



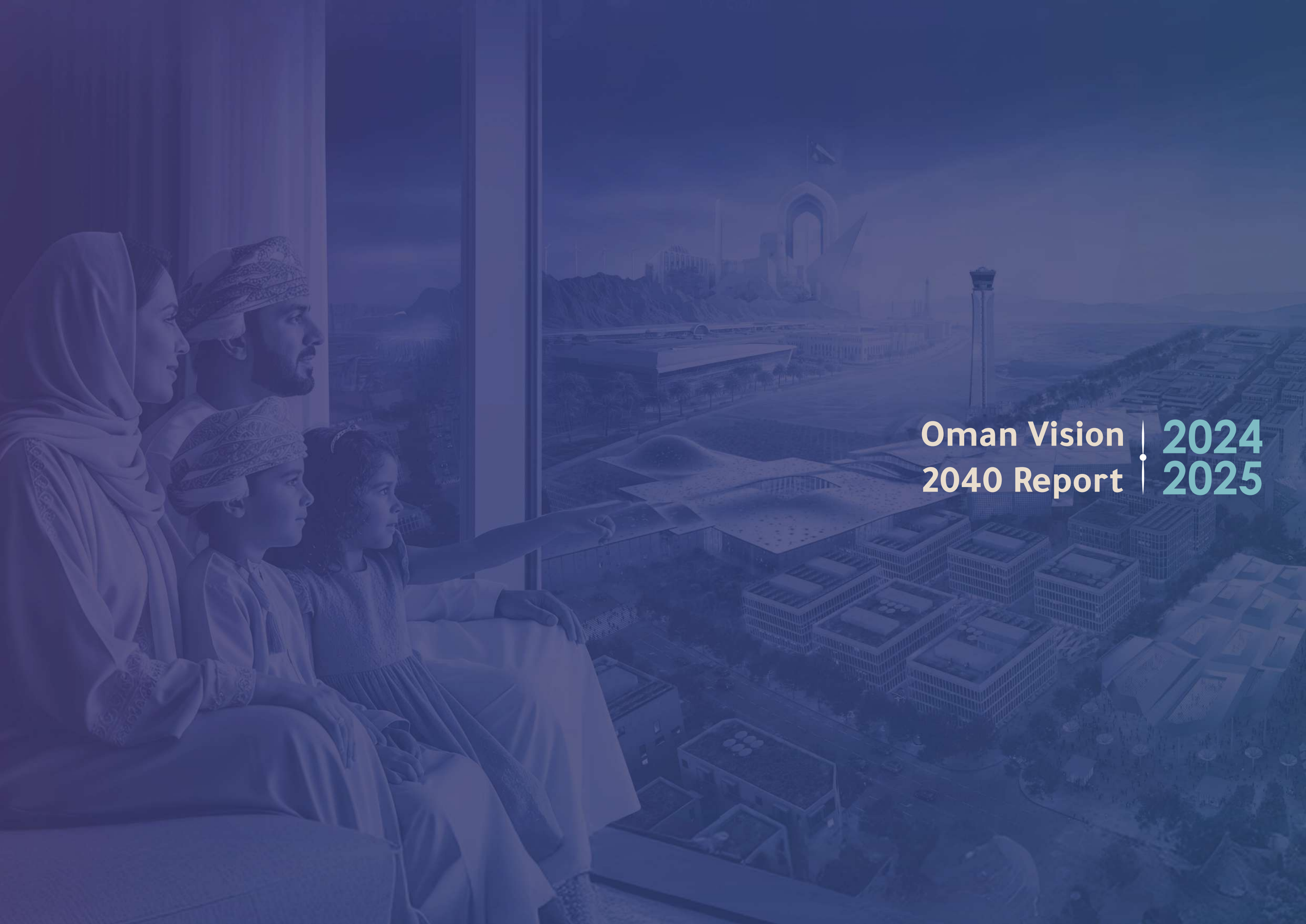
وَحْدَةُ مُتَابَعَةِ تَنْفِيذِ رُؤْيَا عُكْمَانِ 2040
Oman Vision 2040 Implementation Follow-up Unit



Oman Vision 2040 Report | 2024 2025



Issued in October 2025



Oman Vision | 2024
2040 Report | 2025

“To preserve our achievements and what has been accomplished on this blessed land, which we all bear witness to, and to build a prosperous future for our loyal children in every corner of this country, we will spare no effort to achieve this.»

Haitham bin Tarik
Sultan of Oman

Guiding Words

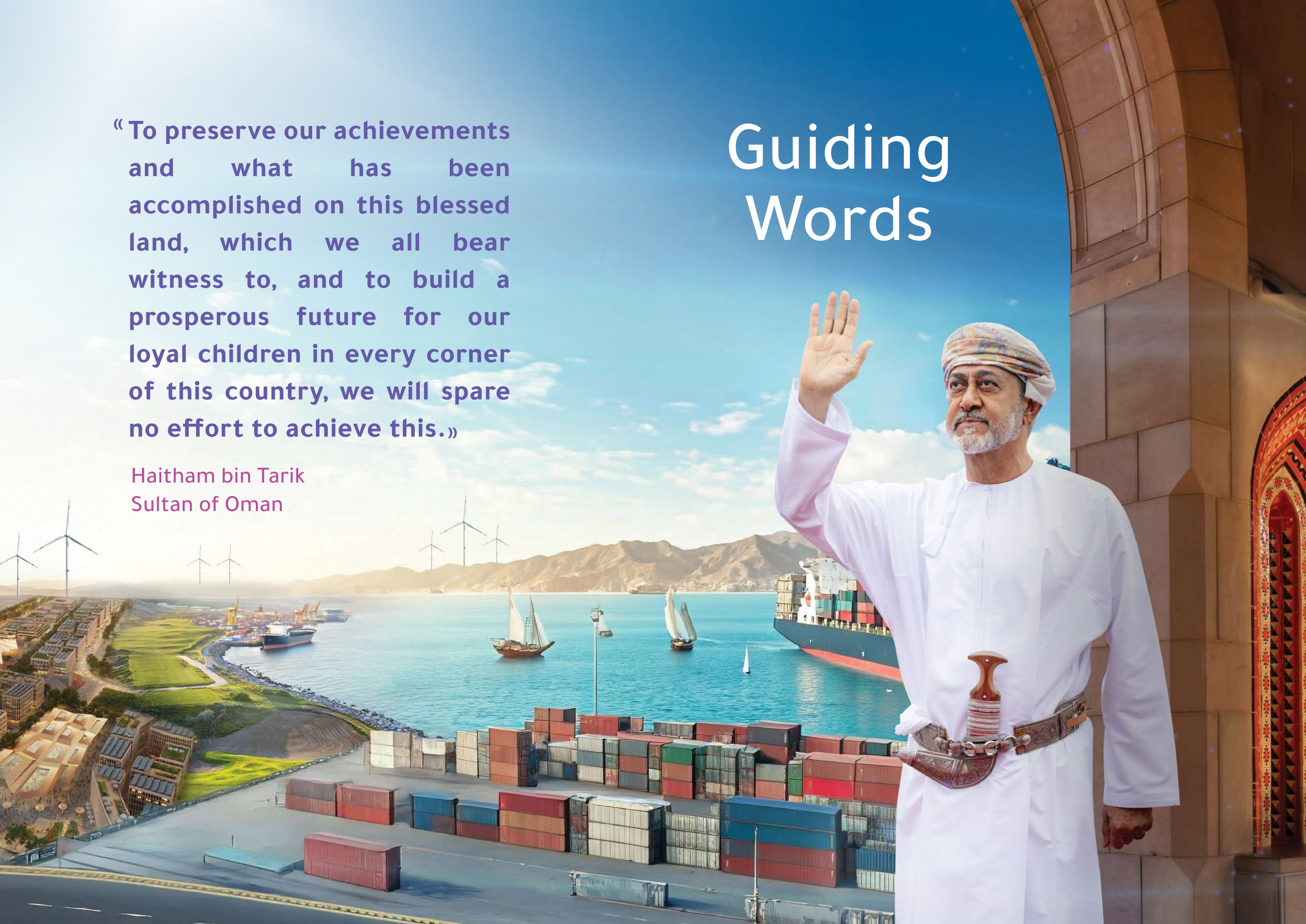


Table of content

Introduction

08

People and Society Pillar

14

Priority: Education, Learning, Scientific Research and National Capabilities 16

Priority: Health 52

Priority: Citizenship, Identity and National Heritage and Culture 72

Priority: Well-being and Social Protection 98

Economy and Development Pillar

120

Priority: Economic Leadership and Management 122

Priority: Economic Diversification and Fiscal Sustainability 166

Priority: Labour Market and Employment 204

Priority: The Private Sector, Investment and International Cooperation 228

Priority: Development of Governorates and Sustainable Cities 260

Sustainable Environment Pillar

284

Priority: Environment and Natural Resources 286

Governance and Institutional Performance Pillar

310

Priority: Legislative, Judicial and Oversight System 312

Priority: Governance of State's Administrative Bodies, Resources and Projects 332



Introduction

Oman Vision 2040, with all its pillars, priorities and indicators, represents the aspirations of the Omani society for a better future in various economic, social, cultural, sports and environmental fields. The Vision is therefore a fundamental reference for planning during the period 2021-2040, through twelve national priorities, from which phased areas of focus emerge, subject to in-depth, comprehensive and continuous analysis, in order to ensure a proper understanding and accurate diagnosis of opportunities and challenges, which contributes to achieving practical outcomes in the form of national programmes, executive programmes and initiatives. Progress is measured through a set of performance indicators, which collectively contribute to enhancing the Sultanate of Oman's ranking in international indicators. Government sectors and entities participate in achieving the targets of these indicators in accordance with their scope of work, in addition to the supportive and valued role of both the private and civil sectors.

Systematic work, close cooperation and full partnership between different sectors are important pillars in the pursuit of the Vision's targets, in light of the rapid changes at all levels and the major transformations in the global economy, not only as a system,

but also as structural frameworks driven by astonishing technological progress and rapid energy transitions.

In its three previous reports, Oman Vision 2040 Implementation Follow-up Unit has sought to highlight a number of important aspects

of Oman Vision 2040, and the level of achievement in realising its objectives, while providing a comprehensive overview of the vision indicators, national programmes and efforts made by government entities.

Today, as Oman Vision 2040 enters its fifth year, this Vision Report 2024/2025 seeks to provide a more detailed and accurate picture of the efforts made to achieve the Vision's targets, based on reports issued by government agencies, and linking them to the Vision's indicators with the level of achievement or decline in them, in addition to the analysis. Given that there are around 70 indicators adopted to measure the level of progress in achieving the Vision's targets, and that a number of these are no longer published by the international agencies that issue them, this report focuses on

the active indicators and excludes those that are no longer published.

The report highlights the most notable efforts and achievements made in every national priority during 2024/2025. In the priority of Education, Learning, Scientific Research and National Capabilities, numerous efforts were made to raise the level of student performance in international mathematics and science studies, develop a comprehensive framework for vocational and technical education in post-basic education for grades 11 and 12, and prepare a national framework for school performance evaluation, with the aim of enhancing the performance of the education system, by identifying areas of excellence and diagnosing areas for improvement in a systematic and targeted manner. In higher education, five Omani



Introduction

universities have been included in the QS World University Rankings, with Sultan Qaboos University achieving high positions in this ranking, while the sector is witnessing an increase in the number of students enrolled in higher education institutions, and an increase in the number of peer-reviewed scientific research papers.

In terms of Health, a national health policy was launched, a national programme for human genome and data “Omani Genome” was established, 10 new health institutions were opened, and the first heart transplant from a brain-dead person was performed.

In Citizenship, Identity, and National Heritage and Culture, the Sultanate of Oman succeeded in including “Oman Youth Ship for Peace and Sustainable Cultural Dialogue” programme in UNESCO’s list of best practices for the preservation of the intangible cultural heritage of humanity. The organisation also included the Omani manuscript “Al-Nuniya al-Kubra” by Omani navigator Ahmed bin Majid in its “Memory of the World” programme.

The priority of Well-being and Social Protection witnessed the expansion of the social protection system, and a focus on creating urban communities within neighbourhoods and integrated housing schemes with complete road networks, services and infrastructure, thereby enhancing the quality of life in these neighbourhoods.

Indicators related to the Economic Leadership and Management also showed positive results, most notably the continuous improvement in the performance of non-oil activities and their increased contribution to real GDP, the inflation index remained at healthy and safe levels, food prices remained stable, government support and public

spending increased, and the state budget achieved a surplus for the third consecutive year in 2024.

With Economic Diversification and Fiscal Sustainability, further efforts have been made to boost the performance of the industrial, tourism, logistics and other sectors and increase their contribution to GDP. The first satellite named after the Sultanate of Oman was officially registered with the United Nations, the Fourth Industrial Revolution Centre was established, the sixth of its kind in the Middle East and the 22nd globally, and Oman Future Fund was launched with an estimated capital of OMR 2 billion, while public debt declined. In addition, the Sultanate of Oman’s credit rating has further improved.

Introduction

As for the priority of Labour Market and Employment, a group of digital platforms that contribute to the employment system have been developed and activated, including the launch of “Tawteen” platform to regulate the labour market, and directly connect job seekers with available job opportunities in the government and private sectors.

In Private Sector, Investment and International Cooperation, “Invest in Oman” hall was activated to provide integrated services to investors, a national negotiation team was established to negotiate and support the government in making decisions related to strategic investment projects, a unified promotional identity was launched, and investment was stimulated in various sectors, including the green hydrogen sector, which saw the signing of two new agreements.

Development of Governorates and

Sustainable Cities priority also saw the implementation of vital strategic road projects, including: Sultan Faisal bin Turki Road Project (Diba - Lima - Khasab), with a length of approximately 71 km, which was about 48% complete as of June 2025, in addition to the expansion of economic zones in the governorates, such as the economic zone in A'Dhahirah Governorate and Al Rawdah Special Economic Zone (Al Buraimi Governorate).

Numerous efforts have been made to achieve the priority objectives of the Environment and Natural Resources within the sustainable environment pillar, including the establishment of Oman Net Zero Centre, and the operation of Manah 1 and Manah 2 solar power plants, as well as other projects that drive the priority in various fields.

As for the priority of Legislative, Judicial and Oversight System, the

Investment and Commercial Court was established and its law was issued in accordance with Royal Decree No. (35/2025). The Sultanate of Oman also made remarkable progress in the Corruption Perceptions Index for 2024, advancing 20 places to rank 50th globally.

In terms of Governance of State's Administrative Bodies, Resources and Projects, the tireless efforts of various stakeholders have resulted in the launch of the National Platform for Suggestions, Complaints and Reports, “Tajawob”. In addition, as part of the efforts made in digital transformation, 2,680 government procedures have been simplified by 2024, out of a target of 2,869 by 2025.

All in all, there are many other successes reviewed in this report, successes that give us all a greater responsibility to double

our achievements. Since Oman Vision 2040 was developed with broad societal consensus and the participation of various segments of society, achieving its goals requires greater cooperation and joint action between government agencies, the private sector and society. Through the concerted efforts of all, we can realise the objectives of Oman Vision 2040 and achieve continuous progress in various international indicators, guided by the directives and wisdom of His Majesty Sultan Haitham bin Tarik Al Said - may God protect and preserve him - aimed at enhancing cooperation and integration between all national sectors on the one hand, and between the various entities in each sector on the other, and making every possible effort for the sake of our nation, to reach its rightful position.



People and Society Pillar

A society of creative individuals





Priority: Education, Learning, Scientific Research and National Capabilities

Strategic direction

Comprehensive education, sustainable learning, and scientific research leading to a knowledge-based society and competitive national capacities

objectives of the priority



A high-quality education system and community partnership



A system that empowers human capabilities in the education sector



An integrated and independent system for governing and evaluating the education system in accordance with national and international standards



An effective national system for scientific research, creativity and innovation that contributes to building a knowledge economy and society



Curricula that reinforce values, take into account the principles of Islam and Omani identity, draw inspiration from Oman's history and heritage, keep pace with the requirements of sustainable development and future skills, and support diversity in educational pathways



Diverse and sustainable sources of funding for education, scientific research and innovation



National competencies with dynamic capabilities and skills that are competitive locally and globally

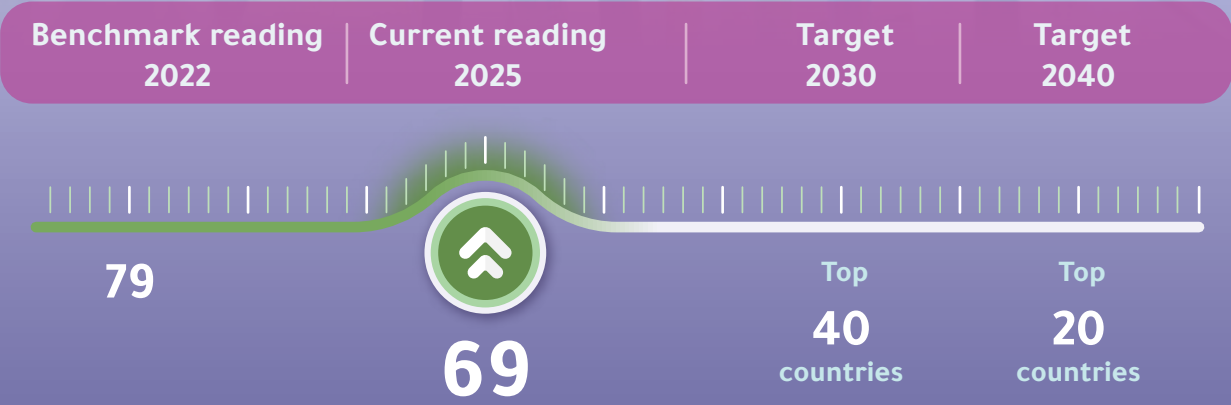
Indicator	2030 Target	2040 Target
Global Innovation Index	Value > 41.19 Or top 40 countries	Value > 51.98 Or top 20 countries
Average ranking of Omani universities listed among the top 500 universities	Top 300 universities	Top 300 universities
Number of Omani universities listed among the top 500 universities	3	4
Global Talent Competitiveness Index	Value > 55.57 Or top 30 countries	Value > 62.63 Or top 20 countries

Priority importance in the vision

The priority of education, learning, scientific research and national capabilities is closely linked to the other priorities and their objectives. The success of this priority contributes to building national cadres with the technical, professional and research skills necessary to support all socio-economic and environmental sectors, which will be reflected in improving the quality of life of society, consolidating the dimensions of sustainable development, and supporting innovation to achieve the concept of a knowledge-based economy.



Global Innovation Index
Classification

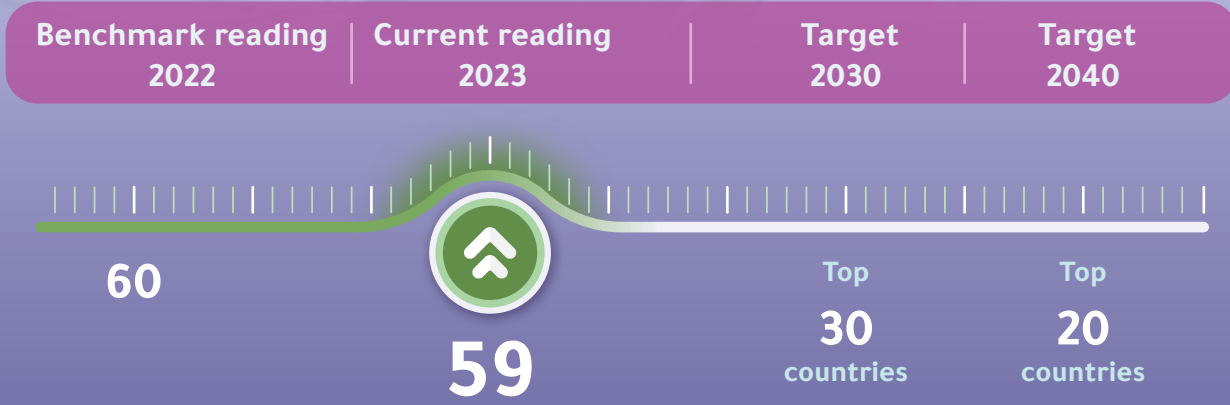


The Global Innovation Index is a composite index that measures countries' performance in innovation through innovation inputs (institutions, workforce, infrastructure, market and business sophistication) and innovation outputs (knowledge, technology, and creativity outputs). Oman's ranking in the overall index improved by 10 places between 2022 and 2025, reaching 69th place globally in 2025. The report issued by the World Intellectual Property Organization shows that Oman

improved in the overall index from 74th in 2024 to 69th in 2025. This improvement is the result of an increase in innovation inputs from 59th place in 2024 to 55th place globally in 2025, despite a decline in innovation outputs from 86th to 89th. This progress underscores the importance of sustaining national efforts to strengthen the innovation ecosystem and achieve further improvement in the coming years.



Global Talent Competitiveness Index
Classification

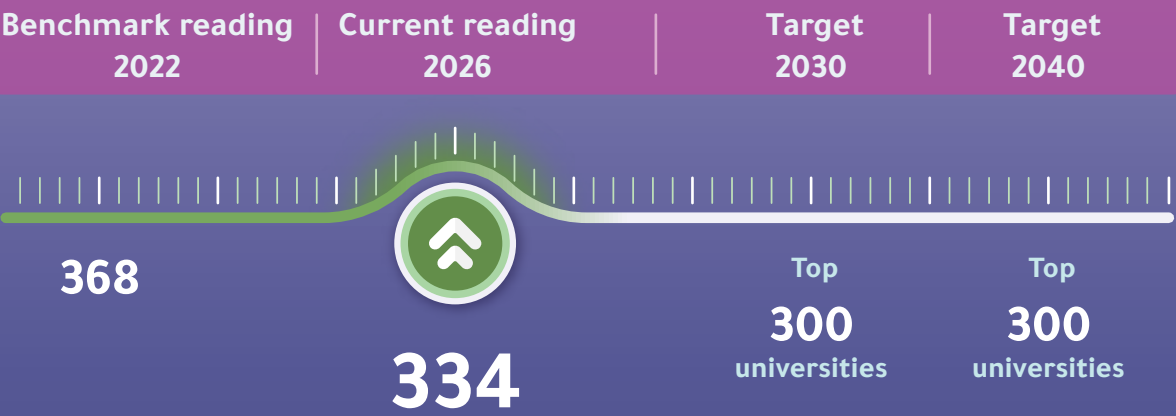


This index measures the ability of countries to compete for talent, highlighting artificial intelligence, and includes six pillars (enablement, attraction, growth, retention, technical and professional skills, and global knowledge skills), through which countries can develop and enhance their human capabilities, enabling them to build prosperous and advanced societies. The latest results of the index show an improvement in Oman's ranking, reaching 59th place in 2023 compared to

60th place in 2022. This progress was driven by improvements in global knowledge skills, which are required for knowledge-based jobs such as professional, managerial or leadership roles that require creativity and problem-solving skills. The authorities concerned with this indicator are intensifying their efforts through national programmes for talent and skills development, while updating policies and laws to attract such talent, especially in the relevant areas.

Number of Omani universities listed among the top 500 universities and the average ranking of Omani universities listed among the top 500 universities

Classification



Sultan Qaboos University is currently the only Omani university ranked among the top 500 universities in the QS World University Rankings. The university

achieved a ranking of 334 in the 2026 index, jumping from 362 in 2025, advancing 28 places and achieving the best ranking in the university's history (Note: According to the

index methodology: the index result for 2026 is announced in 2025). The university's index value improved from 31.7 in 2025 to 42.3 in 2026. The rise in the ranking was driven by improvements in the sub-indicators related to academic reputation, research citations, international research network and employment outcomes. It should be noted that, in addition to Sultan Qaboos University and Sohar University, three private

Omani universities have entered the ranking: Nizwa University, Dhofar University and the German University of Technology. This is an important step towards inclusion in the top 500 universities in the index. The index aims to have three Omani universities among the top 500 universities by 2030 and for the average ranking of Omani universities included in the top 500 universities by 2030 to reach the top 300 universities.



Implementing the national school performance evaluation system, which is based on precise national standards that contribute to enhancing the performance of the educational system



Talented students in schools winning seven awards at the Arab and GCC levels during 2023 and 2024



Implementing 29 programmes and initiatives by the Royal Academy of Management, with more than 1,300 participants, between June 2024 and June 2025



Implementing more than 32 joint research projects between the Ministry of Higher Education, Scientific Research and Innovation and the industrial sector within the strategic research programme



Implementing the second edition of the Research Chairs Programme (2024-2025), which focuses on national priorities such as water, renewable energy and public health



Allocating scholarship programmes in strategic disciplines such as artificial intelligence, renewable energy and digital economy



Five Omani universities included in the QS World University Rankings for 2026



Sultan Qaboos University ranked 334th globally in the QS World University Rankings for 2026



Implementing a project to convert school curricula into interactive digital format in 46 new textbooks during 2025



More than 5,000 researchers registered on "Shuaa" platform, a unified digital platform that brings together research, articles, scientific studies, innovations and statistics produced in the Sultanate of Oman





Activating the national innovation platform "Oman Innovates" as an integrated governance system for innovative activities



Implementing the Institutional Funding Programme for Scientific Research in Private Higher Education Institutions to support research projects



839 peer-reviewed scientific papers published by private higher education institutions in 2024



Activating the vocational and technical education programmes for grades 11 and 12



128 patent applications registered by higher education institutions



Funding of more than 43 research projects in private higher education institutions under the Institutional Funding Programme



Launching the "Tasmo" initiative by the Royal Academy of Management to develop female leadership skills in the public and private sectors and Omani society



Supporting professional development and academic empowerment programmes, and expanding practical training opportunities for students in higher education institutions



Increase in the percentage of academic staff with PhDs in private higher education institutions to 65% by the academic year 2024/2025



Enhancing the benefit of more than 15,000 students from innovation and entrepreneurship programmes implemented by the Innovation and Technology Transfer Centre at Sultan Qaboos University



Establishing the ISESCO Research Chair for Artificial Intelligence Ethics at the University of Technology and Applied Sciences



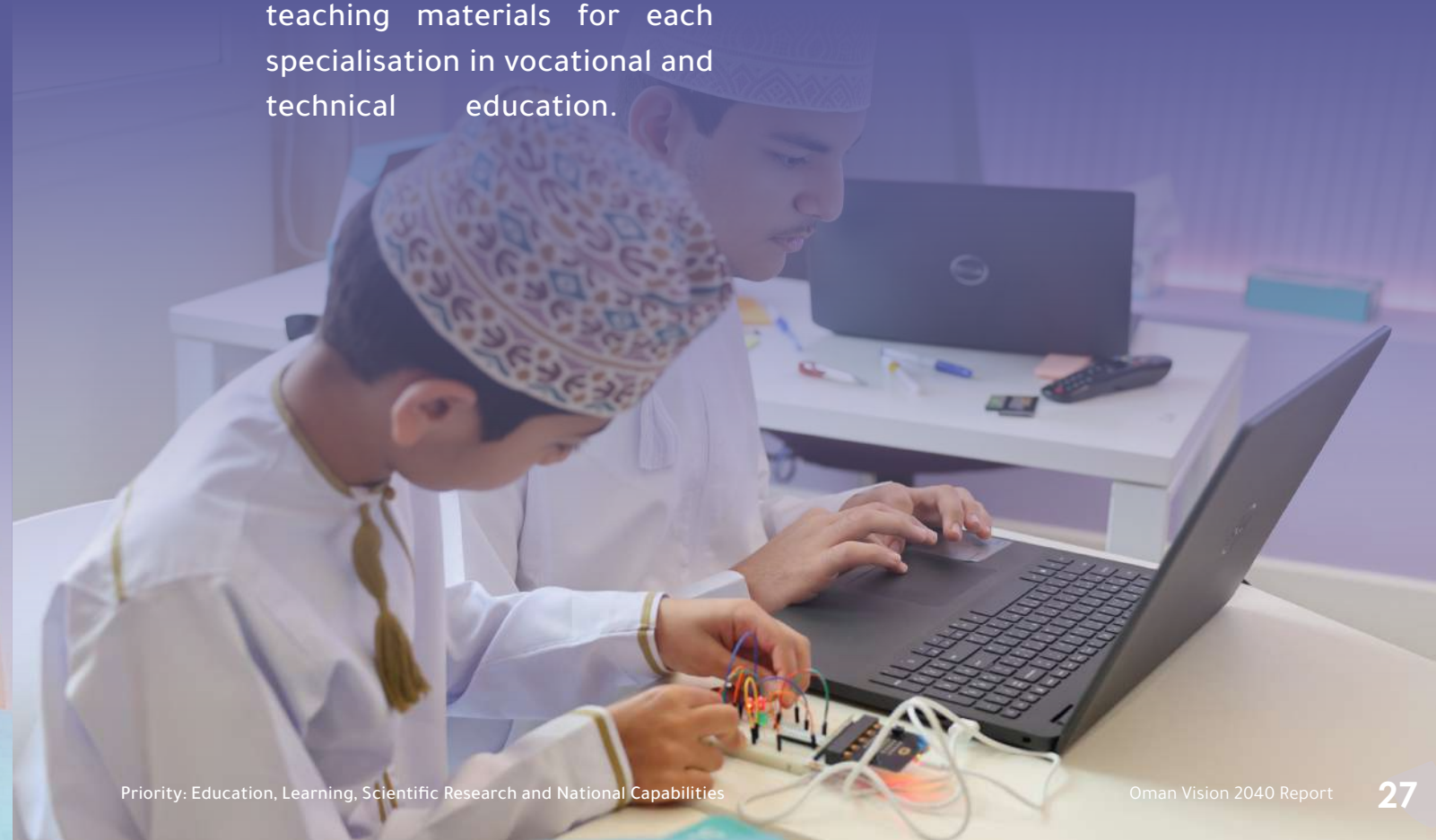
School education

- Improved student performance in international mathematics and science studies in grades 4 and 8.
- Implemented interactive enrichment activities that reinforced science and mathematics skills in the Trends in International Mathematics and Science Study (TIMSS) for students in grades 1-8.
- Commenced implementation of the student learning assessment development project.
- Commenced the construction of 20 new science laboratories.
- Activated an electronic platform designed to help primary school students improve their reading levels in line with the Progress in International Reading Literacy Study (PIRLS).
- Implemented global curricula in science, English, mathematics, and information technology for grades 1 to 12 in all public schools to raise the level of student achievement in these subjects in line with international standards.
- Developed national electronic tests and enhanced the educational assessment system and e-learning system.
- Worked on developing teachers' abilities and teaching methods so that outcomes meet international standards for assessing achievement levels.



