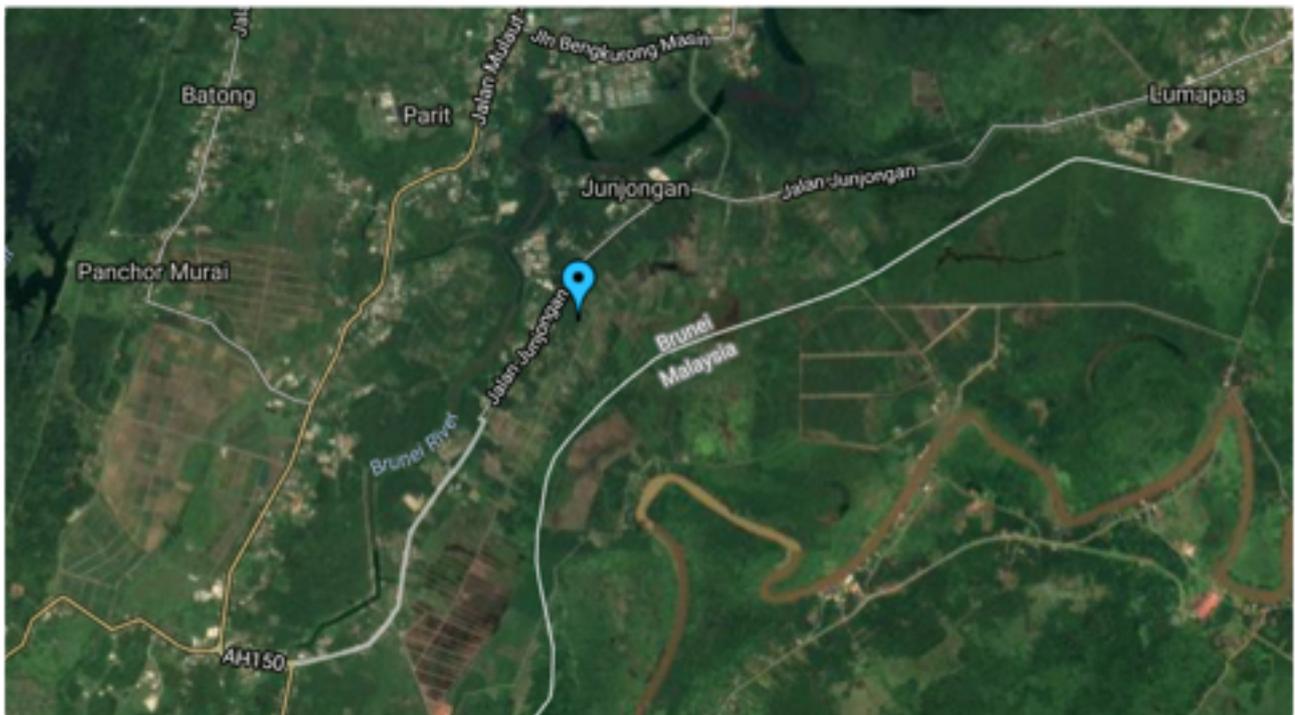


# OFFICIAL ECONOMIC REPORT OF KAMPONG JUNJONGAN

From Village to Small Town in Five Years?



Prepared by  
**MPK Junjongan**

(+673-8605118)

Published in 28th February 2017

# **T**able of Contents

Executive Summary

Chapter 1 Introduction

Chapter 2 PEES Analysis

Chapter 3 SWOT Analysis

Chapter 4 Limitations of Report

Chapter 5 Key Recommendations

Chapter 6 Conclusion

Final Words

References

## **Executive Summary**

The vision of this report is to make Junjungan Village into a small town centre in five years time. Utilising the central concept of Charter Village/Town, the Kampong would have by then secured the much needed empowerment to govern itself with the backing and support of the central government to carry out the following recommendations.

