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for Middle Management Officers

Policy Paper

A ONE NATION APPROACH TOWARDS MAKING **BRUNEI DARUSSALAM** AN ATTRACTIVE WORLD TOURIST DESTINATION

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EXECUTIVE SUMMARY

This paper reflects on the impact of the tourism industry and the importance of coordination amongst agencies in order to improve quality of services and provide more attractive product offerings. The Tourism Development Department has a target of 451,000 tourist arrivals by 2020. In 2016, the tourist arrivals were approximately just over 218,000 (Othman, 2017). Effort needs to be put into place to make Brunei unique, by offering more interesting product in order to achieve the set targets. Secondary research conducted by the Centre of Strategic Policy Studies, Brunei (2015) on the 'White Paper on Reducing Cross-Border Expenditures of Bruneians by making Brunei Darussalam the preferred holiday destination for all by 2025' has shown that Bruneians were more likely to spend and stay in Brunei if there were more attractions and activities.

The promotion and development of tourism in the country should not be seen as only the responsibility of a single sector government (Tourism Development Department), instead it should be seen as a nation approach involving inter-governmental coordination as well as private collaborations. This paper identifies some issues that are faced in the tourism sector such as facilitation of visas and the lack of tourism product offerings. These issues may not necessarily be under the jurisdiction of the Tourism Development department, hence why it is even more important to coordinate better amongst agencies.

As such, two policy options were considered in order to address the issues that might be deterring the growth of the tourism industry

i) Maintain Status Quo: which means that the government will carry out" Business as Usual" approach and continue with their current initiatives.

ii) To adopt a one nation approach strategy towards supporting the promotion and development of tourism in Brunei Darussalam

In this paper, policy option 2 was adopted in the hope to implement **a one nation approach** towards supporting the promotion and development of tourism in Brunei Darussalam. It is hoped that through this policy implementation, the government will be able to develop a more holistic approach in policy formulation, aligning inter-ministry policies and objectives to fully support the growth of tourism industry. Consequently, by adding touristic values[1] to projects, this will result in commercialized activities and bring economic benefits to the country and its people.

In the implementation of the policy, an establishment of a Tourism Working Group (TWG) has been proposed under the Brunei Tourism Board. The function of the TWG is to follow up on all the issues discussed, matters to be actions and even proposing suggested policies to assist in the development of tourism. This working group, will also be used as a tool to identify the gaps that are in line or not strategically aligned to support tourism growth. A socialization of the One Nation Approach to support tourism would also need to be put into place through high level speeches and welcoming remarks, media channels such as online media and telecommunication services. And finally, the most important to address is the alignment of policies amongst the government agencies.

[1] Contribution made by Tourism into the economy

1. Introduction

The Tourism industry in Brunei has always been an interesting and debated topic of discussion in the nation. From its potential of having attractive product offerings that are unique, to the limited transportation, uncoordinated facilitation of services and whether the revenue generated from the tourism expenditure is enough or could contribute significantly to the country's GDP.

Tourism has the potential to play an important role in the economy of Brunei Darussalam, as it has been identified as one of the mechanisms that can accelerate the country's economic diversification process, provide employment opportunities, increase revenue from foreign currency exchange, help enhance the image of the country and its international relations, and thus contributing towards a better quality of life for its population (Ahmad, 2015). In 2016, Brunei's direct contribution of Travel & Tourism to GDP was BND273.5mn, 1.4% of GDP (WTTC 2017). This is forecast to rise by 6.7% to BND291.7mn in 2017. This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). In addition, the figure also includes activities of restaurant and leisure industries which forms part of the distribution channel in hospitality and tourism.

The Micro, Small, and Medium enterprises MSMEs also plays a role in the tourism sector and can help in reducing poverty (APEC, 2016). This is because MSMEs are more likely to hire local, generate jobs that are less skill-intensive, and provide more flexible work arrangements that are suitable for poor households. Examples of MSMEs in Brunei would be homestays, local delicacies food provider, ATV services, mountain biking service provider

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In efforts of promoting the development of tourism in the country, it is inevitable there has been lack of coordination between government agencies and the private sector. In a recent article in the Borneo Bulletin, Jan (2017) '*Jigsaws not falling into correct slot in Brunei's tourism puzzle*' it discusses on the lack of synergy between the tourist and the service provider such as lack of convenient public transportation and a misalignment of tourism strategies between the government and the private sector. There were many examples described which indicated that there is a problem that needs to be addressed seriously and urgently.. It was also noted, that in another newspaper article by Borneo Bulletin that Brunei Darussalam has a limited scope of available attractions (Too, 2012).

The re-establishment of the Brunei Tourism Board in January 2017 based on the new Tourism Order (See Appendix A), chaired by the Minister of Primary Resources and Tourism provided a platform for Government and private stakeholders to formulate national policies or strategies relating to enhancing and promoting the travel and tourism in Brunei Darussalam which will undoubtedly boost the sector's contribution to GDP.

According to the Brunei Tourism Performance Report for 2016 (See Appendix B), tourism generated a revenue of BND70 million and 2,990 in direct employment. It is therefore, the purpose of this policy paper to address some of the issues and challenges that the tourism industry faces in terms of coordination or the lack of it in Brunei Darussalam. It is hope to provide a policy and implementation steps that will require for all stakeholders within the government as well as private sector to consider particularly on the touristic values of the sector in addition to its impact and contribution to the economy, social and political environment. The research methodology used for this paper is mainly secondary data gathered from the Tourism Development Department; surveys conducted by Aphec Independent Economic

Consulting and Centre of Strategic Policy Studies (CSPS); and online literature as well as newspaper articles (See Appendix C)

1.1 Brunei's current situation

In 2016, the annual GDP of Brunei Darussalam was valued at BND15.7 billion at current prices. Meanwhile, the GDP growth at constant prices recorded a decline of 2.5 per cent (Borneo Bulletin, 2017). In the tourism sector, the projected growth of tourist arrivals by air was targeted at 10% with a total of 221,510 pax (See Figure 1). However, the actual tourist arrivals in 2016 by air to Brunei Darussalam merely increased by 0.3% with 218, 809 pax compared to 2015 (Figure 2). The main source market for 2016 was ASEAN region at 53.2 per cent (53.9 per cent in 2015), The Far East region was the only source market that has continued to show growth at 10.4 per cent especially from countries such as South Korea, Hong Kong, China and Japan which have all grown by 23.7 per cent, 19.4 per cent, 10.7 per cent and 3.2 per cent respectively. The overall increase can be attributed to the high travel demand from the Far East market, visa facilitation (visa on arrival) for China and chartered flights from China and South Korea (Borneo Bulletin, 2017)

	2014*	2015**	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Tourist Air Arrivals	200,989	218,213	221,510	243,661	277,774	347,217	451,382	478,465	507,173	537,603	569,859	604,051
Spending/day	$ 145.00	$ 145.00	$ 145.00	$ 145.00	$ 145.00	$ 145.00	$ 165.00	$ 165.00	$ 165.00	$ 165.00	$ 165.00	$ 185.00
Hotel Average Length of Stay (Days)	2.3	2.2	2.5	3.0	3.5	4.0	4.5	4.5	4.5	4.5	4.5	5.0
Actual Grwoth (y-o-y)	-10.6%	8.6%										
Tourism Revenue	$ 67,029,832	$ 69,609,947										
Projected Tourist Air Arrivals	200,989	207,019	221,510	243,661	277,774	347,217	451,382	478,465	507,173	537,603	569,859	604,051
Projected Growth (y-o-y)	3%	7%	10%	14%	25%	30%	6%	6%	6%	6%	6%	6%
Projected Tourism Receipt		$ 66,039,061	$ 80,297,367	$ 105,992,524	$140,970,057	$ 201,385,795	$335,151,102	$ 355,260,168	$376,575,778	$ 399,170,325	$423,120,544	$558,747,062

Figure 1: Targets and Trajectories 2015 – 2035
Source: Tourism Development Department

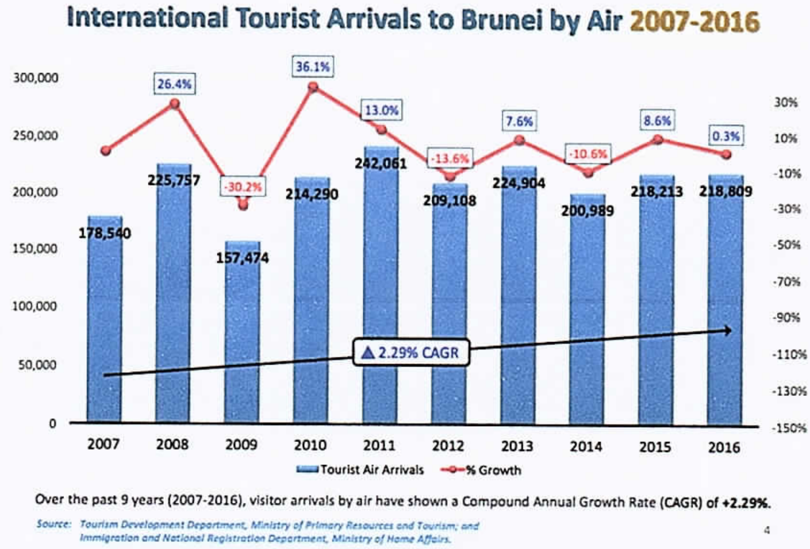


Figure 2: International Tourist Arrivals to Brunei by Air 2007 -2016
Source: Tourism Development Department

As seen in Figure 2, Brunei's tourist arrivals have been quite unpredictable over the last 9 years. However, in Figure 3, the targeted tourist arrival is expected to double to 451,000 with a revenue of BND335 million in the next three years by 2020. With the new Tourism Strategic Plan 2016-2020 (www.mprt.gov.bn) that was launched in January 2017 (Borneo Bulletin 2017), the Tourism Department has identified its 5 main strategic objectives that will assist in achieving its vision of 'Towards a sustainable growth and increase in the number of tourists that would contribute significantly to the growth of economic activities related to tourism'.

