



**MINISTRY OF DEFENCE
BRUNEI DARUSSALAM**

DEFENDING THE NATION'S SOVEREIGNTY:

Credible, Adaptive and Resilient Force



Defence White Paper Update 2026



DEFENCE WHITE PAPER UPDATE 2026
MINISTRY OF DEFENCE BRUNEI DARUSSALAM



**HIS MAJESTY SULTAN HAJI HASSANAL BOLKIAH MU'IZZADDIN WADDAULAH
IBNI AL-MARHUM SULTAN HAJI OMAR 'ALI SAIFUDDIEN SA'ADUL KHAIRI WADDIEN,
SULTAN AND YANG DI-PERTUAN OF NEGARA BRUNEI DARUSSALAM**



**HIS ROYAL HIGHNESS PRINCE HAJI AL-MUHTADEE BILLAH
IBNI HIS MAJESTY SULTAN HAJI HASSANAL BOLKIAH MU'IZZADDIN WADDAULAH
THE CROWN PRINCE AND SENIOR MINISTER AT THE PRIME MINISTER'S OFFICE**

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by the Minister at the
Prime Minister's Office
and Minister of Defence II

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ
الْحَمْدُ لِلَّهِ رَبِّ الْعَالَمِينَ وَالصَّلَاةُ وَالسَّلَامُ عَلَى أَشْرَفِ الْأَنْبِيَاءِ وَالْمُرْسَلِينَ
سَيِّدِنَا وَمَوْلَانَا مُحَمَّدٍ وَعَلَى آلِهِ وَصَحْبِهِ أَجْمَعِينَ

All praise is due to Allah Subhanahu wa Ta'ala. Blessings and peace be upon our beloved Prophet Muhammad Sallallahu 'Alaihi Wasallam, his family, companions, and all who follow his teachings faithfully.

From the inaugural Defence White Paper of 2004, through its 2007 update during my tenure as Commander of the Royal Brunei Armed Forces, and the 2021 edition in my capacity as Minister of Defence II, I have had the distinct privilege of contributing to the evolution of Brunei Darussalam's defence policy. This reflects sustained institutional continuity, as well as an enduring responsibility to ensure that our defence posture remains credible, responsive and firmly aligned with the nation's long-term interests.

The Defence White Paper Update 2026 represents a deliberate recalibration of our defence strategy in response to an increasingly complex, contested and uncertain security environment. It builds upon the strong foundations established in the Defence White Paper 2021, while advancing a more integrated, capability-driven and future-ready approach to safeguarding our sovereignty, territorial integrity, and enduring peace and prosperity.

Recent geopolitical developments, including intensifying strategic competition, persistent regional tensions, and the expansion of non-traditional threats across cyber, information and technological domains, have underscored the growing complexity and unpredictability of today's security landscape. These developments reinforce the need for greater agility, resilience and preparedness in the conduct of defence. Under the wise and benevolent leadership of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah Ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam, Brunei Darussalam, as a sovereign and peace-loving nation, adopts a defence posture that is vigilant and adaptive, yet measured and principled. Our approach remains firmly guided by the national philosophy of the Malay Islamic Monarchy (MIB) and the principles of Maqasid Syar'iah, which continue to underpin the values, governance, and strategic outlook of our nation.

This Update reaffirms the fundamental roles and tasks of Defence in addressing both traditional and non-traditional challenges, while advancing a more integrated approach to capability development, institutional coherence and multi-domain readiness. Anchored in the long-term vision of Gagasan Angkatan 2035 (Force 2035), which includes three key instruments: Defence Posture, Force Structure Review, and Capability Development Plan. The Ministry of Defence's development strategy is anchored on these instruments, which collectively shape a coherent and future-ready force posture, ensuring that organisational design, capability priorities, and resource allocation are fully aligned with evolving operational demands.

In this context, the PERKASA Strategic Enablers (an acronym derived from the Malay term *perkasa*, meaning "might") provide a structured, outcome-oriented framework to translate this strategic direction into tangible capability outcomes, strengthening organisational effectiveness and ensuring the disciplined delivery of Defence priorities. Through this framework, emphasis is placed on enhancing critical capabilities, particularly in maritime domain awareness, integrated intelligence and information systems, cyber defence, and rapid response capacity, ensuring that the Royal Brunei Armed Forces remains credible in deterrence, responsive in operations, and resilient in the face of emerging challenges.

At the same time, Defence will continue to advance a whole-of-government and whole-of-nation approach, working in close partnership with national agencies, regional counterparts and international organisations. Through the enduring framework of IKWONDAMAI, the Ministry of Defence will sustain its contributions towards national resilience, while reinforcing Brunei Darussalam's standing as a responsible and constructive member of the international community.

As we progress towards the aspirations of Wawasan Brunei 2035, the Ministry of Defence will remain a vital pillar within the nation's broader security architecture, contributing meaningfully to the realisation of national priorities across the economic, manpower and social domains. Beyond its core mandate, Defence will continue to support the strengthening of economic resilience, the development of a skilled and future-ready workforce, and the preservation of social cohesion and national identity. These contributions reinforce a secure and stable environment essential for sustainable national development. The Ministry remains resolute in its commitment to building a force that is credible in deterrence, agile in response, and resolute in safeguarding the sovereignty, peace and stability upon which our nation depends.

In closing, I extend my profound gratitude and remain guided by the wise counsel and direction of His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah Ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam. My sincere appreciation and acknowledgement also go to the Defence White Paper Update Committee and all stakeholders across government for their invaluable contributions to this document. Together, we remain steadfast in our collective efforts to strengthen the nation's defence and security. May Allah Subhanahu wa Ta'ala bless these noble endeavours. Aamiin Ya Rabbal 'Alamin.

YANG BERTAMBAH HORMAT
PEHIN DATU LAILARAJA MAJOR GENERAL (RETIRED)
DATO PADUKA SERI AWANG HAJI HALBI BIN HAJI MOHD YUSSOF
MINISTER AT THE PRIME MINISTER'S OFFICE
AND MINISTER OF DEFENCE II



Foreword

by the Commander of the
Royal Brunei Armed Forces

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ
السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ

Alhamdulillah, with the blessings and guidance of Allah Subhanahu wa Ta'ala, the Defence White Paper Update 2026 is presented as a continuation of the Defence White Paper 2021. This update reaffirms the Royal Brunei Armed Forces' unwavering commitment in fulfilling the amanah entrusted by His Majesty Sultan Haji Hassanah Bolkiah Muizzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Saadul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam, to defend the sovereignty, security and stability of Brunei Darussalam.

The contemporary security environment is increasingly complex, characterised by the persistence of traditional threats alongside the rise of hybrid challenges, including cyber intrusions, disinformation, transnational crime and the strategic implications of climate change. At the same time, rapid advancements in emerging technologies, particularly in the domains of cyber, space and Artificial Intelligence as well as Unmanned Systems are fundamentally reshaping the character of conflict. In this environment, the Royal Brunei Armed Forces must remain operationally ready, adaptive and capable of responding decisively across the full spectrum of contingencies.

Guided by the national philosophy of Malay Islamic Monarchy (MIB) and the principles of Maqasid Syar'iah, the Royal Brunei Armed Forces continues to uphold its role as the principal military instrument of the state. These foundations shape not only our values, but also the way we fight, operate and lead – anchoring our transformation in discipline, professionalism, loyalty and moral responsibility.

The Defence White Paper Update 2026 reinforces the Royal Brunei Armed Forces' emphasis on building a credible, integrated and future-ready force. Anchored on the Defence Posture, Force 2035 and the Force Structure Review, our priority is to ensure that the force remains fit for purpose, sustainable and responsive to evolving threats. This includes strengthening joint force integration across land, air and maritime domains, enhancing interoperability, and ensuring that our capabilities are aligned to deliver operational effectiveness when required.

Operational readiness remains at the core of our efforts. The Royal Brunei Armed Forces must be prepared not only to deter potential threats, but to respond decisively when called upon. This requires sustained investment in training, doctrine, and leadership at all levels, ensuring that our personnel are equipped with the competence, agility and resilience to operate in complex and uncertain environments.

Personnel will continue to be the decisive centre of gravity in the military. The development of a professional, disciplined and future-ready force depends on deliberate investment in recruitment, education, training and professional military education. At the same time, technology will serve as a critical force multiplier. The integration of digital systems, command and control networks, intelligence capabilities and unmanned platforms will enhance our decision-making advantage and operational effectiveness, while remaining guided by strong ethical and professional standards.

The Royal Brunei Armed Forces will also continue to strengthen its role in supporting national resilience, including contributions to humanitarian assistance and disaster relief, in close coordination with government agencies and regional partners. Through these efforts, we reaffirm our commitment as both a capable defender of the nation and a reliable partner in promoting regional stability.

The successful implementation of the Defence White Paper Update 2026 will require unity of effort, strong leadership and a shared commitment across the Royal Brunei Armed Forces. I extend my deepest gratitude to His Majesty the Sultan and Yang Di-Pertuan of Negara Brunei Darussalam for His Majesty's continued trust and guidance, and to all personnel of the Royal Brunei Armed Forces for their dedication and service.

May Allah Subhanahu wa Ta'ala continue to bless our efforts and grant us strength in upholding the sovereignty, peace and prosperity of Brunei Darussalam.

**MAJOR GENERAL DATO PADUKA SERI
HAJI MUHAMMAD HASZAIMI BIN BOL HASSAN
COMMANDER OF THE ROYAL BRUNEI ARMED FORCES**



Foreword

by the Permanent Secretary,
Ministry of Defence

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ
السَّلَامُ عَلَيْكُمْ وَرَحْمَةُ اللَّهِ وَبَرَكَاتُهُ

The past five years have seen numerous significant developments such as armed conflicts, geopolitical tensions, rapidly evolving emerging technologies and a plethora of non-traditional security threats, which pose profound challenges to defence and security institutions the world over. In this light, we also need to ensure guidance given at strategic level remains relevant, robust and purposeful. Henceforth, this merits an in-depth study in order for us to effectively address the said challenges in a credible, adaptive and resilient manner.