Activating vocational and technical education and future skills

- Developed a comprehensive framework for vocational and technical education in post-basic education for grades 11 and 12, with an emphasis on quality and international standards.
- Developed strategic partnerships with the private sector and training institutions to ensure that specialisations are aligned with labour market requirements.
- Trained specialised teaching staff and developed appropriate curricula and teaching materials for each specialisation in vocational and technical education.
- Implemented a project to increase the number of students enrolled in vocational and technical education programmes in business administration and information technology by 150 in 2025.
- Implemented a project to increase the number of students enrolled in vocational and technical education programmes in engineering and industrial specialisations by 600 in 2025.

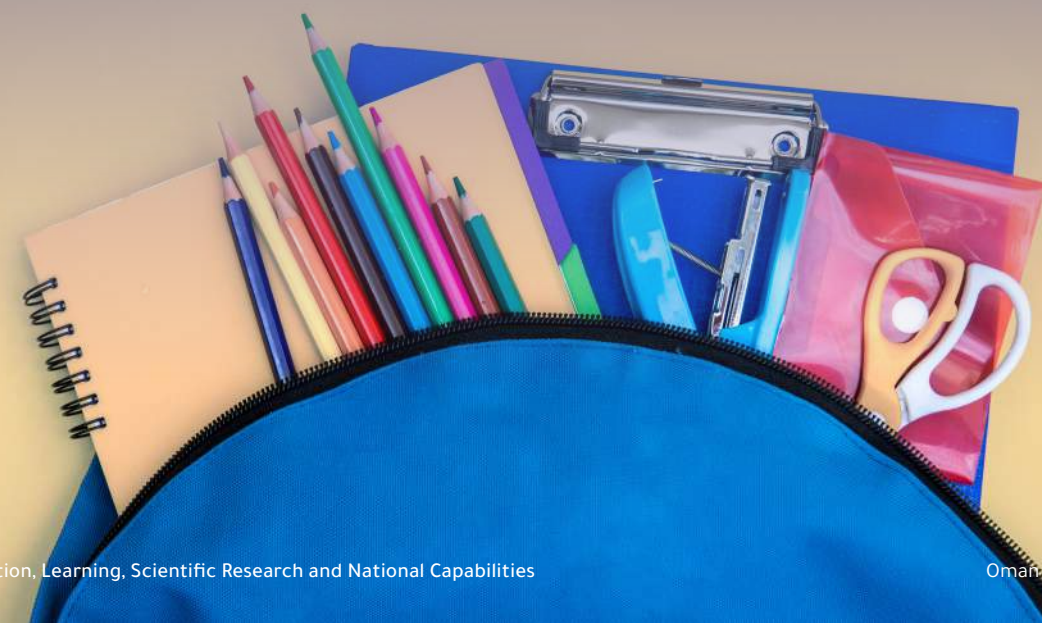


Ensuring the quality of school education

The national school performance evaluation system, implemented by the Omani Authority for Academic Accreditation and Quality Assurance through the School Education Quality Assurance Centre, is an effective tool for enabling schools to evaluate their performance based on sound

quality standards and indicators. This system is in line with national and international trends and contributes to enhancing the performance of the education system by identifying areas of excellence and diagnosing areas for improvement in a systematic and targeted manner.

- **Widespread dissemination of the system's culture:** Communicating the system's philosophy and components to various governorates by conducting introductory visits to all educational governorates.
- **Qualifying external reviewers:** 150 external reviewers were trained on the mechanisms for implementing the system, ensuring their ability to investigate the system's objectives and guarantee the quality of its implementation in the field.
- **Empowering school leaders:** School leaders who will be subject to evaluation during the first semester of the 2025/2026 academic year were trained to enhance their understanding of the system's philosophy and develop their ability to activate the self-evaluation process, thereby contributing to the effective achievement of the system's objectives.
- **Building administrative supervision capacities:** Administrative supervisors who oversee the schools scheduled for evaluation were trained to enable them to provide the required technical support and ensure that schools are ready to implement the system efficiently.



Areas of focus of the national school performance evaluation system:

- Strengthening students' basic skills, primarily reading skills, including systematic reading and general reading.
- Establishing a set of standards to measure student skills in various areas through the analysis of learning outcomes, teaching and assessment processes, and educational leadership roles.
- Student results in international studies (PIRLS-TIMSS), which have shown relative progress in student performance over the past few years.
- Enhancing students' ability to compete regionally and internationally.
- Measuring classroom teaching and assessment practices and integrating assessment for learning.
- Providing a supportive learning environment for students to acquire basic skills by focusing on the concepts of learning equity and psychosocial support and care for all students.
- Highlighting the role of school leadership and management in ensuring the implementation of effective teaching practices and the use of performance results to improve education, within a governance framework that ensures follow-up and accountability.
- Improving mechanisms for monitoring learning outcomes, considering students as the central focus of the assessment process.
- Providing accurate indicators to measure 21st century skills by assessing academic achievement, student skills and behaviours.

Enhancing the quality of university education

- Developed the institutional accreditation standards in line with international QS standards.
- Implemented technical and advisory support programmes for private universities to improve their academic and research performance.
- Signed memoranda of understanding between higher education institutions and international ranking institutions.
- Included ranking performance indicators in the institutional evaluation system for universities.
- Organised an Omani university ranking forum in collaboration with Nizwa University in May 2024.
- Prepared an analytical study of private universities' results in the QS ranking in October 2024.
- Hosted a regional seminar to improve the ranking of Arab universities in collaboration with the Arab League Educational, Cultural and Scientific Organisation in May 2025.
- Launched the second edition of the institutional standards assessment guide by Oman Academic Accreditation and Quality Assurance Authority.
- Re-engineered the quality system for general foundation programmes by Oman Academic Accreditation and Quality Assurance Authority, including the quality audit process for general foundation programmes.
- Implemented a number of training programmes and workshops aimed at capacity building in the higher education sector.

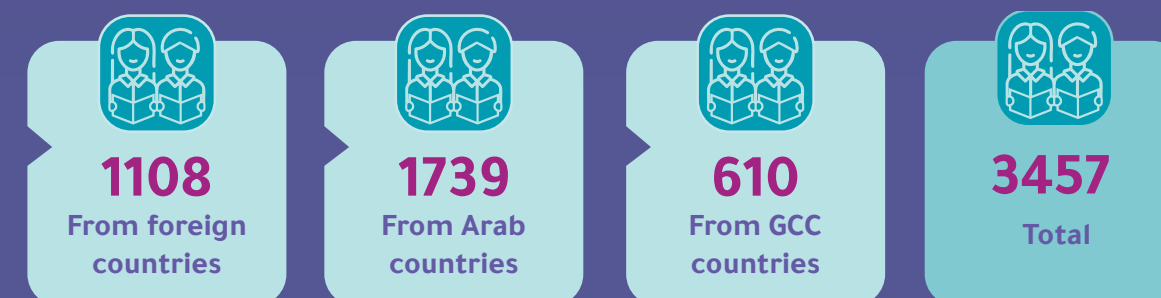
Programmes and plans implemented by the University of Technology and Applied Sciences to enter the QS World University Rankings:

- Launching six master's programmes starting in the spring semester of 2025 and three other programmes in the autumn semester of 2025.
- Unifying the university's research identifier on the Scopus platform and achieving an annual increase in the number of published scientific papers.
- Creating a unified website for the university to strengthen institutional identity and facilitate access to academic and administrative resources and information for students, faculty members and researchers, promote academic programmes and showcase research achievements.

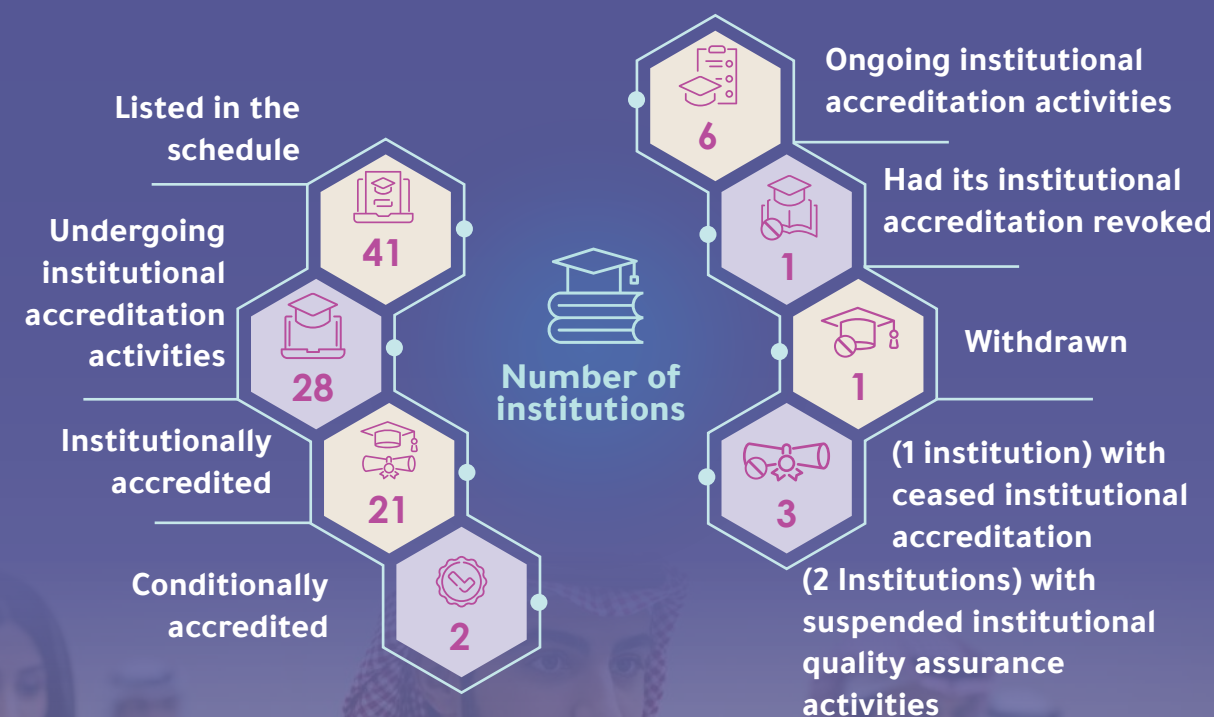
Efforts to attract international students to study at higher education institutions:

- Forming a working group for the «Study in Oman» initiative and overseeing the platform dedicated to international promotion.
- Participation in international education fairs.
- Facilitating legislative procedures related to visas and residency.
- Cooperating with the European Erasmus+ programme and the Gulf Student Exchange Programme.
- Encouraging institutions to develop services for international students and improve infrastructure.
- Inviting institutions to participate in international events and enhancing their presence on digital platforms.

Number of international students in higher education institutions in the 2023/2024 academic year:



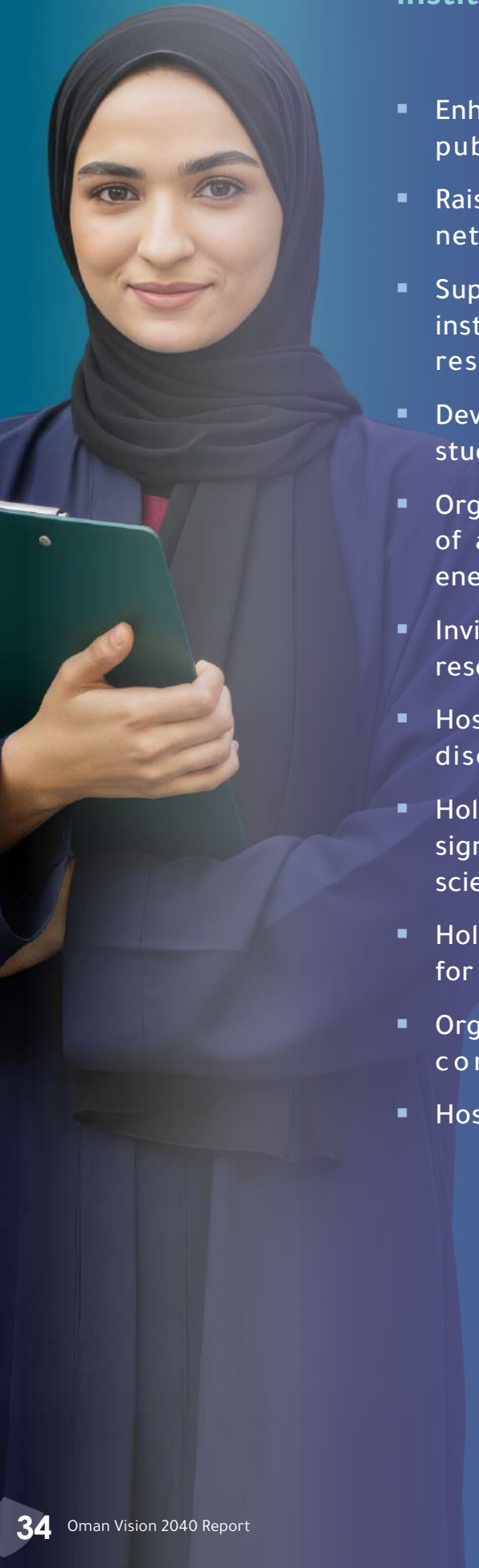
Institutional quality assurance efforts for higher education institutions



Efforts by private higher education institutions to enter the QS ranking

- Enhancing the volume and quality of scientific publications.
- Raising the level of research vision and academic networks.
- Supporting research chairs to contribute to the institution's reputation and deliver impactful research.
- Developing the capabilities of faculty members and students to raise the quality of research outputs.
- Organising international conferences in the fields of artificial intelligence, sustainability, renewable energy, and business management.
- Inviting international researchers to present their research.
- Hosting conferences and seminars in multiple disciplines.
- Holding an annual scientific research day and signing agreements that enhance the status of scientific research.
- Holding a regional research projects conference for university students.
- Organising the Research Teaching Nexus conference.
- Hosting prominent external speakers.

- Encouraging joint publications with researchers from international universities.
- Participating in student exchange programmes such as IAESTE and ERASMUS+.
- Signing memoranda of understanding with prestigious educational institutions.
- Supporting faculty and researchers' participation in international conferences.
- Implementing awareness plans to strengthen relationships with employers and industry.
- Participating in regional and global QS forums and rankings.
- Inviting QS experts to hold workshops on rankings.
- Forming research groups in faculties for scientific collaboration.
- Sponsoring and participating in global and regional education summits.
- Conducting workshops and training courses to develop teaching and research skills.
- Supporting academics and researchers to publish in peer-reviewed scientific journals annually.
- Updating the website to reflect academic activities.



Innovation and scientific research

Developing and improving the innovation environment through five key areas:

- ▶ **Programmes to enhance the role of research centres as drivers of a knowledge-based economy**
 - Academic research centres, comprising all 14 centres affiliated with Sultan Qaboos University, which conduct scientific research to produce knowledge that is shared through scientific publications in peer-reviewed scientific journals.
 - Service research centres, which include all 15 centres affiliated with ministries, mainly conduct research targeted at the beneficiaries of these institutions.
- **Efficiency-based institutional funding programme:** This track aims to find scientific and innovative solutions to existing challenges of national priority and to implement research projects in line with the research strategy of each research institution.

Summary of the Efficiency-Based Institutional Funding Programme (2024 Research Cycle)			
Sub-programme name	Target Group	Number of proposals submitted	Number of proposals approved
Research Grants	Doctorate degree holders or equivalent	421	158
Graduate Research	Postgraduate students (Master's and Doctorate)	190	145
Undergraduate research	Undergraduate students (diploma and bachelor's degree)	301	172
Total number of research proposals		912	475
Total number of beneficiary institutions		29 academic and research institutions	
Awareness of the programme		<ul style="list-style-type: none">▪ Introductory lectures on the programme were held in 11 beneficiary institutions.▪ Participating in the scientific caravan and conducting awareness sessions of the programme in seven governorates	

- **Strategic Research Projects Programme:** Aims to support and fund national research projects at the Ministry of Higher Education, Scientific Research and Innovation, serving strategic directions and focusing on national priorities in various service, economic and social fields.

Summary of the performance of the Strategic Research Projects Programme (2024)	
Government institution	Approved research priorities
Ministry of Health	<ol style="list-style-type: none"> 1. Funding health systems. 2. Mental Health.
Ministry of Agriculture, Fisheries and Water Resources	<ol style="list-style-type: none"> 1. Preserving Omani frankincense trees and enhancing the added value of their products. 2. Promoting alternative and concentrated feed production inputs. 3. Finding effective local alternatives to fish meal in fish feed for farmed organisms. 4. Geography of food production and distribution and its impact on food safety and quality in the Sultanate of Oman. 5. Rainwater harvesting and maximising its benefits.
Ministry of Education	<ol style="list-style-type: none"> 1. Quality of early childhood education in the Sultanate of Oman. 2. The use of artificial intelligence in education in the Sultanate of Oman.
Ministry of Heritage and Tourism	<ol style="list-style-type: none"> 1. Requirements and standards for establishing sustainable tourism observatories in tourist destinations. 2. Sustainable tourism standards in the heritage sector.
Dhofar Municipality	Combating biting flies in Dhofar Governorate with a focus on Aarnot.
Total number of proposals	27 approved research proposals.
Total number of institutions	9 academic and research institutions implementing approved proposals
Awareness of the programme	10 introductory sessions held for various institutions.
Number of new beneficiaries	6 new government entities, and work is underway to support electronic connectivity with them to benefit from the programme.

► **Programmes to strengthen the role of innovation centres and scientific and technical entrepreneurship**

- **Scientific Incubator Support Programme:** This programme aims to provide financial support for the establishment and empowerment of scientific incubators in higher education institutions. In 2024, it provided support to six universities from higher education institutions classified and listed in the QS University Rankings Arab Academic Quality Classification. Statistics indicate an increase in the performance of scientific incubators during 2024, as follows:

- The number of beneficiaries of the scientific incubator programme reached six universities
- The number of companies and projects incubated in scientific incubators reached 33 projects and companie
- The total number of workshops exceeded 47
- The number of advisory sessions in these incubators reached 76

- **“Etlaq” Accelerator Programme:** The programme provides comprehensive support in the initial stages of innovative start-ups for a limited period of six months and offers a range of services including intensive training, and access to knowledge and guidance from experts in the academic and industrial sectors, through commercial and technical empowerment, which will contribute to accelerating the innovation development process, creating innovation-based start-ups, supplying the market with innovative products, and reducing the gap between the academic and industrial sectors.

- **Programme to support the establishment and empowerment of innovation and technology transfer centres:** The programme provides collaborative support to higher education institutions in two ways: Establishment, and empowerment, in order to strengthen the enabling factors for scientific and technological entrepreneurship,



by facilitating the management of intellectual property rights, transferring and localising technology by bridging the gap between research and practice, and providing support for cooperation and integration between various stakeholders in the field of innovation, such as academia and industry.

- **Programme for transforming student graduation projects into start-ups “Upgrade”:** The programme aims to support and empower innovators and creators of student projects, providing various types of support, whether financial, logistical, training or advisory, with the aim of promoting the growth and sustainability of start-ups in the market to contribute to building a knowledge-based economy and providing self-employment opportunities based on innovation.

- **“Ejaad” Programme:** The programme aims to provide effective scientific solutions to the challenges faced by the industrial sector and private companies, by actively contributing to the utilisation of knowledge and its conversion into added value, as well as marketing and transforming pioneering ideas and projects into commercial ventures. The programme achieved remarkable progress in 2024 through its efforts, most notably:

- Holding the Ejaad Leaders Forum, attended by more than 150 participants, including CEOs from the private sector and industry, university presidents, academics, experts from the industrial and government sectors, innovators, entrepreneurs, and those interested in innovation and scientific and technological entrepreneurship.
- Funding 61 joint applied research projects between the academic and industrial sectors through the Ejaad platform, with full support from the private sector, worth approximately OMR 2.5 million until 2024.
- Increase in the number of Ejaad programme members from the private sector, academia and small and medium-sized enterprises by six institutions in 2024.
- Increase in the number of research solutions on the Ejaad platform to more than 392 from various research institutions, providing solutions

to industrial challenges posed by the industrial sector. The number of industrial challenges on the platform reached 98, and the number of research ideas directed at the industrial sector by researchers on the platform reached 39.

- Completion of the programme’s strategic plan (Ejaad Vision) 2024-2030, which was approved by the programme’s Steering Committee.
- Increase Ejaad’s revenues by 43% compared to 2023.

► **Programmes to build research capacity and support innovative capabilities:** These programmes aim to build supportive and stimulating research capacity for this ecosystem, at the level of enhancing individual and institutional capabilities and supporting scientific and innovative outputs.

- **Scientific Publication Support Programme:** Aims to support and fund research and scientific papers recently published in classified journals and the most prestigious peer-reviewed and indexed periodicals. In 2024, 130 scientific papers were received, and 92 were approved for support.

- **Annual Researchers Forum:** Aims to provide researchers and interested parties with an opportunity to learn about the latest scientific, knowledge and technical developments, and contributes to the exchange of knowledge and experiences between the academic and scientific sectors and members of the community, by encouraging researchers to submit their research proposals to the National Award for Scientific Research and highlighting their research activities in various scientific fields. The 11th edition of the forum was held at Oman Across Ages Museum and attended by more than 500 participants from various academic, governmental and private institutions.

- **The National Award for Scientific Research:** Aims to promote scientific research in various sectors. Thirteen winning scientific papers were honoured in two categories: PhD holders and emerging researchers, in six research sectors, including: Health and Human Development, Environment and Biological Resources, Information and Communication Technology, Basic Human and Social Sciences, Education and Human Resource Development, and Energy and Industry.

	Category of holders of a PhD or equivalent (senior specialist and above for doctors)	Emerging researchers category (without a PhD)
Number of scientific papers received	(167) scientific papers	(107) scientific research
Total number of scientific papers	274 scientific papers	
Number of winners of the National Scientific Research Award for 2024	13 researchers	

- **Dhofar Scientific Forum:** Aims to build and develop the research and innovation capabilities and skills of various segments of researchers and innovators. Five specialised training courses were held at the forum, with 170 applicants and 156 researchers benefiting.
- **Programme to support research and innovation training courses for academic institutions:** Aims to enhance national capabilities in the field of scientific research and innovation through participatory support in collaboration with academic institutions to provide training courses in the field of scientific research and innovation. The number of training courses received from academic institutions reached 37, and the number of approved training courses reached 19.
- **London International Young Scientists Forum (LIYSF):** Aims to enhance the skills and capabilities of young researchers and innovators through effective international participation in their projects, providing them with new knowledge and skills and direct communication with scientists. There were 182 applicants for the 2024 edition of the forum, while 10 students from various academic institutions were qualified to represent the Sultanate of Oman at the forum.

- **Falling Walls Competition:** Aims to build and strengthen relationships between outstanding researchers and academics, and entrepreneurs and investors from around the world. The Ministry organised the ninth edition of the local version of the competition, with 62 innovative ideas submitted, of which 20 were qualified for the final stage, and three innovators were qualified to represent the Sultanate of Oman.
- **Kuala Lumpur International Exhibition of Invention, Innovation and Technology:** The Sultanate of Oman participated in this exhibition for the first time with the aim of involving a group of distinguished innovators in such important international exhibitions, as the exhibition provides an ideal environment for interaction between innovators, investors, companies and academic institutions from different countries to exchange experiences and establish strategic partnerships. There were 18 applicants, and three innovators were selected to represent the Sultanate of Oman.
- **Lindau Nobel Laureate Meetings:** The Sultanate of Oman participates in the Lindau Meetings with the aim of encouraging young researchers through meetings with Nobel Prize-winning scientists, creating research collaboration and building research links. The number of applicants for the current cycle (2024/2025) reached 16 researchers, and the number of candidates to represent the Sultanate of Oman reached three researchers.
- **Geneva International Exhibition of Inventions:** For the first time, nominations were opened for innovators to participate in this exhibition with the aim of highlighting innovations that contribute to achieving sustainable development goals, encouraging international cooperation in the field of inventions and innovations, supporting innovations and spreading a culture of invention and innovation. There were 36 applicants, and five innovators were selected to represent the Sultanate of Oman.

► **Empowering the national scientific research and innovation system:**

The Scientific Research and Innovation Clinic was implemented in 2024 to achieve the strategic goals and objectives of the scientific research and innovation system. The Clinic produced a set of executive initiatives, recommendations and development proposals that contribute to empowering the national scientific research and innovation system, which focused on research and innovation structures, financing, laws and legislation, and human capacities in scientific research and innovation, linking them to international competitiveness indicators.

► **Sustainability of research and innovation outputs:** Enhancing the sustainability of research and innovation outputs through networking and integration with all actors in the national scientific research and innovation system.

- **Organising Oman Innovation Festival in 2024:** Under the slogan “Knowledge, Partnership, Sustainability”, the festival aimed to highlight the importance of innovation in supporting economic and social development, supporting the transition to a knowledge-based economy and society, and promoting the Sultanate of Oman as an attractive destination for scientific research, innovation, and scientific and technological investment.

► **Programme to transform student graduation projects in higher education institutions into start-ups (Upgrade Innovation Project)**

- **The programme includes three tracks:** emerging technologies, financial technologies, and water.
- **The programme aims to:**
 - Motivate researchers and innovators to transform their projects into real business models.
 - Support educational institutions in adopting innovation as a path to development.

- Transform student ideas into innovation-driven, value-added start-ups.
- Spread a culture of scientific research and innovation among students and the academic community.
- Empower innovators and creators of student projects and provide them with the necessary support.