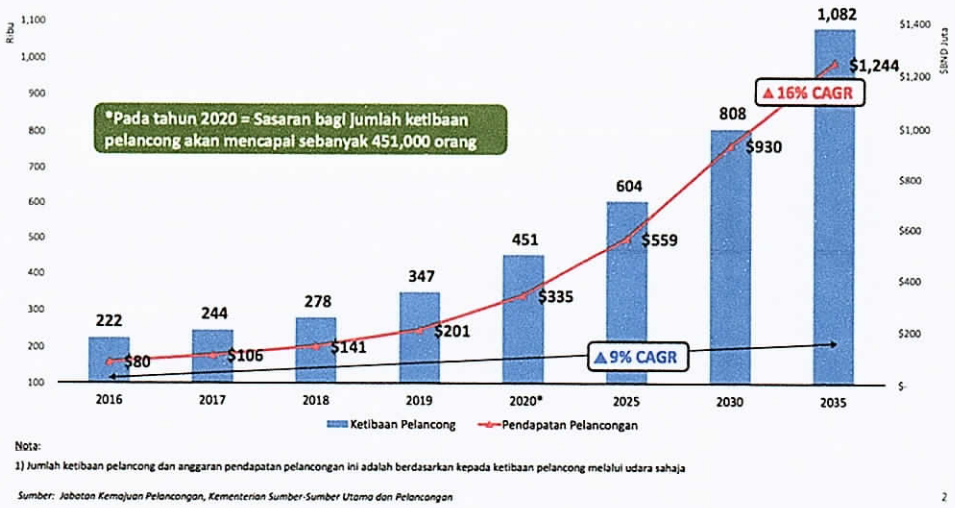


Figure 3: Targeted Tourist Arrivals and Tourism Receipts to Brunei Darussalam from 2016 to 2035
Source: Tourism Development Department (updated October 2016)

As mentioned earlier in the report by World Travel & Tourism Council 2017 (See Figure 4), Brunei Darussalam's Travel & Tourism's direct contribution to GDP for 2016 was BND273.5mn (USD197.9mn) is believed to directly account for only 1.4% of total country's gross domestic product. This figure is expected to increase as it is forecasted to rise by 6.7% in 2017, and to rise by 6.2% pa, from 2017-2027, to BND532.5mn (USD385.4mn), 2.2% of total GDP by 2027.

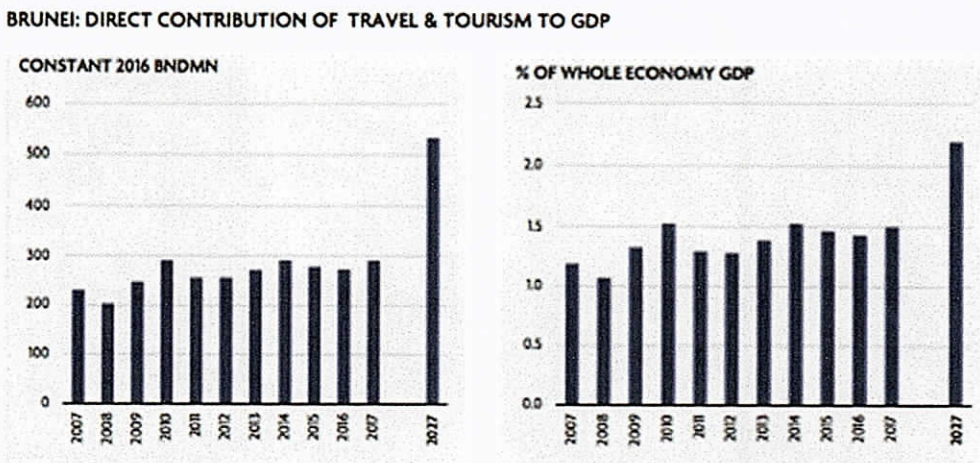


Figure 4: Direct Contribution of Travel and Travel and Tourism to GDP
Source: WTTC 2017

2. Problem Descriptions

In Brunei Darussalam Tourism Strategic Plan 2016-2020, there has been many initiatives being implemented in developing tourism as an industry that can contribute towards diversifying the country's economy. The strategic objectives (Figure 5) included doubling the tourist arrivals in five years from the year 2015; to strengthening the primary and secondary products by re-looking at the tourism attractions; to improving the service quality such as tour guides, visa facilitation and public transport; as well as issuing Request for Proposals (RFPs) to develop more tourist attractions to improve the product offerings.

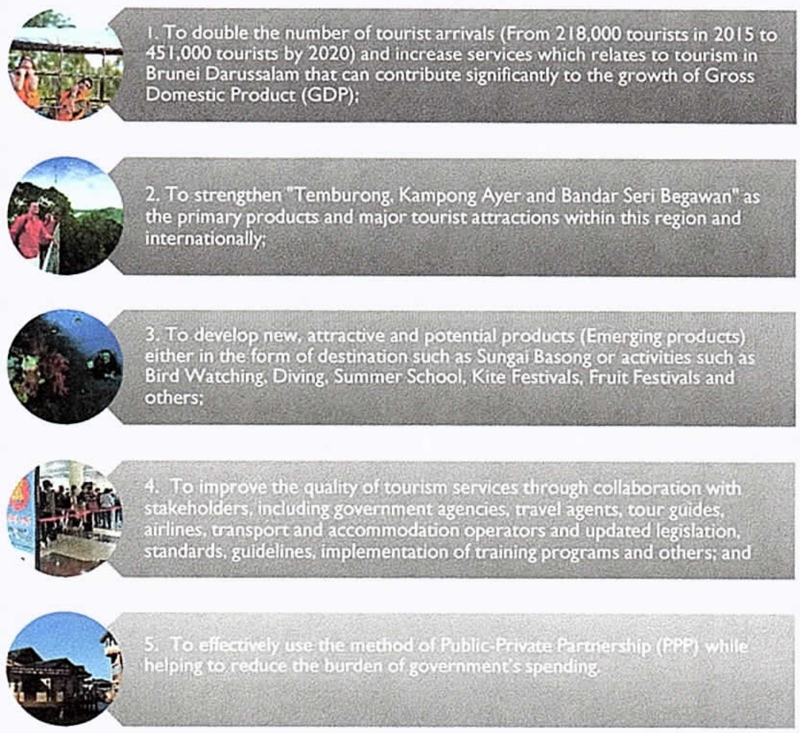


Figure 5: Strategic objectives of the Tourism Development Department
Source: Tourism Strategic Plan 2016-2020, Tourism Development Department

Upon implementing these strategies, there were some challenges faced. The top most predominant one being that there was no proper coordination between government agencies and between the government agencies with the private sectors (Borneo Bulletin, 2016). There seems to be no invested interest in having a common goal towards the development and promotion of tourism in the country other than the efforts made by the Tourism Development Department and the Ministry of Primary Resources and Tourism itself. In addition, there also have been challenges encountered under the areas identified in Strategic point 4: To improve the quality of tourism services through government agencies such as Visa Facilitation and Strategic Point 5: To effectively use the method of Public-Private Partnership (PPP) while helping to reduce the burden of government's spending to improve product offerings, for example, difficulty in working with the private sectors.

The tourism sector often suffers from a lack of co-ordination between different ministries/departments. This has proven to result in conflicting policy decisions, implementation such as funding promotional campaigns, duplicative promotional efforts, clamping down on visa-free travel, or having different visions for certain land use and a frequent lack of coherence in terms of tourism governance generally. These are elaborated further in the examples below.

2.1 Visa Facilitation.

Visa policies are among the most important governmental policies influencing international tourism. For Brunei, most of the world's major tourist markets have visa free status for stays ranging from 14 to 90 days, which is sufficient for the average tourism itinerary in Brunei (MOFAT, 2017). However, for potentially big markets such as Russia, India and Saudi Arabia, visas are a pre-requisite for stays other than transit visits of less than 72 hours.

For China, we have seen an increase of 10.7% in arrivals from 2015 (Appendix D). A revenue of BND 5,921,510 generated from 40,838 Chinese visitors in 2016 compared to BND 5,348,479.00 in 2015. According to Tourism Development Department (See Appendix E) and the Tourism Satellite Account (2015) in Appendix F, the average expenditure per tourist per day is BND 145.00. The increase in Chinese tourist arrivals was a result of a couple of initiatives made last year which were i) the introduction of Visa on Arrival (VOA) available only at the Brunei International Airport for Chinese tourists (Borneo Post Online, 2016) and ii) the introduction of a weekly charter flight from Zhengzhou, China to Brunei operated by Royal Brunei Airlines ("Direct Flight link's China," 2016)

The requirement of visas are important as they perform several functions such as ensuring the security of the country, safeguard the country's carrying capacity by controlling the demand as well as the ability to control the duration of stay and activities of travelers (UNWTO & WTTC, 2014).

Australians benefit from a visa on arrival policy (MOFAT, 2017) however, according to an interview with the Senior Manager of Royal Brunei Airlines the procedures needed to have the visa stamped on the passport are still an inconvenience for such a potentially important source market for Brunei. There is potential for the Australian market to grow should there be visa waiver granted as currently the VOA is merely a reciprocity between both countries.

The 72 hours' transit visa policy for most other nationalities restricts potential length of stay, affects the ability to market Brunei as a mono destination and benefits mainly Brunei's regional competitors, most of whom have more liberal visa policies, especially regarding the China market.

It is important to note that when visas are not facilitated properly or efficiently this causes a negative impact to the tourists. In the worst-case scenario tourists might get discouraged from wanting to visit the country. In Brunei, we have had an issue of the visa processing time. During a meeting between the Ministry of Foreign Affairs and Trade, Ministry of Primary Resources and Tourism and The Ministry of Home Affairs held on the 18th April 2016, provided a collective data and information by the embassies of Brunei Darussalam located in Washington and Moscow to the Ministry of Foreign Affairs and Trade. It was found that visa approval processes may take up to 132 days (See Appendix G). Bad facilitations such as may have caused visitors to cancel their plans or trips and choose alternative destinations that are easier to access, making Brunei a country that could lose its tourism potential.

In a report by UNWTO & WTTC (2014) it states '*the increase in ASEAN international tourism receipts resulting from visa facilitation was a result of the increased international tourist arrivals and the average spending per tourist derived from Tourism Economics' forecast of international tourism arrivals and receipts received by each ASEAN member state. The additional 6 million to 10 million tourist arrivals would generate between $7 billion and $12 billion in additional international tourism receipts in ASEAN member states. International tourism receipts would rise between 2.8% and 4.7% above the $169 billion forecast for 2016 under the current policy regimes'.* Therefore, it is inevitable that visa facilitation plays an important role in attracting visitors to the country.

