also agreed to extend and expand human resources development and exchange in industrial sector for future generation, including among higher education and vocational institutions in ASEAN that will contribute to the prosperity of the region.

32. As technology and creative industry was one of the priority business clusters, Brunei may wish to look at Japan for **science, technology, and innovation**. Japan has committed to help ASEAN through continuing human resource development; intensifying R&D collaboration in strategic and innovative areas; and promoting technology transfer and commercialisation.

Funds Available through ASEAN Dialogue Partners

33. All information on cooperation areas in this section are obtained from the “Implementation Plan of the Vision Statement on ASEAN-Japan Friendship and Cooperation”.
34. One of the activities undertaken by the JAIF that can be explored to learn more on how we can utilize the funds is “**the JAIF Caravan**”. The JAIF Caravan is a tailor-made outreach activity to increase the awareness and partnership among ASEAN Member States government officials, private sector and other relevant stakeholders on the achievements of JAIF supported projects and also a viable supporting scheme for the respective ASEAN Member States under JAIF. The first Caravan visit will specifically aim to explore and create working relationships between relevant Ministries and JAIF public sector partners.
35. This particular feature of the JAIF will be very useful should the policy recommendations of this paper be institutionalised as it will bring the information to Brunei, and we therefore, will receive first hand briefing on what and how things can be done.

b. ASEAN-China Cooperation Fund (2016-2020)

36. Since introducing market reforms in 1978, China has shifted from a centrally-planned to a market-based economy and has experienced rapid economic and social development. China’s GDP growth has averaged nearly 10 percent a year and has lifted more than 800 million people out of poverty (Bank, 2017).
37. With a population of 1.3 billion, China is the second largest economy and is increasingly playing an important and influential role in development and in the global economy. China has been the largest contributor to world growth since the global financial crisis of 2008 (Bank, 2017). For these reasons, it is important that Brunei engage China constructively, and look into learning from China.

Funds Available through ASEAN Dialogue Partners

38. The ASEAN – China Cooperation Fund was established to fund activities, seminars, personnel training and exchange of visits to promote cooperation between ASEAN and China as stipulated in the ASEAN – China Plan of Action (POA) 2016 – 2020⁸.

39. Areas of cooperation that were stipulated in the ASEAN-China POA include:

- | | |
|------------------------------|--------------------------|
| ✓ Agriculture | ✓ Tourism |
| ✓ ICT | ✓ Transport Linkage |
| ✓ Human Resource Development | ✓ Education |
| ✓ Mutual Investment | ✓ Science and Technology |
| ✓ Trade | ✓ Environment |

40. In the “**food, agriculture and forestry**” sector, the ASEAN-China called to enhance cooperation in research and development through providing training courses on agricultural technology and food safety.

41. On “**human resources and social protection**” sector, the ASEAN China POA called for, amongst others, conducting training for civil servants and encourage exchange of experience and joint cooperation in human resources market building and vocational skill development. On “**education**” sector, the POA called to continue holding training course for professionals at different levels in different areas by using relevant educational institutions.

42. On “**health**”, ASEAN and China agreed to strengthen cooperation in the areas of health promotion, including through the use of information and communication technologies for

⁸ ASEAN Internal Document: The Plan of Action (POA) 2016-2020 to implement the Joint Declaration of the ASEAN Heads of State/Government on Strategic Partnership for Peace and Prosperity.

Funds Available through ASEAN Dialogue Partners

the continued development of public health, and the promotion of healthy cities. This may be useful for our Ministry of Health officials to explore.

43. All information on cooperation areas in this section are obtained from an ASEAN Internal Document entitled “ASEAN-China: The Plan of Action (POA) 2016-2020 to implement the Joint Declaration of the ASEAN Heads of State/Government on Strategic Partnership for Peace and Prosperity”.

ASEAN-New Zealand: The People and the Prosperity Strategies

44. New Zealand became ASEAN’s Dialogue Partner in 1975, and has been committed in providing practical capacity building support to ASEAN Member States. Aware of the changes and developments that have taken place within ASEAN Member States, ASEAN and New Zealand continue to work closely to fine-tune these kind of initiatives to the changing needs of ASEAN.
45. New Zealand have also provided valuable financial and technical assistance under the ASEAN-Australia-New Zealand Free Trade Agreement Economic Cooperation Support Programme, as the Initiatives for ASEAN Integration (IAI).
46. Under the “Plan of Action to Implement the Joint Statement for ASEAN-New Zealand Strategic Partnership 2016-2020”, New Zealand announced a NZD 200 million (about US\$140 million) in investment into the ASEAN-New Zealand People Strategy and the Prosperity Strategy⁹.