▪ **Work carried out by the Centre for Innovation and Technology Transfer at Sultan Qaboos University**

- Establishing scientific incubators at the Innovation Park in Muscat.
- Completing the review of the university’s intellectual property policy.
- Launching the university’s innovation and technology transfer platform.
- Launching an online awareness programme on intellectual property.
- Implementing numerous training programmes, hackathons and events to raise awareness about entrepreneurship and innovation.
- Implementing the early-stage funding programme “Your Opportunity” for innovations in the field of artificial intelligence.
- Implementing and marketing a number of business meetings between innovators and investors.
- Implementing the “Accelerators” programme.
- Implementing a financial literacy camp.
- Funding innovation and entrepreneurship group activities.

▪ **Initiatives to enhance the performance of the University of Technology and Applied Sciences in scientific research during 2025:**

1. **External Research Funding Initiative:** Aims to promote efficiency-based institutional funding.
2. **Internal Research Funding Initiative:** Aims to provide funding and technical and administrative support for scientific research.
3. **Initiative to enhance the time allocated to studies and research for researchers:** Aims to prepare a comprehensive plan or proposal to increase the proportion of time allocated to studies and research for researchers.
4. **Research Chair Initiative:** Aims to promote research chairs, particularly the activities of the ISESCO Chair in Artificial Intelligence Ethics.

▪ **Projects and initiatives approved to raise the performance of the University of Technology and Applied Sciences in innovation during 2025:**

1. **Initiative to register and market innovation outputs:** Aims to market the university's innovation outputs by holding exhibitions and participating in various events and competitions inside and outside the university.
2. **Innovation examiner qualification and training project:** Aims to raise awareness of intellectual property and enhance the technical capabilities and skills of specialists in the fields of innovation and technology transfer for the initial evaluation of innovations and their eligibility for patents.
3. **Entrepreneurship and Student Start-ups:** The university has established a specialised centre for entrepreneurship and industrial relations, as part of its efforts to enhance and develop the entrepreneurial skills of its affiliates and to strengthen partnerships between the university and various business and production sectors.

Promoting talent and empowering competencies

- Activated the national academic competencies framework and encouraged research and educational partnerships with the industrial sector.
- Enrolment of more than 3,450 international students in higher education institutions during the 2023/2024 academic year.
- Inclusion of new specialisations related to future skills in updated academic programmes.
- Inclusion of student projects in innovation programmes and their transformation into start-ups.
- Development opportunities provided by the Royal Academy of Management to more than 1,800 beneficiaries from the government and private sectors, civil society and specialised councils between June 2024 and June 2025.
- 14 dialogue sessions were held by the Royal Academy of Management for 496 graduates of the Academy's programmes and initiatives, as part of its efforts to engage its graduates in learning and enhance their positive role in achieving the goals of their institutions, society and Oman Vision 2040.
- Launched a new electronic platform for registration in programmes and initiatives offered by the Royal Academy of Management, in order to facilitate the application process while promoting the principles of impartiality, transparency and trainee data management.
- Organised intellectual dialogue sessions by the Royal Academy of Management on the future of energy, innovation in space, innovation policies, governance and other similar topics.



Programmes implemented by the Ministry of Education to identify talented students and nurture their talents



The annual programme for identifying talented students "Tharwa"



Annual enrichment programmes for talented students



International programmes and partnerships



Professional development programmes

Objectives of "Tharwa" programme for identifying talented students

Raise awareness in the local community about the role of educational institutions in identifying and nurturing talented students

The global trend towards identifying talented students and harnessing their abilities and potential

Identify students with high intellectual abilities related to creativity and innovation and determine their levels of intelligence and creativity

Build a computerised, updatable and integrated database of talented students

Create specialised enrichment programmes to nurture talented students inside and outside school after identifying them in various fields

► Memoranda of understanding signed between universities and industrial companies to enhance practical skills

- **Sultan Qaboos University and Petroleum Development Oman (PDO):** Enhancing cooperation in the areas of practical training, joint research projects, and providing field training opportunities for engineering and geology students.

- **University of Technology and Applied Sciences and Nama Holding:** Strategic partnership to support technical and practical skills through the "Nama Research and Development" programme, which enables the implementation of applied research projects under the joint supervision of the university and the industrial sector.
- **Sohar University and Vale International:** Providing summer field training opportunities for students in engineering and industrial technology disciplines, and offering applied lectures on campus by industry experts.
- **German University of Technology (GUTech) and BP Oman:** An initiative to link student projects with real-world challenges faced by the company in the field of energy, as part of supporting student innovation and entrepreneurship.
- **Nizwa University and OQ:** A cooperation agreement to train students at the company's facilities and factories, particularly in the fields of chemical and mechanical engineering, while supporting graduation projects related to manufacturing industries.
- **International academic cooperation agreements to offer joint programmes and academic exchanges**
 - Academic partnerships, including joint postgraduate programmes in collaboration with prestigious European and Asian universities in fields such as engineering, artificial intelligence, business administration and renewable energy.
 - Academic exchange agreements for faculty members and students for one or more semesters, enabling students to develop their skills and gain international educational experiences.
 - Developing dual or joint postgraduate programmes in collaboration with internationally ranked universities, ensuring that higher education outcomes are aligned with the requirements of the global economy.
 - Supporting joint international scientific publishing through multinational research teams.

The most prominent partner universities in these agreements are:

(Cardiff University)

United Kingdom

(Vienna University of Technology)

Austria

(The University of Osaka)

Japan

(Tsinghua University)

China

(University of Cape Town)

South Africa

(University of Essex)

United Kingdom



Conclusion

The priority is undergoing change in all aspects, which is reflected in the improvement in priority indicators. The QS World University Rankings saw an improvement in the ranking of Sultan Qaboos University, which achieved its best ranking in history. The index also saw three private universities enter the 2026 rankings for the first time, in addition to Sohar University and Sultan Qaboos University, bringing the total number of Omani universities in the index to five. Despite the decline in the Global Innovation Index during 2024 by five places, the Sultanate of Oman has achieved an improvement in innovation inputs, as reflected in the efforts included in the report.

The next phase requires a focus on efforts to improve the priority's indicators and work to effectively link the research and innovation system with the economic system in order to enhance innovation outputs. It also calls for a focus on school education and improving students' knowledge, skills and abilities, thereby enhancing Oman's position in the indicators that measure student performance in mathematics and science. There is also a need to focus on developing national talent and capabilities as one of the most important priorities, and to promote greater integration between the efforts of the priority drivers to ensure that its objectives and indicators are achieved.



Priority: Health

Strategic direction

A leading health system with global standards

objectives of the priority



A society that enjoys sustainable health, has a culture of «health is everyone's responsibility,» and is protected from health risks and threats



Qualified national cadres and capabilities, leading in scientific research and health innovation



A decentralised, high-quality, transparent, fair and accountable health system



High-quality technical medical systems and services, preventive and curative healthcare at all levels



Diverse and sustainable sources of funding for the health system

Indicator	2030 Target	2040 Target
Legatum Prosperity Index - Health Pillar	Value > 81.257 Or Top 20 countries	Value >81.257 Or Top 20 countries
Healthy Life Expectancy at Birth	67	70

Priority importance in the vision

Health is the second priority in the People and Society pillar. It is a fundamental component of this pillar due to its direct impact as one of the most important indicators of human well-being and its role in creating a healthy, cohesive and productive society. Health also has an impact on the economy pillar through the effect of health service costs on financial sustainability and, consequently, on the economic system. Health also has an impact on the private sector, investment and international cooperation through investments in activities related to the health sector.



Legatum Prosperity Index - Health Pillar

Classification

Benchmark reading 2021	Current reading 2023	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The index measures health performance based on behavioural risk factors, preventive care, healthcare, mental health, physical health and longevity. In the latest

edition in 2023, Oman ranked 55th out of 167 countries and the index has not been published by the Legatum Institute since its last update in 2023.



Healthy Life Expectancy at Birth

The indicator measures the average number of years an individual can expect to live in full health, taking into account non-fatal illnesses and injuries that do not lead to disability. The latest reading for Oman in 2021 showed

a slight decline from 64.4 in 2020 to 63.2 in 2021, which was affected by the COVID-19 pandemic and the accompanying health challenges. The World Health Organization has not released any readings for the index since the last in 2021.



Improving the accuracy of infectious disease classification by more than 95% as a result of continuous training of health personnel and updating of standard definitions



Increase in the number of kidney, liver and cornea transplants in the first phase of the 2024 organ transplant programme



Opening of the Medical City Hospital for Military and Security Services



Issuance of the Law Regulating the Transfer and Transplantation of Human Organs and Tissues



Issuance of the Public Health Law



Opening of 10 new health institutions and expansion and development of 21 existing health institutions



Performing complex operations to treat coronary artery blockages, especially calcified or difficult cases, using advanced rotary atherectomy technology



Launching the obstetrics emergency training programme for the first time in the Sultanate of Oman



Three referral hospitals (Al Masarra, Nizwa and Al Rustaq) receive international recognition certificates for their commitment to patient safety



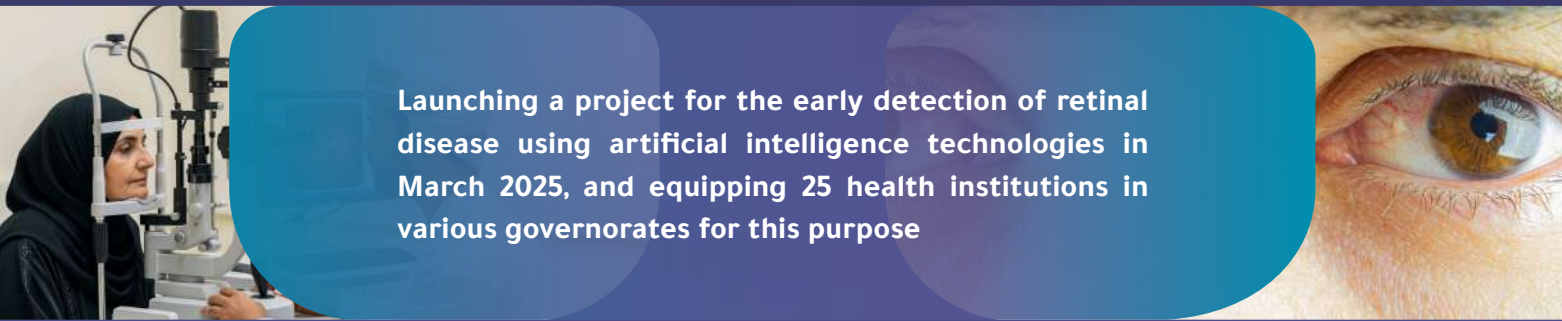
Activation of virtual clinics and availability of remote appointment booking



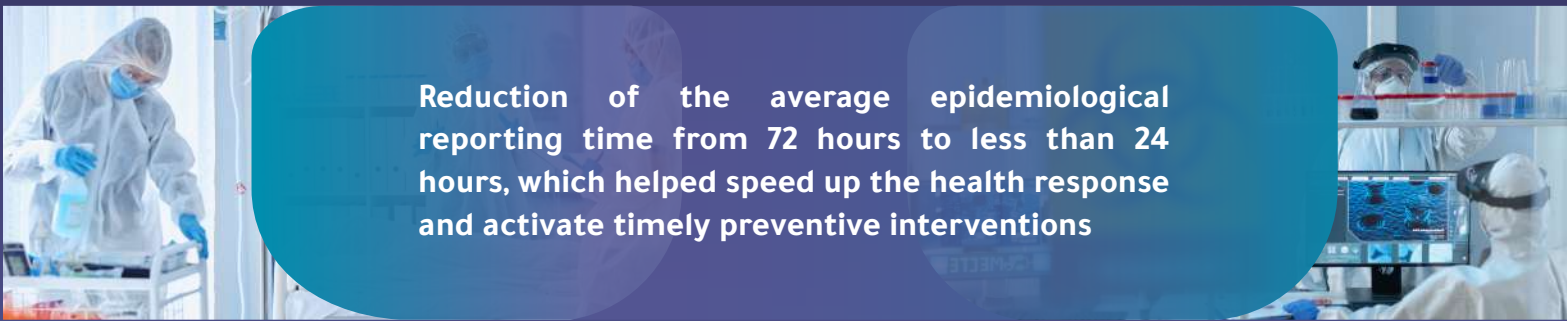
Increase in coverage of basic vaccinations for children under five years of age to over 99%



Launching an artificial intelligence project in the cardiac magnetic resonance imaging unit at the Royal Hospital



Launching a project for the early detection of retinal disease using artificial intelligence technologies in March 2025, and equipping 25 health institutions in various governorates for this purpose



Reduction of the average epidemiological reporting time from 72 hours to less than 24 hours, which helped speed up the health response and activate timely preventive interventions



The Royal Hospital and Sultan Qaboos University Hospital obtained platinum level accreditation from the Canadian International Accreditation Foundation



The wilayats of Al Buraimi, Sohar and Al Mudhaibi received international recognition from the World Health Organisation Regional Office as healthy cities within the Eastern Mediterranean Region, bringing the total number of healthy cities, villages and islands in the Sultanate of Oman to 50



Performing the first heart transplant from a brain-dead donor to a patient suffering from heart muscle deficiency and failure



Establishment of the University Medical City



Launching the Omani Health Facility Accreditation System, which sets strict national standards for the quality of health services and patient safety



Activation of travel medicine clinics, training of 550 doctors and nurses in this specialisation, and launching a clinic as part of Al Shifa programme to provide medical consultations and essential vaccinations for travellers



Boosting local drug production by signing six agreements with a number of local medical factories



Establishment of the National Genome and Human Data Programme "Omani Genome"



The Nuclear Medicine Department at the Royal Hospital has been accredited by the International Atomic Energy Agency, scoring 92.5% in the quality assurance audit program for nuclear medicine practices, exceeding the global average



Establishing the National Virtual Health Centre, which provides remote diagnostic and therapeutic health services using modern technologies and artificial intelligence



Khoulā Hospital obtained international accreditation (Child-Friendly Hospital) from the World Health Organisation and UNICEF

National Health Policy

- **The National Health Policy was launched in April 2025, which:**

- sets out the comprehensive framework and strategic directions for a world-class health system.
- is closely aligned with Oman Vision 2040 and serves as a clear roadmap aimed primarily at improving the health and quality of life of the entire population across all age groups.
- reflects the Sultanate of Oman's firm commitment to developing its health sector and building a sustainable and innovative health future that ensures high-quality preventive and curative healthcare is available to all.
- paves the way for a qualitative shift in health indicators, including the Healthy Life Expectancy Index.

Promoting maternal and child health

- Launching the obstetrics emergency training programme for the first time in Oman, with the aim of improving the efficiency and skills of obstetricians, anaesthetists and nurses in dealing with emergencies during pregnancy, childbirth and the postpartum period, using the latest medical simulation systems.
- Enhancing the services provided under the pre-marital medical examination programme, with more than 14,000 visits in 2024.
- Expanding newborn screening to include screening for 26 diseases in all newborns.

Combating non-communicable diseases and developing specialised services

- Launching a national survey of non-communicable diseases (NCDs) to assess the health status of the community, determine the prevalence of chronic diseases and associated risk factors, and provide evidence-based information to decision-makers for developing effective health strategies tailored to the needs of the community.
- Establishment of specialised diabetes clinics in a number of hospitals and training of 492 health professionals in internal medicine and diabetes.
- Launch of a national programme for early detection of diabetic retinopathy using artificial intelligence technologies.
- Opening of the Fertility Centre at Khoula Hospital in 2024. During its first year, the centre received approximately 7,500 visits and performed 298 embryo transfer procedures.
- Launch of a national programme for early detection of the most common cancer among women, through the establishment of seven breast cancer early

detection units covering all governorates of the Sultanate of Oman, and expansion of nuclear medicine services through the establishment of a radionuclide production facility and a nuclear pharmacy.

- Training of 394 employees in various specialisations of cardiology.
- The National Centre for Cardiology and Cardiac Surgery at the Royal Hospital has emerged as a leader in applying the latest scientific advances in this field. The centre's specialist medical team has been able to perform complex procedures to treat coronary artery blockages, particularly calcified or difficult cases, using advanced rotary atherectomy technology. This precise technology allows for more effective widening of blocked arteries, offering new hope to patients whose conditions may not respond to conventional methods.
- The National Centre for Cardiology and Cardiac Surgery at the Royal Hospital has witnessed remarkable

developments in the field of minimally invasive cardiac surgery, with advanced cardiac procedures being performed without the need for a full thoracotomy (opening of the rib cage). This type of surgery has many benefits for the patient, including reduced pain, faster recovery, shorter hospital stays, and cosmetic advantages, representing a qualitative shift in the patient's surgical experience.

- Expanding the scope of specialised cardiac services to include a number of governorates to ensure that these vital services reach the widest possible segment of the population and reduce the burden of travel on patients. This includes the opening of a cardiac catheterisation unit in A'Sharqiyah South Governorate, as well as the enhancement of cardiac catheterisation units at both Sohar Hospital and Nizwa Hospital.

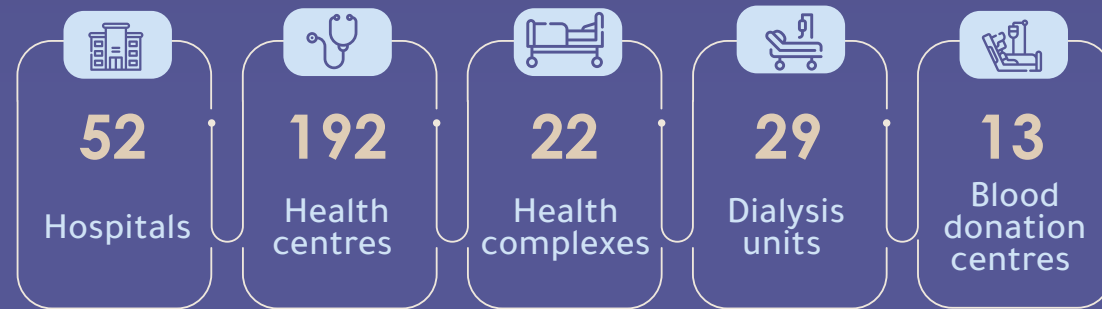
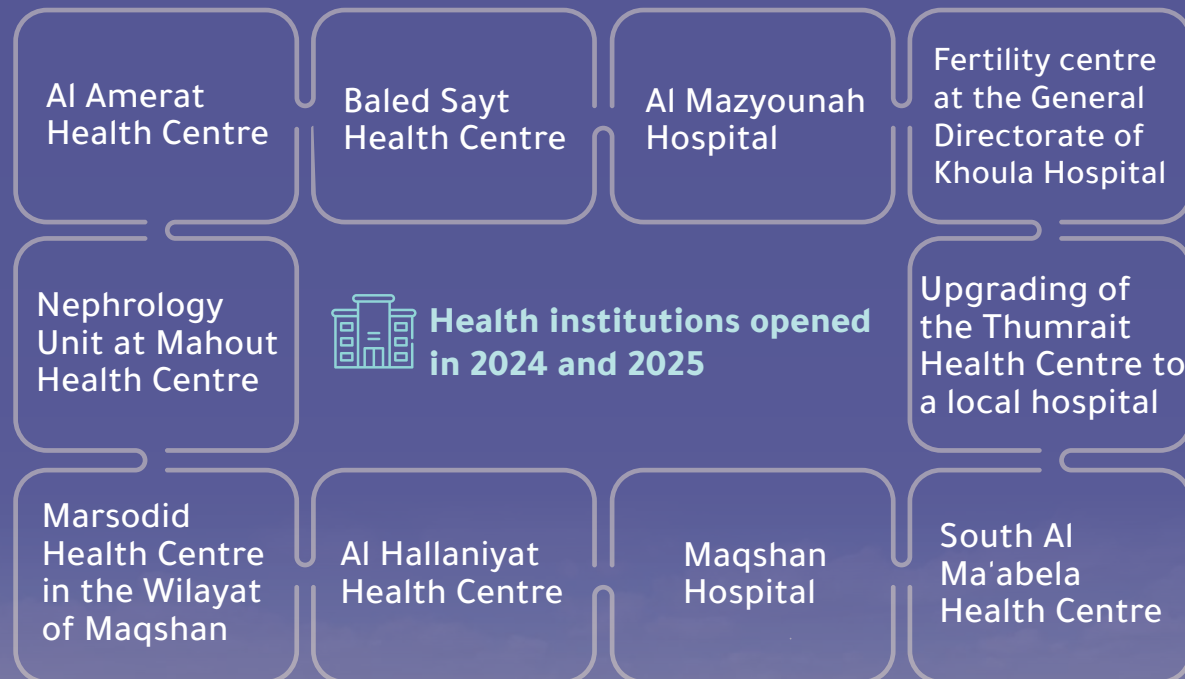
Developing monitoring systems and enhancing awareness and community partnership

- Launch of an event-based surveillance system project aimed at developing public health monitoring mechanisms in the Sultanate of Oman. This is an innovative and proactive mechanism that focuses on the early and immediate detection of any potential health threats that may arise in the community.
- Integration of epidemiological surveillance databases with the Shifa system (electronic medical records (EMR)), ensuring a unified and accurate flow of information between different levels of care and enhancing the integration of data used in calculating health indicators.
- Achieving over 95% national coverage in the electronic surveillance system (Tarassud Plus), enabling comprehensive and accurate monitoring of cases across all healthcare institutions.
- Implementation of 114,000 diverse initiatives and partnerships in the health sector, including numerous educational lectures, training workshops, health exhibitions, public events, targeted media campaigns, and the establishment of strategic partnerships with various government and private institutions, civil society organisations, community leaders, and educational institutions.

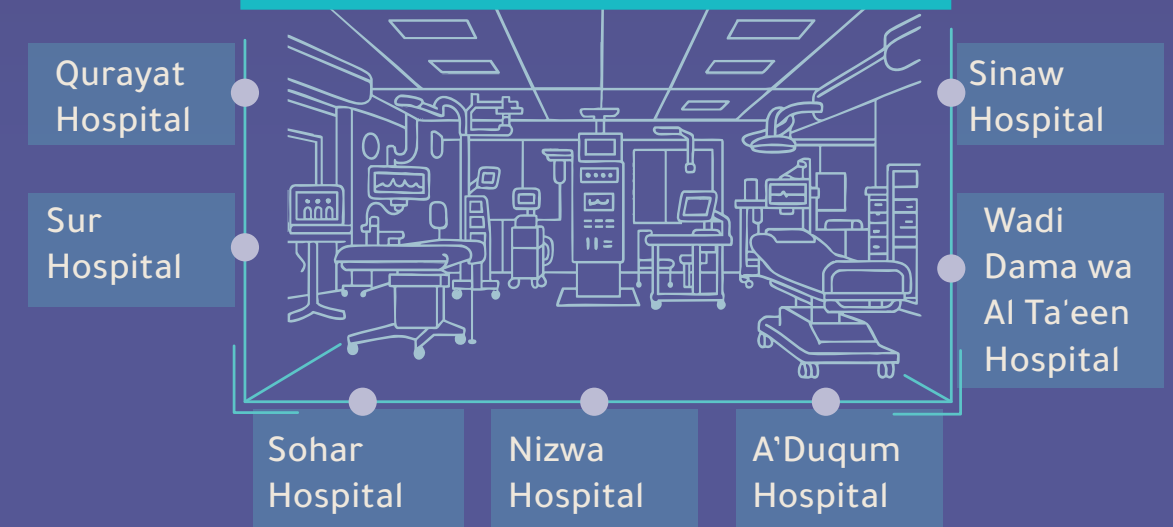
Efforts to develop the health sector in 2024 and 2025

Effort	Objectives
Launching the national health policy	Improve the health of the entire population and enhance their quality of life across all age groups
Launching an emergency obstetric care programme	Improve the efficiency and skills of obstetricians, anaesthetists and nurses in dealing with emergencies during pregnancy, childbirth and the postpartum period
Expanding newborn screening to include 26 diseases	Early detection of a wide range of congenital disorders, including metabolic diseases, endocrine disorders and hereditary blood diseases
Implementation of a national survey of non-communicable diseases (NCDs)	Assess the health status of the population, determining the prevalence of chronic diseases and associated risk factors, and providing accurate data to support future health planning
Launching a national programme for early detection of diabetic retinopathy using artificial intelligence technologies	Identify cases that require urgent, more specialised assessment by ophthalmologists
Implementing a strategy to integrate mental health services into primary health care centres	Accelerating access to mental health services and increasing coverage
Launching the Omani Health Facility Accreditation System	Improving the quality of health services, strengthening confidence in the national health system, and increasing the level of care provided to citizens and residents

Number of health institutions affiliated with the Ministry of Health by the end of 2024



Hospitals that have been expanded



Hospitals and health centres under construction

- Al Nama'a Hospital
- Sur Al Balush Health Centre
- Khasab Hospital
- A'Suwaiq Hospital
- Ja'lan Bani Bu Ali Health Centre
- Al Falah Hospital
- Al Mudhaibi Health Centre
- Mahout Hospital
- Abu Abali Health Centre
- Ibra'a Health Centre
- New Sultan Qaboos Hospital
- Sama'il Hospital
- Wadi Bani Khalid Hospital Expansion



Oman Medical Specialty Board

- Accreditation of the Urology Programme (adult) with the aim of reducing the shortage of specialised disciplines, promoting national reliance on local expertise, and increasing the number of doctors specialising in this field.
 - Graduation of the 16th batch of doctors from Oman Medical Specialty Board in February 2025, the total number of which is 144.
 - Adoption of a list of professional health certification levels, where the board drafted and developed the general framework for professional health certification levels, included the most common international professional health certifications, and studied, matched, and standardised them with the national levels approved by the board, to serve as a
- reference guide to ensure safe professional health practice in the health sector in Oman.
- Preparation of seventeen local professional classification examinations, bringing the total number of examinations to 21. The local professional classification examinations aim to assess the readiness of health practitioners to provide safe, high-quality healthcare in accordance with the highest local and international standards. The transition from external to local examinations was made to ensure that the content is aligned with the educational and professional environment in the Sultanate of Oman, thereby enhancing the effectiveness of assessment and improving the quality of both educational and professional outcomes.

Medical specialisation programmes for the 16th batch of doctors from Oman Medical Specialty Board

Medical specialisations	Number of Graduates	Medical specialisations	Number of Graduates
 Tissue Diseases	3	 Internal Medicine	26
 Anaesthesia	1	 Microbiology	3
 Clinical biochemistry	1	 Obstetrics and Gynaecology	2
 Dermatology	4	 Ophthalmology	5
 Emergency Medicine	8	 Oral and Maxillofacial Surgery	3
 Family medicine	17	 Orthopaedic Surgery	7
 General Dentistry	0	 Ear, Nose and Throat Surgery	4
 General Surgery	1	 Paediatrics	2
 Haematology	2	 Psychiatry	5
		 Radiology	8

University Medical City

- A number of specialist healthcare achievements have been made, most notably: Sultan Qaboos University Hospital has been awarded Canadian Platinum Level accreditation, confirming the quality and safety of the healthcare services it provides.
- The introduction of modern therapeutic and diagnostic medical technologies for the first time in the Sultanate of Oman. These technologies are expected to contribute to improving the quality of healthcare and reducing the need for external referrals. These technologies include:
 - Pediatric Total Body Irradiation using Volumetric Modulated Arc Therapy (TBI-VMAT).
 - Lutetium therapy for neuroendocrine tumours and prostate cancer.
 - Cryotherapy for lung, kidney and bone tumours.
 - Early diagnosis using magnetic resonance imaging and sentinel node biopsy.
- Increasing the capacity of emergency departments and expanding operating rooms at Sultan Qaboos University Hospital:
 - Increasing the capacity of the emergency department by 25%.
 - Opening of emergency departments for women, maternity and children.
 - Expansion and increase in the number of operating theatres, resulting in a 21% increase in the number of surgical procedures.
- Adopting the organisational structure of the University Medical City, in line with the requirements of the foundation phase and the enablers of institutional governance.

Medical City for Military and Security Services

- Opening of the Medical City Hospital for Military and Security Services under the patronage of His Majesty Sultan Haitham bin Tarik Al Said, may

God protect and preserve him, bringing the total number of hospitals supervised by the city to six.