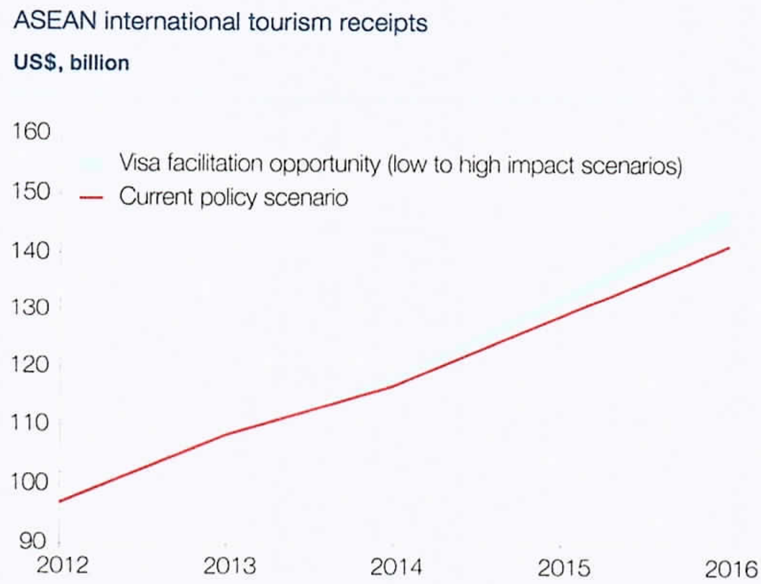


Figure 6: ASEAN International Tourism receipts
Source: UNWTO & WTTC (2014)

Study in Figure 6, shows the evidence that if the visa facilitation were to be improved it would be reflected against the tourism receipts gained in the country.

2.2 Lack of product offerings

In 2015, a survey was conducted by the Centre of Strategic Policy and Studies under the sponsorship of Authority Monetary Brunei Darussalam Board (AMBD) on "Promoting Brunei Darussalam as a holiday destination: A Survey of Local and Overseas Tourists' Preferences". 400 Locals and 274 overseas visitors were asked to rate some of the facilities available in Brunei and the below were the findings:

Figure 7: Rating of facilitates
Source: Promoting Brunei Darussalam as a holiday destination: A Survey of Local and Overseas Tourists' Preferences by CSPS

In Figure 7 shows that the locals and overseas visitors were satisfied with the food and dining facilities along with security, friendliness and environment in natural sites. However local transportations, entertainment, public facilities and tours were rated amongst the least satisfied. This shows that improvement is needed to make Brunei a more attractive destination.

In another survey carried out by CSPS, locals were asked how likely they would be to spend more of their holidays and weekends in Brunei if certain attractions were developed or improved (Figure 8).

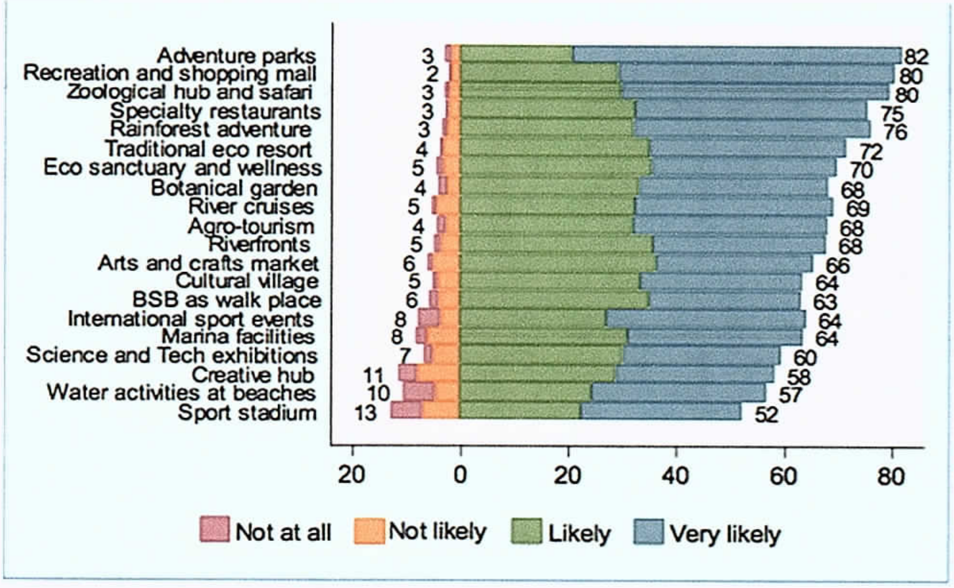


Figure 8: Potential attractiveness of proposed improvements and projects (locals)

It was evident that the locals were keen on staying in Brunei if there were more product offerings available in the country. Brunei Darussalam would need to expand the existing market as well as to provide more attractions for tourists and that inadequate infrastructure, lack of skilled workforce for the tourism industry, and limited product offering are some of the main reasons for the stagnation of Brunei Darussalam's tourism (Ahmad, 2015)

In 2016, the hotel industry showed an average occupancy rate of 38.7%. This was a slow growth of 0.8% compared to 2015 (See Appendix B). There is no doubt that when there are more tourism product offerings available in a country, it makes a destination more attractive. This is certainly the case for developed tourism destinations such as Singapore, Dubai, Thailand and others. To have more tourism attractions or product offerings, it will not only encourage more domestic tourism, but also benefit from overseas tourists. In the CSPS Policy Brief (2014) on "Cross Border Expenditure of

Bruneians in Miri, Sarawak", it had identified that a Bruneians spend about BND 205.16 per group per trip which amounts to a total of BND 61.3 million a year. Whereby, shopping has the largest percentage of share for being the main purpose of visit to Miri (Figure 9).

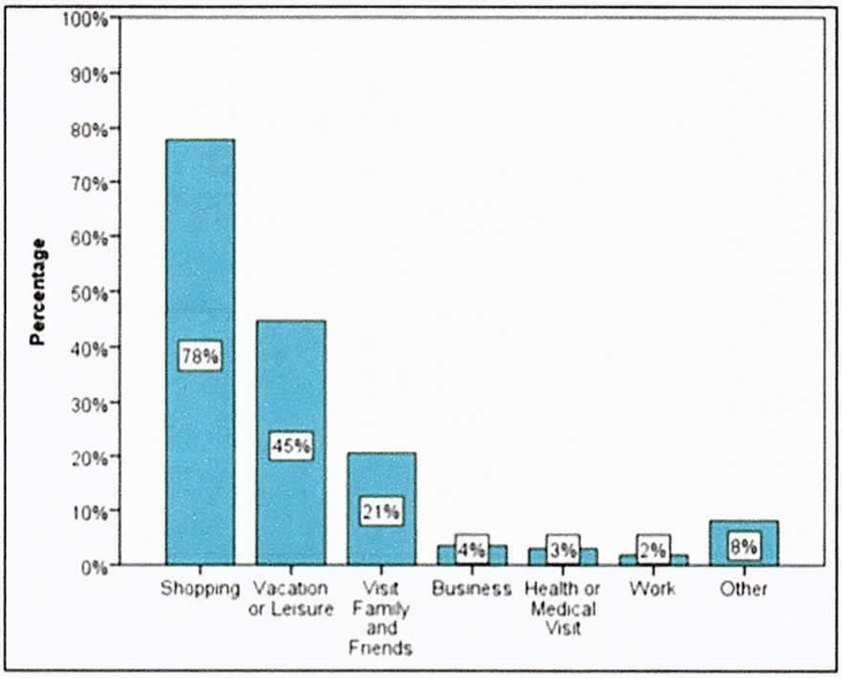


Figure 9: Purpose of visit
Source: Policy Brief on Cross Border Expenditure of Bruneians in Miri, Sarawak by CSPS (2014)

For the case of Brunei (See Figure 8), the more offerings there are, the more likely visitors (local or international) will be drawn to stay in Brunei or to the country respectively. With more products and attractions in place, this will create employment opportunities as well as generate opportunities for the MSME which contributes significantly towards the Brunei economy. The more there is for tourists to see and experience in Brunei, the more likely they will stay longer and spend more on activities. This will help to increase the average length of stay in the country from its current low average of 2.2 days (Appendix D). As a result, this will then have a trickling down effect to accommodation premises, public transportation, restaurants, tour operators, local communities, telecommunications company and other service providers.

Under the Tourism Strategic Plan 2016-2020, there were Request for Proposals for tourism project sites issued by the Tourism Development Department in the effort to develop more attractions through private sector and to enhance product offerings in the country. The objective was to have a successful Public Private Partnership for better tourism products in the hope that it could be managed more efficiently and costs effectively by the private enterprise. With that, government and private sector can work together in contributing towards realising Wawasan Brunei 2035. However, according to the Tourism Department, there has been no proposals so far due to a few reasons such as 1) the usual slowness in decision making process by the relevant Government agencies, 2) decisions involving parties outside the Ministry's jurisdiction, who may not see the same benefits as the policies are not aligned or at worst in conflict.

3. Policy Options

There are two policy options that are being proposed for this policy paper. Both polices are geared towards achieving the strategic objectives, however one focuses on key actions, deliverables and measures.

Policy Option 1: Maintain status quo (Business as usual)

This would mean that the Tourism Development Department would continue with their current strategies at the current pace and urgency to achieve their KPI's of doubling the tourist arrivals from 2015 to 451,000 in 2020.

Pros: The current strategy is already being implemented and is slowly developing the industry. Developments such as licensed tour guides, cross selling tour packages, issuance of Request for Proposals are already taking place.

Cons: With the current economic recession in Brunei Darussalam, there is only so much that can be done with such limited resources. Some of the strategic objectives would need the assistance of other government agencies and private sectors. There is no real concerted effort amongst the stakeholders as there are no measures or accountability in place. As a result, there is no urgency or priority within their scope of work.

Policy Option 2: To adopt a one nation approach strategy towards supporting the promotion and development of tourism in Brunei Darussalam

In His Majesty's Titah on the 1st January 2017

"Dari sudut ekonomi, dunia kita masih saja mengalami keadaan ekonomi tidak menentu. Namun kita bersyukur, dengan langkah-langkah pembaharuan yang diambil serta pendekatan 'whole-of-nation', *maka dapatlah kita menyaksikan peningkatan kedudukan negara dalam* 'ease of doing business', *sebagaimana laporan oleh Bank Dunia. Pencapaian ini terhasil daripada komitmen dan kerjasama erat diantara agensi-agensi kerajaan dan lain-lain pihak yang berkepentingan. Namun kita tidak wajar untuk cepat berpuas hati, tetapi sebaliknya perlu aktif dan lebih tinggi semangat pada meningkatkan lagi pencapaian tersebut."*

Titah Kebawah Duli Yang Maha Mulia Paduka Seri Baginda Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah Ibni Al-marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan Dan Yang Di-Pertuan Negara Brunei Darussalam

As part of His Majesty's Titah above states that we are currently facing an unpredictable economic situation, however with steps of improvement from the collaborative efforts and commitment amongst government agencies and private sector through **a whole nation approach** we can move forward. By adopting this policy, like the "Ease of Doing Business" where all agencies came together and committed to the same vision, it would be a win-win situation for the country not just to promote it as an attractive world class destination but to also contribute to the growth of the GDP through tourism receipts. We need to coordinate and align policies of all government agencies and private stakeholders that will ease the facilitation for tourist arrivals and make the destination more attractive that will be beneficial to the country and its people without compromising its values and security. Therefore, the 'Business as usual' approach is not an option that Brunei can take.