To this end, we should:

1. Publish a Charter Document for Kampong Junjungan that would detail the rules of the conduct and order in regards to how the MPK (thereby called the local council) and Kampong works in achieving the goal of turning Kampong Junjungan into Town status in five years time.

2. Deepen the formal and informal ties of the local council with the national government and its relevant agencies, the private sector, NGOs, and other internal and external stakeholders through dialogues or site visits, or both.

3. Establish and agree among the local council and the central government upon the short-, medium-, and long-term goals in building Junjungan's economic status into a small town. It would require coordinated effort from all stakeholders involved to generate ideas and implement these inputs.

4. To assist the central government to identify lands to be rezoned, redeveloped, and redistributed for residential, commercial, agricultural, industrial, and forest reserve purposes. To this the zoning ratio should change from the existing figure of 2(commercial):5(industrial):35(residential):40(agricultural):18(reserve) to 20(C):10(I):40(R):25(A):5(R).

5. To actively work to reduce local unemployment and its associated vices (drug abuse and crimes) by generating economic and business opportunities for locals and the youths through the continual expansion of service-based industries and promoting local entrepreneurship.

6. To increase the population base of the Kampong from 2000 people to 5000 in five years. This could be done by lobbying the government to build five hundred high-rise apartments that would add 3000 people to the existing population base.

7. To identify, formalise, secure, and establish the formal naval routes along the Brunei River that would enjoin Junjungan to BSB via boat travel. Doing so would also require increased security measures and investments, as well as to eliminate crocodiles from the area, to ensure safe passage of travel.

8. Finally, to capitalise on the existing incoming traffic and tourists that travels through the Junjungan road by expanding commercial and tourism services. It must also capture the opportunities that will be generated from the opening of the new BSB-Lumapas bridge. This can add up to an approximately BND\$2.5m - BND\$5m in additional income for the Kampong.

Carrying on these recommendations may act to contribute towards the development of the village into a small town in five years time. If successful, there is a chance that Kampong Junjungan could be turned into a "model village" to be emulated when it comes to how Brunei Darussalam can propel growth and development at the local village level.

## **Chapter 1: Introduction**

Kampong Junjungan is a village located within the vicinity of the Pangkalan Batu Mukim and is thirty-minutes off Bandar Seri Begawan and five-minutes off the Limbang border. The Brunei River also connects through the village, making it a strategic point of logistical access for goods and tourism, though these potential have yet to be fully-utilised. In economic terms, the village specialises in agricultural produce.

According to the Brunei canon Syair Awang Semaun, Junjungan is the location chosen by Awang Alak Betatar as a surrendering point for the Melanau people. When they refused, Brunei made war and subdued them and so with it led to one of the first conquests and expansion of Brunei power in history.

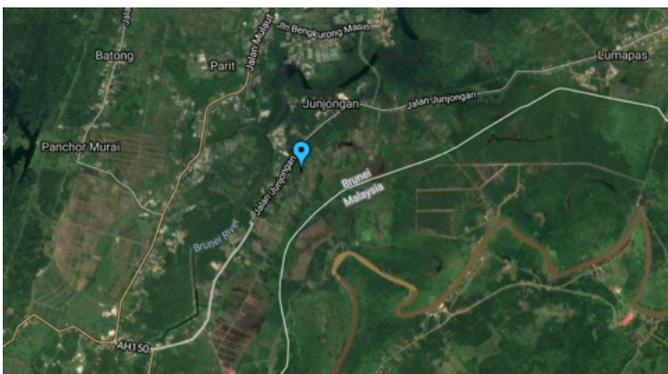
The tomb of Syarif Alwi or “Raja Junjungan”, a well-known religious scholar, is also located in the village. History has it that he played a powerful role in the spread islam in Brunei. Rozan Yunos, the famous popular historian wrote in his blog how Alwi was a chieftain who served faithfully under the Brunei King. His grandson would end up becoming the first and only Sultan of Sandakan.