- Initiatives: Implementation of the artificial eyes initiative with the aim of supporting the social and professional adaptation of those affected. The number of patients benefiting from this initiative in the first half of 2025 reached 128.
- Healthcare: The sector has witnessed remarkable development, as evidenced by the increase in the number of visits to outpatient clinics in various hospitals affiliated with the city during the period from June 2024 to June 2025 to more than 739,000 visits.
- Forensic medicine: A specialised team of doctors and technicians in anatomy and embalming has been trained to perform their duties with high efficiency. In addition, specialist doctors at the Medical City have participated in delivering specialised scientific lectures in the field of forensic medicine to students at the College of Medicine at Sultan Qaboos University and some other institutions, within the framework of academic cooperation. The city's forensic medicine department is the only one of its kind in the Sultanate of Oman.
- Child health: 157 cochlear implants have been performed on children since the launch of the cochlear implant and hearing aid programme, contributing to improving the quality of life for children with hearing loss. Between April and June 2025, insulin pumps and glucose meters were provided to a number of children with diabetes, with the aim of improving glucose control and the quality of care provided to children with chronic diseases.
- International accreditation: The Medical City for Military and Security Services continues its relentless pursuit of international accreditation from the Joint Commission International (JCI) to ensure the highest global quality and safety standards are applied. In this regard, the city has made progress in the international accreditation process through the implementation of systematic visits by the International Commission at specific intervals to ensure that procedures are developed in accordance with the plans set out in this regard.

Conclusion

By reviewing the priority indicators and the scale of efforts made to achieve strategic objectives, and despite the delay in the release of priority indicators by the issuing institutions, they are generally moving in an upward trajectory. The priority has seen structural improvements in the health system, both at the level of legislation and laws and at the structural level of institutions concerned with the health sector, such as the establishment of a medical city for military and security Services and the establishment of a university medical city, which will contribute to improving the efficiency of the health system.

The next phase requires continuing to enhance the efficiency of the health system by adopting modern technologies and expanding the provision of health services to keep pace with population growth, in order to ensure that the demand for health services is met, in parallel with continuing to develop cadres and capacities in the health field and ensuring their sustainability in this vital and important sector.





Priority: Citizenship, Identity and National Heritage and Culture

Strategic direction

A society that is proud of its identity and culture and committed to its citizenship

objectives of the priority



A society proud of its identity, citizenship and culture, working to preserve, document and disseminate its heritage globally



An integrated institutional community partnership system that promotes identity, citizenship, social cohesion and solidarity



A society capable of evaluating, critiquing, employing, producing and disseminating knowledge



A globally leading society in understanding, coexistence and peace



A knowledgeable and aware society that preserves its identity, possesses skills and capabilities, and keeps pace with new knowledge and technological changes



A society whose members are responsible, aware of their rights, and committed to their duties



Sustainable investment in heritage, culture and arts, contributing to the growth of the national economy

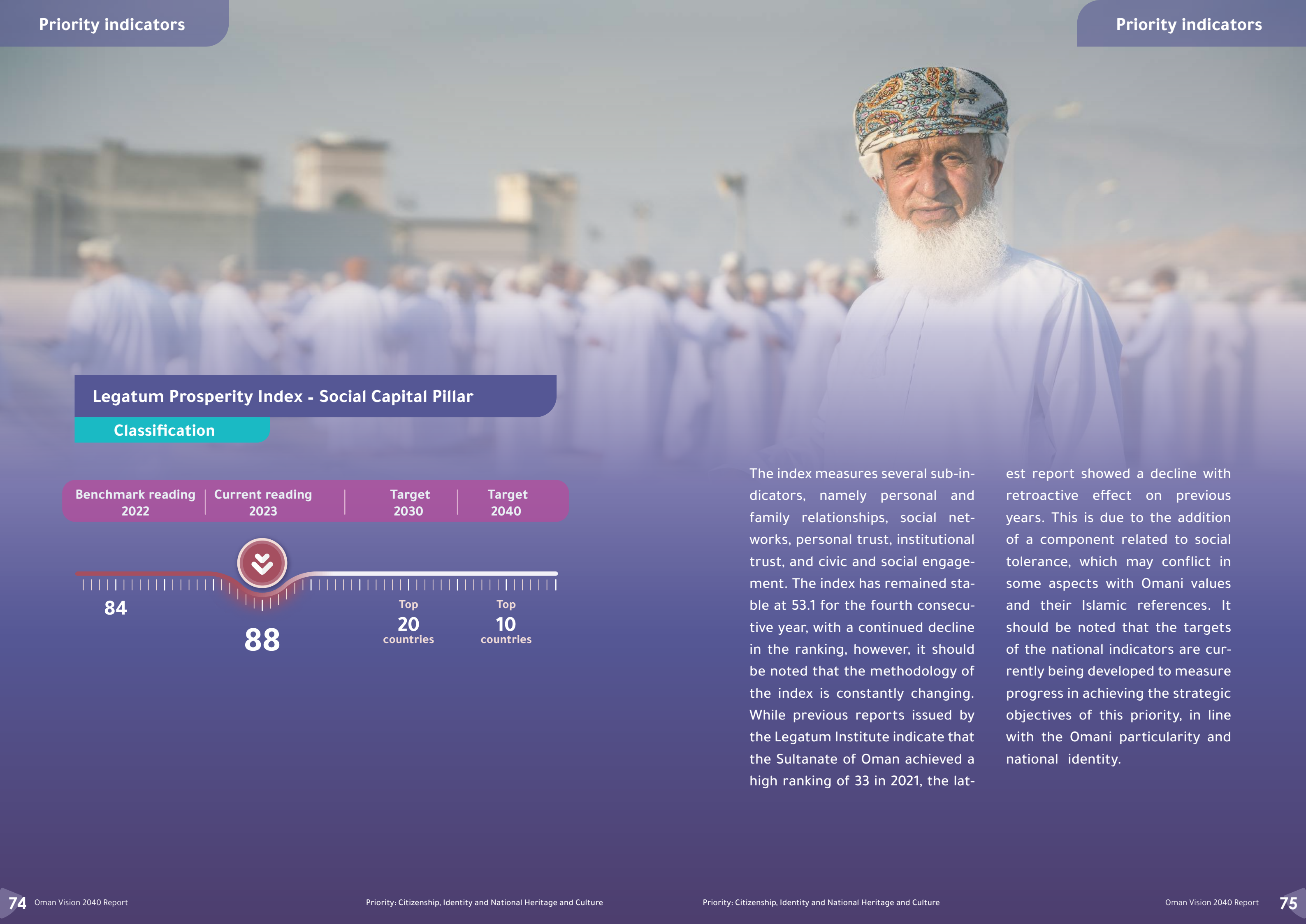


Professional media that promotes community awareness and contributes to social and economic development

Indicator	2030 Target	2040 Target
Legatum Prosperity Index - Social Capital Pillar	Value > 60.062 Or Top 20 countries	Value > 63.950 Or Top 10 countries

Priority importance in the vision

The importance of this priority: citizenship, identity and national heritage and culture, lies in its vital and close connection to national consciousness at all levels and in all dimensions, and in turn, its authentic and active role in building a cohesive society that is immune to threats of intellectual invasion and misinformation and capable of evaluating and utilising knowledge, as well as its role in consolidating the national value system, which is the value incubator for Oman Vision 2040 with its various priorities and objectives. Therefore, the success of national efforts in this priority will contribute to achieving the objectives of Oman Vision 2040.



Legatum Prosperity Index - Social Capital Pillar

Classification

Benchmark reading 2022	Current reading 2023	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The index measures several sub-indicators, namely personal and family relationships, social networks, personal trust, institutional trust, and civic and social engagement. The index has remained stable at 53.1 for the fourth consecutive year, with a continued decline in the ranking, however, it should be noted that the methodology of the index is constantly changing. While previous reports issued by the Legatum Institute indicate that the Sultanate of Oman achieved a high ranking of 33 in 2021, the lat-

est report showed a decline with retroactive effect on previous years. This is due to the addition of a component related to social tolerance, which may conflict in some aspects with Omani values and their Islamic references. It should be noted that the targets of the national indicators are currently being developed to measure progress in achieving the strategic objectives of this priority, in line with the Omani particularity and national identity.



A total of 17 elements were included in UNESCO's Representative List of the Intangible Cultural Heritage of Humanity as of May 2025



Launching the Omani Encyclopedia for Young People



The number of registered historical and archaeological monuments increased from 3,525 in 2023 to 3,655 in 2024



Publication of "Stations from Oman" book, providing a comprehensive overview of the historical and cultural milestones the Sultanate of Oman has gone through



The number of archaeological missions for the 2024/2025 season reached approximately 38



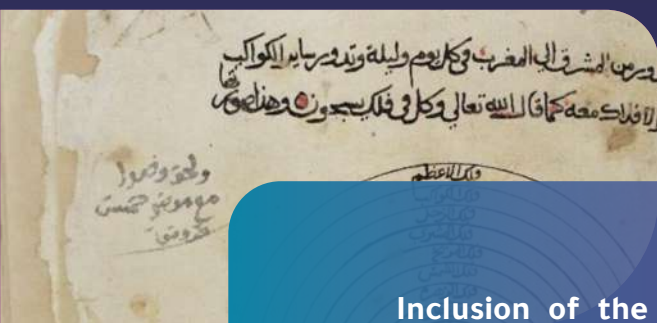
Recording and documenting 1,216 private historical documents



The number of heritage sites invested in rose from just one in 2020 to 21 by the end of 2024



Participation in London Design Biennale 2025 and winning the Best Design award

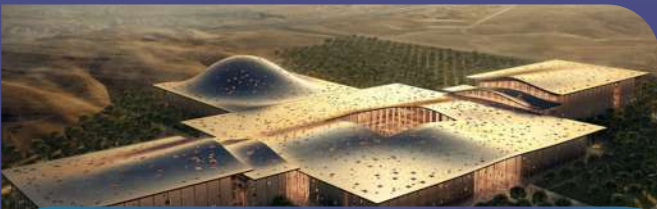


Inclusion of the Omani manuscript "Al-Nuniyya al-Kubra" by Omani navigator Ahmed bin Majid in the Memory of the World Programme



Inclusion of the Sailing Training Ship Programme (Oman Youth) for Peace and Sustainable Cultural Dialogue in the UNESCO List of Best Practices for the Safeguarding of the Intangible Cultural Heritage of Humanity in 2024





Establishment of Oman Cultural Complex



Extensive participation in Expo 2025 Osaka, Japan



The number of sites registered on the UNESCO World Heritage List reached 5 by the end of 2024



Implementation of development workshops for cultural and creative industries



Display of more than 4,000 documents and manuscripts in various local and international exhibitions



Allocating various media programmes and products across all media platforms aimed at promoting shared values



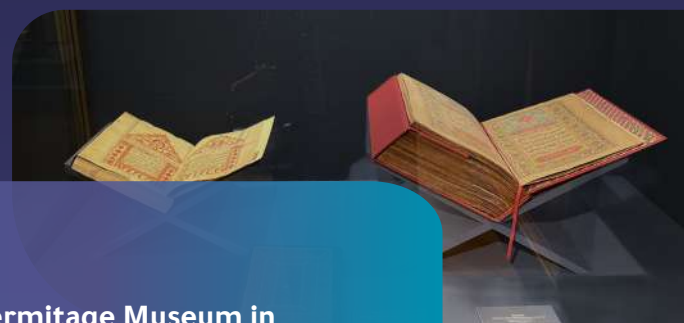
Representation of the Omani Sabla as part of Oman's participation in Venice Architecture Biennale 2025



Completion of a study documenting Omani oral languages such as Mahri, Harsusi, Kamzari and others



Launching "Oman Hall" in State Hermitage Museum in St Petersburg, Russia



Promoting the values of responsible citizenship in educational curricula through the identity and citizenship curriculum for grades 1-4



Promoting national culture

► Cultural identity

- **Registration of cultural heritage elements on UNESCO lists:**
 - The Sultanate of Oman succeeded in including the Sailing Training Ship Programme (Oman Youth) for Peace and Sustainable Cultural Dialogue in the list of best practices for the preservation of the intangible cultural heritage of humanity by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in 2024.
 - UNESCO has included the Omani manuscript “Al-Nuniya al-Kubra” by Omani navigator Ahmed bin Majid in the Memory of the World Programme. It is the second Omani manuscript to be included in this international programme. Al-Nuniya al-Kubra is one of the most important Omani manuscripts in the field of navigation and marine science. It documents valuable information about the movement of ships and international shipping routes in ancient times.
 - As of May 2025, a total of 17 elements have been registered

and included in UNESCO’s Representative List of the Intangible Cultural Heritage of Humanity.

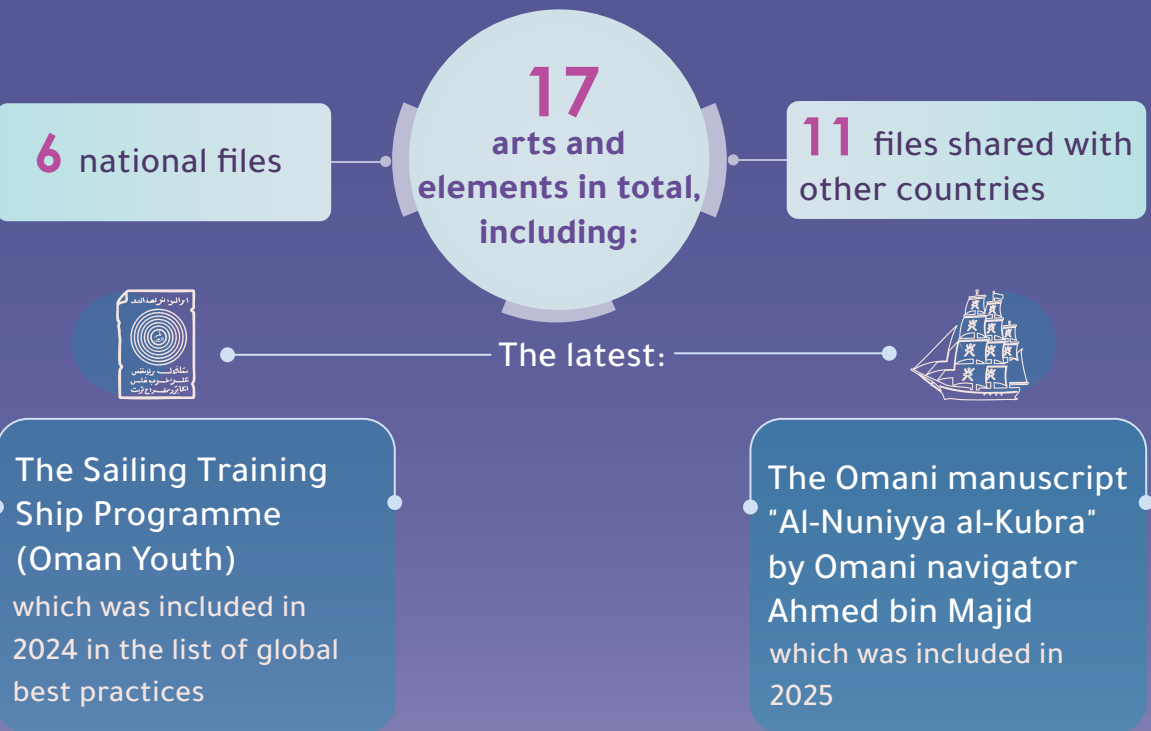
■ Development workshops for cultural and creative industries:

- A series of development workshops for cultural and creative industries were held between 20 February and 17 March 2024. The workshops resulted in three projects with an investment value of OMR 15.4 million, eight investment opportunities worth OMR 19 million, and 20 enabling initiatives.
- **Capacity Building Programme in Cultural and Creative Industries:**
 - The Capacity Building Programme in Cultural and Creative Industries was implemented during the period 14-16 October 2024. It included several training workshops on developing an integrated plan for cultural and creative industries and targeted more than 36 participants interested in cultural projects and innovation.

► Manuscripts:

- The total number of manuscripts belonging to the Ministry of Culture, Sports and Youth reached 6,490.
- The number of manuscripts photographed during 2024 belonging to the Omani Documents and Manuscripts House reached 105.
- The number of manuscripts restored during 2024 reached 19.
- The number of manuscripts bound in 2024 reached 18.
- The number of books published in 2024 was one book in five parts.

Elements registered and included in the UNESCO Representative List of the Intangible Cultural Heritage of Humanity



Cultural and artistic activities

■ The 12th Omani Song Festival 2024:

The 12th Omani Song Festival 2024 was held from 11 to 14 August 2024 in Dhofar Governorate. The festival aimed to attract, nurture, motivate and highlight Omani singing talent. A total of 33 participants took part in the festival.

■ The 8th Omani Theatre Festival:

The 8th Omani Theatre Festival was held from 22 September to 1 October 2024, with eight theatre performances competing for the festival's awards. In addition, a series of parallel performances were presented, ranging from children's theatre, school and university theatre, and performances for people with disabilities, monodramas, an accompanying art exhibition, and a number of seminars and discussion sessions, in addition to performances of Omani plays that won in previous editions of the festival.

■ Children's Culture Award:

The Children's Culture Award for 2024 was organized during

the period 25 April - 6 October 2024 with the participation of 55 participants. The award includes the "Oman Tells" competition for children's literature writers and the "Speak So I Can See You" competition for talented children. Its main objectives are to develop and enrich children's culture, root and strengthen awareness of identity and belonging in children's lives, develop children's linguistic and educational experience by promoting human values that are consistent with national values, raise the quality of children's production, and enrich their human culture.

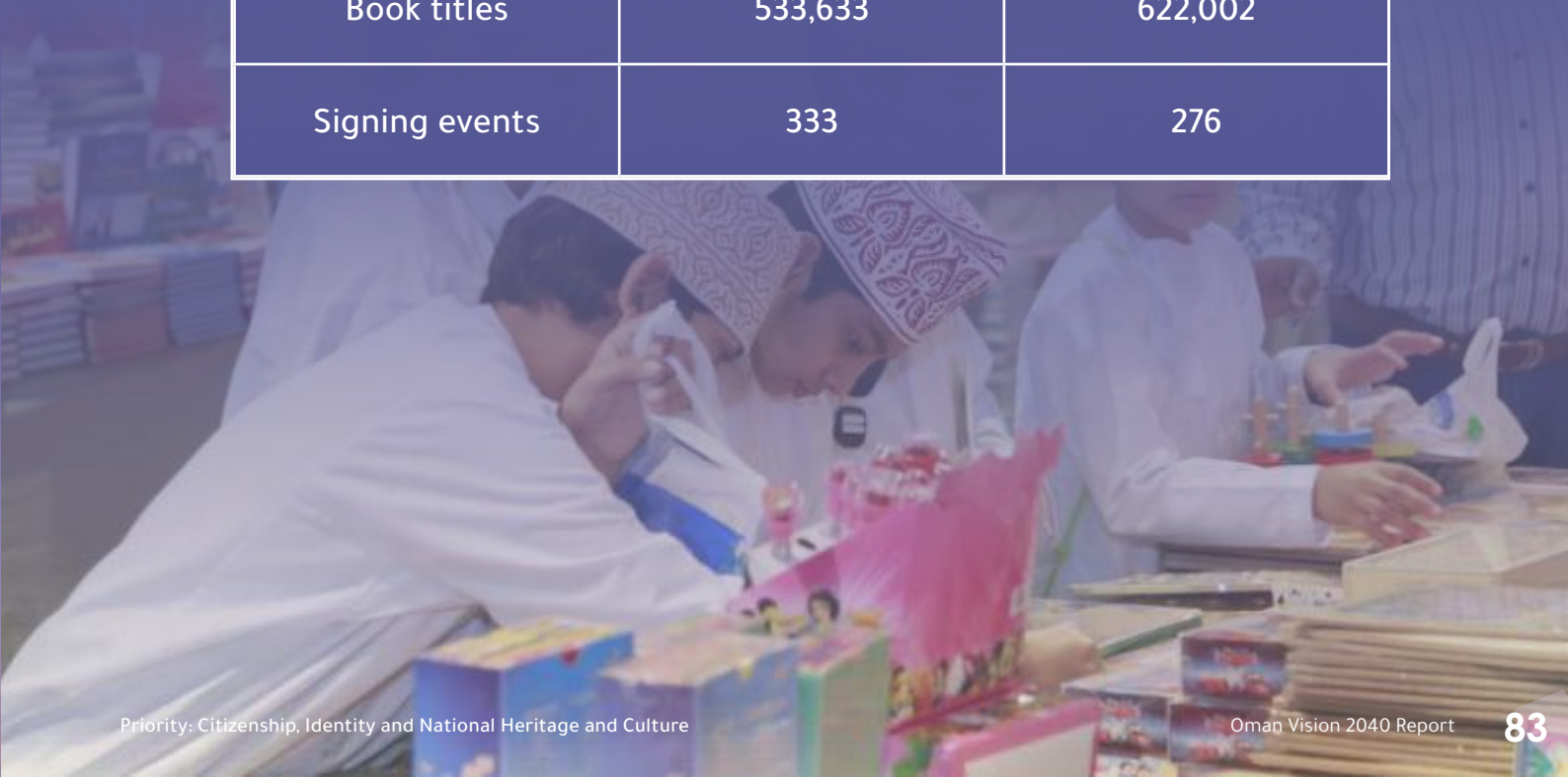
■ Literary and Artistic Forum:

The 27th session of the Literary and Artistic Forum was organised from 20 to 24 October 2024 in the Wilayat of Sur in A'Sharqiya South Governorate. The forum saw the participation of 44 participants in classical poetry and storytelling. An introductory exhibition on the art of digital comic book creation, known as "manga art", was also held, along with workshops on classical and popular poetry, and a poetry evening attended by a number of Omani poets.

■ Muscat International Book Fair:

Muscat International Book Fair was held from 21 February to 2 March 2024, attracting a total of 394,172 visitors during its 27th edition. The following table shows the most notable statistics of the fair:

Statement	27th edition (2023)	28th edition (2024)
Visitors	358,088	394,172
Publishing houses	826	854
Participating countries	33	32
Cultural events	229	156
Children's activities	166	131
Official institutions	42	27
Book titles	533,633	622,002
Signing events	333	276



■ **Cultural initiatives:**

Announcement of six cultural initiatives during 2024, namely:

Name of initiative	Governorate	Wilayat
Passion Initiative	Muscat	A'Seeb
Oman Reads Initiative	Muscat	Bowsher
Al Ezz Cultural Salon	Muscat	A'Seeb
Al Ezz Cultural Salon	Muscat	Al Amerat
Oman Poetry Forum	Al Batinah North	Suwaiq
Ithraa Cultural	Dhofar	Salalah

■ **Participation in international book fairs:**

The Sultanate of Oman participated in 14 international book fairs during 2024 with the aim of highlighting the cultural image of Oman to the world and its presence on the global stage.

Participations	Host country
Cairo International Book Fair	Arab Republic of Egypt
Tunis International Book Fair 2024	Republic of Tunisia
Abu Dhabi International Book Fair 2024	United Arab Emirates
Doha International Book Fair 2024	State of Qatar
International Book Fair - Rabat	Kingdom of Morocco
Tehran International Book Fair 2024	Islamic Republic of Iran
Seoul International Book Fair 2024	South Korea
Riyadh International Book Fair 2024	Kingdom of Saudi Arabia
Baku International Book Fair 2024	Republic of Azerbaijan
Amman International Book Fair 2024	Hashemite Kingdom of Jordan
Brunei International Book Fair 2024	Sultanate of Brunei Darussalam
Algeria Book Fair (27) 2024	People's Democratic Republic of Algeria
Sharjah International Book Fair 2024	United Arab Emirates
Kuwait International Book Fair 2024	State of Kuwait

■ **Research studies:**

27 research studies in the cultural sector were published by the end of 2024, with the aim of contributing to the development of a national cultural sector that is advanced and influential both locally and globally. These studies seek to understand the cultural reality and develop policies and programmes that serve society and raise the level of awareness and creativity.

#	Research Study
1	The Art of Al-Razha and Al-Aazi
2	Omani Women's Fiction: Transformations, Privacy and Implications
3	Omani Manuscripts: History and Traditions
4	School Education and Heritage: Concepts and Practical Applications
5	Omani Clothing and its Manufacture
6	Readings in the Thought of Sheikh Saeed bin Bashir al-Subhi
7	The Cultural and Historical Role of Oman (in Urdu)
8	Inventory and Documentation of Rock Art in the Wilayat of Al-Amerat, Sultanate of Oman
9	Agricultural Terms in the Dialect of the People of Al-Rustaq (A Lexical Study)
10	A thematic dictionary of the Kamzari language spoken in the Sultanate of Oman
11	Map of cultural and creative industries
12	Cultural Vocabulary - The Art of Nana
13	Frankincense and Cultural Heritage
14	The Craft of Tabsil - Cooking Basour
15	Izki throughout history
16	The craft of diving
17	Omani migrations in East Africa
18	The Book of Ibn al-Dhahabi
19	Qutuf
20	Transformations in Omani Cinema
21	Visual Imagery in Omani Poetry - Sohar for Critical Studies
22	Poetic Modernity and the Transformation of Poetry - Sohar for Critical Studies
23	Contemporary Omani Poetry - Sohar for Critical Studies

■ **The Omani Encyclopedia for children:**

- The Omani Encyclopedia for children was launched in conjunction with Muscat Book Fair in 2024. It consists of selected entries from the Omani Encyclopedia, compiled according to scientific criteria, with texts and data summarised in a manner appropriate for the target age groups. It consists of six volumes, divided thematically, covering all the areas covered in the previous Omani Encyclopedia.
- Implementation of three dialogue sessions on the Omani Encyclopedia for children during 2024, and a seminar on “Investment Opportunities in the Omani Encyclopedia for Children”.

■ **Cultural events:**

■ **The 35th Conference of the Arab Federation for Libraries and Information**

- The Sultanate of Oman, in cooperation with the Arab Federation for Libraries and Information, hosted the events of the 35th session of the Arab Federation for Libraries and

Information Conference during the period 12-14 November 2024 under the title “Arab Libraries and Archival Institutions and Their Role in Promoting Identity and Digital Citizenship”, with the participation of a select group of Omani specialists and Arab experts. More than 100 researchers and experts participated in the conference.

■ **Arab Theatre Festival**

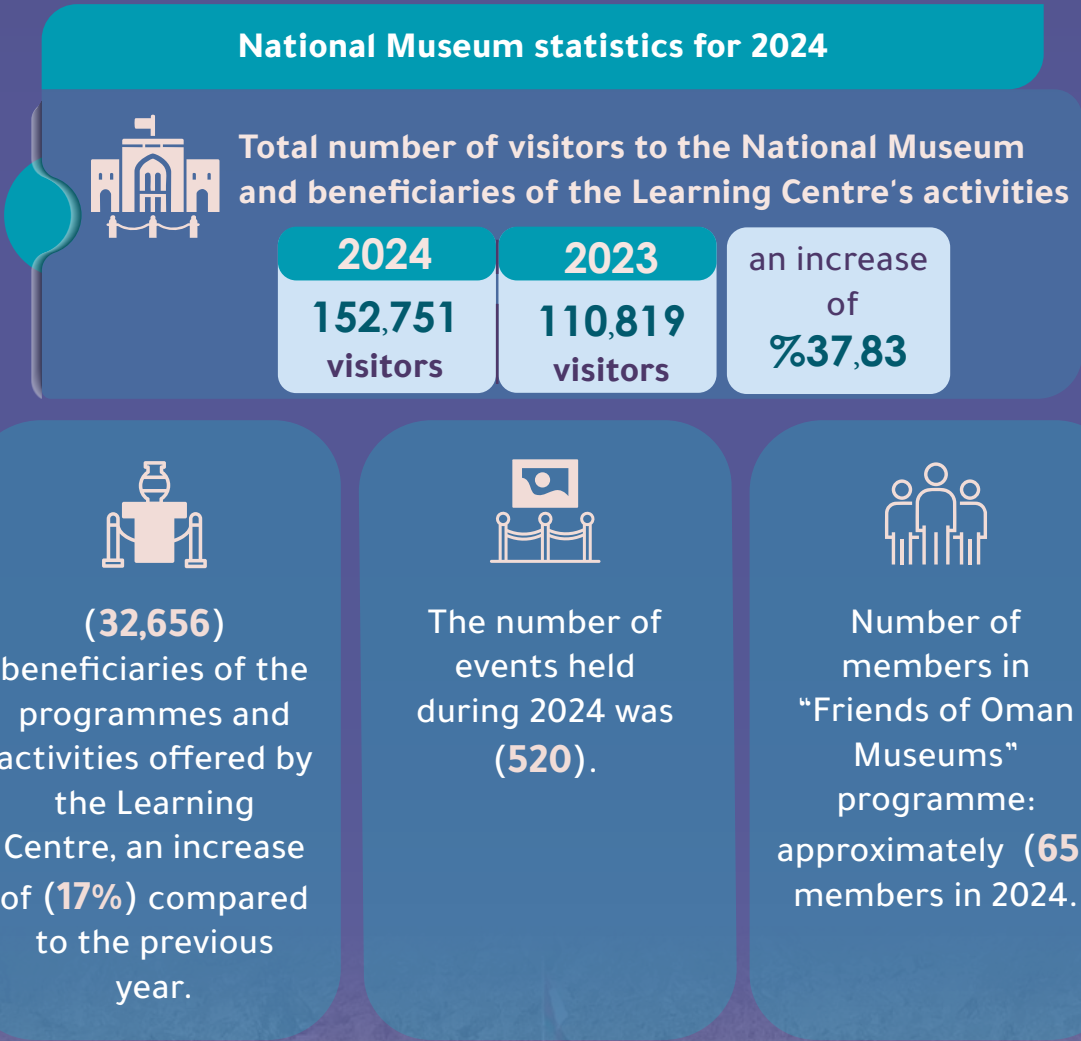
- The Sultanate of Oman hosted the 15th Arab Theatre Festival from 9 to 15 January 2025, in cooperation with the Arab Theatre Authority and the Omani Theatre Association, with 15 theatrical performances presented during the festival.