⁹ Source: http://asean.org/storage/2012/05/Overview-ASEAN-New-Zealand-DR_as-of-April-2017.pdf (page.5)

Funds Available through ASEAN Dialogue Partners

47. The “People Strategy” focused on the development for the people in the region, particularly the youths, including current and future leaders, and to foster greater flows of people in both directions. It included the New Zealand Prime Minister’s Fellowship for ASEAN; expanded scholarships and English language training opportunities, new vocational training; and an expanded as well as reciprocal Young Business Leaders’ Initiative.
48. This also include 225 postgraduate scholarships for ASEAN students and 20 new short term training scholarships in public sector leadership, agriculture, disaster risk management and renewable energy. For scholarships, candidates from Brunei can apply for the Victoria University ASEAN Scholarship offered by Victoria University of Wellington¹⁰.
49. Meanwhile, the “Prosperity Strategy” focused on agriculture and trade initiatives to support ASEAN and New Zealand’s economic growth, achieve common regional integration objectives, and narrow the development gap within and between ASEAN countries. It included a new bilateral trade capacity-building programme, extended cooperation under ASEAN-Australia-New Zealand Free Trade Agreement (AANZFTA), and increased development cooperation in the area of agriculture.
50. In “**agriculture**”, the focus of cooperation and initiatives include capacity building, technology transfer, education and training, food safety and standards, agribusiness, and agricultural innovation. These opportunities will be useful for Brunei as technology and creative industry is one of the five investment business clusters.

¹⁰ Source: <https://www.mfat.govt.nz/en/aid-and-development/scholarships/types-of-scholarships>

Funds Available through ASEAN Dialogue Partners

51. In addition, New Zealand is also committed to support the development of an ASEAN Public Private Partnership (PPP) development agenda. This is to be done through public sector capacity building and the sharing of best practices to support the development of commercially viable PPP projects.

52. PPP is an idea that has not been explored in Brunei. However, in His Majesty's Titah on his 70th Birthday in July 2016, His Majesty encouraged the implementation of development projects through PPP as follows:

"Di samping itu, secara umum kita juga menggalakkan sifat kreatif dan inovatif dalam melaksanakan semua projek pembangunan melalui kaedah Kerjasama Awam Swasta atau Public Private Partnership. Kaedah ini bertujuan sebagai pendorong ke arah perkongsian di antara sektor awam dan swasta dalam melaksanakan projek-projek kerajaan."

53. In the "energy" sector, the ASEAN-New Zealand agreed to work together on energy efficiency and conservation. This is to be done through exchange of experience and best practices. In 2015 New Zealand sourced 40% of its total energy from renewable resources. Most of this was used to produce electricity - the rest was mainly wood fuel used to produce heat for industrial processes and home heating (Zealand, 2016).

How to apply for the funds

54. It is suggested that Brunei Ministries/ Departments who are interested can look into hosting an ASEAN activities/ projects related to their respective portfolios, under the respective ASEAN Dialogue Partner cooperation for funding. The Department of ASEAN MOFAT can assist in identifying which Dialogue Partner can be approached with their ideas.

Funds Available through ASEAN Dialogue Partners

55. In any case, for all these assistance, ASEAN Member States have to fill in a project template for that can be found at the ASEAN Secretariat website¹¹. The activities will have to be approved by the respective Committees as below. A budget breakdown sheet will also be required.
56. The timeframe for the relevant ASEAN and Dialogue Partner officials to provide comments on the proposals would be between 60-90 days after receiving the project proposal. The revision of the proposals to address the comments will need to be carried out within 15 days, and from there, the timeframe for consideration by ASEAN and China will take 15-45 days.
57. For the **JAIF and JAIF 2.0**, the application will have to be submitted to the ASEAN-Japan Joint Cooperation Committee (AJJCC) Working Group (WG). This Working Group are ASEAN-Japan officials that are based in Jakarta, Indonesia.
58. For the **ASEAN-China Cooperation Fund**, the activity must be approved by the ASEAN-China Joint Cooperation Committee (ACJCC), who are ASEAN-China officials based in Jakarta, Indonesia.
59. Similarly for the **ASEAN-New Zealand** activities, the application will be approved by the ASEAN-New Zealand Joint Cooperation Committee, who are ASEAN-New Zealand officials based in Jakarta Indonesia.
60. The applications from Ministries/ Departments in Brunei can be submitted through the Department of ASEAN MOFAT or through the respective sectoral channels to the ASEAN Secretariat.

¹¹ The link for the templates is <http://asean.org/resource/asean-project-templates/>