Given that the tourism industry is comprised of components that cut across other sectors, the tourism policy needs to be considered not in isolation but within its broader policy context, with leadership from policy-makers at the highest level, whose support can help ensure that the impacts on tourism of related policy initiatives are also considered. In this policy option, the Government should develop a more holistic approach in the development and management of the tourism industry and produce coordinated policies which may not necessarily be based on financial support. For example, the more critical areas that can be supported by the government agencies are in matters such as easing visa restrictions or facilitating visa applications more efficiently without comprising the safety and security, even to the extent of considering a unilateral visa free arrangements.

There is sufficient, reliable evidence to show that economies that adopt a whole-of- government approach to tourism development and management are among the most successful in terms of tourism performance, Australia being the prime example (WTTC, 2015) whereby the governments welcome encourage the inputs of the private sector into the strategic planning and policy making. This approach should be adopted into Tourism Development Department's strategic planning structure in order to get buy-ins from the private sector and that there is accountability upon the implementation of the objectives.

Often in Ministries when policies are related but not aligned can do one of the following such as i) cause conflict with one another i.e. policies go against each other such as preserving land for environmental purposes versus building a commercial complex on the same land for generate income, ii) they co-exist and operate differently or separately; but in fact they hardly do and iii) complement one another where as a result policy outcomes are enhanced for individual sectors as well as collectively.

Pros: It will be more cost effective in terms of product development, marketing and promotion and facilitation of tourists. It will align inter-ministry policies to support tourism growth. By adding touristic values to projects, this will result in commercialized activities and bring economic benefits. Both government private agencies will play a bigger role in the facilitation and promotion of tourism and not just relying on the Tourism Development Department. It encourages for more Public, Private Partnership (PPP) and even Public, Private, People Partnership (PPPP). This is especially important in wanting to develop more product offerings to make the destination attractive.

The local community, through the Village Consultative Council (*Majlis Perundingan Mukim dan Kampong, MPMK)* can also benefit through the one nation approach. By providing cultural and local experiences as well as locally made products, it can also generate economic returns for the local community when working together with the private sectors. This will also in return create employment opportunities.

Cons: It will take time to align policies and some agencies may not be proactive. In addition, not everyone can visualize the benefits of tourism as some are intangible or may feel that it will corrode the Bruneian values or even possibly increase crime rates in the country. Some agencies may not see the relevance in aligning strategies to support tourism growth as their main strategic objectives needs to be achieved first.

4. Recommendation & Implementation

Based on the analysis of the two (2) policy options, it is highly recommended for Brunei Darussalam to adopt Policy Option 2: **To adopt a one nation approach strategy towards supporting the promotion and development of tourism in Brunei Darussalam.** For the tourism sector to thrive and be of a significant contributor to the economy, the government would need to provide a supportive physical, regulatory and social environment – one which is also conducive to business development. This means adequate infrastructure, incentives for private sector investment, good transport connectivity and visa facilitation as well as the appropriate policies to encourage its growth. Through a one nation approach, it is hoped that all agencies will play a more pro-active role in the promotion and development of tourism.

The points below will hope to provide a step-by-step implementation approach towards achieving the recommended policy: -

I. **To set up a Tourism Working Group (TWG)** that reports to the Secretary of the Brunei Tourism Board (See Figure 10 & 11). The TWG are to meet at least once a month or whenever is required to follow up on action areas and decisions of the Board with key deliverables and outputs within the limited time frame that will contribute significantly to the overall Tourism Strategic Plan and ultimately its vision. These working groups should be looking into identifying policy problems and making policy recommendations under these sub-committees:

   a) Investment, Planning and tourist product Development;
   b) Travel Facilitation; Connectivity and Infrastructure
   c) Registration, quality and accreditation of tourism service;
   d) Research and Statistics;
   e) Marketing and Promotion;

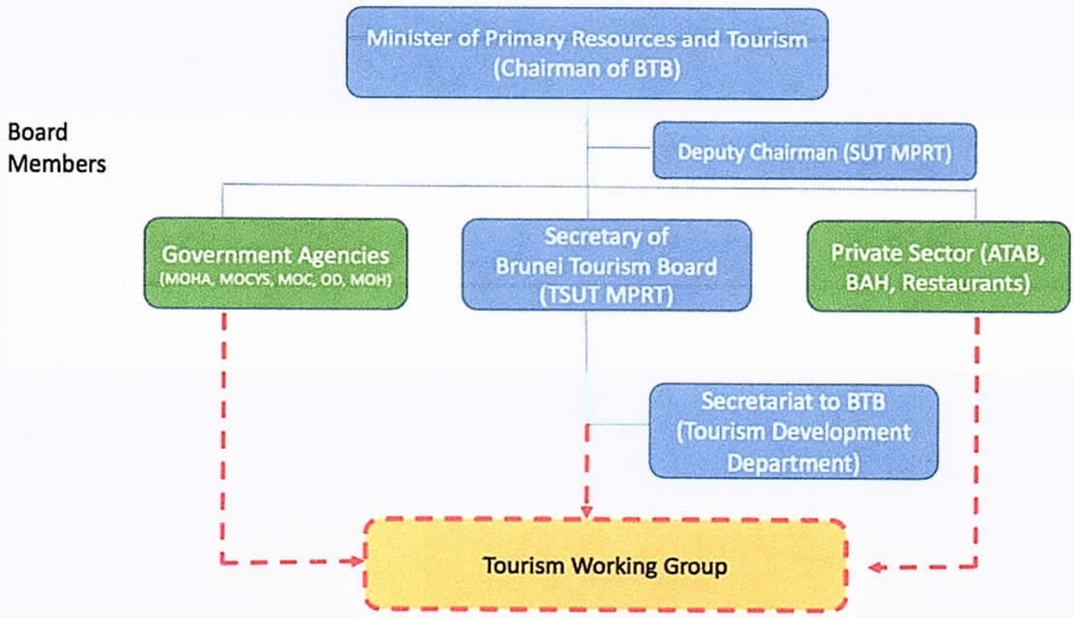


Figure 10: Proposed revised Brunei Tourism Board Structure

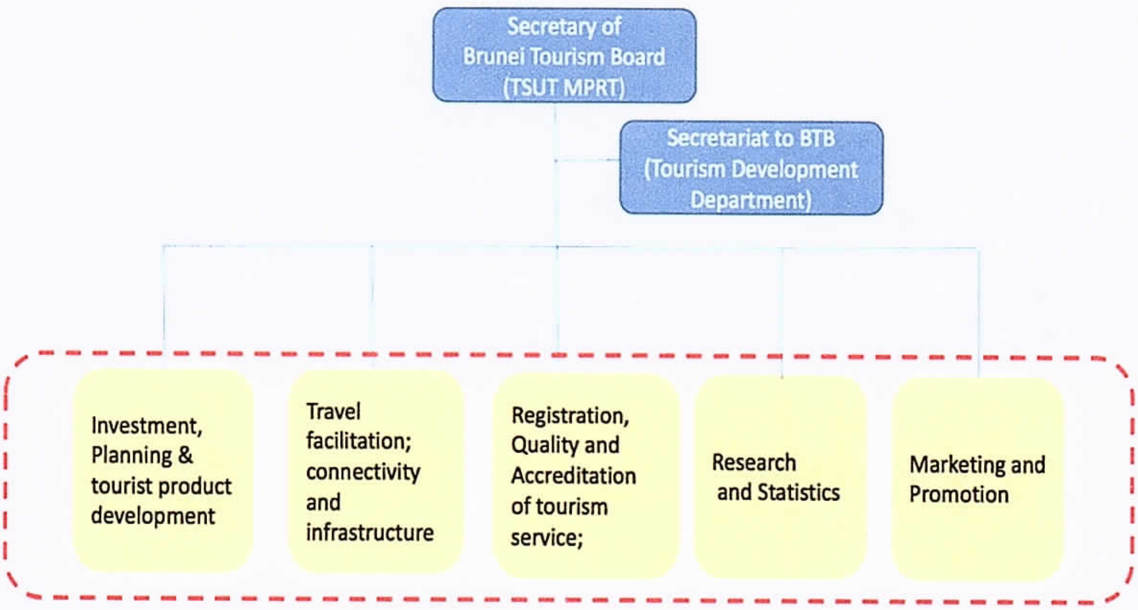


Figure 11: Proposed structure of the Tourism Working Group

II. **To socialize the One Nation Tourism approach** through the Cabinet Ministerial Meetings, Legislative council Meetings and as well as local media (See Figure 12)

Figure 12: The socialization process of the One Nation approach to support Tourism strategy

III. **Promoting inter-agency cooperation** to i) promote the country – Brunei Darussalam's Overseas missions under the ministry of Foreign Affairs and Trade can play a bigger role in the promotion of the country not only through promotional materials but also through gastronomic cuisines and ii) provide quality service to tourists through improving the quality of tourist personnel (such as tour guides or tour operators) to meet the demands; improve the effectiveness of visa facilitation and develop a sustainable tourism industry.

In the case for the visa, perhaps to consider having an online visa application process through e-visa or by having a Visa On arrival facility available for certain passport holders (such as China and Taiwan ROC) at all entry points to Brunei Darussalam under set conditions like limited number of days, proof of sufficient funds and onward or return confirmed ticket. As identified in Appendix E, the average spend of a tourist is about BND 145 (excluding air tickets, flights and tour packages). The total number of China tourist arrivals in 2016 was 40, 838 (Appendix B) which amounts to BND 5,921,510 (based on average spend of a tourist multiplied by China tourists arrivals in 2016). By facilitating

5. Conclusion

Tourism has the potential to play an important role in the economy of Brunei Darussalam. To successfully implement Policy Option 2, the tourism industry in Brunei Darussalam would need to take a multiagency coordinated effort. It is recommended that a working group be set up with the Secretary of the Brunei Tourism Board as the Chair and high level representatives from relevant agencies as members, to kick start and to oversee.

Active tourism policies are essential for Brunei Darussalam to prosper in the global tourism economy. Brunei Darussalam needs to achieve their target of 450,000 tourist arrivals in the next 3 years by 2020. By aligning the policies and for agencies to take a more proactive role in the promotion and the development of tourism, this encourages for more Public, Private Partnership (PPP) and even Public, Private, People Partnership (PPPP). This will create opportunities for MSMEs, creates employment and develop more product offerings to make the destination attractive and support the long-term sustainable growth of the tourism industry.