Cognisant of the dynamic security environment and direction from the strategic guidance that are highlighted in this document, among the key updates is the broadening and reframing of the strategic focus of the Defence Lines of Development (TEPIDOIL) which was outlined in the Defence White Paper 2021.

The Defence White Paper Update 2026 sets forth to advance the Defence Lines of Development into seven Strategic Enablers summarised in the acronym PERKASA: Personnel, Exploration, Relations, Knowledge, Accountability, Sustainment and Adaptation. PERKASA is crucial in the execution of our roles and tasks, towards effectively delivering our seven key result areas, IKWONDAMAI.

This integrated framework reflects a deliberate and coordinated effort to align strategy, capability, and resources across the Ministry of Defence, ensuring coherence in implementation and outcomes. It underscores a comprehensive approach that connects policy to practice, enabling this Ministry to respond effectively to current and future challenges while remaining aligned with national priorities.

The completion of the Defence White Paper Update 2026 is a manifestation of meticulous reviews on every branch of Defence that was conducted in the spirit of inclusivity, collaboration, and a whole-of-nation approach.

As we march forward and contribute towards realising Wawasan Brunei 2035, the Ministry of Defence through this Defence White Paper Update 2026 stands resolute in reinforcing a culture of adaptability, integrity, and resilience to every personnel, both military and civilian, at all levels and ranks. In discharging our honourable duties and responsibilities, it is my fervent hope that this document will be continuously referred to.

**BRIGADIER GENERAL (RETIRED) DATO SERI PAHLAWAN
HAJI ALIRUPENDI BIN HAJI PERUDIN
PERMANENT SECRETARY
MINISTRY OF DEFENCE**

Introduction

1. Wawasan Brunei 2035 continues to define Brunei Darussalam's forward-looking nation-building vision. Since the launching of the Defence White Paper 2021 (DWP 2021) by His Majesty the Sultan and Yang Di-Pertuan of Negara Brunei Darussalam, the security environment that Brunei Darussalam is a part of has become more unpredictable and complex. While traditional threats remain, new and unconventional challenges are also emerging. Global uncertainties, regional tensions, advances in technology, transnational issues, and climate change are all influencing the security landscape. These factors are interconnected and difficult to predict, and continue to shape the country's defence and security priorities.
2. The nation's prosperity and security underscore the need for a holistic, adaptive, and forward-looking defence posture. It rests not only on the stability of the Asia-Pacific region but also on the resilience of global supply chains, digital infrastructure, and the rules-based international order. As such, the Ministry of Defence (MINDEF) working in close coordination with national agencies and regional partners, must be prepared to safeguard sovereignty and contribute meaningfully to stability both at home and abroad.
3. The Defence White Paper Update 2026 (DWPU 2026) serves as a continuation of the DWP 2021, reaffirming Malay Islamic Monarchy; and Maqasid Syariah as the guiding principles in shaping the vision, mission, defence pillars, roles, tasks, and deliverables of MINDEF. Building on the policy direction set in previous Defence White Papers, MINDEF has since developed an overarching Defence Posture to serve as RBAF's strategic planning guideline in defending the nation. In turn, this posture has driven a Force Structure Review (FSR) and a Force 2035. Together, these frameworks chart how RBAF's organisation and capabilities will evolve over the long term to ensure the force remains fit for purpose, sustainable, and aligned with Brunei Darussalam's wider national vision. Consequently, the DWPU 2026 focuses on the nation's defence and security strategy, both domestically and internationally, in response to geopolitical and technological developments.



His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam during the launching of the Brunei Darussalam's Defence White Paper 2021 in conjunction with the Royal Brunei Armed Forces Diamond Jubilee Celebration.

4. Amidst increasing global complexity and uncertainty marked by technological disruption, shifting power dynamics, and emerging hybrid threats, the defence of national sovereignty remains a core responsibility of Defence. The emergence of hybrid warfare, cyber intrusions, disinformation campaigns, and the weaponisation of emerging technologies has reshaped the nature of national defence. To navigate this environment, this DWPU 2026 articulates the necessity for Defence to continually review, reconfigure, and redefine Brunei Darussalam's defence priorities. This includes strengthening cyber defence capabilities, enhancing intelligence and surveillance systems, and investing in innovative technologies that ensure operational agility and resilience across multiple domains.
5. Brunei Darussalam's enduring peace and stability are anchored in the vision, wisdom, and leadership of His Majesty the Sultan and Yang Di-Pertuan of Negara Brunei Darussalam. Under His Majesty's supreme command, the country's defence evolved from modest beginnings into a disciplined, professional, and capable force, embodying the principles of the MIB, Maqasid Syar'iah and upholding the country's independence and values. This same ethos will drive Defence's further improvement: to become credible, adaptive and resilient in the face of uncertainty.
6. As the nature of conflict evolves through rapid technological innovation, encompassing domains such as cyber, space, Artificial Intelligence (AI) and autonomous systems, Defence remains steadfast in enhancing the nation's defence posture through the adoption of advanced technologies and digital transformation initiatives. Nevertheless, these initiatives should not lose sight of the criticality of climate change that has begun to claim a strong foothold in shaping Brunei Darussalam's defence priorities for which the DWPU 2026 aims not to negate.
7. It takes more than operational readiness to preserve Brunei Darussalam's peace, stability, and security. Future readiness is not a distant aspiration; it must become the living principle that guides every decision and investment across Defence, demanding a strong, adaptive, and integrated defence ecosystem. Every aspect of defence, from strategic governance to institutional culture, must work cohesively to ensure Brunei Darussalam remains capable to deter threats and respond decisively when required.



“ The nation must remain vigilant to international geopolitical dynamics and their impact on global economic challenges.

Our country is not immune to the effects of these challenges, particularly when they have an impact on energy commodity prices, which are a key source of national revenue.”

His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam Titah in conjunction with the Opening Ceremony of the 22nd session of the Legislative Council on 12 March 2026

Strategic Context

Overview

1. The DWP 2021 projected five specific challenges that will shape the nature of the strategic security and defence environment for Brunei Darussalam in the next 15 years. These include the influence of major power dynamics and impact of regional and global instability; threats of terrorism, violent extremism and transnational crimes; technological development; and intensity of natural disasters. While this projection remains valid, further evaluation is essential to reflect the modern geopolitical realities of the last five years where the regional and global security environment has not only become unpredictable but also disruptive towards the rules-based international order and Southeast Asia's strategic importance as a maritime hub and global trade corridor.
2. In addition to traditional issues, Southeast Asia faces a growing set of non-traditional challenges. These include transnational issues such as climate change, environmental degradation, pandemics, and illegal activities like human trafficking, smuggling of contraband and scamming operations. The region's vulnerability to natural disasters and climate-related risks, exacerbated by rapid urbanisation and deforestation, further complicate security and developmental challenges. Emerging non-traditional concerns also often require multilateral cooperation, emphasising the need for regional and global partnerships to address issues that transcend national borders. Furthermore, the strategic landscape of Southeast Asia is influenced by evolving non-traditional concerns linked to economic resilience, technological change, and social stability. The rapid pace of digital transformation and reliance on global supply chains has created new risks related to cybersecurity, information warfare, and economic dependence.

3. Closer to home, issues such as rising inequality, political instability, and social unrest in neighbouring countries can undermine regional stability and complicate traditional security priorities. Balancing traditional security concerns with these non-traditional challenges remains crucial for Southeast Asian nations to maintain peace, stability, and sustainable development in an interconnected global environment. Maintaining regional stability requires addressing traditional security concerns - such as territorial disputes or armed conflict - while also managing non-traditional issues like inequality and social unrest. Countries in Southeast Asia need comprehensive strategies that promote inclusive development, political stability, and social cohesion. Only through such balanced approaches can they effectively navigate the complex security environment and foster sustainable peace and development in the region.

4. Beyond the region, conflicts and instability in the Middle East, alongside the Russia-Ukraine war, have heightened global geopolitical tensions, affecting trade routes, disrupting global supply chains, global markets, and diplomatic relations. Events such as blockades in the Strait of Hormuz demonstrate a risk that could also materialise in our region. It is also important that Southeast Asian countries remain vigilant to potential spillover effects, such as increased refugee flows, cyber threats, and proxy conflicts, which could destabilise regional peace and economic progress in the region. These developments also influence the balance of power, prompting Southeast Asian nations to reassess their strategic partnerships, navigate relations between major powers, and strengthen resilience through strengthened diplomacy, diversified energy sources, and multilateral cooperation.

Major Power Dynamics

5. Strategic rivalry among major powers continues to define and shape the global security landscape. Competition between the United States (US) and China is intensifying, with far-reaching repercussions across political, economic, diplomatic, technological and security domains. This rivalry is evident in the South China Sea, in the race for strategic influence, and in efforts to shape regional institutions.



6. On South China Sea, Brunei Darussalam has a “two-step approach” to the situation in the South China Sea. Firstly, specific issues should be addressed bilaterally by the countries directly concerned through peaceful dialogue and consultations. Secondly, all countries concerned need to promote a calm, peaceful, and conducive environment, building confidence and enhancing mutual trust in the region.
7. For Brunei Darussalam, as a claimant positioned strategically within the maritime region of the South China Sea, these dynamics present both challenges and opportunities. While major powers rivalry may incentivise innovation and encourage diversification in strategic investments and security partnerships, it also amplifies systemic risks. Consequently, regional countries are strengthening efforts to secure their borders and uphold sovereignty, navigating a complex landscape marked by territorial disputes and the competing interests of major powers.