■ **Dhofar International Theatre Festival**

- Al Murooj Theatre in Salalah hosted the first edition of Dhofar International Theatre Festival from 2 to 9 October 2024. The festival featured 35 theatrical performances with the participation of 350 artists from 50 countries, who competed for the festival's awards across six theatrical categories.

Preserving heritage and introducing Oman to the world

- The National Museum is linked to a wide network of partnerships that include more than 45 institutions and 42 museums in 36 countries around the world.
- Restoration and borrowing of some Omani artefacts that were kept abroad, to enable visitors to see them.
- Preservation and conservation of 3,231 museum pieces, and inventory and documentation of 10,633 artefacts, including artefacts from Beit Al-Jareezah, the Saidiya School Museum, Muscat Gate (Visitor Centre) and the houses of the Al-Busaidi family, during 2024. In the first half of 2025, (689) museum pieces were preserved and maintained, and (3188) artefacts were inventoried and documented.
- A 17% increase in the number of beneficiaries of the Learning Centre’s activities in 2024 compared to 2023.
- Launch of a virtual museum tour on the National Museum website.
- **Implementation of several development projects:**
 - Rehabilitation of Beit Al-Jareezah, Beit Al-Sayyid Nader, and Beit Al-Sayyida Muzna.
 - Basic maintenance work on the Saidia School Museum building.
 - Design and rehabilitation of Muscat Gate spaces (visitor centre).
 - Completion of the concept for the Omani Women’s Museum.
 - Conducting a historical study on Muscat Wall and Moat, and estimating the cost of rehabilitation.



National documents and archives

- Conducting 85 interviews in the field of oral history, covering social, historical, political, biographical and other aspects.
- Expansion of the documentation of endangered languages and completion of the study of the documentation of Omani oral languages such as Mahri, Harsoosi, Kamzari and others, in preparation for their inclusion in long-term cultural preservation projects.
- **Documentation of private documents (2024):**
 - Registration of 1,216 private documents.
 - Compilation of 473 photographs
 - Acquisition of 87 maps and manuscripts.
- **A collection of documentary publications, most notably:**
 - Musandam in the Memory of Omani History (in English).
 - **The Omani Empire:** From the Coasts of Africa to the Coasts of India (Parts 4 and 5).
 - **The Sultanate of Oman:** Historical Cooperation and Friendship with the Republic of Korea.
 - The National Museum participated in the Sultanate of Oman's pavilion at Berlin International Tourism Exchange from 5 to 7 March 2024, as well as in the Arabian Travel Market exhibition in the United Arab Emirates from 6 to 9 May 2024. The museum also participated with a number of archaeological artefacts in "Al Madar" exhibition at the second edition of the Islamic Art Biennale, held in the Western Pilgrims' Hall at King Abdulaziz International Airport in Jeddah, Saudi Arabia.

Educational efforts to promote identity and citizenship

- **The second edition of "We Are Oman" programme was launched by various academic institutions, targeting higher education students in government and private universities and colleges within the Sultanate of Oman, as well as Omani students abroad. The main areas of the programme include:**
 - Introduction to the state's administrative apparatus and Oman Vision 2040
 - Promoting Islamic values and citizenship
 - Volunteering, social responsibility and national belonging
 - Entrepreneurship, financial literacy and the Fourth Industrial Revolution
- **For the Nation" Project:**
 - Developing and implementing "For the Nation" guide, providing a training programme on the steps to activate the guide for those involved in its implementation, including teaching and supervisory staff, and following up with schools on the mechanism for implementing the guide. Schools participating in the implementation of the project have been evaluated at the decentral and central levels, and preparations are underway for a ceremony to honour schools that have excelled in implementing the project.
 - The eighth issue of the Citizenship Education Newsletter, entitled "Physical Education," was published and distributed in collaboration with Oman Newspaper in May 2024, and its implementation in the educational field is being monitored.
 - Preparation of a guidance bulletin on citizenship education, which included clarification of the objectives and mechanisms for implementing publications promoting citizenship components in schools, to reinforce citizenship values among students.
 - Implementing the citizenship

education document by ensuring its application by those concerned with its implementation, which is the reference used by those working and specialising in citizenship education to prepare plans, programmes and studies aimed at creating a generation that is proud of its homeland and identity.

- Publishing and printing “Stations from Oman” book, which was launched on the 54th National Day, and copies were distributed to schools in the governorates’ educational directorates, and a follow-up on its implementation was carried out in the educational field.
- Promoting the values of responsible citizenship in educational curricula by developing an identity and citizenship curriculum for grades 1-4, enhancing “The World Around Me” curriculum for grade 12, and providing training programmes for teaching the identity and citizenship curriculum for grades 1-4.

■ Promoting citizenship values in schools:

- Implementing the “Promoting Citizenship Values in the School Community” programme (workshops for teaching staff, students and parents) and implementing the “I am a Responsible Citizen” workshop for a group of schools (grades 1-4) in Muscat Governorate.
- Implementing a workshop on the culture of dialogue for students in a group of schools under the General Directorate of Education in Muscat Governorate.
- Implementing a virtual workshop entitled “Responsible Citizenship in the Age of Artificial Intelligence” for teachers from various schools in the educational directorates of the governorates.
- Holding a dialogue session on the unified promotional identity.
- Conducting a forum to showcase the experiences of educational governorates in the field of promoting citizenship components.

Preaching and guidance to promote shared values

- The “Basair” programme, spreading Islamic values and promoting social cohesion through major events such as the Omani Women’s Symposium, religious cadre forums, preaching activities and guidance forums.
- The “Shira’h wa Minhaj” Programme, providing simplified religious knowledge through innovative educational methods, which strengthens the moderate religious knowledge structure of different social groups.
- The “Noor Al-Quran” Programme, including face-to-face and distance learning, serving all age groups in the society.
- The “Risalat Salam” Programme, aiming to promote tolerance and understanding between religions through international exhibitions and the celebration of International Day for Tolerance, which serves the cause of international cultural coexistence.
- Integrating national and humanitarian values such as tolerance and coexistence into religious discourse to strengthen social harmony.
- Using contemporary digital media methods.
- The number of students learning the Holy Quran reached 63,133 in 2025, compared to 15,617 in 2024.



Promoting shared values in the media

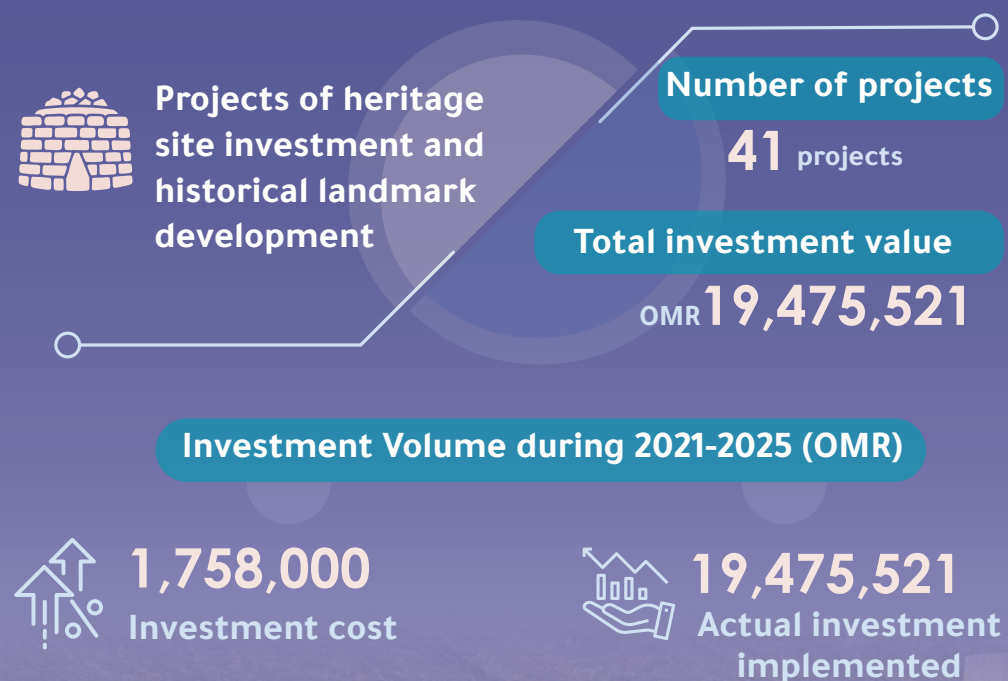
- **Print media:** Oman News Agency produced press reports on topics that promote trust and community awareness, in addition to covering events that reinforce national identity and cultural values, such as dialogue sessions on cultural security, and events on identity and the cultural formation of children. National newspapers also published various articles focusing on the values of citizenship, tolerance and identity.
- **Visual media:** A series of television programmes were produced that addressed religious and national values and tolerance, through live links, reports and interviews with experts, as well as coverage of national and cultural events, such as seminars on Omani identity and exploratory trips that highlight the country's cultural dimension.
- **Audio media:**
 - Public radio: Broadcasted programmes aimed at reinforcing identity and shared values, such as the programmes: "Samtna" and "Qiamna Hawiatna".
 - Youth Radio: Devoted part of its live programming to addressing the values of tolerance and identity, such as "Sabah Al-Shabab" and "Al-Kalim Al-Tayyib" programmes.
 - Holy Quran Radio: Presented programmes addressing religious and moral values, such as the programmes "Rawa'i al-Qutuf" and "Al-Urwa Al-Wuthqa".
 - English radio: Broadcasted talk shows and religious programmes aimed at English-speaking audiences, such as "Seeking Guidance" and "Love Your Life".
- **Digital media:** Online platforms produced content aimed at children, promoting identity and citizenship, covering topics related to Omani dialects and tolerance in communication, in addition to digital initiatives such as the "Ain Hackathon for electronic games" to promote national presence in the gaming industry.

Investment in heritage

- The number of registered historical and archaeological monuments increased from 3,525 in 2023 to 3,655 in 2024, an increase of 130 sites. The number of restored monuments also increased from 366 in 2023 to 370 in 2024, compared to 310 in 2020.
- Invested heritage sites have recently seen a quantum leap, rising from just one in 2020 to 21 by the end of 2024, an increase of 20 sites, confirming the importance of investing in heritage sites and enhancing their economic contribution.
- Developing a number of old neighbourhoods that constitute an attractive and integrated environment for the tourist experience and attract investment.
- Creating promising investment opportunities through sales outlets for productive families in some private museums.
- Significant progress has been made in highlighting Oman's heritage, with five sites registered on the UNESCO World Heritage List by the end of 2024.
- The number of sites included in the World Heritage Tentative List has reached seven, representing an important step towards promoting awareness of sites of historical and natural value. A nomination file is currently being prepared for the inclusion of the archaeological site of Bisya'a and Salut on the World Heritage List (currently included in the World Heritage Tentative List), which will contribute to increasing investment and enhancing tourist appeal.
- The number of foreign archaeological missions to the Sultanate of Oman for research and study purposes for the 2024/2025 season reached approximately 38 missions, which is considered an initial investment and provides the knowledge, data and interest necessary to attract investment, maintain historical sites and transform them into sustainable tourist destinations.
- The publication of "Oman Studies Journal", a leading peer-reviewed scientific journal in the region, the publication of nine issues of the Omani Archaeological Heritage series, and the printing of 17 publications during 2023 and 2024.

- Studying the implementation of new projects in the government museum sector during the period 2021-2024, in addition to improving existing museums as follows:
 - The Fath Al-Khair Centre in the Wilayat of Sur.
 - The Omani-French Museum maintenance and rehabilitation.
 - The Maritime History Museum.
 - Upgrading the museum display at the Land of Frankincense Museum in Dhofar Governorate.
- Improving the museum display at the Sohar Fort Museum.
- Relocating the Natural History Museum.
- Sustainability of museums and private heritage houses.
- Rehabilitation and development of World Heritage sites and establishment of visitor centres such as Diba Archaeological Site, the Historic City of Qalhat, and Bat Archaeological Site.

A brief on the investment position of tourism projects - 26th December 2024



Conclusion

In light of the priority indicators and efforts made, it can be said that the Legatum Prosperity Index - Social Capital Pillar is the remaining indicator for measuring progress in the priority (after the Competitiveness Index ceased publication). However, it cannot be relied upon to measure the impact of efforts in the priority, as its methodology is constantly changing and it includes criteria that are not compatible with Omani values and Islamic references. On the other hand, based on surveys conducted by the National Centre for Statistics and Information on tolerance and social cohesion, the Centre recorded a rate of over 90% for tolerance according to the survey methodology, and a rate of over 80% for social cohesion, which are consistent with the prevailing impression of the extent to which shared values are entrenched in Omani society. Despite the efforts made by various parties to address different priority areas, it is extremely important to unify these efforts and ensure their integration in order to achieve the greatest impact.

The next phase calls for protecting young people from the negative aspects of social media platforms and technological transformations, so that they are able to evaluate, critique and utilise knowledge in line with the objectives of the vision. There is also a need to consolidate efforts made in various priorities in order to maximise their impact, activate media tools to promote community awareness, and enhance investment in heritage, culture and arts to contribute to the growth of the national economy.



Priority: Well-being and Social Protection

Strategic direction

A decent and sustainable life for all

objectives of the priority



A society covered by an effective, sustainable and fair social safety network



Advanced social services and programmes that meet the needs of society



An effective partnership between the government sector, the private sector, and civil society in the areas of social development



An empowered civil society that actively participates in sustainable development and an effective regulatory framework that stimulates the work of its institutions



Comprehensive social protection for the most vulnerable groups, enabling them to become self-reliant and contribute to the national economy



A cohesive and vigilant society that is socially and economically empowered, especially women, children, youth, persons with disabilities and the most vulnerable groups



An environment and ecosystem conducive for sports to contribute to the economy and compete globally

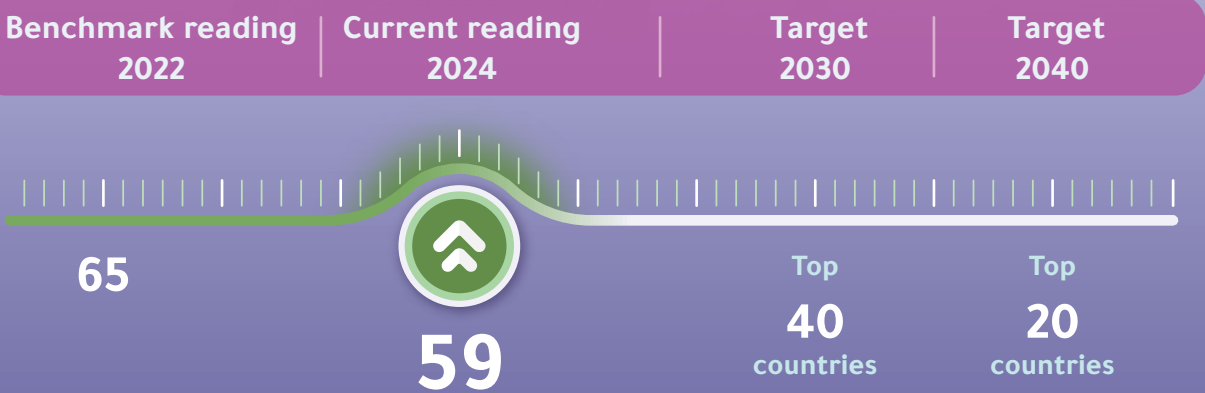
Indicator	2030 Target	2040 Target
Social progress index	Value > 76.27 or top 40 countries	Value > 86.76 or top 20 countries
Human Development Index	Value > 0.871 or top 30 countries	Value > 0.908 or top 20 countries
Real GDP per Capita (Growth Rate)	40% increase	90% increase Value: OMR 6,264 2017 (baseline)
Youth Development Index	Value > 0.717 or top 40 countries	Value > 0.737 or top 30 countries

Priority importance in the vision

The priority of well-being and social protection benefits from the other priorities in Oman Vision 2040, as the progress achieved in economic activities, employment, financial sustainability, governorates development and the health and education sectors all contribute to the well-being of society and the improvement of its standard of living.

Social Progress Index

Classification



The index aims to measure the level of social progress in a country through its ability to meet the basic human needs of its citizens, enhance their quality of life and maintain it. The index saw a significant rise for Oman in its latest reading in 2024, climbing to 59th place. The report issued by the organisation that publishes the index indicated that Oman ranks fifth globally

in terms of improvement in the index since 2023. The index measures social progress through three basic criteria: basic human needs, foundations of well-being, and opportunities available. The improvement was driven by improvements in the criteria of basic human needs and foundations of well-being.

Human Development Index

Classification



It is a composite index that measures the level of well-being of people around the world through three dimensions: age (life expectancy at birth), educational attainment (literacy and enrolment rates in primary, secondary and higher education), and standard of living (per capita GDP). Oman improved slightly in the index for 2023, according to the

report issued by the United Nations Development Programme for 2024/2025, achieving an increase in the index value from 0.846 in 2022 to 0.858 in 2023, driven by improvements in life expectancy at birth and expected years of schooling. It should be noted that the Human Development Index updates data from previous years in line with new developments.

Real GDP per Capita (at constant prices)

Value

Benchmark reading	Current reading	Target	Target
2021	2024	2030	2040



This indicator measures GDP divided by the total population, reflecting the change in the level of well-being and improvement in living conditions at the individual level. Compared to the updated baseline, the index at current prices improved by 2.6%, while on the baseline adopted in 2017 Vision Document (OMR 6,264), the index at constant prices achieved an improvement of 16.1%, with per capita GDP (constant) for 2024 reaching OMR 7,271. It should be

noted that the baseline adopted in the Vision document has been changed based on local calculation sources, instead of the source adopted in the Vision document (the World Bank). Based on the updated baseline, the index at constant prices shows a decrease of -4.56% compared to the updated baseline. This is because GDP at constant prices grew by 10.3% during the period (2017-2024), while the population grew by 15.5% during the same period.

Youth Development Index

Classification

Benchmark reading	Current reading	Target	Target
2020	2023	2030	2040



The Youth Development Index measures progress in 183 countries and covers six areas of youth development: education, employment and opportunities, equality and inclusion, health and well-being, peace and security, and political and civic participation. The Sultanate of Oman has made a leap in the index compared to its last reading in 2020, as it ranked

33rd globally in 2023, advancing 19 places from 52nd in 2020. The index value also improved from 0.769 in 2020 to 0.803 in 2023, which means the index has achieved the target set by the Vision for 2030. This progress was driven by improvements in the sub-indicators related to equality and inclusion, peace and security.

Key efforts and achievements



Special committees, known as social development committees, have been set up to monitor improvements in families' living standards, promote national identity and values, and support community initiatives



Launching "Tathmeer Programme" aiming to enhance returns from endowments, Money House (Bayt Al Mal), and funds of orphans and minors



Implementation of a series of housing projects and housing compensation worth OMR 41.5 million during the period from 2021 to 2024



Accelerating the granting of loans to beneficiaries and improving the financing mechanisms for social housing programmes



Allocation of 216 housing units in neighbourhoods and integrated housing schemes with a total value of OMR 14.459 million to support social housing



Winning 167 medals in regional and international championships during 2024, including: 49 gold medals, 57 silver medals, and 61 bronze medals



Allocation of 5% of residential units in Sultan Haitham City to those eligible for housing support, equivalent to 1,000 residential units



Launching "Jood" platform to serve charity and volunteer associations and teams



The number of young Omani beneficiaries of youth activities and local events reached 21,914 in 2024



Financing 3,260 applications under the "Iskan" programme by December 2024, with a total value of OMR 145 million, exceeding the annual target of OMR 120 million



Winning 156 medals at the Gulf and Arab levels, including: 59 gold medals, 36 silver medals, and 61 bronze medals



Expansion of youth centres in the governorates in cooperation with the private sector



Launching "Iskan" programme by Oman Housing Bank with the aim of financing more than 61,000 families over the next five years, and reducing the waiting period for financing to less than six months from the date of completing the application



Implementation of maternity and paternity leave insurance to cover all Omani and non-Omani employees within Oman

Social protection

- Expansion of the social protection system by covering all types of employment contracts, including temporary contracts, training contracts and part-time workers, and making it compulsory for self-employed workers and those in similar situations to register for the Old Age, Disability and Death Insurance, with the aim of ensuring protection for all segments of society and providing comprehensive social protection for all.
- Paying an additional pension through the Social Protection Fund to more than 76,000 beneficiaries whose pensions are less than OMR 350.
- The Social Protection Fund has received three certificates of merit with special commendation from the International Social Security Association (ISSA) for best practices in the Asia-Pacific region for practices related to job security, internal change management to ensure a smooth transition of human capital, and the integration of environmental, social and corporate governance (ESG) criteria into investments.
- Implementation of integrated housing programmes and projects aimed at raising the welfare of Omani families and ensuring they have access to safe and stable housing.
- Addressing the challenges associated with the accumulation of applications for housing assistance and social housing by allocating 5% of the housing units in Sultan Haitham City to those eligible for housing assistance, equivalent to 1,000 housing units.
- Strengthening the social and economic dimension of housing projects as a driver of social progress index, so that it is taken into account in housing projects implemented by the Ministry of Housing and Urban Planning, thereby contributing to raising indicators of family stability, social cohesion and economic empowerment.

Public services

- Expanding water and sanitation networks through a number of projects implemented in various governorates.
- Deployment of smart meters in the water and electricity sectors to improve consumer experiences, replacing more than 1.183 million meters by 2024.
- Developing the 500 MW Ibri 3 solar energy project, which aims to reduce carbon dioxide emissions by 505,000 tonnes per year.
- Signing an agreement to build a water purification plant at Wadi Dhiqa Dam in the Wilayat of Qurayat, at a cost of over OMR 55 million. The plant's total production capacity is 65,000 cubic metres per day, of which 35,000 cubic metres are allocated for drinking water through the main network of Nama Water Services Company, and 30,000 cubic metres are allocated for agricultural use.
- Launching an electronic instalment service for financial arrears via an application for electricity subscribers, whereby overdue payments can be settled in convenient instalments.

Empowering young people

▪ Launch of a youth sector governance and organisation programme:

- Issuance of youth initiative regulations, with the aim of organising youth initiatives and enhancing their role in serving the community and participating in national development.
- Work is underway to prepare the National Youth Strategy (which is 84% complete), aiming to empower young people and enhance their active participation in various areas of development, in line with Oman Vision 2040.
- Inclusion of the executive regulations for youth committees in the law governing bodies operating in the field of sports (currently being updated). Youth committees in cultural sports clubs in the Sultanate of Oman are a key component of the organisational structure of these clubs, contributing to the implementation of activities

and programmes targeting young people and providing an environment that nurtures their creativity and talents.

▪ Implementation of a programme to promote youth participation, which includes a number of events, including:

- Omani Youth Day: The Omani Youth Day ceremony was held at Oman Across Ages Museum on 26 October 2024, where the winners of the fifth edition of the Youth Excellence Award were honoured. This occasion is an opportunity to celebrate the achievements of Omani youth and highlight their vital role in the national development process.
- Youth Ambassadors: The second edition of the Youth Ambassadors project was implemented in collaboration with relevant authorities and the United Nations Institute for Training and Research (UNITAR), with the participation of 100 young men and women, including 79 Omanis and 21

participants from 14 Gulf and Arab countries, during the period from 15 to 19 September 2024. The project aims to qualify Omani youth to be effective representatives of their country in regional and international forums and enhance their presence in diplomatic and leadership fields.

- External participation: Enhancing youth participation in international forums by empowering and strengthening their role in sustainable development. In 2024, there were 22 external participations by young people, with a total of 96 participants.
- The “Sanad” Youth Volunteer Programme: Qualifying young people in the field of volunteer work by implementing specialised workshops for youth volunteer facilitators, who are then employed in local and international forums, events and hosting activities. The number of qualified young people in 2024 reached 38 participants.

▪ Implementation of the Youth Capacity and Skills Development Programme, which includes:

- Military discipline programme: A military discipline programme was organised in July 2024 in the Dhofar Governorate with the participation of 700 participants aged 16-17, with the aim of promoting national values and instilling discipline and leadership skills in Omani youth.
- Dialogue sessions: Several dialogue sessions were held for young people with the aim of enhancing communication between young people and decision-makers and exchanging ideas and views on various youth issues. Thirteen dialogue sessions were held during 2024 and 2025, during which various topics and issues related to young people were discussed.
- Mustaid” Camp: A training programme was implemented in partnership with Outward Bound Oman Foundation (Tahadi Oman), with the aim of

developing the skills of Omani youth in a practical and field-based learning environment to acquire future skills. Sixty-three camps were held over a period of four days each during 2024 and 2025, benefiting 1,290 participants.

- **National Debating Championship:** This was implemented in partnership with Oman Debates Centre and aims to develop young people's skills in persuasion and critical thinking. The championship targets university and college students and sports clubs. A total of 464 participants took part in the championship in 2024.
- **Tawasul Short Film Award:** An annual film competition (fiction, documentary, 3D and electronic) was launched with the aim of encouraging Omani youth to express their ideas and issues through art. Twenty-four films participated in the competition held in 2024.
- **Hosting the Gulf Science Forum:** The Gulf Science Forum was hosted in Dhofar Governorate from 11 to 15 August 2024. It featured 38 innovative

projects with more than 60 participants from Gulf and Arab countries, as part of the Youth Empowerment Committee's action plan for 2024.

- **Hosting the Arab Youth Camp:** The Arab Camp for Talented and Innovative Youth was held in Dhofar, organised by the Youth Centre in cooperation with the Arab Youth Centre in the United Arab Emirates, coinciding with International Youth Day and the Dhofar Autumn Season from 12 to 19 August 2024. The number of participants reached 25.
- **Study on Youth and Future Skills:** A study was conducted on the project "Youth and Future Skills", one of the projects concerned with studying the future skills of Omani youth in several vital development sectors (education, health, engineering, construction and natural resource management) through five detailed studies. These studies provided a comprehensive analysis of the current status of future skills among Omani youth. Strategic and operational solutions were then developed to enhance these skills, enabling Omani

youth to adapt effectively to the demands of the modern era and future transformations.