The theory of building a village to town is inspired by the theory of “Charter Cities”, an idea originated from the well- known economist Paul Romer. A Charter City is more or less defined as a territory that possess its own laws and governance, and is supported by the government to possess extra-legal means that can be exercised by the territory when it comes to pursuing its own objectives.

China’s Shenzhen and Hong Kong as prime examples of charter cities. The advantage is that it would enable a bottom-up approach in development that is spearheaded by the locals instead of the central government. Given extra rights, the cities are then able to secure greater flexibility in its economic reform process needed to stimulate growth. This would also reduce the central government’s burden in managing the city, thereby saving cost and energy.

Rather than having a “city” charter, this report would argue that Junjungan should have its own “Village/Small Town” charter. Applying the same principles as the “Charter Cities”, it would bade well to unlock long-term economic growth and potential of Junjungan from village into town status in five- years. The greater autonomy would also give room for innovative policy-making, that is so needed in diversifying and developing the village forward. The difference of this idea from the Charter Cities concept is that the Junjungan local council shall continually work hand-in-hand with the central government to pursue progress and development.

Google Map of Junjungan:



## **Chapter 2: PEES Analysis**

Understanding the current strategic situation of the Kampong is of utmost importance in shaping its future course of development. As Sun Tzu once said, to know oneself is victory. And so to know one's own Kampong is to achieve victory. To this the PEES Analysis, a modified version of a PEST analysis shall be utilised. The PEES analysis is composed of Political, Economic, Environment, and Social. The reason being that it would help to simplify the process of analysis, as well as to hopefully set the standard of analysis for other village reports that could be made. Technology (which makes up the 'T' in PEST) will not be utilised.

### **1. Political**

The village is headed by the Ketua Kampong and is advised and supported by his fellow MPKs and village advisor. The Ketua Kampong (or village leader) is someone who is elected at the local level through a voting process. If the spot remain vacant, the government under the Ministry of Home Affairs would advertise the job through the government-run newspaper Pelita Brunei. Upon being selected, the Ketua Kampong is designated to serve the village for a five year term. They report under the Penghulu Mukim (equivalent to MPs in the UKs parliamentary system) who oversees the sub- district, or in this case Pangkalan Batu.

The governance structure of the village council primarily involves five important actors: The Chairman (the Ketua Kampong), the Vice-Chairman, Secretary, Treasurer and Advisor. This council then has its bureaus reporting under them. The current bureaus are composed of the economic, social and sports, religious, and security bureaus; each with its own responsibilities and expectations. In its entirety, the council is bound to follows the standards and guidelines set out in the 'Green Book' and 'Red Book'. These books contains all the information necessary for what to expect of the council and the village leader. It can be retrieved from the Village Development section, second floor, Ministry of Home Affairs in

Bandar. The council members have to carry out their duties voluntarily and without pay, except the Ketua Kampong who is paid a median salary of \$2000 to \$4000 per month by the government.

The strategic objectives of the council are threefold: First, it is to strengthen the village and penghulu institution in Brunei Darussalam; Second, to act as the grassroots ties to the government as well as to enhance citizenry patriotism towards His Majesty and the State of Brunei; Finally, to produce and implement strategic plans in building up the socioeconomic fabric of the village. Other objectives that is to be expected from the village council is to act as a body to distribute funds to orphans, to organise community events during Family Day and Teachers Day, and to basically serve as the eyes and ears of the government in the village.

Any disputes, complaints, or suggestions from the village populace are usually directed to the Ketua Kampong. In the case that the Ketua Kampong are not able to solve these problems, he shall other refer the individual to the relevant agencies or write a letter to the District Officer for further action and/or consideration.