Brunei Darussalam addresses land border demarcation through principled diplomacy, preserving strong bilateral ties and economic cooperation. Amid a complex security environment, it continues to uphold international law and promote inclusive regional cooperation to safeguard national sovereignty.



Regional and Global Uncertainty

8. As a country on the island of Borneo, Brunei Darussalam shares close proximity with the Malaysian states of Sabah and Sarawak, as well as Indonesian Kalimantan, making regional developments directly relevant. In this regard, the relocation of Indonesia's capital to Ibu Kota Nusantara (IKN) may carry broader implications for Brunei Darussalam.
9. Armed conflict abroad continues to reverberate across the international system. The Russia-Ukraine war has reintroduced the threat of large-scale conventional warfare and potential chemical, biological, radiological and nuclear escalation, while the conflict in the Middle East has disrupted global energy markets and intensified humanitarian crises. Additionally, the non-conformity to the rules-based international order continues to challenge stability as exemplified by recent developments in the Middle East, Americas and Greenland. Closer to the region, long-standing flashpoints such as the Korean Peninsula, Cross-Strait relations, and the South China Sea continue to pose significant risks to regional stability. These developments underscore how instability in distant regions can have direct implications for Brunei Darussalam, including through disrupted trade flows, increased energy price volatility, and growing uncertainty in global governance.
10. The instability in Myanmar continue to test regional cohesion and the effectiveness of ASEAN-led mechanisms. Prolonged instability, humanitarian concerns, and political uncertainty underscore the importance of ASEAN's central role in promoting dialogue, supporting peaceful resolution, and maintaining regional stability. Brunei Darussalam remains committed to ASEAN's collective efforts, guided by principles of mutual respect, non-interference, and peaceful coexistence.



Royal Brunei Armed Forces personnel carrying out their role as peacekeepers in Lebanon



His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam during the Summit of the Future, and the General Debate 79th Session of the United Nations General Assembly in 2024

11. Brunei Darussalam has continued to uphold its role as a responsible and constructive member of the international community. Its contributions to peacekeeping operations, humanitarian missions, and intra-ASEAN monitoring efforts not only serve national and regional interests, but also reinforce Brunei Darussalam's standing as a principled and reliable partner. These engagements also provide valuable operational exposure for RBAF in multinational and joint environments.
12. In an era of heightened uncertainty and shifting power dynamics, active participation in international security initiatives strengthens national resilience and helps amplify the voice of small states. Sustaining strong diplomatic ties, promoting peaceful dialogue and supporting inclusive regional cooperation remain essential to navigating challenges posed by emerging minilateral arrangements and managing existing hotspots.
13. The rise of security-oriented minilateral arrangements such as Australia-United Kingdom-US (AUKUS) and Quadrilateral Security Dialogue (QUAD) reflects a growing trend among major powers to pursue security cooperation outside established multilateral frameworks. While these groupings can enhance regional deterrence and strategic coordination among participating countries, they also pose challenges to ASEAN's long-standing role in shaping the Asia-Pacific order. With ASEAN centrality at the core, Brunei Darussalam will continue to regard the ASEAN Defence Ministers' Meeting (ADMM) and ADMM-Plus as key regional mechanisms for strengthening defence cooperation and maintaining regional stability. These forums play an important role in promoting dialogue, confidence-building, as well as advancing practical cooperation among defence establishments to address evolving and shared security challenges in the region.
14. Middle powers in the Asia-Pacific are playing an increasingly significant role in shaping the regional security environment by promoting dialogue, supporting multilateral processes, and helping to manage strategic competition. For smaller states like Brunei Darussalam, the key priority is to maintain strategic autonomy while continuing to engage constructively and consistently with all partners.
15. The erosion of the rules-based international order has become increasingly apparent. The war in Iran and Ukraine, the conflict in Gaza, and the weakening of global governance mechanisms underscore the fragility of the system relied upon by small states to ensure security. Additionally, the potential expansion of BRICS as an alternative platform for political and economic cooperation signals the possibility of shifting geopolitical alignments. This evolving dynamic, if it draws increased support from the Global South, may reshape norms, economic partnerships, and strategic calculations in ways that could affect regional stability and economic interests. Indonesia's inclusion in 2025, alongside partnerships with Malaysia,

Thailand and Vietnam, also underscores Southeast Asia's strategic pivot toward BRICS and signals a gradual shift toward a more multipolar financial landscape that could influence regional growth and stability. ASEAN members' active engagement with BRICS demonstrates pragmatic balancing, allowing adaptable cooperation amid intensifying US-China rivalry.

16. In the context of Brunei Darussalam's defence posture, the uncertainty and complex contemporary security environment reinforce the importance of upholding international laws, advancing principled diplomacy and promoting inclusive regional cooperation; all of which are essential to safeguard national sovereignty.

Emerging Technologies and Domains

“ Undeniably, the potential of AI innovation is vast in driving progress and competitiveness. However, it must be managed with a strong sense of responsibility, so that its benefits can be fully realised without compromising ethical considerations, good governance, social equity, and the spiritual well-being of future generations.”

His Majesty Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam Titah in conjunction with Yayasan Sultan Haji Hassanal Bolkiah Hari Raya 'Idil Fitri Celebration on 04 April 2026

17. Rapid technological change is transforming the security landscape and the nature of conflict. AI, autonomous systems, quantum technologies, and low-cost technologies with disproportionate strategic impact, such as one-way attack drones, are increasingly being employed by both state and non-state actors. These systems challenge traditional assumptions about capability advantage: relatively inexpensive technologies can now deliver significant tactical and operational impact.

18. The potential of AI is enormous in driving development and competitiveness, which nonetheless must be handled with full responsibility. This is supported by the publication of the Guide on AI Governance and Ethics for Brunei Darussalam in 2025 and its Second Edition in 2026 by the Authority for Infocommunications Technology Industry of Brunei Darussalam. In this regard, the usage of AI in MINDEF must also be regulated.

19. The expansion of the space domain is equally consequential. Space-based assets underpin communications, navigation, surveillance, and cyber operations and their growing militarisation introduce a new dimension to regional security competition. This trend also increases vulnerabilities for nations that rely heavily on satellite-enabled capabilities. For Brunei Darussalam, the integration of space security into defence planning complements existing efforts to strengthen multi-domain awareness and resilience.

20. Crucially, Brunei Darussalam's dependence on critical underwater infrastructure has emerged as a strategic vulnerability. This includes submarine systems such as undersea cable networks and offshore oil and gas pipelines, which together underpin digital connectivity, energy security, national governance, economic activity, and social development. These assets are exposed to threats such as espionage, sabotage, or accidental damage, making their protection a national priority. Enhanced maritime domain awareness, underwater detection capabilities, and integrated responses between defence, civilian agencies, and regional partners will be essential to safeguard these strategic lifelines.

Brunei Darussalam acknowledges the importance of emerging technologies and domains and its effect on security. Efforts should be placed in integrating responses from civilian agencies and international partners in strengthening and safeguarding these lifelines.

Transnational Crime, Terrorism and Violent Extremism

21. Non-traditional threats continue to shape Brunei Darussalam's security environment. Transnational crime, terrorism, and violent extremism, though less visible than interstate competition and state-on-state conflict, pose ongoing risks to sovereignty and stability. These threats increasingly exploit hybrid tactics and digital technologies, enabling adversaries to operate across borders with enhanced agility. Brunei Darussalam's strategy to address these challenges is anchored in a comprehensive whole-of-government approach. This includes the active participation by Defence through enhancing networks and information-sharing with relevant national, regional and international partners. Intelligence sharing and operational cooperation with neighbouring states remain central to countering cross-border challenges. Within this framework, RBAF provides critical support by delivering intelligence, surveillance, and reconnaissance (ISR), as well as operational capacity that complement civilian-led countermeasures.



Table-Top Exercise – Ekseis Perisai Kebangsaan (EPK) 05/2024-25 participated by military and security agencies in Brunei Darussalam.

22. The whole-of-government approach will continue to leverage the strong institutional bonds between military intelligence and civilian law enforcement to address risks posed by transnational crime, terrorism and violent extremism, thereby prioritising anticipatory, risk-informed responses driven by early warning, rapid coordination and preventive action.

Intelligence sharing and operational cooperation with neighbouring states remain central to countering cross-border challenges, with RBAF delivering critical ISR and operational capabilities in support of civilian-led enforcement.

Climate Change and Security

23. Climate change is no longer a distant concern; it is an immediate and defining challenge for Brunei Darussalam's strategic outlook. Rising sea levels, extreme weather, and environmental degradation threaten lives, critical infrastructure, and national resilience. Recent incidents, including tremors felt from regional earthquakes and associated tsunami advisories, have underscored that Brunei Darussalam is already experiencing the downstream effects of climate change and evolving geophysical risks. As climate change intensifies extreme events across the wider region, the likelihood of concurrent shocks, such as regional port closures, crop failures in supplier countries, and disruptions to shipping, will further compound Brunei Darussalam's food security risks. For a country highly dependent on food imports, disruptions to supply chains pose a direct risk to security and stability.
24. Defence plays a vital role in strengthening national adaptation and response. Defence assets provide essential capabilities for disaster relief, humanitarian assistance, and logistical support for the distribution of critical resources. Investments in ISR, including autonomous systems, enable early warning and rapid response to environmental disruptions.
25. Aligned with Brunei Darussalam's National Climate Change Policy, the defence sector is also pursuing greater sustainability in operations, procurement, and asset management. Reducing the military carbon footprint and investing in resilient systems contribute to broader national mitigation and adaptation goals. By integrating climate resilience into defence planning, Brunei Darussalam ensures that its security institutions are better prepared to meet emerging environmental and strategic challenges.

Climate change and evolving geophysical risks are increasingly affecting Brunei Darussalam's security environment, including national resilience and food security. Defence supports national adaptation and response through disaster relief, ISR, early warning capabilities, and climate-resilient defence planning.