- **Youth initiatives:** Support was provided to 59 youth initiatives during 2024, with the aim of empowering Omani youth to implement quality projects that contribute to serving the community and enhancing their leadership role.
- **Expansion of youth centres** in the governorates in cooperation with the private sector, and announcement

Sports

- **Launching a system to train athletes** who seek to achieve success at the regional and international levels. This is a comprehensive and integrated system that aims to discover and refine talent and provide the ideal environment for it. The system includes centres for training athletes and supporting promising athletes.
- **Omani athletes have achieved many accomplishments in regional and international platforms, most notably:**

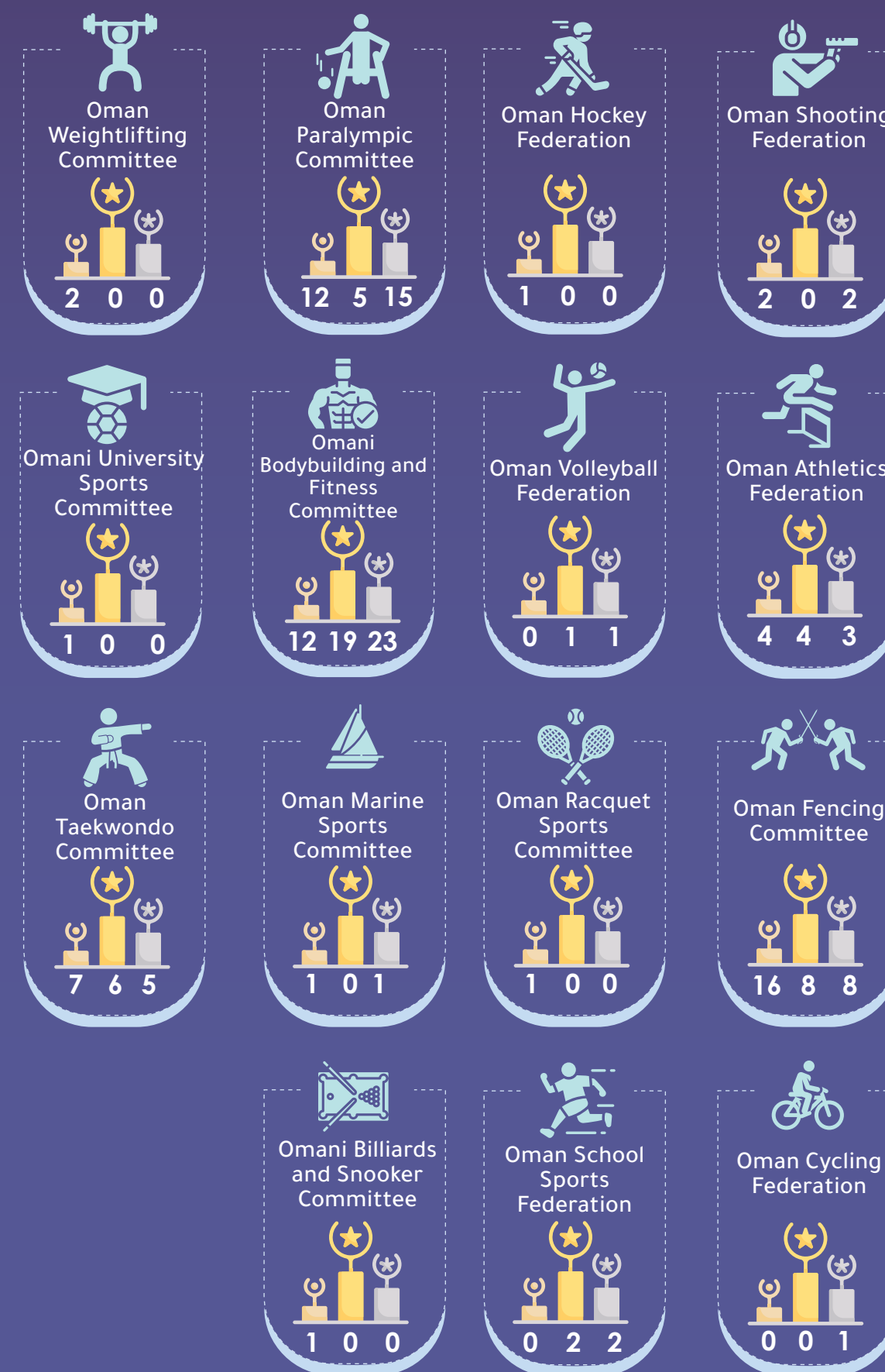
of their establishment in the governorates of A'Sharqiyah South (Sur), Musandam (Khasab), Dhofar (Salalah), Al Buraimi, and A'Dakhiliyah (Nizwa) in order to provide the appropriate infrastructure for young people. The number of beneficiaries of youth centre facilities in 2024 reached 136,800.

- **The number of Omani youth** who benefited from youth activities and local events reached 21,914 in 2024.
- **The national hockey team** won the bronze medal at the Hockey Fives World Cup, which was held in January 2024 at Oman Hockey Stadium in Al-Amerat, Muscat Governorate.
- **The national team for athletes with disabilities** participating in the 4th West Asian Paralympic Games won 25 medals (5 gold, 12 silver and 8 bronze) in the tournament held from 26 February to 3 March 2024.
- **The national weightlifting team** won two bronze medals during

its participation in the Asian Weightlifting Championships, held from 20 to 26 February 2024.

- Sprinter Ali Al Balushi won a gold medal in the 60-metre race (finishing in 6.52 seconds) at the Asian Indoor Championships, held in the Islamic Republic of Iran from 17 to 19 February 2024.
- Sprinter Ali Al Balushi qualified for the 2024 Paris Olympics, becoming the first Omani athlete to qualify directly for the Olympic Games.
- The national university sports team won third place and the bronze medal at the Asian University Football Championship, held in Malaysia from 1 to 9 June 2024.
- The national fencing team won five medals (two silver and three bronze) during its participation in the Asian Junior League, held from 18 to 22 January 2024 in the United Arab Emirates.
- The national fencing team won two bronze medals during its participation in the Asian Cadet Championships, held from 22 to 24 August 2024 in Hong Kong.

- The national fencing team won a bronze medal during its participation in the International Fencing Federation Satellite Championships, held from 18 to 20 October 2024 in the Kingdom of Bahrain.
- The national bodybuilding team won eight medals (three bronze, two silver and three gold) during its participation in the World Bodybuilding and Physique Championships, held from 24 to 27 September 2024 in the Islamic Republic of Iran.
- The national marine sports team won two silver and bronze medals during its participation in the CMAC World Championships Outdoor, held in Greece in October 2024.
- The national taekwondo team won a bronze medal during its participation in the European Grand Prix finals, held in Romania from 13 to 15 September 2024.
- The national teams won 156 medals at the Gulf and Arab levels, including 59 gold medals, 36 silver medals and 61 bronze medals.

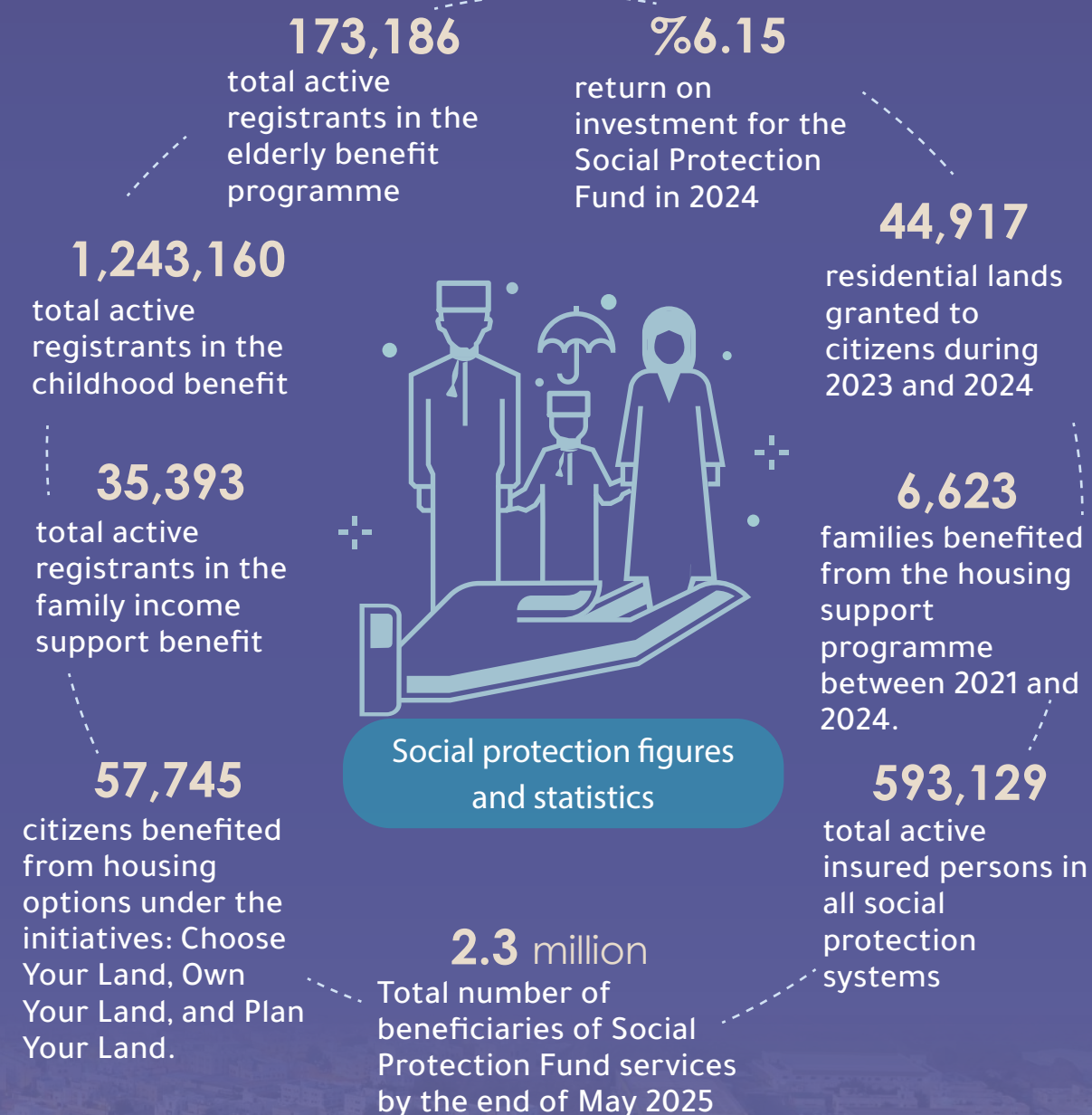


Strengthening the management of endowment assets to achieve development goals

- Launching “Tathmeer Programme” which aims to enhance the return on endowments (Waqf), Money House (Bayt Al Mal), and funds of orphans and minors through targeted real estate investments that contribute to financing educational, social and health services, thereby supporting the gradual financial independence of these services.
- Implementing awareness campaigns within “Waqf is Life” programme, with the aim of developing endowment assets, increasing their number and enhancing community participation in this field through innovative waqf projects, which has contributed to increasing waqf capital as a permanent development resource.
- Developing endowment fundraising tools by launching initiatives such as “Endowment Shares,” which enable individ-

uals to contribute in an organised and sustainable manner to projects with a clear developmental impact.

- Activating financial and administrative control mechanisms to cover more than 6,000 endowment bank accounts to ensure transparency and efficiency and enhance confidence in the endowment system as a public funding source that serves the priorities of society.
- Funding community and educational programmes without having to rely entirely on the public budget, reflecting the achievement of one of the goals of financial sustainability.
- Directing part of the income from endowment assets to support social and humanitarian initiatives such as caring for orphans and the needy through an integrated national digital network.



Family and Community Statistics



The number of families benefiting from charity teams and development committees **(317,463)**



The number of beneficiaries of the "Takayaf" addiction programme was **(544)**



The number of nurseries reached **(369)**



Completion of more than **(62,000)** comprehensive research cases in 2024



The number of beneficiaries of early intervention services for children with disabilities reached **(2,478)**



The number of elderly people benefiting from **(7)** services dedicated to them was **(8,710)**



The number of rehabilitation and therapy sessions in special education classrooms reached **(131,916)**



Supported the establishment of Omani councils (Al-Sabla) in **(29)** wilayats.



Provided services and programmes designed for those about to get married, benefiting **(2,000)** beneficiaries of both genders. Provided counselling and psychological support through "Tamasuk" programme for newlyweds, benefiting **(2,230)** beneficiaries from various governorates.



The number of beneficiaries of prosthetic devices and support services provided to persons with disabilities reached **(10,795)**



The number of persons with disabilities from low-income families who benefited from job creation support was **(92)**

Statistics on charity associations and volunteering

31,551

The total number of members in charity associations

174

The number of charity associations and community clubs

68

The number of Omani women's associations and branches

560

initiatives were launched through civil society organisations and governed through "Jood" digital platform

3289

The number of beneficiaries of relief aid

64

olunteer teams, with a total of **(8,251)** volunteers

277,765,979
OMR

The total funding for professional associations in partnership with the private sector

2,726,136
OMR

The revenue generated by Jood platform

2,269,848
OMR

The total cost of construction projects

Conclusion

Some priority indicators, such as the Human Development Index and the Youth Development Index, have made progress according to the available readings. However, some priority indicators have not achieved the required progress and have remained relatively stable during the past period, which requires further efforts. Achievements made in the priority included the establishment and activation of the social protection system, in addition to efforts to develop public services and strengthen the role of civil society organisations and endowments.

It is worth mentioning that the progress made in the priority comes as a result of improvements in the other priorities of the Vision, as the priorities of the people and society pillar, such as education, learning, scientific research, and national capabilities, and health, contribute to enhancing aspects of social welfare through the quality of basic services provided. Economic growth, represented by progress in the priorities of the economy and development pillar, also contributes to promoting aspects of welfare through the creation of job opportunities, and aspects of development in general, and the development of governorates in particular. The contribution of the governance and institutional performance pillar comes in the form of improving government services. In short, progress and achievements made in other priorities automatically and positively reflect on the priority of well-being and social protection.

Despite the efforts made to achieve the priority objectives, the next phase requires a focus on measuring the effectiveness of the social protection system, in addition to working on developing policies and initiatives that contribute to promoting family cohesion. It also calls for strengthening partnerships with the private sector and civil society, and encouraging them to explore new possibilities in the areas of social development. There is also a need to ensure the protection and sustainability of the quality of welfare services provided to the community (education, health, housing, social protection, public services) from the impact of financial fluctuations.





Economy and Development Pillar

A Competitive Economy





Priority: Economic Leadership and Management

Strategic direction

Dynamic economic leadership with renewed competencies operating within an integrated institutional framework

objectives of the priority



A reference entity empowered to achieve the objectives of economic development, social justice and environmental protection



Effective economic leadership with binding powers, clear tasks and rapid response to development needs in accordance with specific performance indicators



Renewed senior management based on competencies that match market dynamics, future expectations and rapid changes



An effective and enabling economic regulatory framework that keeps pace with changes

Indicator	2030 Target	2040 Target
Availability of effective economic leadership by 2021	Availability of effective economic leadership by 2021	
Real GDP growth	5% annually	5% annually
World Governance Indicators - Regulatory Quality	Value > 1.23 or top 30 countries	Value > 1.44 or top 20 countries
Inflation rate (CPI inflation)	2%- 3%	2%- 3%
Fiscal Balance percentage of GDP (Budget Deficit)	Does not exceed -3% annually	Does not exceed -3% annually

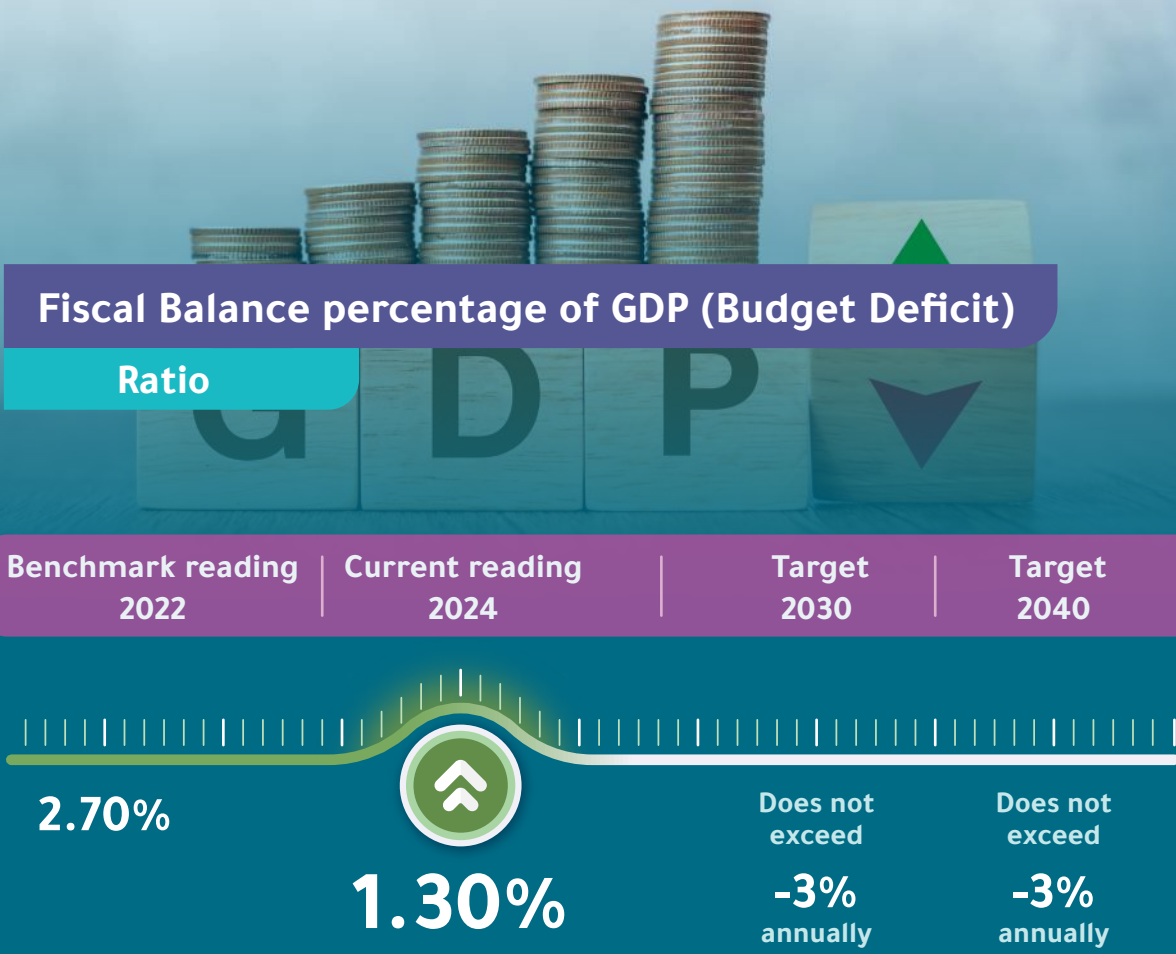
Priority importance in the vision

At the forefront of the economy and development pillar lies the priority of economic leadership and management, and its implementation as intended by the vision (leadership, management, planning, follow-up) with binding powers is necessary in order to drive other priorities and guide the economic compass.



An index that calculates the annual rate of change in GDP growth at constant prices. It can be measured in different ways and from different perspectives, which are supposed to yield the same values, including: Measuring the index in terms of production (production method) and in terms of expenditure (expenditure method). The National Centre for Statistics and Information relies on the production method. Real GDP

growth reached 1.7% in 2024, driven by 3.9% growth in non-oil sectors and affected by the contraction in oil sectors, which recorded negative growth of -3.0%. It should be noted that the economic growth rate of GDP at constant prices in the past four years of the Vision reached 3.4%, and the cumulative difference in GDP value compared to the targeted GDP growth path reached OMR 2.6 billion.



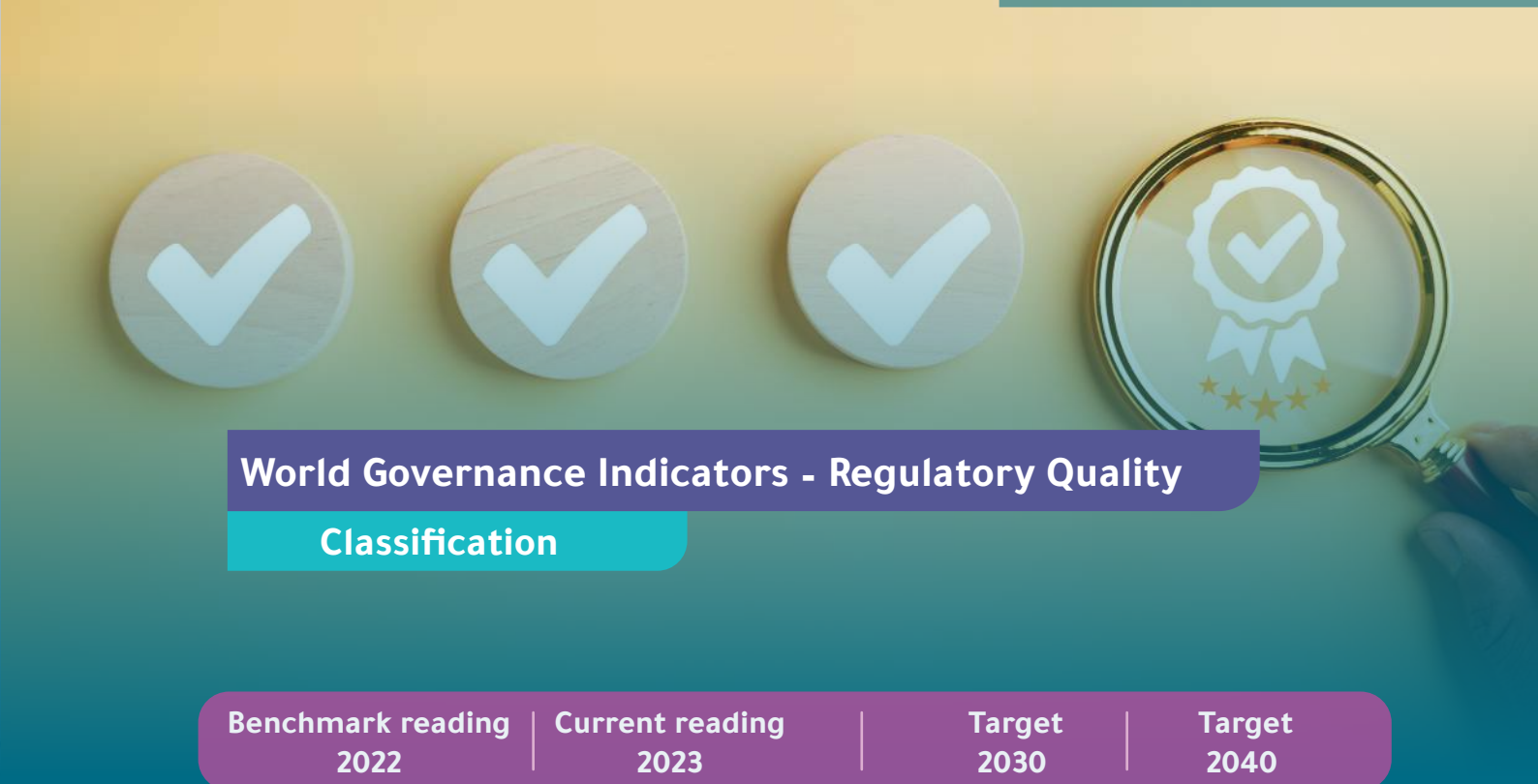
The indicator measures the ratio of the budget deficit or surplus to GDP on an annual basis. It continues to record a fiscal surplus for the third consecutive year at 1.3% of GDP, with the fiscal surplus reaching approximately OMR 540 million.

It is worth noting that the index began to improve from a deficit of -15.5% in 2020 to a surplus in the last three years, bearing in mind that the vision targets a deficit to GDP ratio of no more than 3% by 2030.



This index measures the change in the prices of goods and services for consumers. In 2024, it recorded an inflation rate of 0.6%, which is not within the healthy and safe range. The vision targets a healthy and safe inflation rate of between 2% and 3%. Low inflation rates may

indicate weak demand. Although the inflation rate is below the target range, price stability resulting from government subsidy policies is a positive indicator from a social perspective, as it contributes to price stability, especially for basic commodities.



This is a graphical and exploratory index that aims to provide a picture of the regulatory quality of each country through its ability to formulate, implement and manage effective policies and legislation that enable sustainable growth and the private sector. The index (according to the latest reading for 2023) showed an improvement compared to 2022 in the ranking, with the index value remaining stable. Oman's ranking improved

from 74th in 2022 to 72nd in 2023. The index relies on various sources for its data, and it used six sources to calculate Oman's reading for 2023 compared to five sources in 2022, with data from the World Economic Forum included in the index calculation methodology, which measures the regulatory burden on businesses and individuals and non-tariff barriers affecting commercial activities.

Availability of effective economic leadership by 2021

An indicator that defines the timeframe for the availability of dynamic economic leadership with renewed competencies operating within an integrated institutional framework. The indicator has been partially achieved through strengthening the role of the Financial and Economic Committee and entrusting it with overseeing

national programmes in the pillars of economy and development, and sustainable environment. To activate economic leadership, focus should be placed on the integration of fiscal, economic, and monetary policies, ensuring the integration of the roles of relevant entities, and rapid and dynamic economic decision-making.



Key efforts and achievements



Establishment of Oman Net Zero Centre in December 2024



Development and monitoring of more than 200 projects and initiatives aimed at accelerating the transition to net zero



Establishing five economic clusters aimed at achieving the priorities of the economy and development pillar



Review and development of legislation related to economic affairs



Establishment of the National Office for Future Foresight



Launching the second edition of Nazdahr programme, which aims to develop the private sector and foreign trade



Developing the financial and economic framework to reduce dependence on oil in cooperation with Ernst & Young Parthenon



Developing leadership communities by establishing three centres of excellence specialising in economic leadership development



Launching the "Tasmo" initiative to develop the leadership skills of Omani women



Issuance of a Royal Decree establishing the Promising Companies Market



Launching a unified promotional identity for the Sultanate of Oman



Presentation of 29 programmes and initiatives to develop leaders at various administrative levels during the period (2024-June 2025)



Formation of governance committees for employment in economic sectors during 2024 and 2025



Licensing of five local and foreign companies specialising in providing liquidity to boost trading activity and support market stability

Key efforts and achievements



The Financial and Economic Committee was tasked with overseeing national programmes

National programmes are one of the executive tools of economic leadership. They cover the priorities of the economy and development pillar. In the context of enhanced economic leadership efforts, the cumulative experience of national programmes has resulted in efforts and achievements that may be difficult to quantify within a specific time frame. Therefore, the report reviews this experience, noting that, in parallel with the work of these programmes, efforts are being made to harmonise their work with the aim of maximising their impact on macroeconomic indicators.

National Economic Diversification Programme «Tanwea'a»

Based on the strategic directions of Oman Vision 2040, the National Economic Diversification Programme (Tanwea'a) continues to play a pivotal role in building a diversified, competitive and sustainable national economy. It has made tangible progress through its integrated work streams, strengthening partnerships between government entities and the private sector, and launching a package of initiatives and policies that contribute to reducing dependence on oil and gas and maximising the added value of non-oil sectors.

Key achievements and trends

The programme held intensive regular meetings with its strategic partners to ensure that its initiatives were aligned with national objectives. Efforts were divided into four main streams, each of which achieved significant accomplishments.

■ **Policies and initiatives:** This stream focused on transforming development trends into effective and implementable policies, creating an integrated database of sectoral economic policies, and making it available to decision-makers, thereby contributing to the development of a clear and objective vision for these policies, extrapolating their effects, and ultimately preparing an approved list of sectoral economic policies. The most notable of these are::

- A policy to maximise the economic return from fishery resources, aimed at increasing the value of value-added fishery exports, regulating the export of raw products, encouraging the establishment of processing industries, creating competitive fisheries industries, reducing fish product waste, and finding new global markets to revitalise Omani ports, airports and border crossings.
- A policy to maximise returns from the downstream mining sector by gradually restricting the export of raw mining materials and maximising their economic benefits by exploring opportunities to expand local content and encourage the establishment of local industries.
- A policy of prioritising natural gas and green hydrogen for high value-added local industrial projects.

