



# **Integrated Country Strategy**

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## **Brunei Darussalam**

**FOR PUBLIC RELEASE**

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## 1. Chief of Mission Priorities

The U.S. relationship with Brunei dates back to April 6, 1845 when the USS Constitution, or “Old Ironsides,” arrived in Brunei Bay to start more than 170 years of friendly relations. Five years later, we concluded the Treaty of Peace, Friendship, Commerce and Navigation, which is still in effect today.

The Mission will focus on further strengthening our security ties, particularly those related to military-to-military cooperation and countering the threats of terrorism and transnational crimes, including assuring Brunei continues to meet the requirements of remaining in the Visa Waiver Program. Brunei’s economy is projected to grow by 8 percent in 2019, reversing several years of decline due to low hydrocarbon prices. This economic rebound should offer new opportunities for the sale of military equipment and increasing opportunities for Brunei to participate in regional security exercises.

We also aim to develop a more robust economic relationship by supporting Brunei’s efforts to diversify its oil-and-gas-dependent economy. The United States has a trade surplus with the Sultanate, and we will continue efforts to develop a trade and investment framework that is free, fair, and helps promote U.S. goods and services. In addition, we look forward to sharing U.S. expertise with Brunei on a wide array of sectors including oil and gas, entrepreneurship, agriculture, and environmental stewardship.

Given China’s excessive territorial claims in the South China Sea, we will work with Brunei to promote peaceful dispute resolution and respect for international law and sovereignty. We will encourage Brunei to support our initiatives to strengthen regional institutions and programs, especially those that strengthen ASEAN. We want Brunei to become more aware and supportive of U.S. policies through increased people-to-people exchanges and access to Embassy programs.

Finally, to keep pace with our ambitious goals and priorities, we need to continue to build a strong management platform by developing a resilient and effective workforce, using data to guide our decision making, and containing costs whenever possible.

## 2. Mission Strategic Framework

**Mission Goal 1:** Enhanced security at home and abroad through strengthened U.S. – Brunei ties.

**Mission Objective 1.1:** Increase Brunei’s security capabilities and interoperability with regional partners to support and promote a free, open, and rules-based order in the region and beyond, including in the maritime and cyber domains.

**Mission Objective 1.2:** Strengthen Brunei’s capacity to help defeat ISIS and address the threats of terrorism and transnational crime to protect U.S. interests at home and abroad.

**Mission Goal 2:** A more dynamic and diversified Bruneian economy encouraging a more robust U.S.-Bruneian economic relationship.

**Mission Objective 2.1** Generate commercial opportunities for U.S. businesses in Brunei through free, fair, and reciprocal trade and investment.

**Mission Objective 2.2** Promote a healthy and educated population that values sustainable economic and social systems that conserve natural resources and contribute to regional stability and prosperity.

**Mission Goal 3:** Brunei supports a rules-based order in the Indo-Pacific in partnership with the United States that advances good governance and resolves disputes peacefully through international law and respect for national sovereignty.

**Mission Objective 3.1** Ensure Brunei’s security policies align with an Indo-Pacific political and security architecture that reinforces ASEAN-centrality, are inclusive of the United States, and remain committed to respect for national sovereignty and shared interests.

**Mission Objective 3.2** Encourage shared and compatible values and commitment to cooperate closely to prevent unfavorable shifts in norms and values and encourage a strong civil society that has space to advance human rights and social cohesion.

**Management Objective 1:** Build a resilient workforce through effective compensation, professional development, and employee engagement.

**Management Objective 2:** Leverage data-driven analysis to support the development of a USG presence in Brunei that best promotes our interests while developing better accountability of our resources.

**Management Objective 3:** Contain costs where possible, while taking into consideration possible additional resource requirements needed to support the implementation of the Indo-Pacific strategy.

### 3. Mission Goals and Objectives

**Mission Goal 1:** Enhanced security at home and abroad through strengthened U.S. – Brunei ties.

**Description and Linkages:** This goal reflects Pillars 1 and 3 of the 2017 National Security Strategy. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 1, Objectives 1.1 and 1.2 of the EAP/ASIA Joint Regional Strategy. Consistent with the National Security Strategy and Indo-Pacific Strategy, the Mission will strengthen security ties by increasing Brunei’s ability to operate with the United States and regional partners. A key enabler of this mission goal is establishing a resident Defense Attache Office in Brunei.

Mission Objective 1.1 Increase Brunei’s security capabilities and interoperability with regional partners to support and promote a free, open, and rules-based order in the region and beyond, including in the maritime and cyber domains.

**Mission Objective 1.1:** Increase Brunei’s security capabilities and interoperability with regional partners to support and promote a free, open, and rules-based order in the region and beyond, including in the maritime and cyber domains.

**Justification :** Brunei relies significantly on its membership in regional groupings like ASEAN. Working with Brunei can thus help influence other ASEAN members on key political and security issues. Increased Bruneian military cooperation with the United States can strengthen U.S. national security, encourage stability in a region that promotes trade and economic growth, and produce solutions to transnational regional challenges. Bilateral information sharing can increase interoperability and preparedness. Failing to engage effectively on these issues will leave the field open for actors who may pursue goals inimical to U.S. interests.