6. Appendices

Appendix A: Brunei Tourism Board Structure

PART II

BRUNEI DARUSSALAM TOURISM BOARD

Establishment and membership of Board

4. (1) There is hereby established a body known as the Brunei Darussalam Tourism Board.

(2) The Board shall consist of the following members who shall be appointed by His Majesty the Sultan and Yang Di-Pertuan –

(a) a Chairman;

(b) a Deputy Chairman; and

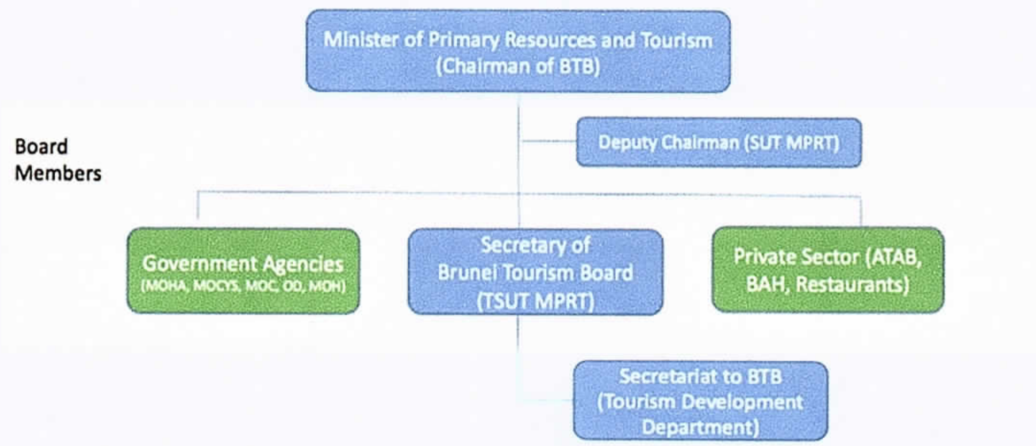
(c) not less than six but not more than ten members of whom –

(i) at least four shall be persons who are connected with any tourism enterprise but shall not hold any public office;

(ii) at least one shall be a representative of the Ministry of Primary Resources and Tourism; and

(iii) any other persons as the Minister considers fit and proper to be members of the Board.

Current Brunei Tourism Board Structure



Appendix B: Brunei Tourism Performance Report 2016

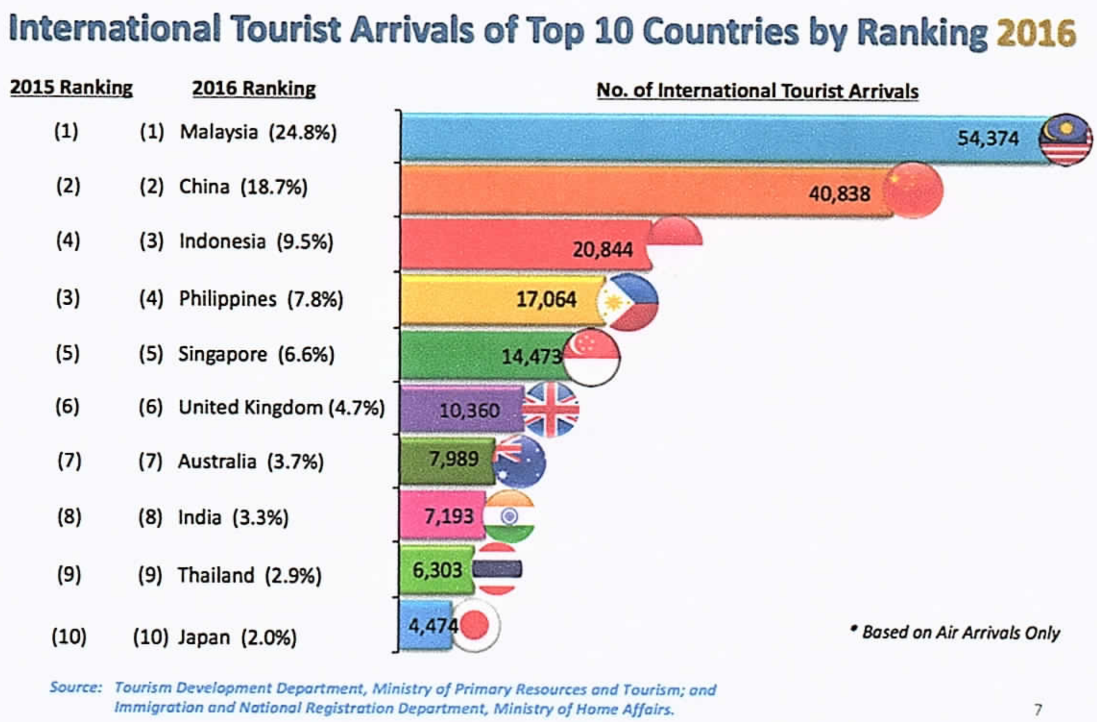
كمنترين سومبر٢ اوتام دان ڤلنچوڠن
MINISTRY OF PRIMARY RESOURCES AND TOURISM
BRUNEI DARUSSALAM

BRUNEI TOURISM PERFORMANCE REPORT 2016

Prepared by:
Statistics Unit
Tourism Development Department
Ministry of Primary Resources and Tourism
Brunei Darussalam

Report as of February 2017

BRUNEI



Employment 2012 – 2016

	2012	2013	2014	2015	2016
1) Travel Agents:					
a) Local	475 (71% Local)	376 (56% local)	418 (58% local)	424 (58% local)	430 (56% local)
b) Non-Local	198	296	303	311	330
c) Total	673	672	721	735	760
2) Accommodation:					
a) Local	1,182 (63 % Local)	1,232 (63% local)	1,351 (65% local)	1,440 (68% local)	1,519 (69% local)
b) Non-Local	686	710	721	687	674
c) Total	1,868	1,942	2,072	2,127	2,193
3) Tour Guide (Free Lance):					
a) Local	-	-	-	-	37 (100% local)
b) Non-Local	-	-	-	-	-
c) Total	-	-	-	-	37
Total Direct Employment	**2,541**	**2,614**	**2,793**	**2,862**	**2,990**

Source: Tourism Development Department, Ministry of Primary Resources and Tourism;
Travel Agents in Brunei Darussalam; and
Accommodations in Brunei Darussalam.

17

Target Performance 2016/2017

2016 7% *year-on-year to reach*

Tourist Air Arrivals 222,000 Estimated

< 2% to achieve the Projection

Achievement:
218,809 of 222,000 (98%) Tourist air arrivals *(Jan-Dec 2016)*

Tourism Receipts B$80m Estimated

< 12% to achieve the Projection

Achievement:
B$70m of B$80m (88%) Tourism Receipts *(Jan-Dec 2016)*

2017 10% *year-on-year to reach*

Tourist Air Arrivals 244,000 Estimated

Tourism Receipts B$106m Estimated

18

Appendix C: Research Methodology

The analysis produced from the paper is based on

- Government and international websites mostly from the Ministry of Primary Resources and Tourism, Ministry of Foreign Affairs and Trade, UNWTO, World Travel & Tourism Council, Ministry of Communications
- Secondary source of information particularly from the Tourism Development Department, online literature reviews from editorial and books. Online newspaper articles are also cited.
- Surveys that were conducted by the Aphec Independent Economic Consulting, Tourism Satellite Account and Centre for Strategic and Policy Studies

Appendix D: International Tourist Arrivals by Air with Comparison for the year 2015 and 2016

كمنترين سومبر٢ اوتام دان ڤلنچوڠن
MINISTRY OF PRIMARY RESOURCES AND TOURISM
BRUNEI DARUSSALAM