Integrating Cross-Cutting Issues

26. From a defence perspective, Brunei Darussalam's security depends on collaboration through multilateral frameworks and the integration of cross-cutting policy issues such as gender equality, youth development and integration, environmental sustainability, and economic development. By embedding these considerations across sectors like education, health, and infrastructure, Brunei Darussalam aims to strengthen whole-of-nation resilience and support long-term stability. This comprehensive approach reinforces both national and regional security.
27. The Women, Peace and Security (WPS) framework enhances the inclusiveness and effectiveness of defence planning, ensuring that conflict prevention, peacebuilding, and post-conflict recovery are responsive to the needs of all communities. Incorporating WPS into national defence policy aligns Brunei Darussalam with ASEAN and United Nations commitments, reaffirming its long-standing support for these agendas and bolstering its credibility as a principled and constructive international actor. While not the primary focus of the strategic context, it remains an important framework that Brunei Darussalam continues to uphold.
28. Multilateralism remains the cornerstone of Brunei Darussalam's defence and security policy. By deepening engagement with the United Nations, ASEAN and other international partners, Brunei Darussalam, as a small state, continues to contribute constructively to regional and international stability. The admission of Timor-Leste as the newest member of ASEAN illustrates the continued relevance of multilateralism for Brunei Darussalam, demonstrating how ASEAN-led integration can promote regional stability, economic resilience, and community-building. Brunei Darussalam's support for Timor-Leste's phased participation in ASEAN mechanisms underscores its commitment to ASEAN centrality and provides opportunities for Defence to gain valuable experience in multinational operations, thereby supporting both national and regional security objectives.



Brunei Darussalam is expected to face continuing strategic and security challenges arising from both international and regional tensions in the years ahead. Addressing these challenges requires prioritising the protection of sovereignty, fostering strong diplomatic relations, and securing critical energy and food resources. At the same time, the nation must strengthen its defences against emerging threats, including cyber-attacks and terrorism, while maintaining a balanced approach to regional diplomacy and security partnerships.

New considerations such as chemical, biological, radiological and nuclear escalation risks, the militarisation of space, the vulnerability of critical underwater infrastructure, and the spread of low-cost disruptive technologies, further reinforce the need for adaptation and forward-looking defence planning. In this context, the ADMM and ADMM-Plus continue to serve as essential platforms for strategic dialogue and practical cooperation. Supported by a whole-of-nation approach and close regional partnerships, these mechanisms will remain central to safeguarding Brunei Darussalam’s sovereignty, enhancing national resilience, and ensuring the nation’s continued security in an uncertain and evolving strategic environment.

STRATEGIC CONTEXT

1 MAJOR POWER DYNAMICS

- Ukraine and Middle East conflicts threaten global stability.
- US - China rivalry shapes South China Sea security dynamics.
- Major power competition presents economic opportunities and sovereignty challenges for Brunei Darussalam.
- Brunei promotes peaceful dialogue and regional confidence-building.

GEOPOLITICAL HOTSPOTS

RUSSIA-UKRAINE WAR

MIDDLE EAST TENSIONS

US ← STRATEGIC RIVALRY → CHINA

SOUTH CHINA SEA

DIPLOMATIC DIALOGUE

MARITIME SECURITY

REGIONAL STABILITY

SOVEREIGNTY & CONFIDENCE-BUILDING

2 REGIONAL & GLOBAL UNCERTAINTY

- Ukraine, Middle East, and Cross-Straits tensions affect regional stability and energy security.
- The South China Sea remains a key flashpoint, with risk of miscalculation.
- Brunei's strategic significance in Borneo is growing alongside IKN development.
- AUKUS, QUAD, and BRICS reflect a multipolar order.
- ASEAN, ADMM, and ADMM-Plus support regional stability.
- RBAF peacekeeping operations strengthen interoperability.

GLOBAL FLASHPOINTS

REGIONAL FRAMEWORKS

ASEAN CENTRALITY

ADMM ADMM-PLUS

MINILATERAL ARRANGEMENTS

AUKUS

QUAD

BRIC EXPANSION

POTENTIAL EXPANSION

3 EMERGING TECHNOLOGIES & DOMAINS

- AI, autonomous systems, quantum technologies, and drones provide low-cost high-impact capabilities.
- Responsible AI governance is essential.
- Space militarisation increases reliance on space-enabled capabilities.
- Critical underwater infrastructure is vital to national security.
- Enhanced maritime awareness and coordination are needed to address emerging risks.

EMERGING TECHNOLOGY AREAS

ARTIFICIAL INTELLIGENCE

AUTONOMOUS SYSTEMS

QUANTUM TECHNOLOGIES

CYBER SECURITY

SPACE SECURITY

LOW-COST DISRUPTIVE TECHNOLOGIES

CRITICAL UNDERWATER INFRASTRUCTURE

4 TRANSNATIONAL CRIME, TERRORISM & VIOLENT EXTREMISM

- These remain key security threats.
- Hybrid and digital tactics increase security risks.
- Whole-of-government coordination strengthens intelligence-sharing.
- RBAF supports through ISR, early warning and operational assistance.

EVOLVING THREATS

TRANSNATIONAL CRIME

TERRORISM & EXTREMISM

HYBRID & DIGITAL THREATS

CROSS-BORDER RISKS

WHOLE-OF-GOVERNMENT APPROACH

INTELLIGENCE SHARING

ISR & EARLY WARNING

OPERATIONAL SUPPORT

COORDINATION ACROSS AGENCIES

5 CLIMATE CHANGE & SECURITY

- Climate change is an immediate security challenge.
- Regional disruptions affect supply chains.
- Defence supports response and early warning.
- Climate resilience is integrated into defence planning.

DEFENCE'S ROLE IN CLIMATE RESILIENCE

CLIMATE RISKS

SUPPLY CHAIN DISRUPTIONS

DISASTER RESPONSE

LOGISTICS SUPPORT

EARLY WARNING CAPABILITIES

SUSTAINABILITY & RESILIENCE

6 INTEGRATING CROSS-CUTTING ISSUES

- WOG cooperation boosts national resilience.
- Key social and economic factors guide security.
- WPS promotes inclusive planning and commitments.
- ASEAN and the UN are central to strategy.
- Timor-Leste joining ASEAN strengthens the region.

CROSS-CUTTING PILLARS

GENDER PERSPECTIVES

WOMEN, PEACE & SECURITY (WPS)

YOUTH DEVELOPMENT

SUSTAINABILITY

ECONOMIC RESILIENCE

MULTILATERAL & REGIONAL ENGAGEMENT

WHOLE-OF-GOVERNMENT

ASEAN CENTRALITY

UNITED NATIONS PARTNERSHIP

TIMOR-LESTE ASEAN INTEGRATION

Strategic Guidance

“ With regard to leadership, I sincerely hope that the RBAF Leadership Model, grounded in RBAF core values, Maqasid Syar’iah, and the Malay Islamic Monarchy Philosophy, will be truly understood, internalised, and practised as the primary guide by leaders at all levels of RBAF.”

His Majesty Sultan Haji Hassanal Bolkiah Mu’izzaddin Waddaulah ibni Al-Marhum Sultan Haji Omar ‘Ali Saifuddien Sa’adul Khairi Waddien, Sultan and Yang Di-Pertuan of Negara Brunei Darussalam Titah in conjunction with Royal Brunei Armed Forces 62nd Anniversary on 31 May 2023

1. The conceptual alignment of MIB and Maqasid Syar’iah guides Brunei Darussalam’s identity, values and governance. This helps defend the nation’s sovereignty, build good relations and preserve social harmony. Maqasid Syar’iah also serves as a fundamental component in ensuring a balanced approach to decision-making by prioritising the necessities that benefit Brunei Darussalam without compromising military readiness and national security interests.
2. Brunei Darussalam’s interests, among others include ensuring border security, promoting conflict resolution, upholding non-interference, maintaining peaceful coexistence, enhancing international engagement, sustaining strategic autonomy, adhering to a rules-based order, respecting international law, strengthening multi-domain awareness and resilience, are consistent with the Maqasid Syar’iah’s five core principles.



3. Maqasid Syar'iah as foundations of defence resilience in Brunei Darussalam are described as follows:

a. **Preservation of Faith (Hifz al-Din).** The preservation of faith is part of Brunei Darussalam's national resilience. Anchored in Islam as the country's official religion and in the MIB philosophy, MINDEF bears sacred responsibility to safeguard sovereignty with purpose, duty and moral clarity. In an increasingly complex global environment, it becomes even more important for these values to be continually strengthened and upheld;

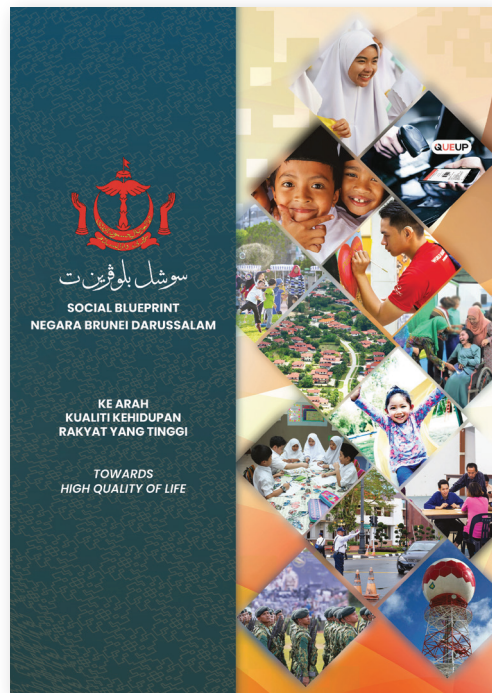
b. **Preservation of Life (Hifz al-Nafs).** The preservation of life is the most visible dimension of defence resilience, yet its scope within the Islamic framework exceeds the physical protection of human beings and territorial borders. Life, as understood through the Syar'iah and as reflected in the constitutional commitments of Brunei Darussalam, is not merely biological existence but the fullness of dignified human living, encompassing physical security, environmental protection, and health, all of which contribute to the sanctity of life. MINDEF's mandate to preserve life holistically is a military imperative, a moral duty, and a spiritual responsibility. Islam's principle of balanced approach offers an indispensable framework for strategic decision-making;

c. **Preservation of Intellect (Hifz al-'Aql).** The preservation of intellect resonates directly to the intellectual and cognitive dimensions of defence resilience demanding a sustained national commitment to education, religious understanding, and the cultivation of strategic thinking within MINDEF and the broader public. It requires RBAF personnel to be operationally capable and intellectually equipped to identify and resist narratives that seek to weaken national cohesion;