### **2. Economic**

Primary Sector - The economic output of the Village has been identified primarily in the agricultural field. By virtue of its long distance from the city centre as well as its rich, fertile land, the village is

known to produce corn, vegetables, durian, chilli, and much more. In term of livestock, local farmers and businesses produces include chickens, lambs, day old chicks, fertilised eggs, goat meat, beef, broilers, and cattle.

Two well-known companies based there are Hua Ho - which possess its farm there - and a local livestock company, the go- too centre to secure meat for the Hari Raya Korban. In the statistics produced by Yafiq Awang Johari, around 98 farmers (mostly foreigners) are employed in this sector to develop an approved area of 72 Ha of lands. There is a village corporation body named Brunei Ladang Corporation. It was founded by Haji Mohammad Taha, with the objective of gathering locals to invest and build locally-owned businesses forward. As of current, it has a total of 138 members and it now run by the Vice-Chairman of the local council.

Secondary Sector - The secondary economic output are from the service and logistical industry. There is an industrial park located in Kampong Junjungan. It once housed the printing press for the now-defunct Brunei Times. In terms of logistics, there are distribution and food processing companies based there. These companies include Aiking SND BHD - well-known for distributing Mr. Brown and Ice Lemon Tea brand - as well as Nippon Paint - which distributes the Nippon brand paint across the Brunei/Muara district. For food processing, companies include Ayamas, a well-recognised Brunei brand that produces and distributes processed nuggets, sausages, and other poultry meats. A furniture-making company is also based there.

Service Sector - In the service category lies shops such as the Shell gas station, retail shops, restaurants, workshops, a floral centre (seemingly inactive), a bed and breakfast guesthouse, Nasi Katok stalls, and tailoring shops. Most operate under the “Ali-baba” business model. A majority of these economic performers employ foreigners.

### **3. Environment**

The agricultural activities and growing inflow of migration has naturally contributed to mass deforestation in the village. None is more damaging than the former. Hundreds of hectares of lands have been allocated for farming. This has contributed to deforestation which in turn weakens the village soil, triggering floods as a result - the Kampong (and Kampong Lumpas) experienced its first flood ever in 2015 (Borneo Bulletin, 2015), with the water levels reaching knees length deep.

The Brunei River runs through the Kampong, which means that one can reach the Kampong by boat from Kampong Ayer or ‘Venice of the East’ located in Bandar Seri Begawan. This channel is however under-utilised. At most the people would just use their boats to fish quietly in the river. The greatest danger of using the river is none other than the crocodiles. A young boy was killed by one in 2009. Others include the drowning of a fisherman during his fishing trip (Borneo Bulletin, 2015), which may have contributed to the added fear of using the river channel by locals.

Kampong Junjungan is one of the two Kampongs that people would pass through if they were to go to Limbang or Temburong - the other being Limau Manis. Traffic inflow of consumers and travellers are guaranteed, at least until the new Temburong-Brunei bridge opens. However, given the underutilisation of land, the Kampong has failed to capitalise to grow over the years based on this traffic inflow. And if the Brunei-Temburong bridge does open, then it may affect traffic inflow greatly, given that it would divert much needed traffic from the village especially for those coming to and from Temburong.

The upcoming new bridge connecting BSB to Kampong Lumpas may fortunately add up to the traffic inflow into Junjungan. It would be wise for the Kampong to capitalise on the opportunity given the increased connectivity from Bandar to Junjungan. Other economic threats in this case include the potential opening up of Lumapas-Limbang post, which again may divert much needed traffic to generate and capitalise on economic activities and development.

The real estate zoning composition are as follows: 2% (Commercial):5%(Industrial):35% (Residential):40% (Agricultural):18%(Reserve).

#### **4. Social**

The village has a population of an approximately 2056 people. This is based on the statistics cited by the Vice-Chairman of the village. Unfortunately, the composition of the population may have changed over the years. He did not specific if they are made up of locals or foreigners or both. But to make it simple, the approximate number is used as a base point of the Junjungan population.