INTERNATIONAL TOURIST ARRIVALS BY AIR WITH COMPARISON FOR THE YEAR 2015 AND 2016

BRUNEI
The Abode of Peace

YEAR-ON-YEAR COMPARISON ON INTERNATIONAL TOURIST ARRIVALS BY AIR FOR THE YEAR 2015 AND 2016

MARKET AREAS	Q1 2015	<%>	Q1 2016	Q2 2015	<%>	Q2 2016	Q3 2015	<%>	Q3 2016	Q4 2015	<%>	Q4 2016	TOTAL 2015	<%>	TOTAL 2016
ASEAN															
MALAYSIA	15,337	-5.23%	14,535	14,774	-11.68%	13,049	13,235	-9.10%	12,030	14,640	0.82%	14,760	57,986	-6.23%	54,374
SINGAPORE	3,964	-14.20%	3,401	4,239	-16.21%	3,552	3,709	-5.15%	3,518	4,318	-7.32%	4,002	16,230	-10.83%	14,473
THAILAND	1,362	-3.45%	1,315	1,624	15.58%	1,877	1,270	31.81%	1,674	1,575	-8.76%	1,437	5,831	8.09%	6,303
INDONESIA	5,439	-3.03%	5,274	4,968	0.00%	4,968	3,412	62.05%	5,529	3,333	52.21%	5,073	17,152	21.53%	20,844
PHILIPPINES	4,268	-1.38%	4,209	5,459	-17.09%	4,526	4,195	-4.96%	3,987	4,000	8.55%	4,342	17,922	-4.79%	17,064
VIETNAM	635	32.60%	842	668	11.68%	746	621	51.85%	943	680	22.06%	830	2,604	29.07%	3,361
SUB-TOTAL	31,005	-4.61%	29,576	31,732	-9.50%	28,718	26,442	4.69%	27,681	28,546	6.65%	30,444	117,725	-1.11%	116,419
% OF GRAND TOTAL	*53.42%*		*52.41%*	*57.02%*		*54.92%*	*50.67%*		*50.37%*	*54.54%*		*55.33%*	*53.9%*		*53.2%*
FAR EAST															
CHINA (PRC)	9,564	4.43%	9,988	8,859	8.05%	9,572	10,123	18.17%	11,962	8,340	11.70%	9,316	36,886	10.71%	40,838
HONG KONG	331	64.35%	544	356	29.78%	462	329	38.60%	456	601	-21.96%	469	1,617	19.42%	1,931
JAPAN	1,171	2.65%	1,202	910	8.02%	983	1,211	-2.64%	1,179	1,044	6.32%	1,110	4,336	3.18%	4,474
KOREA	739	43.57%	1,061	624	20.67%	753	738	16.53%	860	770	13.90%	877	2,871	23.69%	3,551
TAIWAN	585	7.35%	628	324	-11.42%	287	433	-20.32%	345	402	-20.65%	319	1,744	-9.46%	1,579
SUB-TOTAL	12,390	8.34%	13,423	11,073	8.89%	12,057	12,834	15.33%	14,802	11,157	8.37%	12,091	47,454	10.37%	52,373
% OF GRAND TOTAL	*21.35%*		*23.79%*	*19.90%*		*23.06%*	*24.59%*		*26.92%*	*21.32%*		*21.97%*	*21.7%*		*23.9%*
AUS / NZ															
AUSTRALIA	3,080	-16.82%	2,562	2,429	-30.92%	1,678	2,188	-10.83%	1,951	2,275	-20.97%	1,798	9,972	-19.89%	7,989
NEW ZEALAND	423	-28.61%	302	416	-1.68%	409	459	-1.96%	450	343	-14.58%	293	1,641	-11.40%	1,454
SUB-TOTAL	3,503	-18.24%	2,864	2,845	-26.64%	2,087	2,647	-9.29%	2,401	2,618	-20.13%	2,091	11,613	-18.69%	9,443
% OF GRAND TOTAL	*6.04%*		*5.08%*	*5.11%*		*3.99%*	*5.07%*		*4.37%*	*5.00%*		*3.80%*	*5.3%*		*4.3%*
LONG HAUL															
UK / IRELAND	3,062	0.95%	3,091	2,608	-14.69%	2,225	3,102	-6.06%	2,914	2,660	-8.61%	2,431	11,432	-6.74%	10,661
WESTERN EUROPE	1,985	0.45%	1,994	1,814	-19.85%	1,454	1,934	-17.58%	1,594	2,287	-31.31%	1,571	8,020	-17.54%	6,613
EASTERN EUROPE	251	25.10%	314	125	14.40%	143	233	-26.61%	171	185	-15.14%	157	794	-1.13%	785
NORTH AMERICA	1,691	-13.13%	1,469	1,341	-12.53%	1,173	1,458	-14.81%	1,242	1,459	5.35%	1,537	5,949	-8.88%	5,421
MIDDLE EAST	180	21.67%	219	184	-8.15%	169	243	10.70%	269	215	-24.65%	162	822	-0.36%	819
SUB-TOTAL	7,169	-1.14%	7,087	6,072	-14.95%	5,164	6,970	-11.19%	6,190	6,806	-13.93%	5,858	27,017	-10.06%	24,299
% OF GRAND TOTAL	*12.35%*		*12.56%*	*10.91%*		*9.88%*	*13.36%*		*11.17%*	*13.00%*		*10.65%*	*12.4%*		*11.1%*
TOTAL MARKET AREAS	54,067	-2.07%	52,950	51,722	-7.15%	48,026	48,893	4.46%	51,074	49,127	2.76%	50,484	203,809	-0.63%	202,534
% OF GRAND TOTAL	*93.16%*		*93.83%*	*92.95%*		*91.84%*	*93.69%*		*92.83%*	*93.86%*		*91.75%*	*93.4%*		*92.6%*
Non-market specific areas	3,971	-12.34%	3,481	3,925	8.69%	4,266	3,294	21.13%	3,990	3,214	41.19%	4,538	14,404	12.99%	16,275
GRAND TOTAL	58,038	-2.77%	56,431	55,647	-6.03%	52,292	52,187	5.51%	55,064	52,341	5.12%	55,022	218,213	0.27%	218,809

Source: Tourism Development Department, Ministry of Primary Resources and Tourism

Appendix E: Tourism KPIs & Projections for 2017-2020

TOURISM KPIs & PROJECTIONS FOR 2017-2020

	2014*	2015*	2016*	2017	2018	2019	2020
GDP (%)	0.8%	1.0%	1.1%	1.4%	1.8%	2.1%	2.3%
Tourist Air Arrivals (No. of Tourists)	200,989	218,213	218,809	243,661	277,774	347,217	451,382
Growth Rate (y-o-y) (%)	-10.6%	8.6%	0.3%	10%	14%	25%	30%
Tourism Receipts ($)	$ 67,029,832	$ 69,609,947	$ 69,800,071	$ 105,992,535	$ 140,970,305	$ 201,385,860	$ 335,151,135
Spending/ day ($)	$ 145	$ 145	$ 145	$ 145	$ 145	$ 145	$ 165
Hotel Average Occupancy Rate (%)	40.3%	37.9%	38.7%	53.5%	55.5%	57.5%	62.5%
Hotel Average Length of Stay (Days)	2.3	2.2	2.2	3.0	3.5	4.0	4.5
Employment (No. of Workers)	2,793	2,862	2,990	3,089	3,190	3,293	3,397

Note:
1. * Actual figures; and
2. Base Year is 2014.

Source: Tourism Development Department, Ministry of Primary Resources and Tourism

Updated: 8th May 2017

Appendix F: Tourism Satellite Account – Spending pattern of inbound and transit visitors

Table 3: Spending pattern of inbound overnight and transit visitors

	Foreign overnight visitors		
	Leisure	Business	Stopover
Number of visitors	113,872	47,454	27,874
Average length of stay (days)	4.9	4.4	1.5
Per-trip expenses (in BND)	569.8	1,104.9	726.6
Air travel (in BND)	115.7	231.5	507.7
Daily expenses excluding air travel (in BND)	92.9	196.7	145.7
Accommodation*	34.8	87.6	64.6
Food and beverages	28.3	60.6	44.4
Local transport**	11.9	20.5	14.9
Tour operators	4.1	4.1	4.3
Cultural services	0.1	0.1	0.1
Sport and recreation services	3.4	5.9	4.3
Souvenirs and handicrafts	4.7	8.2	5.9
Shopping and shopping items	3.6	6.2	4.5
Other goods	0.0	0.0	0.0
Other services	2.1	3.6	2.6

* Value is lower than actual average room rate (leisure trips BND 120, business trips BND 150) due to visitors staying at the residence of friends or relatives or other accommodations and do not have any expenditures on hotels. Also only 70 percent of room rates are assigned to the category accommodation.

** Expenditures on local transport include expenses on road and water transport services as well as on car rental and leasing services

Source: Aphec & DIW Econ

Appendix G: Report of Visa Processing Times from Missions by Ministry of Foreign Affairs and Trade

AGENDA
MESYUARAT MENGENAI PENGELUARAN VISA
NEGARA BRUNEI DARUSSALAM

Tarikh	:	Isnin, 10 Rejab 1437 / 18 April 2016
Jam	:	9.00 pagi
Tempat	:	Bilik Mesyuarat 412, Tingkat 4 Kementerian Hal Ehwal Luar Negeri dan Perdagangan

AGENDA:

1. Bacaan Surah Al-Fatihah
2. Welcoming Remarks
3. Current trend and identification of challenge of visa issuance:
   - 3.1. Through Brunei Darussalam Missions Abroad (MOFAT)
   - 3.2. Through Travel/Tour Agencies (MPRT)
4. Comparison of visa issuance in ASEAN countries (MOFAT)
5. Understanding types of visa issued by Brunei (MOHA)
   - Diplomatic, Official, Social/Visit, Transit, VOA
6. Current and Outstanding visa request to Brunei (MOFAT)
   - 6.1. Croatia / Liechtenstein
   - 6.2. Turkey
   - 6.3. Russia
   - 6.4. India
7. Way forward and Policy Recommendations (MOFAT)
   - Possible timing of visa issuance
   - Possible visa free
8. Conclusions
9. Closing Remarks

*****

VISA APPLICATON THROUGH BD'S EMBASSY IN WASINGTON D.C., USA IN 2014

NO.	NAME OF APPLICANT	DATE OF APPLICATION	DATE OF APPROVAL	NATIONALITY	AMOUNT OF DAYS NEEDED FOR APPROVAL	TYPE OF VISA	REMARKS
1.	RUBEN MARGOLIS CHOMSTEIN PASSPORT: G00823883	5/8/2014	15/12/2014	MEXICO	132 DAYS	VISIT VISA	TRIP CANCELLED 2 WEEKS BEFORE ESTIMATED DATE OF ARRIVAL
2.	MATILDE FALLENIA SHILOAH PASSPORT: G02507848	20/2/2014	30/4/2014	MEXICO	69 DAYS	VISIT VISA	TRIP CANCELLED 2 WEEKS BEFORE ESTIMATED DATE OF ARRIVAL
3.	SABASTIAN GONZALEZ VICKE PASSPORT NO 083280023883	8/9/2014	25/11/2014	MEXICO	78 DAYS	VISIT VISA	TRIP CANCELLED
4.	MARIA RENATA YANEZ BALBOA PASSPORT NO G13906123	8/9/2014	25/11/2014	MEXICO	78 DAYS	VISIT VISA	TRIP CANCELLED
5.	JOSE ANTONIO GAIL LOPEZ PASSPORT NO G10923083	31/10/2014	NO RESPONSE FROM IMMIGRATION	MEXICO	NO RESPONSE FROM IMMIGRATION	VISIT VISA	
6.	ANDREA GARCIA HAGHENBACK PASSPORT NO G05139961	31/10/2014	NO RESPONSE FROM IMMIGRATION	MEXICO	NO RESPONSE FROM IMMIGRATION	VISIT VISA	

3.	MR. MOHAMED WAGIH GABER ABDELLATIF PASSPORT NO: A12917057	28/10/2015	PENDING APPROVAL	PAKISTAN	PENDING APPROVAL	VISIT VISA	PENDING APPRIVAL
4.	MR. ZAKIR ULLAH ABDUL MALIK PASSPORT NO: AP5326792	10/12/2015	PENDING APPROVAL	PAKISTAN	PENDING APPROVAL	VISIT VISA	PENDING APPROVAL

VISA APPLICATION THROUGH BD'S EMBASSY IN MOSCOW, RUSSIA IN 2015

NO.	NAME OF APPLICANT	DATE OF APPLICATION	DATE OF APPROVAL	NATIONALITY	AMOUNT OF DAYS NEEDED FOR APPROVAL	TYPE OF VISA	REMARKS
1.	MR. VICTOR AZAROV	23/12/2015 20/1/2015	11/2/2015	RUSSIA	50 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
2.	MRS. NADEZA AZAROVA	20/1/2015 23/12/2014	11/2/2015	RUSSIA	50 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
3.	MR. ALEKSANDR VIKULIN	18/12/2014 20/1/2015	17/2/2015	RUSSIA	61 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
4.	MRS. DARIA VIKULINA	18/12/2014 20/1/2015	17/2/2015	RUSSIA	61 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
5.	MR. ANDREI BLOKHINA	19/12/2014 20/1/2015	18/2/2015	RUSSIA	61 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
6.	MRS. ALBINA BURNASHEVA	10/11/2014	2/3/2015	RUSSIA	112 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
7.	MR. MARAT BURNASHEV	10/11/2015	2/3/2015	RUSSIA	112 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
8.	MR. ANDREI KRAVCHENKO	4/3/2015	27/4/2015	RUSSIA	54 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
9.	MR. EDEM GOLDIN	25/2/2015	28/5/2015	RUSSIA	92 DAYS	VISIT VISA	DIRECT TO IMMIGRATION