- d. **Preservation of Lineage and Future Generations (Hifz al-Nasl).** MINDEF will continue to nurture personnel who are morally upright, loyal and spiritually grounded. The preservation of lineage demands that the military institution embodies, transmits, and conforms to the values of Islam and MIB as living virtues; and
- e. **Preservation of Wealth and National Resources (Hifz al-Māl).** The preservation of wealth and resources anchors defence resilience firmly within the domain of national economic sovereignty, strategic resource management, and the sustainable well-being of Bruneians. MINDEF’s involvement in community development, disaster response, and national service reflects an Islamic ethos of contributing to the collective public good. Defence resilience is not measured solely in weapons and warfighting capacity, but in the strength, cohesion, and moral health of the entire national community that RBAF exists to protect.

4. Brunei Darussalam’s defence guiding principles emphasise the following needs:

- a. Be adaptive, forward-thinking, and resilient, which is in line with Aspiration 1 of Brunei Darussalam’s Social Blueprint 2025, Empowered, Resilient and Future-Ready Citizens and Residents. Given Brunei Darussalam’s unique characteristics and strategic position, Defence must adopt innovative approaches to effectively prepare for and respond to a broad and complex range of potential contingencies. RBAF must remain capable of safeguarding the nation - protecting its values, future, and way of life;



- b. Inspire public confidence in times of threat or crisis, demonstrating its readiness and reliability. It is the responsibility of Defence to remain steadfast and trustworthy in safeguarding the nation’s security and ensuring the protection of future generations;

- c. Be disciplined and uphold the highest standards of professionalism. Both military and civilian personnel should be well-trained and demonstrate the competence and skills required in their roles. A strong commitment to continuous improvement and organisational excellence is essential for developing individuals to reach their full potential. This is also in agreement with one of the aspirations in Brunei Darussalam's Economic Blueprint 2021, which is Skilled, Adaptive and Innovative People;
 - d. Foster and safeguard an environment that supports the nation's continued prosperity and development. It is essential to secure Brunei Darussalam's land territory, maritime areas, and airspace to prevent any disruptions that could threaten the nation's sea, air, and land lines of communication. This responsibility also extends to protecting the country's critical national infrastructure, as well as its cyber and space domains, to ensure Brunei Darussalam can continue to operate and engage effectively on the global stage; and
 - e. Continue strengthening its capabilities to remain a credible and trusted partner regionally and internationally. RBAF should operate in full accordance with national laws and uphold its commitment to the rules-based global order. Defence's engagements and contributions should meaningfully support the promotion of regional and international stability.
5. Through these guiding principles, Brunei Darussalam endeavours towards a formidable defence and strengthened self-identity in accordance to MIB values against destructive influences and hostile threats. This also represents a unique source of soft power that shapes Brunei Darussalam's defence diplomacy. Brunei Darussalam remains committed to fulfilling its international obligations and continues to uphold the global norms and standards it has agreed to.

VISION

**A Formidable Armed Forces
and a Reliable Partner**

MISSION

**To Defend Sovereignty and Territorial Integrity;
Uphold the Constitution and the Malay Islamic
Monarchy Philosophy**

**Deterrence
& Response**

**Defence
Diplomacy**

**Holistic
Defence**

Defence Roles

Defence Tasks

**Strategic Enablers
P.E.R.K.A.S.A.**

**Defence Deliverables
I.K.WON.D.A.MA.I.**

Vision and Mission

6. The Defence Vision, “A Formidable Armed Forces and a Reliable Partner”, remains unchanged. Under this vision, RBAF is committed to demonstrating formidable strength through its courage and resilience in safeguarding the nation, while maintaining a high level of preparedness to tackle both current and emerging threats. This strength reflects not only the skills that have been developed and refined, but also the spiritual fortitude and faith needed to endure challenges, upholding the credibility and esteemed reputation of RBAF. The vision further emphasises the necessity of being fully equipped to participate in a wide range of defence and security initiatives, serving as a reliable partner to national security agencies and fostering international defence relationships. The Mission, “Defend our Sovereignty and Territorial Integrity, Uphold the Constitution and the Malay Islamic Monarchy Philosophy” also remains resolute.



Royal Brunei Navy vessel KDB DARULAMAN, successful launch of missiles during the live-fire exercise as part of the Rim of the Pacific (RIMPAC) 2024 multinational maritime exercise in Hawaii.

Defence Pillars

7. DWPU 2026 maintains the three defence pillars that underpin MINDEF's vision and mission. These pillars reflect the enduring approach MINDEF adopts in shaping Brunei Darussalam's defence posture, both nationally and internationally. The three pillars are Deterrence and Response, Defence Diplomacy, and Holistic Defence.
8. **Deterrence and Response.** Defence must be positioned to deter and, when necessary, counter security threats, remaining prepared to defend the nation whenever its sovereignty or territorial integrity is at risk. This requires continuous monitoring of the strategic environment to detect emerging threats to ensure that we have suitable military capability and capacity to defend our nation. Thus, this pillar ensures the nation can safeguard its people, resources, and borders in alignment with the preservation and promotion of life, and the preservation and promotion of wealth, including national assets.
9. **Defence Diplomacy.** The strengthening of Defence Diplomacy must be grounded in stable and robust relationships with regional and international partners as an essential instrument in preserving a peaceful and stable security environment. Defence diplomacy should encompass all engagements with international partners in a coordinated and coherent manner including in time of crises. These efforts emphasise Brunei Darussalam's national interests are to be acknowledged and respected, thus reflecting the principles of preservation and promotion of intellect and faith, consequently ensuring that all engagements significantly contribute towards national security.
10. **Holistic Defence.** This pillar embodies the whole-of-nation approach, where Defence works closely with civilian agencies and the community to maintain national security, resilience, and societal integrity. One of the main mechanisms that Defence deliver this is through its involvement at all levels in the National Security Committee framework. This pillar is also aligned with Aspiration 4 of Brunei Darussalam's Social Blueprint 2025, which is Empowering Social Development through the whole-of-nation approach. It emphasises coordination, collaboration, and mutual support, ensuring the nation is prepared to respond effectively to crises while sustaining a stable environment for political, economic, and social development.

Defence Roles

11. In adapting a future-ready approach, MINDEF remains committed in embracing the following key roles in delivering its defence functions:

- a. **Develop and implement defence strategic guidance and policy.** Defence strategy and policy must be coherent, relevant, and aligned with wider national security guidance and objectives to maximise effective operational delivery. This includes ensuring that current and future guidance remains adaptive to evolving security challenges;
- b. **Advance defence relations.** Defence must continue to strengthen and broaden its relationships with regional and international partners, both bilaterally and multilaterally. Building deeper and more resilient partnerships will be increasingly important in safeguarding Brunei Darussalam's security and supporting its position as a sovereign state;



- c. **Enhance military operational output.** As operational effectiveness is central to Defence's ability to safeguard national security, Defence must be equipped with the appropriate capabilities, skills, and resources to respond effectively to current and emerging threats; and



- d. **Contribute to integrated national security.** Defence activity must be closely aligned with broader national security efforts. Operating within a defined set of Defence Tasks, Defence must ensure that their outputs consistently support and reinforce wider national security policies, priorities, and coordination mechanisms across government agencies.

Defence Tasks

12. The strategic objectives of Defence are articulated through a set of defined tasks. These tasks have been streamlined from those outlined in the DWP 2021, with further refinements made to ensure they better reflect both current and anticipated strategic environments. In total, there are ten directed tasks:
 - a. Monitor, analyse and articulate the strategic environment to ensure early identification of specific events and longer-term trends that may impact upon the nation's security;
 - b. Detect, deter and defend against any threats to national defence interests.



- c. Protect the territorial integrity and national interests of the nation within all operating domains;
- d. Contribute to the national capacity to counter-terrorism;
- e. Cooperate closely with ASEAN Member States to promote shared security understanding, transparency and initiatives to enhance stability in the wider regional context in the spirit of ASEAN Centrality;
- f. Foster defence relationships with regionally focused nations and multilateral structures to counter shared challenges and threats while maintaining neutrality;



Royal Brunei Armed Forces conducting relief efforts following flash floods that affected several residential areas and disrupted main road networks and access routes.

- g. Within resources, be prepared to assist civilian agencies during periods of national crisis, in line with the Disaster Management Strategic Policy Framework, under the National Disaster Council of Brunei Darussalam;
- h. Support efforts that promote stability and a rules-based global order, including contributions to peace support operations;
- i. Be prepared to support national contributions through humanitarian relief operations in the region; and
- j. Contribute to nation building and national resilience, in support of Aspiration 1 in Brunei Darussalam's Social Blueprint 2025, Empowered, Resilient and Future-Ready Citizens and Residents.



Operation Badai Taduh symbolising strong regional bonds and a shared commitment to cooperation, while reaffirming the Ministry of Defence's role in delivering aid during natural disasters.