In addition, a package of promising sectoral initiatives has been adopted, covering food security, manufacturing, tourism, transport and logistics, and mining, with the aim of addressing existing challenges and boosting non-oil revenues.



- **Integrated economic clusters:** Economic clusters are a fundamental pillar for creating attractive investment environments based on the comparative advantages of the governorates, with the aim of raising growth indicators for non-oil sectors, increasing the contribution of non-oil sectors to GDP, boosting non-oil exports, enhancing local content, and creating job opportunities.

- **Food Security Cluster in A'Najd**

Region: Aims to achieve self-sufficiency and strengthen the food security system in the Sultanate of Oman, regulate dependence on agricultural imports, and maximise the added value of local agricultural crops through food security industries, food and meat factories, and expansion in downstream industries.

- **Tourism cluster in A'Dakhiliyah**

Governorate: Aims to establish links with other tourist and archaeological attractions in the Governorate, and establish an integrated visitor centre that takes tourists on a comprehensive tour of tourist and archaeological sites, activities and events, where tourists spend more time and stay for more days to cover this experience, which enhances the level of spending and contributes to economic diversification by

enhancing activities of hotel and entertainment facilities, maximising the use of tourist and archaeological sites, museums and traditional markets, and increasing demand for the transport system (both public and private).

- **Duqm Cold Chain Cluster:**

Seeks to develop and improve the integrated logistics system for the cold chain, which will enhance the quality of exports and make the Duqm Economic Zone a regional hub for the cold chain in the region, by maximising the back and front ends, such as fish, agricultural products, other food industries and services related to the cold chain, expanding the production and export base, enabling sub-sectors to contribute to GDP, contributing to strategic storage in Duqm, and expanding industries that rely on cold chains.

- **Aluminium cluster in Sohar:**

Aims to establish downstream aluminium processing industries, rationalise dependence on imports of raw or finished aluminium products or exports of aluminium ore, in order to achieve self-sufficiency and align the requirements for maximising value-added industries for local aluminium product projects, through the establishment of new manufacturing industries, maximising value-added, and expanding manufacturing industries that rely on aluminium ore.

- **The mining industries cluster in Shalim:** Aims

to maximise benefits and stimulate economic growth, enhance local added value, establish mining industries in Shalim from gypsum, limestone and dolomite ores, expand the production and export base, and enable the sector to expand into mining industries. A memorandum of understanding was signed between NAPCO and Oman Aluminium Cast within Sohar cluster, reflecting the start of industrial partnerships. The programme also prepared a strategic proposal to set standards and governance for future clusters and ensure their regional integration.

- **Criteria and resolving challenges: Development of three main axes** international indicators, national matrix for economic diversification, and analysis of sectoral challenges, resulting in:

- An in-depth analysis of economic sectors, which led to proposals for the development of several initiatives in mining, food security, transport and other sectors.
- Specialised workshops aimed at monitoring and identifying sectoral challenges, most notably the "Challenges of the Mining Sector" workshop and the "Governance of Heritage and Tourism Development

Management with the Governorates" workshop, which contributed to the emergence of practical solutions and quick gains.

- In terms of international indicators, it was proposed that a national team be formed to monitor the economic complexity index in order to enhance the Sultanate of Oman's global standing.

■ Preparing a financial and economic framework to reduce dependence on oil

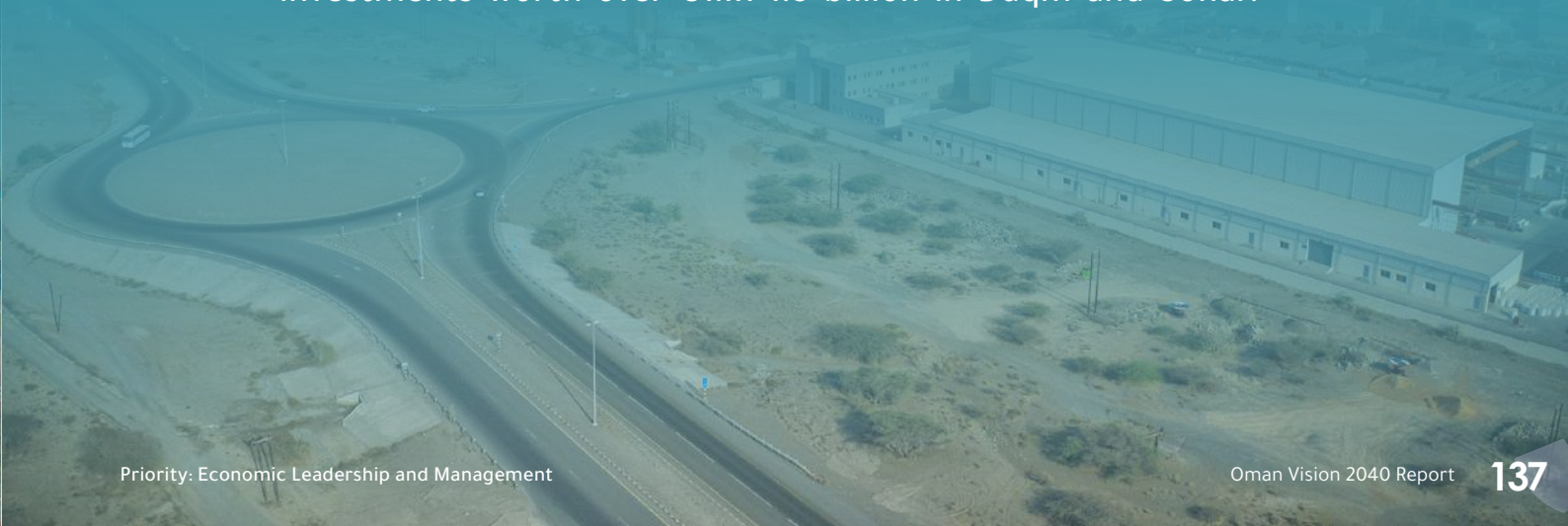
- The project to prepare a financial and economic framework to reduce dependence on oil and gas by 2050 represents a strategic step towards achieving economic diversification and financial sustainability. The first half of 2025 saw the successful completion of the first phase of the project, which was implemented by the global consulting firm Ernst & Young Parthenon.
- This phase included a comprehensive analysis of the current situation, drawing on more than 150 strategic documents and consulting with over 80 stakeholders. It resulted in the delivery of 25 foundational reports covering all economic sectors, enablers, financial policies, and global trends, as well as the development of dynamic financial and economic models that will form the basis for the second phase of the project.

National Programme for Private Sector and Foreign Trade Development «Nazdaher»

First edition: the National Programme for Investment and Export Development 2021-2023

The programme was launched as one of the accelerators for achieving Oman Vision 2040, acting as an executive arm with a short- to medium-term timeframe. Its primary focus between 2021 and 2023 was on attracting foreign direct investment, enhancing the business environment in Oman, and developing investments in various economic diversification sectors. **Its most notable achievements are as follows:**

- Developing and updating a national investment matrix, to measure the economic impact of investments in line with the objectives of Oman Vision 2040, and obtaining its own intellectual property certificate.
- Studying the investor's journey with the aim of providing all facilities and tools to enable investment in economic diversification sectors, and developing initiatives that are being completed by the relevant teams at the Ministry of Commerce, Industry and Investment Promotion, namely:
 - National Investment Strategy
 - Invest in Oman
 - Investment Incentives Guide
 - National Negotiation Team
 - Investment Map
 - Fast Track
 - Investor Residency Programme
- Monitoring the performance of investment sectors according to investment targets for each sector, by following up on the progress of investment projects and enabling initiatives and resolving their challenges. Sectors include food security, mining, energy, manufacturing, tourism, sports, health, logistics, information technology and communications.
- Developing the "Lada'en" plastics industry complex project, marketing it locally and internationally, and attracting investors to invest in this complex, which is one of the most important strategic projects in Sohar Industrial Area, as it aims to achieve self-sufficiency in plastic products in Oman, and consolidate its position on the global stage in this sector.
- Developing a proactive approach to targeting investors and building a competent team of specialists, which has succeeded in securing investments worth over OMR 1.5 billion in Duqm and Sohar.



- Developing 37 investment opportunities worth OMR 828 million across seven sectors by the investment development team.
- Developing new investment sectors, including the culture sector, where cooperation with the Ministry of Culture, Sports and Youth, and with the help of specialised international expertise, has resulted in the development of a comprehensive ten-year investment strategy for the cultural and creative industries sector.
- Working with the National Net-Zero Program to identify a range of investment opportunities that achieve the sector's goal of reducing carbon emissions. A proposal was prepared for investment opportunities in the transport and construction sectors that are linked to reducing carbon emissions, in addition to a study of the enablers supporting investment, summarised in 28 investment opportunities: 18 in the transport and logistics sector, 10 in the construction sector, and 11 enabling initiatives to encourage investment in them.
- Establishing an executive programme for the foreign trade system to achieve international performance indicators and the targets of Oman Vision 2040 for foreign trade, and launching 14 initiatives to develop foreign trade in the areas of export, import and re-export, in cooperation with the Ministry of Commerce, Industry and Investment Promotion.
- Work on the Sultanate of Oman's readiness to join the World Bank's Ease of Doing Business Index, by developing a clear methodology to improve gaps through the analysis of more than 800 sub-indicators of the index, and then coming up with 24 immediate reform initiatives that have been completed, in addition to developing and following up on the implementation of 17 improvement/stimulus initiatives for the business environment to be completed by 2025.

Second edition: National Programme for Private Sector and Foreign Trade Development 2024-2025

During 2024, the programme worked on designing a strategic programme that ensures the integration of national efforts, focusing on developing new initiatives to enhance the private sector locally and globally, in order to achieve the priority of the private sector, investment and international cooperation in Oman Vision 2040, to become the National Programme for Private Sector and Foreign Trade Development, working side by side with relevant entities and involving representatives of the private sector from various sectors and companies. The initial focus was on studying the current situation and then developing a package of initiatives for 2025. **These initiatives were launched in phases in collaboration with stakeholders and include the following:**

- **Private Sector:** This stream focuses on developing and empowering Omani companies and increasing the competitiveness of national products and services at the global level, based on a scientific methodology that follows international best practices in private sector development. The stream is based on analysing gaps and areas for improvement in the local private sector system, in partnership with relevant authorities. **Current initiatives for this stream include:**
 - Creating the necessary platforms to involve the private sector in economic and financial decision-making
 - Governance of family businesses to achieve sustainability and growth
 - Growing medium-sized companies into large companies

■ **Foreign Trade:** This stream aims to develop initiatives and tools that enable the private sector to enhance its use of trade agreements through interactive platforms and guidance manuals. It also develops a flexible scientific mechanism for evaluating international economic partnerships at the strategic level, in addition to preparing a national training programme aimed at developing negotiation skills to enhance the efficiency of interaction with international markets. **The current initiatives of this stream are:**

- Developing and activating the national matrix for evaluating trade exchange
- Maximising the benefits of international agreements: trade exchange programme with selected countries (United States of America and East African countries)

■ **Value Chain Development in Economic Clusters:** Addresses the development of local value chains and economic sectors, working in collaboration with relevant entities such as the National Economic Diversification Programme to build comprehensive visions for integrated economic clusters, including:

- Manufacturing - Integrated economic cluster for aluminium industries in Sohar.
- Mining - Integrated economic cluster for Shalim minerals region.
- Food security - Integrated economic cluster for Najd agricultural region and the fisheries cluster in Qurayat.
- Logistics services - Integrated economic cluster for cold chains in Duqm.

This is achieved through a technical methodology that includes preparing detailed fact files for the clusters, followed by technical and financial analysis of the required infrastructure readiness and investment incentive requirements, based on the targeted investment opportunities in these clusters, for which the targeted economic impact of each is calculated, in preparation for targeting investors with the relevant teams.

Unified national promotional identity

A unified national promotion plan was developed by Nazdaher programme in cooperation with relevant authorities. The project to prepare the unified identity and promotion plan for the Sultanate of Oman has been assigned to Bloom Consulting, an international consulting firm specialising in the development of national identities. **The following are the most notable achievements:**

- **Launch of the unified national promotional identity for the Sultanate of Oman under the patronage of His Majesty Sultan Haitham bin Tarik Al Said, may God protect and preserve him.**
- **Adoption of the slogan “Partnership”, which reflects the Sultanate of Oman’s approach to building strategic relationships based on trust and cooperation, and embodies its geographical location as a hub connecting East and West.**
- **Global launch in Davos:** The promotional identity was launched globally during Oman’s participation in the World Economic Forum (Davos) in January 2024, in the presence of international delegations, global investors and international media, **which contributes to:**
 - Consolidating Oman’s international standing.
 - Strengthening international partnerships.
 - Promoting promising investment opportunities.
 - Attracting foreign investment.
- Supporting economic diversification efforts.
- **Establishment of the Promotional Identity Office:** The Promotional Identity Office of the Sultanate of Oman began its work in the first half of 2025, and the unified reference framework for the use of identity was circulated to all state administrative bodies by the General Secretariat of the Council of Ministers..
- **National Capacity Building Programme:** Specialised workshops were launched as part of a programme to build capacity in managing the promotional identity and its visual tools, and activating them in upcoming national activities to ensure consistency and a professional appearance for the identity, with the participation of:
 - Government agencies.
 - Oman Investment Authority’s companies.
 - The private sector.
 - Media agencies.
 - Content creators.

National Programme for Financial Sustainability and Financial Sector Development (Estidamah)

- **Providing diverse financing options for small and medium-sized enterprises:** The initiative aims to finance small and medium-sized enterprises. The first phase of establishing the Omani Business Growth Fund has been completed, and agreement has been reached on the fund's operating mechanism, governance, financial model and legal framework. The investment agreement with participating banks is expected to be signed by the end of the third quarter of 2025, to formalise the financial and legal commitment. The development plan to enhance the role of the Development Bank in supporting SMEs in the targeted sectors has also been approved, in line with the objectives assigned to the Bank following its reorganisation in terms of financing ceiling and capital increase in accordance with Royal Decree No. (84/2023).
- **Directing financing to target sectors:** Through joint efforts, the programme indicator related to financing target sectors was achieved, with financing directed by commercial banks to the target sectors in Oman Vision 2040 increasing by approximately 14%, representing 23% of the total lending portfolio of commercial banks.
- **Activating the capital market as a financing option:** The capital market incentive programme was launched under royal directives and included the following three initiatives: Encouraging companies wishing to benefit from the programme to convert to public joint stock companies and list them on Muscat Stock Exchange, establishing a market for promising companies with the aim of providing a new financing option for start-ups, small and medium-sized enterprises, private companies and family businesses, and encouraging the conversion of

limited liability companies into closed joint stock companies. A Royal Decree (18/2025) was issued to establish the market, and the Financial Services Authority subsequently issued the market's regulations.

- **Improving liquidity levels in the capital market:** Five local and foreign companies specialising in providing liquidity were licensed to enhance trading activity and support market stability. A liquidity fund was established to support trading operations and boost investor confidence, in addition to providing new financial tools such as lending, borrowing and covered short selling, which offer investors a wider range of options. These initiatives aim to upgrade Muscat Stock Exchange from a frontier market to an emerging market.
- **Enhancing the attractiveness of foreign investment:** A clear implementation plan has been finalised to establish an independent and flexible global financial centre that aims to attract wealthy individuals, boost foreign investment flows and achieve the economic and

investment targets of Oman Vision 2040. The project to establish the financial centre is currently being implemented in accordance with the approved plan.

- **Developing the legal and regulatory framework for the financial sector:** Reviewing, updating and creating laws, legislation and regulatory frameworks related to the banking sector and capital market in line with the initiatives of the Financial Sector Development Plan (Banking Law, Insolvency Law, regulations on securities lending and borrowing activities, and covered short selling), in addition to preparing a detailed proposal for the long-term development of the legal and regulatory framework and permanently closing gaps in the current legislative system, such as studying and assessing the impact before and after the issuance of laws, continuously reviewing laws, legislation and regulations, monitoring the implementation of existing laws, and assessing the need to introduce new laws.

■ **Developing a green/sustainable finance system:** Initiatives related to green/sustainable finance have been completed, including the development of legislative and regulatory frameworks, to enhance the readiness of the financial sector to provide and attract green/sustainable finance to support green/sustainable projects in the public and private sectors that are eligible according to the triple bottom line governance criteria (environmental, social and corporate governance). This was followed by the establishment of Oman Net Zero Centre under Ministerial Decision No. (2024-35) issued by the Ministry of Energy and Minerals, to complement efforts related to achieving the objectives of the Net Zero Strategy and implementing related projects, which will contribute to increasing energy efficiency and reducing carbon emissions, thereby strengthening Oman's global position in addressing climate change and supporting innovation in sustainable energy, and consequently boosting the confidence of

investors and global climate finance organisations.

■ **Promoting financial technology:** The number of licensed financial technology companies increased from 11 in 2022 to 20 in 2024. A unified national strategy for financial technology has also been developed in line with the objectives of Oman Vision 2040, aiming to build a strong foundation for the financial technology sector, promote innovation and support the efforts of players in this field. In addition, a vision has been developed to create an Oman FinTech portal, which will serve as a unified platform to attract and facilitate cooperation between local and global investors, by aligning the authorities involved in licensing and establishing FinTech companies, thereby enhancing Oman's competitive advantage in the field.

■ **Enhancing international cooperation in the development of the financial sector:** Signing a memorandum of understanding with State Street Global to enhance

cooperation related to financial technology, green finance and human resource development in the financial sector. State Street is one of the world's leading banks and one of the largest asset management companies.

■ **Promoting financial literacy:** Cooperation with Alizz Islamic Bank to launch a financial literacy series, in partnership with a group of magazines specialising in creating content suitable for young investors and children. The team continues to work on initiatives related to university students and employees through the implementation of the Investment and Savings Hackathon Camp, in collaboration with Sultan Qaboos University. This collaboration seeks to establish a number of projects and programmes that spread and promote financial literacy among all segments of society, in line with the objectives of the National Framework for Promoting Financial Literacy. In addition, interactive courses specialising

in financial management and project organisation are being launched, aimed at empowering individuals and small and medium-sized enterprises.

■ **Developing human resource:** Agreement with the relevant authorities on the appropriate mechanism to improve educational curricula, in order to keep pace with developments in the financial sector and support specialised qualifications. Curricula have been reviewed and a new concept for them has been developed, in line with the provision of qualified and specialised human resources in the financial sector, with the aim of raising the level of human competencies and linking academic and professional skills, certificates and experience to jobs in the financial sector, while providing bridging programmes through on-the-job training for some specialisations in the mid-career and executive path for students approaching graduation, with a focus on the future skills required in the financial sector's labour market.

Government Digital Transformation Programme

Government digital transformation efforts play a major role in enhancing the contribution of the digital economy to GDP, by developing value-added digital government services, and enabling entities to adopt digital operating models that increase performance efficiency and promote institutional integration. This empowerment leads to the expansion of digital economic activities and supports the readiness of sectors to benefit from the national digital environment. Digital transformation also contributes to the provision of integrated services that accelerate procedures, improve the beneficiary experience, and increase the efficiency of government operations, creating added digital value that promotes growth in the national economy.

The Programme continues to employ information and communication technologies across a range of pillars, including: simplifying procedures, providing proactive services, integrating and making data available, developing an advanced digital infrastructure, and promoting the development of shared digital platforms and solutions. The programme is a key enabler for all priorities of Oman Vision 2040, as it intersects with its various development pillars. During the past period, it has achieved tangible progress in digital transformation indicators across various streams, **most notably:**

Achieving excellence and innovation in providing high-quality digital services, and improving productivity and the digital user experience

- Classifying and cataloguing 4,100 government services, including all service information
- Simplifying 280 priority shared services and 16 beneficiary journeys through Manjam labs to simplify government procedures
- (96%) 2,754 priority government services have had their procedures simplified
- (74%) 1,872 priority government services digitised
- Launch of the unified national open data portal
- Launch of Unified portal for government services (33 integrated digital services, 94,000 registered users and 113,000 requests by June 2025)

- Launch of the National Platform for Proposals, Complaints and Reports (Tajawob)
- Launch of Oman Business National Platform (updated version)
- Launch of the National Platform for Charitable Donations Management (Jood)
- Launch of the National Emergency Management Platform
- Launch of the pilot phase of the digital identity project (Thiqah)
- **Launch of smart applications to promote smart and mobile services:**
 - Protection app for the Social

Protection Fund

- Ma'ak app for the Ministry of Labour
- Nagi app for the Environment Authority
- Jadarah app for Oman Investment Authority
- Al-A'mal app for the Ministry of Commerce, Industry and Investment Promotion
- Tanmiya app for governorates development
- Al-Athar app for the Ministry of Interior
- Ta'akkad app for the Tax Authority
- Amlak app for the Ministry of Housing and Urban Planning
- Nidaa app for the Public Authority For Civil Defence And Ambulance
- Mashareq app for the A'Sharqiyah South Governorate



Developing digital infrastructure and enhancing enterprise resource management in the government sector

- 86% Development of digital infrastructure for government institutions providing critical services.
- 52% of government digital solutions providing essential services hosted in the cloud environment provided by the private sector.
- 90% readiness of government institutions to implement remote working.
- 163 million number of data records exchanged digitally via the national integration platform.
- More than 60% of government institutions targeted by the programme have an IT risk management framework and a digital business continuity plan.
- 86% of government institutions have solutions to monitor the efficiency of internal digital services.
- **Innovation in the development of new shared digital solutions and systems:**
 - Launch of the National electronic document management system
 - Launch of the National System for Planning, Evaluation and Performance Monitoring (Adaa)
 - Launch of the National Health Insurance Management System (Dhamani)
 - Launch of the National Records Centre
 - Launch of the National System for Government Asset Management (Osool)
 - Development of the Unified Government Financial System (Maliya)
 - Launch of the Digital Services Readiness and Maturity Measurement System
 - Launch of the Unified Digital Directory for Indexing Government Services
 - Launch of the Digital Services Integration Interface Index

Promoting digital transformation in Oman governorates and supporting decentralisation

- Independence and enhancement of the digital infrastructure provided for enterprise resource management solutions and applications in all governorates.
- Launch of websites for all governorates.
- Improvement of the “Injaz” shared system services for the provision of health and technical services.
- Completion of tender procedures of the unified municipal system project.
- **Innovation in the development of new digital solutions:**
 - Developing the electronic system for reconciliation and settlement (Taswiyah).
 - Smart Hat project to improve remote communication efficiency and enhance municipal services and work in A'Sharqiyah South Governorate.
 - Internet of Things project in smart lighting management in A'Sharqiyah South governorate and Musandam Governorate.
 - Designing the Al-Marid Market using VR technology for the A'Sharqiyah North Governorate.
 - Developing smart inspection glasses and an AI-based slaughterhouse monitoring project for A'Dhahirah Governorate.
 - Monitoring construction projects using drones, supported by artificial intelligence technologies for A'Dakhiliyah Governorate.
 - Satellite and artificial intelligence project for urban and environmental data analysis in A'Sharqiyah South Governorate.

Empowering national talent, change management and digital innovation

- Organising more than 300 practical sessions to enable government entities to master digital transformation.
- Launching a master's programme in digital transformation and innovation in collaboration with the University of Technology and Applied Sciences.
- Organising the first and second sessions of the Digital Transformation Excellence Forum.
- Organising the first edition of the Digital Transformation Excellence Award.
- Implementing a digital transformation project management camp and training 60+ government employees.
- Conducting workshops to prepare change leaders for government digital transformation and empower competencies in digital innovation.
- **Developing and launching guidelines and enabling tools for government digital transformation:**
 - Issuing regulations for government digital transformation.
 - Issuing a digital transformation project management guide.
 - Issuing a digital community participation guide.
 - Issuing a digital accessibility guide.
 - Issuing a digital user experience guide.
 - Issuing a guide for developing mobile applications for people with disabilities.
 - Releasing a general policy for the safe and ethical use of artificial intelligence systems.
 - Developing a strategy and change management framework for digital transformation.
 - Developing the regulatory framework for national data governance and management.

Improving digital community engagement and strengthening relationships with beneficiaries for digital transformation

90+ digital community consultations implemented across various government institutions and governorates.

Organising **15+** periodic gatherings for heads and members of government digital transformation teams.

Launching the "Tahawul" visual identity and implementing awareness and marketing campaigns for government services and digital transformation.

Launching the government digital content strategy.

Launching the Governorates Ambassadors for Digital Transformation initiative.

Achieving partnership with the private sector and supporting small and medium-sized enterprises

- Strategic and investment partnership with Oman Investment Authority, represented by the ITHCA Group.
- Strategic partnership with the Royal Academy of Management, the University of Technology and Applied Sciences, and the Oshrm Society for Human Resource Management, to manage the implementation of the National Competency Empowerment Programme for Government Digital Transformation.
- Signing a strategic partnership agreement with the Youth Centre to enable the Government Digital Transformation programme.
- Signing an agreement with Gartner International for cooperation and provision of consulting services to enable Government Digital Transformation.
- OMR 15,287,626 million Total cost of projects assigned to small and medium-sized enterprises.
- Cooperating with 190+ small and medium-sized enterprises, to implement government digital transformation projects.
- 17 projects were assigned for implementation through investment and strategic partnerships in collaboration with the ITHCA Group.

In addition to the achievements made within the programme's streams, it has recorded a series of successes that have been reflected in the improvement of indicators related to digital transformation, and have contributed to strengthening Oman's position at the regional and international levels. Among the most notable are:

- First place in West Asia and ninth place globally in the field of open data for 2024.
- Ranked 41st globally in the E-government Development Index for 2024, according to a report of the Department of Economic and Social Affairs of the United Nations Secretariat.
- Ranked 22nd globally in the Communications Infrastructure Index for 2024, according to the report of the Department of Economic and Social Affairs of the United Nations Secretariat.
- Ranked in the first category in 2024 Cybersecurity Index, according to a report by Park Cybersecurity.
- 72% in 2024 e-government and mobile services maturity index.
- 77% average satisfaction of beneficiaries of digital services for 48 government institutions.
- The average performance of government institutions in meeting the requirements of government digital transformation rose to 81% by May 2025, compared to 57% in December 2020.

National Employment Programme «Tashgheel»

The National Employment Programme was launched in July 2021 as an executive arm to achieve Oman Vision 2040, with the aim of finding sustainable employment solutions by analysing the supply and demand system in the labour market. The programme focuses on developing quality training and qualification programmes, strengthening legislation and databases, and building a qualification system that suits the needs of the Omani labour market. Tashgheel programme develops, implements and monitors a number of initiatives to achieve its objectives, **the most notable of which are:**

■ **Marsad platform:** This platform aims to predict and simulate labour market requirements with high efficiency, using advanced modelling and predictive analytics. It provides detailed and accurate data to decision-makers, job seekers and students in various educational institutions.

■ **Khuta Career Guidance Platform:** Khuta Career Guidance Platform: This is a national electronic platform launched in 2023 to support academic and career guidance. The second package of the platform was launched in July 2024, providing comprehensive services to students and job seekers, including databases of academic programmes and professions, aptitude and leadership trait assessments, artificial intelligence services, CV preparation, and career counselling sessions. By mid-2025, it had reached more than 26,000 beneficiaries and had more than 79,000 visitors, enhancing the readiness of national cadres for the labour market.

■ **Tawteen Platform:** The platform was launched in September 2024 as part of efforts to promote national employment in an advanced digital environment. It is an integrated and intelligent platform for managing all stages of the recruitment process, from attracting and efficiently managing talent, to rigorous performance evaluation, to the use of tracking and monitoring tools that ensure transparency and full compliance with labour and employment laws and regulations. As of June 2025, more than 1,950 companies have registered on the platform, more than 3,200 job vacancies have been advertised, and more than 130,000 users have registered. The platform is a key pillar in the digital transformation of the employment strategy, relying on artificial intelligence technologies and advanced tools to measure employment indicators and local content, ensuring the comprehensive development of the national employment system. It also contributes to activating

and organising institutional partnerships between different sectors to enhance employment opportunities for Omanis, through the use of modern technologies and linking them to measurable performance indicators.