An astounding thirty per cent of the two-thousand plus population are degree holders, again according to the interview with the Vice-Chairman. This is surprising and perhaps reflective of the government's initiatives to promote higher education even amongst the village population. In regards to government facilities, the Kampong has a mosque, primary and religious school, two cemeteries, and a police post. The main meeting place for the local council is usually the village school.

It is hard to analyse the poverty levels of the village. Even at the national level, Brunei does not even have a poverty line, let alone the statistics of those composed in this category. It makes it harder to analyse the village given the absence of these two basic indicators. Most of the houses that have long been based in Kampong are made up of wood. One may think that they may belong to the category of "poor" but it is hard to say given that a majority of these houses have at least four to six cars!

Newer homes, which reflects their status are new migrants into the village, are brick-made and have modern architectural designs. More houses are being built as of writing, with developers promoting new properties ever single year, which gives an indication of the growth potential of the village as a place to reside.

There is one NGO based there by the name of Ahli-Ahli Jawatankuasa Persatuan Wanita Junjungan (PEWAJA). They exist to monitor and care after the welfare of the women in the local community. In addition, there is the Ahli-Ahli Jawatankuasa Takmir Masjid which serves to handle religious matters of the Kampong.

The police are also involved in the village process through their neighbourhood watch initiative, where they would invite villagers to their joint-operations to raise the security awareness among village members. It is a same model that they have initiated for other Kampongs. A well-known case was in 2015 where a joint-workforce was able to capture a thief, thanks to intelligence sharing supplied by a local villager (Borneo Bulletin, 2015).

## **Chapter 3: SWOT Analysis**

The SWOT Analysis shall be used to understand the position of the Kampong's Strengths, Weaknesses, Opportunities and Threats in relative to achieving its goal into becoming a small town. Much like using the PEES Analysis, this report section shall aim to simplify the analysis of the Kampong.

### **1. Strengths**

By virtue of its history, Kampong Junjungan being one of the first extensions of the Brunei kingdom, as well as the site to one of the most prominent religious authorities namely Syarif Alwi. These twin factors may add up to the weight of historical significance to the nation-state, and this may in turn intensify the Kampong's relevance to national development. Painting a deeper narrative would also help to enhance the attention the village needs in order to attract investments, reforms, and development.

Next, the fertile and wide lands makes the village a prominent hub for the central government to choose and invest in to create an agricultural boom. This would be in tandem to the government's goal of diversifying the economic base from Oil and Gas, as well as to enhance Brunei's food self-sufficiency. The existing foundation that could be seen from the map has shown the maximum utilisation of lands for agricultural produce, that ranges from corn, livestock, chilli, vegetables, and much more.

The location as one of the two roads leading to Limbang (the other being Jalan Limau Manis) makes it a potential conduit to capitalise on the traffic for commerce. Over fifty thousand people pass through the roads every single year, and if the central government or the local council can lobby the government to allow locals access to turn their lands into commercial zones, it would be most enriching for the Kampong when it comes to boosting economic activity and growth.

The Kampong has also that touristic appeal of peace and quiet serene green environment, that is almost good when it comes to marketing it as a place to relax for urbanites and international tourists. Rather than just go straight away to Temburong for the main touristic attraction, Kampong Junjungan can economically "capture" incoming and outgoing tourists by introducing new touristic packages or products. One example is the bed and breakfast homestay that can be a model for village tourism development.

The Brunei River, which connects to the heart of Kampong Ayer and BSB, makes the village a strategic geographical straight that the local council can capitalise on especially in building naval logistical connections into and from BSB. This can in turn enhance tourism and traffic inflow through naval transport, hereby potentially generating economic activity that would benefit the Kampong and all its stakeholders.

### **2. Opportunities**

The opportunity of the village into a small town is a realistic possibility. A small town has been defined as a geographical space that accommodates up to 5000 people. Since Junjungan has only 2000-plus people, perhaps the central government can build up RKN composing of high-rise apartments that could accommodate up to 500 families.