Strategic Enablers



1. This section underpins Defence's enduring capacity to maintain a formidable armed forces while complementing the Defence Lines of Development (DLoDs), a holistic capability acquisition framework articulated in the DWP 2021.
2. To broaden its strategic focus beyond traditional capability requirements, seven Strategic Enablers have been identified: Personnel, Exploration, Relations, Knowledge, Accountability, Sustainment, and Adaptation – forming the acronym PERKASA. Reflecting its literal meaning: mighty, powerful, strong, or brave – the PERKASA framework highlights the vital importance of these strategic enablers in allowing Defence to achieve the IKWONDAMAI deliverables. Together, they ensure that Defence remains credible, adaptive and resilient in the face of an increasingly complex and uncertain security outlook.

- a. **Personnel (Forging the Defence Workforce).** Fundamental to Defence's success in delivering IKWONDAMAI is the human dimension. A capable, professional and adaptive Defence workforce is essential to drive innovation and respond effectively to evolving security challenges. Consequently, this enabler underscores the importance of streamlined human capital and human resource strategies to ensure the workforce is equipped and empowered to safeguard national sovereignty while contributing to long-term security objectives.
- b. **Exploration (Innovation, Technology and Research).** Defence must anticipate change, respond effectively, and maintain a strategic advantage in a rapidly evolving security environment. By embedding science and technology research and development (R&D), fostering broad innovation, and integrating emerging technologies across all domains, Defence will enhance operational capability, mission readiness, and national resilience while contributing to broader societal and economic growth.
- c. **Relations (Partnerships and Interoperability).** As a small nation, Brunei Darussalam's strategic resilience is anchored in partnerships and interoperability, enabling coherent, coordinated, and multi-layered responses to evolving security challenges. Through whole-of-nation, regional, and international collaboration, Defence can enhance operational readiness, deepen mutual trust, and cultivate a workforce that is both tactically proficient and strategically aware.
- d. **Knowledge (Information, Intelligence and Knowledge Management).** Transforming data and expertise into timely, actionable insights is vital for informed decision-making across Defence to improve operational effectiveness. Building integrated intelligence capabilities, advanced analytics, secure networks, and robust strategic communication will strengthen our information advantage, preserve institutional expertise, and enhance both national security and public trust.
- e. **Accountability (Accountability and Integrity in Financial and Resource Management).** Strong fiscal responsibility ensures that Defence invests in a disciplined, sustainable, and strategically aligned manner. Through prudent budgeting, data-driven planning, and responsible management of resources, aligned with Brunei Darussalam's broader economic priorities, Defence will strengthen operational readiness and support long-term capability development.

STRATEGIC ENABLERS

STRATEGIC ENABLER		WHAT IT ENABLES
  <p>Personnel Forging the Defence Workforce</p>	<p>> Ensures a unified, adaptive, and future-ready workforce capable of meeting complex challenges.</p>	
  <p>Exploration Innovation, Technology, and Research</p>	<p>> Highlights the need for Science, Technology and Innovation (STI) as a force multiplier in modern defence.</p>	
  <p>Relations Partnerships and Interoperability</p>	<p>> Strengthen strategic resilience through whole-of-nation cooperation and deep defence diplomacy.</p>	
  <p>Knowledge Information, Intelligence, and Knowledge Management</p>	<p>> Turning data into timely, actionable insights that strengthen decision-making, collaboration, and national security.</p>	
  <p>Accountability Accountability and Integrity in Financial and Resource Management</p>	<p>> Support readiness through disciplined budgeting, transparent governance, and value-for-money acquisitions.</p>	
  <p>Sustainment Sustainment of operational support particularly infrastructure and logistic</p>	<p>> Emphasises the physical backbone of defence.</p>	
  <p>Adaptation Culture of Adaptation and Continuous Improvement</p>	<p>> Empowering a learning-oriented workforce to embrace change, stay resilient and innovative to face emerging challenges.</p>	

Personnel

FORGING THE DEFENCE WORKFORCE

“ Modern warfare is no longer confined to land, sea, and air alone; it now extends into the domains of space, cyber, and information. Threats such as cyberattacks, network intrusions, and the spread of disinformation, further amplified by technologies like Artificial Intelligence, have the potential to undermine national security. Therefore, the synergy between human capital and technology remains a key priority in addressing these threats.”

His Royal Highness Duli Yang Teramat Mulia Paduka Seri Pengiran Muda Mahkota Pengiran Muda Haji Al-Muhtadee Billah Ibni Kebawah Duli Yang Maha Mulia Paduka Seri Baginda Sultan Haji Hassanal Bolkiah Mu'izzaddin Waddaulah, Senior Minister at the Prime Minister's Office, Sabda in conjunction with Sovereign's Parade, Intake-24 Officers Cadet School, Defence Academy, Royal Brunei Armed Forces on 15 January 2026

4. Personnel, both military and civilian, form the decisive strength of Defence, serving as the foundation of operational capability, institutional excellence, and national resilience. As outlined in the DWP 2021, long-term success depends on high professional standards, ethical behaviour, and continuous growth throughout the career lifecycle from recruitment to retirement. To sustain this, Defence must modernise its human resource frameworks by adopting future-ready recruitment, structured career pathways, and targeted training to align organisational needs with the aspirations of the next generation. This strategy includes widening the talent pool to attract diverse, high-calibre candidates while ensuring long-term employability through robust transition support. Furthermore, optimising the Civil Service, the Technical Equipment Maintenance Division (TEMD), and the Reserve Forces will bridge critical capability gaps and prevent institutional knowledge loss. Throughout this evolution, a steadfast commitment to welfare, health, and safety remains vital to maintaining morale and readiness.

5. A unified workforce that integrates military and civilian roles is essential for achieving strategic coherence and mutual respect. While modern technology is vital, it cannot succeed without a human capital strategy that attracts and retains leaders capable of innovating in complex environments. Consequently, recruitment must be deliberate and inclusive, targeting multi-skilled individuals through digital engagement and strategic partnerships with educational institutions. By engaging youth early and increasing participation in STEAM (Science, Technology, Engineering, Arts, and Mathematics) disciplines, Defence will secure a diverse talent pipeline and establish itself as a competitive employer of choice in a shifting security landscape.



6. Sustaining capability requires continuous investment in professional development. Military education must evolve beyond the traditional frameworks to encompass emerging domains such as AI, cyber defence, and information warfare, while strengthening collaboration with strategic partners. Similarly, the civilian workforce requires enhanced policy, analytical, financial, and technical expertise to support modern operations. To drive this, initiatives such as the Competency Development Framework intends to provide structured career progression and strengthen leadership at all levels. Partnerships with institutions like Universiti Brunei Darussalam, including initiatives with its Faculty of Military Studies, will

further enhance intellectual development, while cross-postings, exchanges, and international exposure will broaden global insight and ensure seamless interoperability. To safeguard these advancements, continued investment in organisational capability, supported by institutionalised standards and robust governance, ensures Defence remains agile and structurally equipped to execute complex, enterprise-wide solutions.

7. As technological advancements like AI and automation reshape the strategic landscape, human judgment and ethical leadership remain the ultimate deciders of success. Defence personnel must be equipped with digital literacy, data interpretation capabilities, and cybersecurity expertise necessary to navigate high-pressure, tech-driven environments. By prioritising continuous education and collaborating with domestic and international experts, Defence will ensure its workforce remains both technologically proficient and strategically agile in the face of rapid change.
8. Addressing attrition is critical to preventing the loss of institutional knowledge and specialised expertise. To retain our next generation of leaders, Defence must offer flexible career pathways, transparent progression, and competitive incentive structures. A supportive work environment that prioritises welfare, trust, and shared purpose is equally important. Enhancements such as financial literacy programmes, family support networks, flexible work arrangements, and career mobility will strengthen morale and long-term commitment. Improved feedback mechanisms and structured alumni engagement will further support workforce continuity.
9. The Reserve Force provides valuable operational flexibility and strengthens the link between Defence and society. Expanding eligibility beyond retired personnel to include skilled civilians will broaden institutional expertise and enhance overall capability. A more inclusive and flexible reservist model will improve readiness, adaptability, and resilience while allowing citizens to contribute meaningfully to national defence.
10. Overall, a strong Defence workforce depends on attracting the right talent, developing their capabilities, retaining their expertise, and integrating reservists into a unified system. Through sustained investment in human capital, continuous learning, and robust welfare support, Defence can build a cohesive, skilled, and future-ready workforce. This supports a credible, adaptive and resilient Defence organisation capable of meeting evolving security challenges while aligning with national priorities.

Exploration

INNOVATION, TECHNOLOGY AND RESEARCH

11. Technology continues to shape how modern power is projected and defended. A robust science, technology and innovation (STI) ecosystem is essential as a force multiplier for Defence. To remain relevant and resilient, Defence must not only harness innovation but apply it effectively in support of operational outcomes. This requires a balanced culture that encourages creativity and experimentation while maintaining accountability, governance, and prudent resource management. The growing impact of low-cost, commercially available technologies - such as unmanned drones used for intelligence, surveillance, reconnaissance, and offensive operations - demonstrates how accessible tools can produce disproportionate effects on the battlefield. Guided by foresight and horizon scanning, Defence must anticipate these emerging challenges, quickly developing scalable solutions through rapid prototyping and manufacturing to successfully transition innovation into tangible capability.

12. Defence's innovation strategy aims to develop procurement, systems, culture, doctrine, and bureaucracy so Defence can adapt quickly enough to exploit technology. It seeks to look beyond hardware to encourage new concepts, approaches, and ideas needed to proactively address Defence needs. Given the inherently uncertain and non-linear nature of R&D, a sustained, financially adaptive, and supportive environment is required - one that encourages experimentation and iterative learning within appropriate governance frameworks. Advancing innovation also requires investment in capacity, infrastructure, and funding, alongside an organisational mindset that is open to change. Within this framework, the Defence Science and Technology Group (DSTG) plays a central role in improving Technology Readiness Levels (TRLs) by translating policy into practice and research into operational outcomes. To enhance capability outcomes, Defence will continue investing in emerging and disruptive technologies, prioritising R&D in autonomous systems, quantum technologies, space capabilities, cyber and soldier systems, and human performance. Simultaneously, Defence seeks to drive responsible AI adoption aligned with national regulatory frameworks, supported by digital transformation across combat systems, automated intelligence, predictive maintenance, and simulation-based training.