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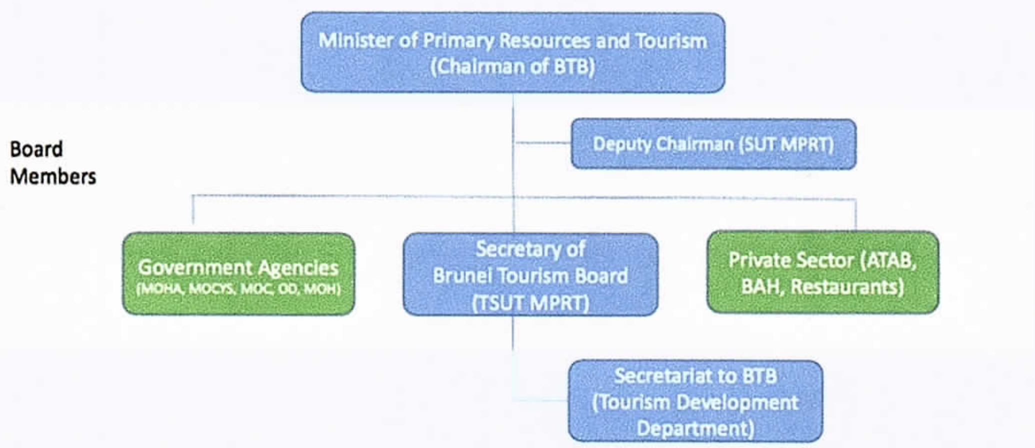
3

Current Brunei Tourism Board Structure



Appendix B: Brunei Tourism Performance Report 2016

كمنترين سومبر٢ اوتام دان ڤلنچوڠن
MINISTRY OF PRIMARY RESOURCES AND TOURISM
BRUNEI DARUSSALAM

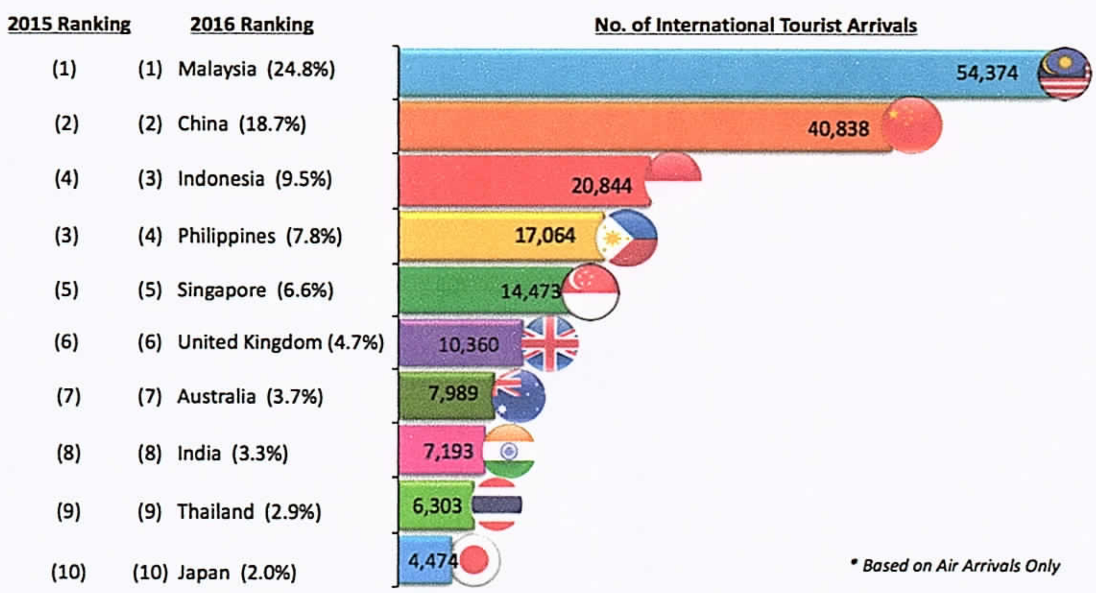
BRUNEI TOURISM PERFORMANCE REPORT 2016

Prepared by:
Statistics Unit
Tourism Development Department
Ministry of Primary Resources and Tourism
Brunei Darussalam

Report as of February 2017

BRUNEI
The Abode of Peace

International Tourist Arrivals of Top 10 Countries by Ranking 2016



Source: Tourism Development Department, Ministry of Primary Resources and Tourism; and Immigration and National Registration Department, Ministry of Home Affairs.

Employment 2012 – 2016

	2012	2013	2014	2015	2016
1) Travel Agents:					
a) Local	475 (71% Local)	376 (56% local)	418 (58% local)	424 (58% local)	430 (56% local)
b) Non-Local	198	296	303	311	330
c) Total	673	672	721	735	760
2) Accommodation:					
a) Local	1,182 (63 % Local)	1,232 (63% local)	1,351 (65% local)	1,440 (68% local)	1,519 (69% local)
b) Non-Local	686	710	721	687	674
c) Total	1,868	1,942	2,072	2,127	2,193
3) Tour Guide (Free Lance):					
a) Local	-	-	-	-	37 (100% local)
b) Non-Local	-	-	-	-	-
c) Total	-	-	-	-	37
Total Direct Employment	**2,541**	**2,614**	**2,793**	**2,862**	**2,990**

Source: Tourism Development Department, Ministry of Primary Resources and Tourism; Travel Agents in Brunei Darussalam; and Accommodations in Brunei Darussalam.

Target Performance 2016/2017

2016 7% *year-on-year to reach*

Tourist Air Arrivals: 222,000 Estimated

< 2% to achieve the Projection

Achievement: 218,809 of 222,000 (98%) Tourist air arrivals *(Jan-Dec 2016)*

Tourism Receipts: B$80m Estimated

< 12% to achieve the Projection

Achievement: B$70m of B$80m (88%) Tourism Receipts *(Jan-Dec 2016)*

2017 10% *year-on-year to reach*

Tourist Air Arrivals: 244,000 Estimated

Tourism Receipts: B$106m Estimated

Appendix C: Research Methodology

The analysis produced from the paper is based on

- Government and international websites mostly from the Ministry of Primary Resources and Tourism, Ministry of Foreign Affairs and Trade, UNWTO, World Travel & Tourism Council, Ministry of Communications
- Secondary source of information particularly from the Tourism Development Department, online literature reviews from editorial and books. Online newspaper articles are also cited.
- Surveys that were conducted by the Aphec Independent Economic Consulting and Centre for Strategic and Policy Studies

Appendix D: International Tourist Arrivals by Air with Comparison for the year 2015 and 2016

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INTERNATIONAL TOURIST ARRIVALS BY AIR WITH COMPARISON FOR THE YEAR 2015 AND 2016

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YEAR-ON-YEAR COMPARISON ON INTERNATIONAL TOURIST ARRIVALS BY AIR FOR THE YEAR 2015 AND 2016

MARKET AREAS	Q1 2015	<%>	Q1 2016	Q2 2015	<%>	Q2 2016	Q3 2015	<%>	Q3 2016	Q4 2015	<%>	Q4 2016	TOTAL 2015	<%>	TOTAL 2016
ASEAN															
MALAYSIA	15,337	-5.23%	14,535	14,774	-11.68%	13,049	13,235	-9.10%	12,030	14,640	0.82%	14,760	57,986	-6.23%	54,374
SINGAPORE	3,964	-14.20%	3,401	4,239	-16.21%	3,552	3,709	-5.15%	3,518	4,318	-7.32%	4,002	16,230	-10.83%	14,473
THAILAND	1,362	-3.45%	1,315	1,624	15.58%	1,877	1,270	31.81%	1,674	1,575	-8.76%	1,437	5,831	8.09%	6,303
INDONESIA	5,439	-3.03%	5,274	4,968	0.00%	4,968	3,412	62.05%	5,529	3,333	52.21%	5,073	17,152	21.53%	20,844
PHILIPPINES	4,268	-1.39%	4,209	5,459	-17.09%	4,526	4,195	-4.96%	3,987	4,000	8.55%	4,342	17,922	-4.79%	17,064
VIETNAM	635	32.60%	842	668	11.68%	746	621	51.85%	943	680	22.06%	830	2,604	29.07%	3,361
SUB-TOTAL	31,005	-4.61%	29,576	31,732	-9.50%	28,718	26,442	4.69%	27,681	28,546	6.65%	30,444	117,725	-1.11%	116,419
% OF GRAND TOTAL	*53.42%*		*52.41%*	*57.02%*		*54.92%*	*50.67%*		*50.37%*	*54.54%*		*55.33%*	*53.9%*		*53.2%*
FAR EAST															
CHINA (PRC)	9,564	4.43%	9,988	8,859	8.05%	9,572	10,123	18.17%	11,962	8,340	11.70%	9,316	36,886	10.71%	40,838
HONG KONG	331	64.35%	544	356	29.78%	462	329	38.60%	456	601	-21.96%	469	1,617	19.42%	1,931
JAPAN	1,171	2.65%	1,202	910	8.02%	983	1,211	-2.64%	1,179	1,044	6.32%	1,110	4,336	3.18%	4,474
KOREA	739	43.57%	1,061	624	20.67%	753	738	16.53%	860	770	13.90%	877	2,871	23.69%	3,551
TAIWAN	585	7.35%	628	324	-11.42%	287	433	-20.32%	345	402	-20.65%	319	1,744	-9.46%	1,579
SUB-TOTAL	12,390	8.34%	13,423	11,073	8.89%	12,057	12,834	15.33%	14,802	11,157	8.37%	12,091	47,454	10.37%	52,373
% OF GRAND TOTAL	*21.35%*		*23.79%*	*19.90%*		*23.06%*	*24.59%*		*26.92%*	*21.32%*		*21.97%*	*21.7%*		*23.9%*
AUS / NZ															
AUSTRALIA	3,080	-16.82%	2,562	2,429	-30.92%	1,678	2,188	-10.83%	1,951	2,275	-20.97%	1,798	9,972	-19.89%	7,989
NEW ZEALAND	423	-28.61%	302	416	-1.68%	409	459	-1.96%	450	343	-14.58%	293	1,641	-11.40%	1,454
SUB-TOTAL	3,503	-18.24%	2,864	2,845	-26.64%	2,087	2,647	-9.27%	2,401	2,618	-20.13%	2,091	11,613	-18.69%	9,443
% OF GRAND TOTAL	*6.04%*		*5.08%*	*5.11%*		*3.99%*	*5.07%*		*4.37%*	*5.00%*		*3.80%*	*5.3%*		*4.3%*
LONG HAUL															
UK / IRELAND	3,062	0.95%	3,091	2,608	-14.69%	2,225	3,102	-6.06%	2,914	2,660	-8.61%	2,431	11,432	-6.74%	10,661
WESTERN EUROPE	1,985	0.45%	1,994	1,814	-19.85%	1,454	1,934	-17.58%	1,594	2,287	-31.31%	1,571	8,020	-17.54%	6,613
EASTERN EUROPE	251	25.10%	314	125	14.40%	143	233	-26.61%	171	185	-15.14%	157	794	-1.13%	785
NORTH AMERICA	1,691	-13.13%	1,469	1,341	-12.53%	1,173	1,458	-14.81%	1,242	1,459	5.35%	1,537	5,949	-8.88%	5,421
MIDDLE EAST	180	21.67%	219	184	-8.15%	169	243	10.70%	269	215	-24.65%	162	822	-0.36%	819
SUB-TOTAL	7,169	-1.14%	7,087	6,072	-14.95%	5,164	6,970	-11.19%	6,190	6,806	-13.93%	5,858	27,017	-10.06%	24,299
% OF GRAND TOTAL	*12.35%*		*12.56%*	*10.91%*		*9.88%*	*13.36%*		*11.17%*	*13.00%*		*10.65%*	*12.4%*		*11.1%*
TOTAL MARKET AREAS	54,067	-2.07%	52,950	51,722	-7.15%	48,026	48,893	4.46%	51,074	49,127	2.76%	50,484	203,809	-0.63%	202,534
% OF GRAND TOTAL	*93.16%*		*93.83%*	*92.95%*		*91.84%*	*93.69%*		*92.83%*	*93.86%*		*91.75%*	*93.4%*		*92.6%*
Non-market specific areas	3,971	-12.34%	3,481	3,925	8.69%	4,266	3,294	21.13%	3,990	3,214	41.19%	4,538	14,404	12.99%	16,275
GRAND TOTAL	**58,038**	**-2.77%**	**56,431**	**55,647**	**-6.03%**	**52,292**	**52,187**	**5.51%**	**55,064**	**52,341**	**5.12%**	**55,022**	**218,213**	**0.27%**	**218,809**