Since the sociological composition of Brunei entails that each family may have six members, the 500 families could hereby add up to 3000 people into the existing 2000 local population. Migration of people from Belait, Tutong, and Temburong could enhance the population development needed not only to enhance inter-population harmony but to enhance economic growth through the cycles of consumption and production produced from this decision.

The upcoming new bridge that connects BSB to Lumapas will, as stated, increase traffic inflow that could be capitalised with commercial shop lots and units that can be established with the proper zoning in place. As of now, and this contributes to the weakness of the village, less than 2% of the entire land is designated for commercial purposes; others are designed for residential, industrial, and agricultural. Given these facts, are there any wonder why there is little service sector activities in the area? To this the government can extend commercial zoning given especially for those living in the Kampong.

Junjungan being a charter village and town can be an experiment that, if successful, could then be replicated to other villages aspiring to achieve the same goals as stated in this report. Given the long distance and limited attention given from the central government makes it all the more pressing for the local council to strive to punch above its own weight, especially when it comes to succeeding socially and economically as a successful town in five years.

Finally, Kampong Junjungan has one of the largest under- utilised real estate areas that could make room for town planning development and expansion. Given that a large part of the area is owned by the central government, this makes it all the more easier to rezone, redevelop and redistribute the lands with government support. Doing so would enable the council to shape the course of how the Kampong would look like as it grows into a bustling small town of 5000 people.

To this it is recommended that the government identify lands to be rezoned, redeveloped, and redistributed for residential, commercial, agricultural, industrial, and forest reserve purposes. To this the zoning ratio should change from the existing figure of 2(Commercial):5(Industrial):35(Residential):40(Agricultural):18(Reserve) to 20(C):10(I):40(R):25(A):5(R).

If this plan is successful, who knows it could become a medium town within the next ten years next?

### **3. Weaknesses**

The prime weakness of the village comes to the fact that the current zoning ratio does not measure to the best possible standards to maximise economic growth and development.

After making educated calculations, the zones are as follows: 2%(Commercial):5(Industrial):35(Residential):40(Agricultural):18(Reserve). In tandem in building up a successful town centre, the zoning has to be reassessed and changed to the following ratios: 20(C):10(I):40(R):25(A):5(R)

Just because the forest reserve may have decreased does not mean the Kampong may be on a tree cutting spree, but rather to utilise much of the under-utilised lands for economic generating purposes. To make up for loss green, the village should capitalise on improved modern techniques for village and town landscaping and gardening. The lessening of the agricultural zones may be counter intuitive in regards to building an agricultural boom, but Junjungan does not need bigger spaces so long as new technologies and new farming techniques can be introduced. These factors

ensure that lesser land plots could yield extra outputs, and if so could make room for further reduction in agricultural land use to maximise the town planning development process.

The unemployment, crime, and drug abuse cases in the Kampong are high. This makes it less likely for people to conduct business and to live here given these facts. In addition, these cases may repel youths or those who has come of age to move into the city centre rather than to stay, effectively reducing the population base needed to achieve township status. Unless it is fixed, then it may end up reducing the population growth potential.

In terms of local governance, the MPK does have a problem when it comes to engaging the local population as well as the youths. Activities that has been carried out over the years have seen disappointing numbers of participants. This reflects a lack of engagement with the people. Unless the local council is able to engage the locals, then the council may lack the credentials to propose to the government any ideas or resources needed for local economic development. New technologies can be introduced by the central government to increase yields and productivity in the long-run.

In addition there is the continual deforestation of the environment due to agricultural activities. One can only observe through Google Map that large plots of lands have been utilised for agricultural purposes, lands of which were formerly forests. The central government and the local council must generate awareness of sustainable development. The consequences has been stated, namely that the Kampong may face floods again in the coming future. In addition, the pest problems caused by livestock farming have also plagued the village. This in itself may contribute to the outbreak of cholera, one which may cause great harm or great diseases.