**Mission Objective 1.2:** Strengthen Brunei’s capacity to help defeat ISIS and address the threats of terrorism and transnational crime to protect U.S. interests at home and abroad.

**Justification :** Brunei has participated in the Visa Waiver Program (VWP) since 1993 and is the only Muslim-majority country in the program. The country’s designation as a VWP participant strengthens border security and prevents Known or Suspected Terrorist (KST) travel. Brunei is also situated in a region with active terrorist threats, particularly those posed by returning foreign terrorist fighters. In addition, profit from transnational crimes could be used to fund activities that threaten regional peace and security. Increased security cooperation between the United States and Brunei ensures U.S. citizens and interests remain protected.

**Mission Goal 2:** A more dynamic and diversified Bruneian economy encouraging a more robust U.S.-Bruneian economic relationship.

**Description and Linkages:** This goal reflects Pillars 2 of the 2017 National Security Strategy. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 3, Objectives 3.1 and 3.2 of

the EAP/ASIA Joint Regional Strategy. Consistent with the National Security Strategy and Indo-Pacific Strategy, the Mission will endeavour to promote American prosperity through building upon strengthened economic relationships.

**Mission Objective 2.1:** Generate commercial opportunities for U.S. businesses in Brunei through free, fair, and reciprocal trade and investment.

**Justification :** Commercial engagement with Brunei provides opportunities for U.S. companies to sell products and services and facilitates Brunei investment into the United States. Brunei is strategically located near the geographic center of ASEAN, an increasingly integrated region with a population of 600 million and a growing middle class. Expanded commercial ties also broaden Bruneian exposure to U.S. laws, norms, and values. As Brunei continues to diversify its economy, U.S. companies will have new opportunities to do business. Failing to take advantage of the region's economic possibilities will result in missed opportunities for U.S. firms.

**Mission Objective 2.2:** Promote an educated population that values sustainable economic and social systems that conserve natural resources and contribute to regional stability and prosperity.

**Justification :** Travel and study in the United States increases Bruneian understanding of the United States, its people, its culture, its values, and its policies. The United States has hundreds of high-quality institutions of higher learning that Bruneian students can access. Brunei is a hydrocarbon-dependent economy with over 90 percent of government revenue derived from the oil and gas industry. U.S. technology and expertise, particularly in the oil and gas sector, can help Brunei maximize its natural resources and explore ways of diversifying its economy.

**Mission Goal 3:** Brunei supports a rules-based order in the Indo-Pacific in partnership with the United States that advances good governance and resolves disputes peacefully through international law and respect for national sovereignty.

**Description and Linkages:** This goal reflects Pillars 3 of the 2017 National Security Strategy. It also supports the State-USAID 2018-2022 Joint Strategic Plan, Goal 5, Objectives 3.1 and 3.2 of the EAP/ASIA Joint Regional Strategy. Consistent with the National Security Strategy and Indo-Pacific Strategy, the Mission will endeavor to promote systems that respect national sovereignty and peaceful dispute resolution.

**Mission Objective 3.1:** Ensure Brunei's security policies align with an Indo-Pacific political and security architecture that reinforces ASEAN-centrality, are inclusive of the United States, and remain committed to respect for national sovereignty and shared interests.

**Justification :** Brunei is one of four claimant states in the South China Sea (SCS), and is the only claimant without an active territorial dispute. The SCS is central to Brunei's economic lifeblood as many of its hydrocarbon resources are located in these waters. Brunei's support of the rule

of law and the conclusion of the Code of Conduct ensures Freedom of Navigation and a rules-based system for resolving international disputes are respected. Any trend in the region that could force SCS claimant states to accept a status quo without their consent would be inimical to U.S. interests.

**Mission Objective 3.2:** Encourage shared and compatible values and commitment to cooperate closely to prevent unfavorable shifts in norms and values and encourage a strong civil society that has space to advance human rights and social cohesion.

**Justification :** Weak protections for human rights and rule of law could have an economic toll on Brunei by discouraging tourism, Foreign Direct Investment, and entry into the market by U.S. companies. Encouraging the adoption and implementation of international human rights norms helps mitigate these risks and opens the door for closer bilateral relations with a likeminded partner. Civil society participation is an essential complement to government efforts and an effective civil society provides a layer of accountability.

## 4. Management Objectives

**Management Objective 1 :** Build a resilient workforce through effective compensation, professional development, and employee engagement.

**Justification :** Maintaining a engaged, motivated, and well trained work force with clear job objectives will improve operational efficiency and effectiveness.

**Management Objective 2 :** Leverage data-driven analysis to support the development of a USG presence in Brunei that best promotes our interests while developing better accountability of our resources.

**Justification :** Management platform has multiple sources tracking operational data. Analysis of data will provide clear focus points for operational improvement and will help identify inefficient uses of resources.

**Management Objective 3 :** Contain costs where possible, while taking into consideration possible additional resource requirements needed to support the implementation of the Indo-Pacific strategy.

**Justification :** Post is responsible for to optimize use of budgeted tax revenues and to either expand operational capacity within its existing budget or to identify unnecessary funding and return it back to the Department for reallocation or return to Treasury.