Source: Tourism Development Department, Ministry of Primary Resources and Tourism

Appendix E: Tourism KPIs & Projections for 2017-2020

TOURISM KPIs & PROJECTIONS FOR 2017-2020

	2014*	2015*	2016*	2017	2018	2019	2020
GDP (%)	0.8%	1.0%	1.1%	1.4%	1.8%	2.1%	2.3%
Tourist Air Arrivals (No. of Tourists)	200,989	218,213	218,809	243,661	277,774	347,217	451,382
Growth Rate (y-o-y) (%)	-10.6%	8.6%	0.3%	10%	14%	25%	30%
Tourism Receipts ($)	$ 67,029,832	$ 69,609,947	$ 69,800,071	$ 105,992,535	$ 140,970,305	$ 201,385,860	$ 335,151,135
Spending/ day ($)	$ 145	$ 145	$ 145	$ 145	$ 145	$ 145	$ 165
Hotel Average Occupancy Rate (%)	40.3%	37.9%	38.7%	53.5%	55.5%	57.5%	62.5%
Hotel Average Length of Stay (Days)	2.3	2.2	2.2	3.0	3.5	4.0	4.5
Employment (No. of Workers)	2,793	2,862	2,990	3,089	3,190	3,293	3,397

Note:
1. * Actual figures; and
2. Base Year is 2014.

Source: Tourism Development Department, Ministry of Primary Resources and Tourism

Updated: 8th May 2017

Appendix F: Tourism Satellite Account – Spending pattern of inbound and transit visitors

Table 3: Spending pattern of inbound overnight and transit visitors

	Foreign overnight visitors		
	Leisure	Business	Stopover
Number of visitors	113,872	47,454	27,874
Average length of stay (days)	4.9	4.4	1.5
Per-trip expenses (in BND)	569.8	1,104.9	726.6
Air travel (in BND)	115.7	231.5	507.7
Daily expenses excluding air travel (in BND)	92.9	196.7	145.7
Accommodation*	34.8	87.6	64.6
Food and beverages	28.3	60.6	44.4
Local transport**	11.9	20.5	14.9
Tour operators	4.1	4.1	4.3
Cultural services	0.1	0.1	0.1
Sport and recreation services	3.4	5.9	4.3
Souvenirs and handicrafts	4.7	8.2	5.9
Shopping and shopping items	3.6	6.2	4.5
Other goods	0.0	0.0	0.0
Other services	2.1	3.6	2.6

* Value is lower than actual average room rate (leisure trips BND 120, business trips BND 150) due to visitors staying at the residence of friends or relatives or other accommodations and do not have any expenditures on hotels. Also only 70 percent of room rates are assigned to the category accommodation.

** Expenditures on local transport include expenses on road and water transport services as well as on car rental and leasing services

Source: Aphec & DIW Econ

Appendix G: Report of Visa Processing Times from Missions by Ministry of Foreign Affairs and Trade

AGENDA
MESYUARAT MENGENAI PENGELUARAN VISA
NEGARA BRUNEI DARUSSALAM

Tarikh	:	Isnin, 10 Rejab 1437 / 18 April 2016
Jam	:	9.00 pagi
Tempat	:	Bilik Mesyuarat 412, Tingkat 4 Kementerian Hal Ehwal Luar Negeri dan Perdagangan

AGENDA:

1. Bacaan Surah Al-Fatihah
2. Welcoming Remarks
3. Current trend and identification of challenge of visa issuance:
   - 3.1. Through Brunei Darussalam Missions Abroad (MOFAT)
   - 3.2. Through Travel/Tour Agencies (MPRT)
4. Comparison of visa issuance in ASEAN countries (MOFAT)
5. Understanding types of visa issued by Brunei (MOHA)
   - Diplomatic, Official, Social/Visit, Transit, VOA
6. Current and Outstanding visa request to Brunei (MOFAT)
   - 6.1. Croatia / Liechtenstein
   - 6.2. Turkey
   - 6.3. Russia
   - 6.4. India
7. Way forward and Policy Recommendations (MOFAT)
   - Possible timing of visa issuance
   - Possible visa free
8. Conclusions
9. Closing Remarks

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VISA APPLICATON THROUGH BD'S EMBASSY IN WASINGTON D.C., USA IN 2014

NO.	NAME OF APPLICANT	DATE OF APPLICATION	DATE OF APPROVAL	NATIONALITY	AMOUNT OF DAYS NEEDED FOR APPROVAL	TYPE OF VISA	REMARKS
1.	RUBEN MARGOLIS CHOMSTEIN PASSPORT: G00823883	5/8/2014	15/12/2014	MEXICO	132 DAYS	VISIT VISA	TRIP CANCELLED 2 WEEKS BEFORE ESTIMATED DATE OF ARRIVAL
2.	MATILDE FALLENIA SHILOAH PASSPORT: G02507848	20/2/2014	30/4/2014	MEXICO	69 DAYS	VISIT VISA	TRIP CANCELLED 2 WEEKS BEFORE ESTIMATED DATE OF ARRIVAL
3.	SABASTIAN GONZALEZ VICKE PASSPORT NO. 083280023883	8/9/2014	25/11/2014	MEXICO	78 DAYS	VISIT VISA	TRIP CANCELLED
4.	MARIA RENATA YANEZ BALBOA PASSPORT NO. G13906123	8/9/2014	25/11/2014	MEXICO	78 DAYS	VISIT VISA	TRIP CANCELLED
5.	JOSE ANTONIO GAIL LOPEZ PASSPORT NO. G10923083	31/10/2014	NO RESPONSE FROM IMMIGRATION	MEXICO	NO RESPONSE FROM IMMIGRATION	VISIT VISA	
6.	ANDREA GARCIA HAGHENBACK PASSPORT NO. G05139961	31/10/2014	NO RESPONSE FROM IMMIGRATION	MEXICO	NO RESPONSE FROM IMMIGRATION	VISIT VISA	

3.	MR. MOHAMED WAGIH GABER ABDELLATIF PASSPORT NO: A12917057	28/10/2015	PENDING APPROVAL	PAKISTAN	PENDING APPROVAL	VISIT VISA	PENDING APPRIVAL
4.	MR. ZAKIR ULLAH ABDUL MALIK PASSPORT NO: AP5326792	10/12/2015	PENDING APPROVAL	PAKISTAN	PENDING APPROVAL	VISIT VISA	PENDING APPROVAL

VISA APPLICATION THROUGH BD'S EMBASSY IN MOSCOW, RUSSIA IN 2015

NO.	NAME OF APPLICANT	DATE OF APPLICATION	DATE OF APPROVAL	NATIONALITY	AMOUNT OF DAYS NEEDED FOR APPROVAL	TYPE OF VISA	REMARKS
1.	MR. VICTOR AZAROV	23/12/2015 20/1/2015	11/2/2015	RUSSIA	50 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
2.	MRS. NADEZA AZAROVA	20/1/2015 23/12/2014	11/2/2015	RUSSIA	50 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
3.	MR. ALEKSANDR VIKULIN	18/12/2014 20/1/2015	17/2/2015	RUSSIA	61 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
4.	MRS. DARIA VIKULINA	18/12/2014 20/1/2015	17/2/2015	RUSSIA	61 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
5.	MR. ANDREI BLOKHINA	19/12/2014 20/1/2015	18/2/2015	RUSSIA	61 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
6.	MRS. ALBINA BURNASHEVA	10/11/2014	2/3/2015	RUSSIA	112 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
7.	MR. MARAT BURNASHEV	10/11/2015	2/3/2015	RUSSIA	112 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
8.	MR. ANDREI KRAVCHENKO	4/3/2015	27/4/2015	RUSSIA	54 DAYS	VISIT VISA	DIRECT TO IMMIGRATION
9.	MR. EDEM GOLDIN	25/2/2015	28/5/2015	RUSSIA	92 DAYS	VISIT VISA	DIRECT TO IMMIGRATION

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