When it comes to identifying and reclaiming the land for town planning and expansion purposes, the central government being tied to their own pet projects and the limited funds, may in turn make it harder for the local council to lobby when it comes to redeveloping the village into a town forward. In such a way that this is not a weakness of the Kampong per se, but rather the system the central government. It is hoped that these problems can be addressed, for without the central government's help there is nothing much to be achieved.

#### **4. Threats**

The opening of the Lumapas-Limbang border post may rather divert much needed traffic into the Kampong. Why should the people in BSB go to Limbang through Junjungan when the Lumpas-Limbang post is now open? So this can be a threat that unless the local council are wise enough to diversify its economic base, then we will all lose out in the economic opportunities and in turn to lose out the goal of turning the place into a town.

The mega-bridge connecting Brunei to Temburong may also reduce the potential for local businesses in the village to "capture" tourists, given the fact that now there is a direct route to these two districts. This would in turn make it harder for the village to really capitalise on its strengths as a peace and quiet serene green village. Combined with these two diversion, the village may lose up to sixty to seventy thousand traffic in-and out-flows through its road per year. Such traffic can potentially generate an additional income of BND\$2.5m to BND\$5m in economic growth.

Rather than turning Junjungan as a small town, it may worsen money outflows into Limbang. The extra 3000 people who move into the village may in turn contribute to Limbang's economy instead of the local village, given the weak ringgit and cheaper items that the town may provide. This can be averted by proposing and building an adequate foundation of commercial and town development

in Junjungan. All these must be spearheaded by the local council, with the central government backing the project.

The unemployment rates, which coincidentally may have contributed to the rising rates of drug abuse and crimes rates in the village, may worsen in the long-run, unless the local board of directors and local Ali-baba owners commit to hiring locals instead of foreigners. It may prove to be a challenge, but it must be done. Doing so may not require the council to slap fines to these companies, but rather to educate them about the promise of local labour that can have when it comes to increasing productivity and growth.

The economic composition of the Kampong are highly concentrated in agriculture. To combat unemployment and to retain the local labour force, the central government and the local council has to work at improving their skillsets for service- type industries and entrepreneurship skills to generate SME development.

This would in turn require all the relevant parties to expand the service industry, which includes tourism, sales, logistics, and much more. Who knows that with the growth of the village into a town, it may attract law, engineering, scientific or government offices next, thereby opening up more opportunities for young people in the town to secure medium- and high-income jobs?

#### **Chapter 4: Limitations of this Research**

This section shall outline the limitations of this research. The limitations are therefore two-folds.

Firstly, the primary data is secured mainly from the writer's own observation by driving around the village. I did not manage to secure details of the economic actors (such as owners of the different firms) of the village given the time constraints that was faced - I have only a week to do this report. Next the population figures of 2000+ and the 30% degree holder rates were secured from an informal chat with one of the council members. There is no indication of the timing of the figure, and he himself stated that the numbers might have changed by now. In addition, the council member did not say if the 2000+ people and the 30% figure may take into account both locals and non-locals population.

Next, the scarcity of secondary data (or publicly available information) contributes to the limitation of this report. To this note, JPKE should make the data publicly available online. I do believe they have an agency that could cater to the information requests such as myself. I personally did not manage to call them due to the potential red tapes that may be demanded of me. Plus, the time constraints makes it less likely for me to choose such path. Two reliable secondary data tools however are google maps and google itself. Google maps helps me map out the composition of the current real estate zoning. For google, the articles from Borneo Bulletin and the blogs of Junjungan's history helps to refine the report more.

## **Chapter 5: Key Recommendations**

This section shall outline all the recommendations that could be made and be considered in developing the village forward in tandem to the facts and strategies supplied in this report. After reading the report, we hope that the central government can work hand-in-hand in enabling us to shape the course of the Kampong forward as outlined in the recommendations. Together we can help build Kampong Junjungan into a what could be a potential village model to be emulated upon when it comes to developing Brunei at the local village level.