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Recommendations

61. In view of the results of the survey undertaken, as shown on page 7, the Department of ASEAN, MOFAT can coordinate with the ASEAN Secretariat in Jakarta for the Programme Cooperation and Project Management Division (PCPMD) to organise a workshop in Brunei Darussalam on how to apply for funding on projects. This workshop will also include simulation exercises on how to fill in the form and other application processes. The PCPMD would be able to advice interested agencies on which kinds of projects that would serve to benefit Brunei and all of the members of ASEAN.
62. The ASEAN Secretariat also published a handbook on “Proposal Development for ASEAN Cooperation Projects” for projects accessing supports from the ASEAN Development Fund, ASEAN Cultural Fund and other ASEAN established sources of funding. This Handbook offers a simplified and practical reference for project proponents interested to develop and submit project proposals through the use of the ASEAN Cooperation Project Proposal Template. The Handbook also serves as a guide for proponents and relevant stakeholders through the implementation of their projects. A soft copy of the handbook can be found at on the link: <http://asean.org/storage/2017/08/Handbook-on-Proposal-Development-for-ASEAN-Cooperation-Projects-1st-Reprint.pdf>
63. Also, to disseminate the information more efficiently, the Department of ASEAN, MOFAT may wish to consider utilizing social media (Facebook, Twitter or Instagram) to reach a wider audience. This will ensure the targeted audience will receive the information, especially information on scholarships which may be of interest to the younger generation.

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At this day and age, the youth are more akin to access information through the internet and social media.

64. To ensure Brunei Darussalam's active participation in the programmes, and to reap the benefits of conducting such activities, it is suggested that Brunei Darussalam can offer to host the training/seminar etc. Meanwhile, other costs including airfare, accommodation, transportation and per diem will be borne by the Dialogue Partners. While this may entail a small amount of expenses in terms of preparing the training venue, that cost will be compensated through the costs that would be incurred by having ASEAN Member States and Dialogue Partner participants coming into Brunei.

65. Should there be difficulty or challenges in filling in the project template form. The Department of ASEAN, MOFAT will be ready to assist interested Ministries/ Departments to learn how to do so. This will be done through contacts at the ASEAN Secretariat and officers at the office of Brunei Darussalam's Permanent Mission to ASEAN.

Implementation

66. The proposed action plan is provided as below.

Ensure Brunei Darussalam's Agencies are informed of the benefits made available through ASEAN	
Action	Responsibility
1. To create and update matrices of the funds provided by ASEAN's dialogue partners	ASEAN Department, MOFAT
2. Organise regular consultations and meetings with relevant agencies.	ASEAN Department, MOFAT

Funds Available through ASEAN Dialogue Partners

3. Maintain close relations with officials, at the relevant units, at the ASEAN Secretariat to ensure updated information on the opportunities provided for by ASEAN.	ASEAN Department MOFAT and BD's Permanent Mission to ASEAN in Jakarta
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To Utilise Brunei Darussalam's Country Coordinatorship More Efficiently	
Action	Responsibility
1. Build rapport and close relations between the team in the ASEAN Department who handles the portfolio with officials from the relevant dialogue partner.	Relevant Desk Officer and Assistant Director in the ASEAN Department, MOFAT
2. Encourage officer posted at BD's Embassy/High Commission in the capital city of the relevant dialogue partner to establish rapport and close relations with officials in the MFA.	Relevant officer assigned to BD's mission in concerned dialogue partner capital city.
3. Encourage officers posted at BD's Permanent Mission to ASEAN in Jakarta to establish rapport and close relations with officials of the relevant dialogue partner who are posted in Jakarta.	Permanent Representative and officers assigned at BD's Permanent Mission to ASEAN in Jakarta
4. Hold regular meetings/ consultations with relevant agencies to keep them informed of opportunities that are available through the concerned dialogue relations for capacity building including access to training and grants for projects.	Relevant team at the ASEAN Department, MOFAT
5. Hold regular meetings/consultations with relevant agencies to have strategic discussions on which niche of	Relevant team at the ASEAN Department, MOFAT

Funds Available through ASEAN Dialogue Partners

the concerned dialogue partner that can be taken advantage of.	
6. Request for a Third Secretary to assist the Desk Officer in maintaining a matrix of all areas of cooperation with the concerned dialogue partner.	ASEAN Department
7. The Third Secretary will also maintain a matrix on the implementation of the Plan of Action which will also include Brunei Darussalam's participation if any.	ASEAN Department, MOFAT

Conclusion

67. Brunei Darussalam should really look into participating in more ASEAN related activities with the aim to develop and strengthen its capacities in various areas. Emphasis could be made on activities that would contribute to the long term aspiration of the Wawasan 2035.

68. Other than being able to secure different sources for capacity building, be it for civil servants or students, it is just as important to pursue such cooperation as it encourages people- to- people exchanges at all level of the community. This would, in time, have a greater impact relations among ASEAN Member States but also with our external partners. These connections will foster greater understanding and tolerance between us, as well as make our people more dynamic and marketable.

69. At the same time, hosting such activities in Brunei Darussalam will not only contribute to our capacity building efforts, but will also lead to increased economic activities in the

Funds Available through ASEAN Dialogue Partners

country. It is hoped that this will also help us strengthen our private sector and will boost our economic diversification efforts as a whole.

70. In addition, Brunei's active participation in these ASEAN-related activities will reinforce Brunei's own standing in the regional organization, and therefore will help in realizing the aspiration for it to be widely recognised for the accomplishment of its educated and highly skilled people as measured by the highest international standards.

END

Funds Available through ASEAN Dialogue Partners

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