13. Focused R&D in niche areas, especially those with dual- and multi-use potential, safeguards readiness and protects strategic interests. Here, broad collaboration is a foundational imperative. To expand research horizons and expedite technology adoption, Defence will foster an interconnected innovation ecosystem integrating government, academia, start-ups, small-to-medium enterprises (SMEs), industry, and international partners to strengthen collaboration, accelerate innovation, and support the exchange of critical knowledge and expertise. By leveraging established networks and expanding engagement across these stakeholders, Defence will bolster the depth, resilience, and capability of a robust national Defence Research and Technology Community (DRTC). Beyond enhancing military capabilities, investment in local defence technology serves as a catalyst for national growth. These initiatives cultivate an innovative workforce, increase self-reliance, secure supply chains, and simultaneously advance broader economic priorities such as job creation and industrial diversification.

14. Strong leadership must, therefore, drive a culture of continuous improvement, promoting innovative thinking and measured risk-taking necessary to sustain innovation investments. Leaders must actively encourage experimentation, treating lessons from failures as opportunities for improvement. To translate these efforts into tangible outcomes, Defence will foster an enabling environment that protects intellectual property, recognises initiative based on meaningful impact, and breaks down organisational silos. Specialised mechanisms - including dedicated funding streams for incubation hubs, innovation challenges, and cross-functional teams - will be championed to rapidly test, refine, and accelerate the implementation of solutions.

15. This institutional framework ensures that R&D remains central to Defence's ability to anticipate change, respond effectively, and maintain a strategic edge in an evolving security environment. Through sustained collaboration, continuous learning, and evidence-based decision-making informed by operational data, exercises, and stakeholder feedback, Defence will strengthen its ability to adapt emerging technologies to operational needs. In doing so, Defence moves beyond simply adopting technology towards shaping a national capability that remains credible, adaptive and resilient.

Relations

PARTNERSHIPS AND INTEROPERABILITY



16. National security is increasingly interconnected with regional and global stability, requiring a collaborative approach beyond traditional borders. Evolving threats demand stronger partnerships, multilateral cooperation, and interoperability, supported by a whole-of-nation effort. This cooperative model extends directly to the security of our technological base, leveraging established global networks and expanding engagement across international stakeholders to bolster the depth and resilience of our national research and defence communities. Concurrently, this outward-facing strategy remains firmly anchored on ASEAN centrality and strong defence relationships.

17. Brunei Darussalam leverages platforms such as ADMM and ADMM-Plus to enhance cooperation, readiness, and trust through joint initiatives, exercises, and leadership roles. These strategic forums serve as essential pipelines to broaden our research horizons, expedite the operational adoption of emerging technologies, and enhance the seamless transfer of critical, multi-domain knowledge. Participation in international missions, including UN peacekeeping, further strengthens interoperability and reinforces its reputation as a credible and reliable partner.

18. Effective partnerships depend on strong organisational and human synergy, achieved through standardised systems, integrated planning, and continuous training exchanges. This collaborative framework includes deep engagement across global networks, allowing Defence to adopt best practices in developing sustainable, secure, and resilient capabilities. Guided by responsible defence diplomacy, these efforts systematically bolster Defence's credibility, connectivity, and readiness while safeguarding national sovereignty in an increasingly complex security environment.



Knowledge

INFORMATION, INTELLIGENCE AND KNOWLEDGE MANAGEMENT

19. Information superiority is essential for effective data-driven decision-making. Defence must leverage an agile, integrated intelligence capability to rapidly collect, analyse, and counter complex, multi-domain threats. This requires combining traditional intelligence with advanced technologies - such as data analytics, AI, and predictive tools - alongside a skilled workforce with strong digital and cybersecurity capabilities, enabled by secure and interoperable networks.

20. Concurrently, knowledge management frameworks must be strengthened to capture and share institutional expertise, transitioning toward more accessible systems protected by appropriate safeguards. Digital transformation drives this by modernising IT infrastructure to sharpen command responsiveness and organisational agility. To complement these internal systems, strategic communication remains essential to counter disinformation and maintain public trust, reinforcing Defence's credibility both domestically and internationally.

Accountability

FINANCIAL INTEGRITY AND RESOURCE MANAGEMENT

21. Sound financial governance is essential to sustaining operational readiness and long-term capability development. Defence must balance capital expenditure for new capabilities with operating expenditure required for day-to-day readiness, while financially sustaining the adaptive environments needed in support of Defence innovation and dynamic R&D cycles. This ensures that all investments deliver measurable value while remaining aligned with national fiscal capacity. A disciplined, transparent, and outcome-based approach safeguards both current and future defence posture.

22. This is reinforced through strong fiscal discipline, enhanced oversight, robust internal controls, and improved procurement practices to strengthen accountability, efficiency, and operational effectiveness. These measures maintain public confidence and ensure defence spending remains sustainable, while retaining sufficient flexibility to respond to urgent operational needs. At the same time, resources must be prioritised and distributed effectively across services to maximise mission resilience, resource efficiency, and organisational cohesion.

23. Financial management can be further strengthened through data-driven planning and performance-based budgeting, enabling more informed decision-making and efficient use of resources. As Brunei Darussalam advances its economic diversification, defence-related foreign direct investments and dedicated innovation funding streams must be carefully calibrated in support of Defence innovation and national priorities. In doing so, these investments serve as a vital catalyst for innovation, capability development, and strategic partnerships. By integrating forward-looking planning, fiscal discipline, and sustainable practices, Defence ensures a resilient, agile, and future-ready posture aligned with Wawasan Brunei 2035.

Sustainment

INFRASTRUCTURE, LOGISTICS AND SUSTAINMENT

24. Infrastructure, logistics, and sustainment are fundamental to Defence readiness and capability, forming the backbone that enables effective operations across all domains. As the security environment evolves, these functions must be modernised and adapted to remain resilient, flexible, and responsive to future challenges. Infrastructure - comprising bases, training facilities, communication networks, logistics hubs, and medical support - must be designed to be fit-for-purpose, technologically enabled, and sustainable. Since the DWP 2011, progress has been made in facilities management and outsourcing. Future development must now prioritise adaptability and long-term resilience, supported by collaboration with local industry to strengthen national capacity and economic contribution.
25. Efficiency and effectiveness in infrastructure delivery require greater adoption of modern construction methods and digital technologies, including building information modelling, predictive maintenance, and data-driven monitoring systems. These tools enhance readiness, optimise lifecycle costs, and improve asset management, while automated systems allow personnel to focus on operational priorities. Sustainability must be embedded across all infrastructure development, with a focus on energy efficiency, renewable integration, and climate resilience. This ensures facilities can withstand environmental pressures while supporting personnel well-being and operational effectiveness.
26. Logistics remains the lifeline of Defence operations, encompassing medical, equipment, and sustainment support. Modern operational demands require an agile, data-driven logistics system capable of supporting concurrent operations across multiple domains. Defence is transitioning towards a more responsive and resilient logistics model, leveraging technology and predictive analytics to achieve an optimal approach that balances efficiency with resilience. This enhances operational responsiveness while ensuring responsible resource utilisation and long-term sustainability.
27. To meet increasingly complex operational requirements, logistics capabilities must be expanded and integrated across all levels, from strategic planning to tactical execution. A coherent logistics framework linking headquarters, deployed units, and support functions is essential to support joint operations effectively. Strengthening supply chain resilience is critical, requiring diversification, digitalisation, and the development of domestic capabilities to reduce external dependencies. Greater use of digital tools for tracking, contracting, and inventory management will improve transparency and efficiency.



A logistician conducting inventory checks in a supply warehouse

28. Enhancing self-sufficiency remains a priority. This implies investing in technologies such as additive manufacturing, modular storage, and advanced fleet management systems through partnerships with local start-ups and local businesses to reduce reliance on external suppliers, particularly during crises. These capabilities improve operational endurance and strategic flexibility, enabling Defence to sustain operations both domestically and internationally.

29. Sustainment is central to enduring readiness, as capability is defined not only by what is acquired but by what can be maintained over time. A comprehensive through-life capability management approach - spanning conceptualisation, acquisition, production or development, sustainment including upgrades and obsolescence management, and eventual disposal through to seamless capability replacement is essential to ensure reliability, cost-effectiveness, and long-term operational performance. Frameworks such as the Defence Capability Management Framework (DCMF) and the Defence Science and Technology Policy Framework (DSTPF) provide structured governance, ensuring transparency, accountability, and coordinated decision-making while integrating innovation and digital solutions into capability development.

30. Defence must also transition from reactive maintenance to predictive sustainment, using data analytics, automation, and AI to anticipate equipment needs, prevent failures, and optimise resource allocation. This approach supports sustained operational tempo and improves readiness. In parallel, acquisition processes must evolve to become more agile and data-driven, prioritising long-term value, flexibility, and interoperability over short-term cost considerations. Closer collaboration with industry, particularly local partners, will support tailored solutions, strengthen domestic expertise, and enhance self-reliance, while performance-based approaches ensure that investments deliver measurable outcomes.
31. Overall, future readiness depends on an integrated ecosystem that links infrastructure, logistics, and sustainment with through-life capability management, R&D and smart acquisition. By leveraging technology, strengthening resilience, and embedding sustainability, Defence can ensure operational effectiveness today while preparing for future challenges. This integrated approach enhances efficiency, reinforces sovereignty, and supports Wawasan Brunei 2035 objectives, ensuring a credible, adaptive and resilient force.