The following are the recommendations:

1. Publish a Charter Document for Kampong Junjungan that would detail the rules of the conduct and order in regards to how the MPK (thereby called the local council) and Kampong works in achieving the goal of turning Kampong Junjungan into Town status in five years.
2. Deepen the local council's formal and informal ties with the national government and its relevant agencies, the private sector, NGOs, and other internal and external stakeholders through dialogues or visits to sites or offices.
3. Establish and agree among the local council and the central government upon the short-, medium-, and long-term goals in building Junjungan's economic status into a small town. It would require coordinated effort from all stakeholders involved to generate ideas and implement these inputs.
4. To assist the central government to identify lands to be rezoned, redeveloped, and redistributed for residential, commercial, agricultural, industrial, and forest reserve purposes. To this the ratio should change from the existing figure to as follows.
5. To actively work to reduce local unemployment and its associated vices (drug abuse and crimes) by generating economic and business opportunities for locals and the youths through the continual expansion of service-based industries and local entrepreneurship.
6. To increase the population base of the Kampong from 2000 people to 5000 in five years. This could be done by lobbying the government to build five hundred high-rise apartments that would add 3000 people to the existing population base.
7. To identify, formalise, secure, and establish the formal naval routes along the Brunei River that would enjoin Junjungan to BSB via boat travel. Doing so would also require increased security measures and investments, as well as to eliminate crocodiles from the area, to ensure a safe passage of travel.
8. Finally, to capitalise on the incoming traffic and tourists that travels through the Junjungan road once the BSB-Lumps bridge is opened by expanding commercial and tourism services. This can add up to an approximately BND\$2.5m - BND\$5m in additional income for the Kampong.

## Chapter 6: Conclusion

Turning Kampong Junjungan into a small town in five-years is the primary vision of this report. Doing so requires the effective coordination from all stakeholders to carry out the recommendations listed in this study. Achieving this vision may seem lofty, but rather it is quite possible if we are united in the common purpose to elevate development and growth for all. If we do achieve such change, increased wealth will occur. And when there is wealth, it should be shared by all, primarily to those who are part of the Kampong. This is part of building an open and connected village or town, offering multitude of opportunities with suitable growth and meaningful development for all which, in addition, make Kampong Junjungan a potential role model village to be emulated when it comes to how Brunei Darussalam can propel growth and development at the local level.

## Final Words

This report is done without at our own expense. The rewarding part is how the author will be able to exercise his economic and analytical abilities to analyse the overall performance of the Kampong. As an LSE Alumni, I find no greater reward than to contribute to the development of this Village through my research. I thank my father Haji Omar and the MPK team for this opportunity. All mistakes are mine and mine alone. If you have any feedback, readers can contact me through my email [am.hajiomar@gmail.com](mailto:am.hajiomar@gmail.com) or my number at +673-8605118

## References

1. Borneo Bulletin (2014) "RBPF conducts joint patrols with Neighbourhood Watch groups"
2. Borneo Bulletin (2015) "Junjungan & Lumapas residents scramble to save belongings"
3. Borneo Bulletin (2015) "Two foreigners jailed for stealing car"
4. Borneo Bulletin (2015) "Fisherman drowns in Junjungan"
5. Romer, Paul (2014) "Why the World need Charter Cities". TED Talk from Youtube.
6. Foto Rafi (2013) <https://fotorafi.wordpress.com/2009/07/20/syarif-alwi-raja-junjungan/>
7. Yafiq Awang Johari "FYRP; Agriculture Land Use in Brunei Darussalam, Kampong Junjungan"
8. Google Map of Junjungan (2017) From Google maps.
9. Anonymous (2011) "Syair Awang Semaun". Dewan Bahasa dan Pustaka.