Adaptation

CULTURE OF ADAPTATION AND CONTINUOUS IMPROVEMENT

32. Defence continues to evolve in a complex, multi-domain security environment, where future readiness depends on shared purpose, professional commitment, and the recognition that every individual contributes to outcomes. Sustained progress requires coordinated change across all levels, with personnel empowered to exercise judgment and accountability, while leadership provides clarity, builds confidence, and encourages learning and measured risk-taking. Transformation is driven by continuous learning, structured feedback, and evidence-based decision-making, with performance focused on impact and strategic contribution to ensure Defence remains credible, adaptive and resilient..
33. Organisational resilience is essential, enabling Defence to absorb shocks, adapt to disruption, and emerge stronger from challenges such as cyber threats, pandemics, and operational uncertainties. This is reinforced through robust training, adaptive processes, a strong organisational identity, and effective mechanisms to capture lessons learned and enable rapid, coordinated responses. A culture of continuous adaptation ensures that strategy translates into tangible outcomes across capability, efficiency, and morale, supported by an empowered and cohesive workforce.

Royal Brunei Armed Forces personnel graduating from the Institute of Brunei Technical Education (IBTE).



34. The strategic enablers operate as an integrated system, underpinned by strong governance, aligned doctrine, and sustained investment in innovation, infrastructure, and financial responsibility. Reinforced by partnerships and a culture of continuous improvement, this integrated framework enables Defence to translate strategy into effective operational outcomes. Guided by national direction, Defence remains focused on strengthening its role as a credible, adaptive and resilient force, safeguarding Brunei Darussalam's sovereignty, stability, and future.

35. These foundational Strategic Enablers empower MINDEF to achieve the defence deliverables outlined in the next chapter.

Defence Deliverables

1. By carrying out directed roles and tasks as outlined in the DWP 2021, IKWONDAMAI remains relevant as MINDEF continues to deliver the seven key deliverables.

I — Integriti Wilayah Yang Kukuh — Strong territorial integrity. Covering all domains (land, maritime, air, space and cyber), Defence forms a significant component of Brunei Darussalam's national security. Operating together and in coordination with other security agencies, Defence is able to deliver a broad range of activities to protect and defend Brunei Darussalam's sovereignty and territorial integrity.



Exercise SEMANGAT WAJA aimed at enhancing the readiness, coordination, and operational effectiveness of the Royal Brunei Land Forces.

K — Tahap Keupayaan Tempur dan Kesiagaan yang Tinggi — High level of preparedness and readiness. Sufficiently equipped with the right resources, Defence must maintain a high state of preparedness and readiness, to respond effectively, in crisis. It is therefore essential to ensure RBAF is well-equipped to address the uncertainty and complexity of the contemporary security environment.

WON — Mendokong Pendekatan “Whole-of-Nation” — Support towards whole-of-nation approach. RBAF plays a key role in supporting and coordinating with other Government agencies, in managing crisis, preserving national resilience and interests. Activities including border security and other domestic security operations, involving but not limited to, counter-terrorism activities, search and rescue missions, natural disaster management operations, and explosive ordnance disposal, all contribute towards addressing the challenges that Brunei Darussalam currently does, and will face.

D — Diplomasi Pertahanan yang efektif — Effective defence diplomacy. Defence must continue to engage effectively with countries by developing strong networks of defence relationships, bilaterally and multilaterally. Building trust and confidence with other countries and adhering to an international rules-based system that upholds global norms also contribute to Brunei Darussalam’s broader security in the regional and global stage. Support to ASEAN, and its stability, continues to be central to Brunei Darussalam’s interests.



A — Penglibatan Ketenteraan dalam Misi-Misi Antarabangsa — Military participation in international missions. RBAF is to remain committed in achieving a credible and professional reputation by engaging with international partners. By supporting international missions, it offers RBAF an opportunity to enhance Brunei Darussalam’s security through collaborative efforts in addressing transnational security threats. This has included RBAF’s participation in areas of peacekeeping – United Nations Interim Force in Lebanon (UNIFIL), Independent Decommissioning Body Verification, Monitoring and Assistance Team (IDB VMAT) and ASEAN Observer Team (AOT); Information Fusion Centre (IFC) and Counter-Terrorism Information Facility (CTIF); and various humanitarian assistance and disaster relief (HADR) operations - Operation Badai Tadah; and the dispatch of humanitarian aid to Myanmar following the earthquake that struck Myanmar in March 2025.



MA — Sumber Tenaga Manusia yang berkualiti tinggi — High and professional standards of human resource capability. The adoption of MINDEF’s core values which are, taqwa (piety), professionalism, loyalty and courage, all form the foundations of the people within Defence. From the point of recruitment until the end of an individual’s service, Defence personnel must continue to be exemplary and professional in their conduct. They must also be competent, reliable, and aspire to improve themselves continuously and actively. In future, manpower optimisation must be further enhanced with increases in efficiency and productivity through the leveraging of Science and Technology. Spiritual and welfare aspects of Defence’s workforce will continue to be given strong focus, through the implementation of morale and ethics, and the highest standard of integrity.



MALBATT 850-13 as the last contingent to the UNIFIL mission for Brunei Darussalam since its involvement in 2008.

I — Imej Pertahanan yang berwibawa dan kredibel — Respected and credible image for Defence. By upholding the highest levels of integrity, professionalism, competency and reliability, an environment of respect and credibility will be created, maintained, and developed. The defence of the nation relies on strong and capable leadership, and a workforce with both civilians and military, who excel in what they do.




Civilians from the Ministry of Defence participating in Brunei Darussalam's 40th National Day Celebration Grand Assembly.

DEFENCE DELIVERABLES

I **1. INTEGRITI WILAYAH YANG KUKUH**
Strong territorial integrity.

Covering all domains (land, maritime, air, space and cyber). Defence is a key component of national security. Working together with other agencies, Defence protects and defends Brunei Darussalam's sovereignty and territorial integrity.



K **2. TAHAP KEUPAYAAN TEMPUR DAN KESIAGAAN YANG TINGGI**
High level of preparedness and readiness.


Sufficiently equipped with the right resources, Defence maintains a high state of preparedness and readiness to respond effectively in crisis and address the uncertainty and complexity of the contemporary security environment.



- ✓ Right resources
- ✓ Trained & equipped
- ✓ Ready to respond
- ✓ Effective in crisis

WON **3. MENDOKONG PENDEKATAN "WHOLE OF NATION"**
Support towards whole of nation approach.

RBAF supports and coordinates with other agencies in managing crises and preserving national resilience. Includes border security, counter-terrorism, search and rescue, natural disaster management, explosive ordnance disposal and other domestic security operations.



D **4. DIPLOMASI PERTAHANAN YANG EFEKTIF**
Effective defence diplomacy.

Building strong defence relationships bilaterally and multilaterally, based on trust, confidence and adherence to a rules-based international system that upholds global norms, contributes to Brunei Darussalam's security. Support to ASEAN and its stability remains central.



A **5. PENGLIBATAN KETENTERAAN DALAM MISI-MISI ANTARABANGSA**
Military participation in international missions.

RBAF contributes to international missions, enhancing professional reputation and addressing transnational threats through collaboration and shared responsibility.

 PEACEKEEPING <ul style="list-style-type: none"> • UNIFIL • IDB VMAT • ASEAN Observer Team (AOT) 	 INFORMATION SHARING <ul style="list-style-type: none"> • Information Fusion Centre • Counter Terrorism Information Facility 	 HADR OPERATIONS <ul style="list-style-type: none"> • Operation Badai Taduh • Humanitarian aid to Myanmar (Earthquake, March 2025)
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MA **6. SUMBER TENAGA MANUSIA YANG BERKUALITI TINGGI**
High and professional standards of human resource capability.

Guided by core values, defence personnel are competent, reliable and committed to continuous improvement. Manpower optimisation is enhanced through Science & Technology, with strong focus on welfare, morale, ethics and integrity.




OUR CORE VALUES



I **7. IMEJ PERTAHANAN YANG BERWIBAWA DAN KREDIBEL**
Respected and credible image for Defence.

By upholding the highest standards of integrity, professionalism, competency and reliability, Defence builds and maintains a respectful and credible image. Strong leadership and an excellent civilian and military workforce are the foundation of national defence.



Conclusion

1. This document signifies the collective commitment required by every member of defence to uphold the trust and security of the country. Looking ahead, Defence will continue to strengthen the foundations outlined in this document, ensuring that strategic intentions translate into meaningful action. Through strong governance, continuous innovation, and close collaboration, every policy, investment and organisational change will be directed towards enhancing national readiness and long-term resilience. At the heart of this effort are visionary and institutional leadership, a highly capable and motivated workforce, and the responsible deployment of innovative technologies. Simultaneously, Defence will deepen cooperation with regional and international partners to ensure Brunei Darussalam remains secure, adaptable, and prepared for both traditional and emerging threats.
2. As the regional and global landscape becomes more complex, Defence will continue to strengthen integrity, accountability, and the efficient management of resources to sustain progress. The protection of personnel, infrastructure, and sensitive information will remain a key priority, ensuring that all progressive efforts are secure and resilient. Guided by the national philosophies of MIB and Maqasid Syar'iah, and inspired by the leadership of His Majesty the Sultan and Yang Di-Pertuan of Negara Brunei Darussalam, Defence will continue to evolve as a highly disciplined and professional organisation committed to good governance and public trust.
3. Ultimately, Brunei Darussalam's defence is concerned not only with safeguarding sovereignty and territorial integrity, but also with preserving peace, protecting national values, and securing the country's future. In fulfilling this responsibility, Defence remains deeply committed to contributing to the nation's long-term stability, security and prosperity.



**MINISTRY OF DEFENCE
BRUNEI DARUSSALAM**