■ **Employment governance committees in economic sectors:** Eighteen employment governance committees were formed in economic sectors during 2024 and 2025, covering food security, tourism, logistics, information technology, communications, energy and minerals, health, sports, public services, real estate development, wholesale and retail, construction, special and free economic zones, higher education, school education, financial services, banking and media. The employment governance is a regulatory framework that aims to achieve integration between actors in the labour market, by establishing clear mechanisms for the distribution of roles and responsibilities to ensure the highest levels of

efficiency, transparency and accountability. The objectives of this governance focus on promoting job stability, increasing human resource efficiency, achieving a balance between supply and demand in the labour market, promoting local content by targeting employment in vital sectors, and supporting economic and social development.

■ **Self-employment support packages:** These packages aim to provide integrated and interconnected facilities for self-employed persons. A set of legislative and regulatory enablers has been developed, along with facilities including financing services, self-employment platforms, account management services, and social protection, thereby contributing to the sustainability and development of self-employment. A guide has been issued, and the number of activities listed under the self-employment category has reached 70.

National Carbon Neutrality Program

- The National Carbon Neutrality Programme was launched in January 2023, with the aim of developing and following up on initiatives to achieve an orderly transition to net zero, in cooperation with relevant sectors, and in accordance with the National Strategy for an Orderly Transition to Net Zero, which was one of the outcomes of the Carbon Management Lab implemented in September-October 2022.
- The programme implemented three workshops (Hiyad 1-3) with the aim of developing initiatives and projects that contribute to achieving zero neutrality.
- In the first and second phases, the programme developed and followed up on 104 projects and initiatives in six key sectors aimed at reducing carbon emissions.
- The programme launched a package of 108 projects and initiatives after implementing the third phase of initiative development workshops (Hiyad 1-3) in November 2024.
- Oman Net Zero Centre was established in December 2024 to support Oman's efforts to achieve its net zero targets by 2050 through developing updated strategies, monitoring the implementation of net zero projects, including energy efficiency, and providing technical support to government and private entities.
- With the adoption of Oman Net Zero Centre's structure and operations, the tasks and assets of the National Carbon Neutrality Programme were transferred to the centre in December 2024.

- The centre continues to conduct technical workshops for sectors, update the strategy and develop the national neutrality plan from February to May 2025, in addition to developing a greenhouse gas calculation platform.
- The Energy Efficiency in Government Buildings Project (Phase I) has been awarded, which is considered as one of the initiatives to reduce emissions in the energy sector.

Laws and legislation related to economic affairs

The priority seeks for an effective and enabling economic legislative system that keeps pace with changes. The previous phase of the Vision witnessed the development and review of legislation related to economic affairs, **most notably:**

- **Royal Decree No. 56/2025 issuing the Personal Income Tax Law:** This law is a step forward in the path of financial reform and aims to achieve tax justice, diversify public revenues, and support social protection programmes.
- **Royal Decree No. 39/2025 promulgating the Electronic Transactions Law:** This law provides a secure and reliable legal environment for digital transactions and promotes digital transformation in the public and private sectors, by regulating signatures and improving the quality of electronic services.
- **Royal Decree No. 38/2025 promulgating the Special Economic Zones and Free Zones Law:** This law establishes a unified legal framework to attract local and international investment, and provide competitive incentives that contribute to stimulating economic growth and generating employment opportunities in special economic zones and free zones.

- **Royal Decree No. 37/2025 promulgating the Financial Law:** This law is the cornerstone for controlling public spending, enhancing financial transparency, and ensuring the efficient preparation and implementation of the state budget.
- **Royal Decree No. 2/2025 issuing the Banking Law:** This law promotes financial stability and keeps pace with global developments in the banking sector, while supporting financial inclusion and protecting customer rights.
- **Royal Decree No. 47/2024 promulgating the Bank Deposit Protection Law:** This law strengthens customer confidence in the banking system by guaranteeing deposit protection and reducing risks to savers, thereby encouraging savings.
- **Royal Decree No. 22/2025 issuing the Diplomatic and Consular Corps Law:** This law regulates Omani diplomatic

affairs and updates the legal frameworks related to external representation to reflect the international standing of the Sultanate of Oman.

- **Royal Decree No. 68/2023 promulgating the Public Debt Law:** This law regulates public debt policies and instruments to ensure the minimisation of financial risks.
- **Royal Decree No. 53/2023 promulgating the Labour Law:** This law aims to activate the roles of the parties involved in the labour market (government, employers and workers).
- **Royal Decree No. 46/2022 promulgating the Securities Law:** This law regulates transactions related to securities and protects the interests of traders, in order to ensure the integrity and efficiency of the securities market and achieve fairness and transparency in transactions conducted through it.

Foresight

- Establishment of the National Foresight Office within the Ministry of Economy, with the aim of increasing the competitiveness of the Omani economy, supporting decision-making, and enhancing planning efficiency through early identification of emerging economic trends and other opportunities.
- **The following sectors of focus have been identified:** energy, artificial intelligence and cybersecurity, water security, food security, health, education, labour market and social welfare, sustainability and climate, and geopolitical trends. The Office will study and diagnose the future of key sectors for development, provide practical insights into the future readiness of these sectors, draw up future scenarios at the sectoral level, and propose appropriate strategic alternatives to capitalise on the best scenarios and opportunities available at the strategic level.
- The establishment of the Office was accompanied by the formation of a supervisory committee and identifying its scope of work, starting with the adoption of the national strategic framework for the national system for future foresight, general supervision of the final outputs of the Office's work, and the submission of an annual report to the Council of Ministers on the progress achieved in the executive plans.

Pillars of Foresight

Transitioning foresight from a decision support tool to a leadership and transformation system

- Linking foresight outputs directly to implementation plans and institutional transformation.

Integrating artificial intelligence into foresight processes

- Using algorithms to analyse weak signals and major trends.
- Big data-driven scenario generation tools.

Moving foresight from the national to the institutional level

- Building foresight capabilities within ministries, institutions, and agencies rather than limiting it to centralised units only.

Focusing on community participation

- Involving citizens, youth, and entrepreneurs in envisioning and shaping the future.

Emergence of digital tools and technologies

- Interactive tools that help track changes and generate scenarios in real time.

Future indicators and proactive assessment

- Developing assessment systems for the level of future readiness in policies, projects, and institutions.

Values foresight

- Integrating local values and culture into scenario building and setting future priorities.

National leadership development

- With the aim of developing national leadership at various administrative levels and empowering Omani talent in the public and private sectors to enhance the competitiveness of the national economy, “leadership communities” have been developed to serve as a national reference for executive learning and the development of administrative and promising leaders, and a platform for administrative thought and knowledge foresight through applied studies and research related to human capital and associated knowledge. This is done through the establishment of three specialised centres of excellence (non-structural), namely:
 - **Leadership Centre:** Focuses on qualifying national leaders in the public and private sectors, to prepare senior leaders responsible for formulating vision strategies, and empowering middle and future leaders involved in implementing strategies.
 - **Local Administration Centre:** Aims to support governorate’s officials in achieving balanced local development, by providing them with global best practices that enhance competitiveness at the governorate level, through learning programmes for various administrative levels in the governorates and meetings with practising leaders (governors and mayors from different countries around the world), learning about international experiences, and internal and external field meetings.
 - **Future Readiness Centre:** Specialises in monitoring future trends, analysing global shifts, and identifying emerging opportunities in vital sectors to build renewed leadership capable of keeping pace with change and understanding the requirements of the future.

- Focusing on leaders at all administrative levels (senior leaders, supervisory positions, executive positions, specialised positions, new employees) from the public and private sectors and local administration, in order to provide opportunities that contribute to maximising their capabilities in ways that achieve sustainability from an economic and social perspective and benefit the present without affecting the future.
- Providing development opportunities for 1,802 beneficiaries from the government and private sectors, civil society, and specialised councils during the period (June 2024-June 2025).
- Launching the “Tasmo” initiative to develop the leadership skills of Omani women, with the participation of 49 Omani women leaders from the public and private sectors and civil society.
- Delivering 29 programmes and initiatives for leadership development at various administrative levels during the period (2024-June 2025), benefiting 1,306 participants.

Leadership development programmes and initiatives at various administrative levels

Programmes	Number of batches/ tracks
2024	
Public Policy and Strategic Planning Programme (undersecretaries Track) - Second batch	1
Public Policy and Strategic Planning Programme (General Managers Track) - Second batch	1
National Programme for Leadership Development and Future Foresight - Fourth batch	1
National Programme for Chief Executives	1
Tasmo Initiative for Developing the Leadership Skills of Omani Women	1
Future of Work in Government Programme	1
Elmam Programme for Training New Employees in the Public Sector	4
Executive Programme for Institutional Resilience and Risk Management	1
Future Leaders Programme	1
National Programme for Empowering Omani Middle Management in the Private Sector “Etimad”	1
Capacity Building Programme in Protocol and Rules of Conduct	1
2025	
Community Outreach Programme	1
Public Speaking and Influence Programme	1
Najiz Programme for the Supreme Judicial Council	1
Elmam Programme for Training New Employees in the Public Sector	5
Programme to strengthen planning and economic capacities in the governorates	1
Municipal Council Members Programme	5

Conclusion

Priority indicators have shown continuous improvement, although this improvement has sometimes not been at the targeted pace. Gross domestic product has achieved continuous growth since 2021, with a growth rate of 3.4% during the period 2021-2024, while the budget surplus indicator continued to achieve the healthy ratios targeted in the vision, and the regulatory quality indicator points to an upward improvement. Overall, the improvement achieved in this priority reflects the efforts made to activate economic leadership, through the introduction of tools that have contributed to steering the economy and development, the most notable of which was the national programmes, which, despite their novelty, had a clear impact on the various priorities of the economic pillar. Efforts to develop national leadership have also contributed to the activation

of economic leadership in its comprehensive sense.

The next phase calls for the sustainability of the projects and initiatives achieved by the national programmes, working continuously on the methodologies of these programmes in accelerating and moving forward with strategic matters that intersect with several government agencies, to ensure the integration of efforts and maximise impact. There is also reliance on the "Financial and Economic Framework for Reducing Dependence on Oil" project, to establish a roadmap for economic diversification and serve as a planning reference for leadership.





Priority: Economic Diversification and Fiscal Sustainability

Strategic direction

A diversified and sustainable economy based on technology, knowledge and innovation, operates within integrated frameworks, ensures competitiveness, embraces industrial revolutions and achieves fiscal sustainability

objectives of the priority



To identify, every five years, sectors that drive economic diversification and others that are integrated with it



A competitive, diversified and integrated economy based on foresight, innovation and entrepreneurship



Integrated, sustainable, and informed fiscal, monetary, and economic policies, and budgets that effectively utilise public revenues



An interconnected research and development system between different sectors and institutions



An advanced infrastructure and technology that enables all sectors and is capable of accommodating new developments and cybersecurity challenges



A regulatory environment and legislation characterised by innovation, flexibility, keeping pace with developments and ensuring equal opportunities

Indicator	2030 Target	2040 Target
Economic Complexity Index	Value > 1.186 or top 20 countries	Value > 1.577 or top 10 countries
Oil/Non-Oil Share of GDP	Oil: 16.1% Non-oil: 83.9%	Oil: 8.4% Non-oil: 91.6%
Non-oil revenues to GDP	15%	18%
Current account deficit or surplus to GDP ratio	-7% deficit	-1.5% deficit
Total public expenditure to GDP ratio	34%	25%
Gross debt to GDP ratio	Does not exceed 60%	Does not exceed 60%

Priority importance in the vision

Economic diversification and fiscal sustainability is among the most important priorities in the vision, as it guides the course of economic sectors. Therefore, the success of other priorities in the economy and development pillar, such as the private sector, investment and international cooperation, the labour market and employment, and development of governorates and sustainable cities, depends largely on the success of the economic diversification and fiscal sustainability priority targets.

Economic Complexity Index

Classification

Benchmark reading 2022	Current reading 2023	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The index measures the efficiency of the economy through an economic equation that measures the degree of development of local products, the depth of interconnections between sectors, and the promotion of productivity in comparison with other countries. It also measures the added value of the private sector and the link between different institutions, that would allow for increased knowledge intensity and enhanced income generated from economic activities.

The index showed a decline in both value and ranking according to the latest reading for the year (2023), with Oman's ranking falling from 73 to 76 in parallel with a decline in value from (-0.20) to (-0.25), however, it should be noted that the index readings change continuously and retroactively for previous years, which negatively affects the ability to track the overall movement of the index.

Oil/Non-Oil Share of GDP

Non-Oil Share

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The index measures the contribution of oil and non-oil sectors to GDP. Non-oil sectors achieved sustained growth, though slight, for the period (2022-2024), reaching 72.5% by the end of 2024, which is the highest contribution rate recorded for non-oil sectors. On the other hand, the oil sectors' contribution index achieved a positive decline for the same

period, reaching 31% by the end of 2024. Preliminary figures for sector growth indicate that the manufacturing sector achieved growth of 7.5%, while the agriculture and fisheries sectors grew by 7.2% (3.7% for agriculture and 11.8% for fisheries). Accommodation and food services activities recorded negative growth of (-3.3%).

Current account deficit or surplus to GDP ratio

Ratio

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------

4.00%

1.80%

-7%
deficit

-1.5%
deficit

The current account deficit is directly linked to the availability of the state's foreign reserves. It occurs when exports are less than imports and affects the state's ability to pay due to scarce financial flows. The index moved from a deficit of -16.7% in 2020 to a surplus in the last three years. This improvement was a natural result of higher oil prices. The index recorded a slight decline in 2024 compared to 2023 due to lower oil prices, but still achieved a surplus of 1.83%, higher than the target set in the Vision, which aims for a

current account deficit or surplus of -7% of GDP in the period 2021-2030. It should be noted that the current account fell from OMR 1.014 billion in 2023 to OMR 751 million in 2024, affected by a 6.8% decline in commodity exports and a 12.1% increase in commodity imports. However, the ratio of the deficit to GDP is directly affected by oil prices, as oil is the dominant export product, which calls for efforts to diversify exports and localise imports.

Total public expenditure to GDP ratio (at current prices)

Ratio

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------

31.60%

29.50%

34%

25%

The indicator aims to measure public spending to GDP at current prices, with a target of 34% of GDP in 2030 and 25% in 2040. Preliminary financial data for 2024 showed a high ratio of 29.5%, which is 1% higher compared to the spending ratio achieved in 2023.

These reductions exceed the 2030 target for the index. Preliminary figures released by the Ministry of Finance show that actual spending for 2024 reached OMR 12.134 million, compared to OMR 11.607 million in 2023.

Non-oil revenues to GDP (at current prices)

Ratio

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------

7.80%

8.50%

15%

18%

This indicator measures the diversity of government revenue sources by measuring the growth of non-oil revenues as a percentage of GDP. It helps assess the effectiveness of economic diversification policies and the utilisation of other revenue sources to achieve financial stability and sustainable growth. The indicator is measured as a percentage of GDP and reached 8.53% in 2024 compared to 8.66% in 2023. Non-oil government revenues remained relatively stable at the end of 2024, reaching OMR

3.507 billion compared to OMR 3.524 billion in 2023. The annual growth rate of non-oil revenues during the period (2021-2024) reached 6.8%. The movement of the index is driven by improvements in the imposition of taxes, the efficiency of tax recoveries, particularly corporate and institutional income tax, and growth in non-oil sectors. With the continued improvement in the efficiency of tax recoveries, the index may slow down in the future if it is not accompanied by growth in non-oil sectors.

Gross debt to GDP ratio

Ratio

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------

41.90%

35.40%

Does not
exceed
60%

Does not
exceed
60%

The ratio of total public debt to GDP continues to improve. Preliminary data from the Ministry of Finance indicate that public debt will decline from OMR 15.2 billion at the end of 2023 to around OMR 14.4 billion in 2024, a decrease of OMR 0.8 billion, achieving a positive reduction as

a percentage of GDP from 37.6% in 2023 to around 35.4% at the end of 2024, which is in line with the target set in the Vision (not to exceed 60%). This is due to efforts to increase spending efficiency and direct fiscal surpluses towards debt reduction.

Key efforts and achievements



Establishment of the Fourth Industrial Revolution Centre in the Sultanate of Oman



+ OMR 85 million Value of investment deals and projects signed at COMEX 2024



584 investment projects in the heritage and tourism sectors during the period 2021-2024, with investments amounting to OMR 2.59 billion



+74,000 tourists arriving on charter flights from target markets



OMR 80 million worth of public and private investments in artificial intelligence



200% growth rate in knowledge production in artificial intelligence during (2023-2024)



238 Government-owned tourist lands utilised in various governorates



21 heritage sites invested in by the end of 2024, compared to one only in 2020



USD 40 million Estimated total value of agreements signed by Omani technology companies at LEAP 2024 in Saudi Arabia



Increase in total agricultural (plant and animal) and fish production from 4.9 million tonnes in 2023 to 5.2 million tonnes in 2024



First satellite officially registered with the United Nations under the name of the Sultanate of Oman



OMR 2.3 billion Value of investment projects in the logistics sector



Increase in total plant production volume from 3.7 million tonnes in 2023 to 3.9 million tonnes in 2024



48 Tenders awarded in the transport and logistics sector, worth OMR 447,048,167 million

Key efforts and achievements



Launch of Oman Future Fund with a capital of OMR 2 billion



OMR 2.8 billion government investment commitments by the end of December 2024



OMR 107 million investment value in the minerals sector by the end of 2024



Increase in the food self-sufficiency rate from 66.2% to 69.0% by the end of 2024



Increase in the capacity of the container terminal at the Port of Salalah



Launch of Oman's first scientific space rocket



Upgrade in Oman's credit rating



Awarding of tenders related to the development of the integrated economic zone in A'Dhahirah Governorate



Issuance of the Public Debt Law and its executive regulations



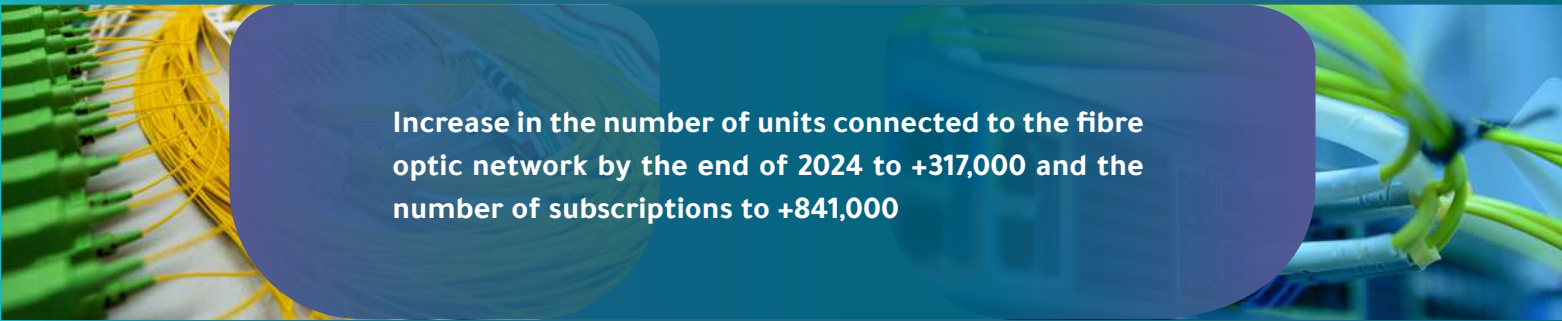
Listing of five companies affiliated with Oman Investment Authority and a real estate fund in Muscat Stock Exchange



Signing of a concession agreement for the management, operation and development of the Port of Suwayq



Signing of an agreement to develop and operate the first phase of Al-Rawdah Special Economic Zone (Wilayat of Mahdah, Al Buraimi Governorate)



Increase in the number of units connected to the fibre optic network by the end of 2024 to +317,000 and the number of subscriptions to +841,000



Increase in the percentage of local content in the total value of contracts by Oman Investment Authority to 32.4%

Key efforts and achievements



Opening of a drone factory



Increase in the value of government contracts awarded to small and medium-sized enterprises to 15% in 2024, compared to 7% in 2023



Establishment of a centre for semiconductor design



Activation of "Rabt" platform to connect suppliers with buyers during the review of government contracts and documents



Implementation of a "pre-purchase" policy in government procurement contracts



OMR 1.9 billion Committed investment added in 2024 in special economic zones and free zones

Key efforts and achievements



44 projects approved by Oman Future Fund in partnership with local and international partners



Reduction of the debt of companies affiliated with Oman Investment Authority through the repayment of loans worth OMR 1.2 billion before their maturity between 2022 and 2024



Launch of the Omani Building Code to improve the quality and efficiency of construction projects



Reduction of public debt to approximately OMR 14.3 billion, or 34.7% of GDP at current prices, by the end of the first quarter of 2025



Issuance of the Financial Law in accordance with Royal Decree No. (37/2025)



OMR 750+ million worth of partnership and development agreements for Sultan Haitham City



Transition to a programme and performance budget that links expenditure and revenue to the strategic and executive plans of government entities

Economic diversification

More than 25 initiatives were framed, and 12 of them were aligned and assigned to the relevant authorities to prepare implementation plans, with the development of performance measurement indicators to ensure the achievement of the targeted economic impact. These initiatives included the following:

- Utilising mining industry waste through the application of recycling and environmental sustainability practices (e.g. slag, sulphate and marble powder) to produce materials with added economic and environmental value
- Manufacturing solar panels locally to meet the growing demand in the green hydrogen sector
- Improving fisheries standards and specifications, with the aim of raising the quality of Omani fisheries products in line with international standards
- Preparing a roadmap for agricultural crops to direct farming towards the most environmentally suitable areas and increase productivity
- Investment opportunity to produce agricultural fertilisers and animal feed from mining resources (such as limestone and sulphate) to reduce dependence on imports
- Sustainability of seeds to support food security and enhance self-sufficiency in agricultural seeds
- Saline water treatment to improve sustainable agriculture, through technical and economic feasibility studies
- Reassessing the economic feasibility of mineral extraction in Musandam Governorate to boost the production of limestone and other minerals, improve limestone productivity, and revive dormant companies
- Preparing a mechanism for calculating the mining sector's contribution to GDP, including all value chain flows for the sector
- Expanding investment portfolios to increase the volume of banking sector financing for logistics services and increase credit directed to related activities
- Enhancing the economic return from existing infrastructure
- Improving the flexibility of handling rates for mining materials at seaports

Continuing to implement five integrated economic clusters, which are pivotal projects in stimulating non-oil activities and raising their production and export efficiency. These clusters included:

- The aluminium cluster in Sohar to support advanced industries
- The cold chain cluster in Duqm to serve the food and fish sectors and improve export quality
- A'Najd Agricultural Cluster to enhance the added value of agricultural products and achieve food security
- The integrated mining cluster in the Wilayat of Shalim and Al-Hallaniyat to develop industries related to Omani minerals
- The tourism cluster in A'Dakhiliyah Governorate to create a permanent tourist destination that supports the local economy

¶The financial and economic framework to reduce dependence on oil and gas by 2050, implemented by the Ministry of Economy under the supervision of the National Economic Diversification Programme, which aims primarily to promote growth, increase the contribution of non-oil activities to GDP, and diversify sources of income by establishing two economic and financial frameworks, supported by a package of programmes backed by a set of enabling policies and legislation in the short, medium and long term.

Tourism

- Promoting adventure tourism activities by licensing companies specialising in organising adventure trips and licensing Omani guides specialising in these activities, and working to launch a global centre for adventure tourism.
- Implementing a culinary and culinary arts tourism programme.
- Launching aromatic tourism to invest in natural resources such as Omani frankincense, mountain roses and aromatic flowers to enhance tourist experiences.
- Promoting therapeutic and medical tourism.
- Launching tourist trails such as the Rose Trail and the Pomegranate Trail in Jabal Akhdar, and the Copper Trail in Al Batinah North Governorate.
- Establishing tourist information centres.
- Activating the tourism economic cluster project in A'Dakhiliyah Governorate, in cooperation with Tanwee'a programme.
- Attracting quality projects in cooperation with Omran Group.
- Stimulating the aviation sector through a partnership between the Ministry of Transport, Communications and Information Technology and Oman Airports to encourage international airlines to operate flights to the Sultanate of Oman (such as Air France, British Airways and Swiss Air).
- **Implementing promotional plans to develop source markets for tourism by expanding into new markets and maintaining market share in existing markets. In accordance with the recommendations of the marketing strategy and tourism promotion plan, tourism representative offices have been activated in the following markets:**
 - Tourism representation office in the Russian market, based in the Russian capital Moscow - October 2024

- Tourism representation office in the Chinese market, based in the Chinese capital Beijing - January 2025
- Tourism representation office in the British and Irish market, based in the British capital London - January 2025

■ **Work is underway to establish tourism representation offices in a number of destinations:**

- Tourism representation office in the French, Belgian and Swiss markets, based in the French capital Paris: currently in the assignment phase.
- Tourism representation office in the Spanish and Latin-speaking markets: a tender has been launched in January 2025 to appoint a tourism implementation office in the Kingdom of Spain, specifically in the capital Madrid, which will cover both the Spanish market and Latin-speaking countries.
- Tourism representation office in the Singaporean, Indonesian, Malaysian and Thai markets, where a tender was launched to appoint a tourism representation office in the Republic of Singapore in December 2024, which will cover Singapore, Malaysia, Indonesia and Thailand.

Food security

- Implementation of a number of projects to increase the contribution of agricultural activities to GDP, including:
 - **Enhancing agricultural quarantine capabilities:** enhancing existing agricultural quarantine capabilities and increasing their efficiency to prevent or limit the entry of agricultural pests and diseases into the Sultanate of Oman.
 - **National strategy for the promotion of palm trees:** improving palm tree productivity and developing related manufacturing industries, identifying major pests and determining their direct and indirect damage to crops, conducting ecological and biological studies, and conducting studies on different control methods.
 - **Empowering research projects to advance the research sector** for the use of treated and saline water, increase productivity, reduce pests, ensure the safe use of pesticides and chemicals, and increase the productivity of palm seedlings in the tissue culture laboratory.
 - **National project for the protection of livestock:** preventing epizootic animal diseases, control and eradication of animal epidemics and common diseases, thereby enhancing production.
 - **Integrated palm pest management:** developing integrated palm pest management, which involves monitoring and controlling the spread of pests, taking the necessary measures to combat them, treating infected trees and disposing of them in a safe manner.

- Strengthening the partnership between the public and private sectors and enabling the private sector to participate actively in agricultural (animal and plant), fisheries and water investment projects. These approaches had a significant impact on achieving growth rates in domestic production and gross domestic product, as the volume of food production from plant, animal and fishery sources increased, contributing to the growth of agricultural production at an annual rate of 6.1% during the period (2023-2024), and the volume of production in the fisheries sector grew at an annual rate of 5.4% during the period (2023-2024).
- Adopting a plan to support local wheat production with approximately OMR five million until 2027, and allocating land in some governorates for its cultivation as one of the most important strategic crops in achieving food security.
- Implementation of the Food Security Lab 2024 and the creation of 41 investment opportunities worth OMR 45 million, following a series of food security labs in 2021 and 2023 that contributed to the growth of food security sectors.

■ **Implementation of a number of existing projects in the fisheries sector, including:**

- **Developing the local fisheries guidance and management system:** Developing the guidance system by contracting experts and specialists, forming guidance teams, and raising the efficiency of workers in the fisheries sector.
- **Project to increase the efficiency of the fishing fleet:** Increasing production levels, achieving high and sustainable income levels for fishermen, providing new job opportunities, encouraging young fishermen in particular to engage in the fishing profession using the new model of advanced boats, training them to use modern fishing devices and equipment, raising the level of maritime safety and reducing the risks of fishing.
- **Developing the fishing and fish farming industries:** Attracting investment from the local private sector and foreign investors in the fish farming and fishing industries.
- **Increasing and developing fish production in the Sultanate of Oman:** Increasing the catch of high-quality commercial fish, reducing fishing costs, and reclaiming barren marine areas and transforming them into areas rich in natural environment, through the installation of artificial reefs and the establishment of marine farms from artificial reefs to develop aquatic life.
- **Sustainable development of fish farming:** The project contributes to the periodic monitoring of fish farming projects by developing human and technical capacities in fish farming, and developing a national health management system for farmed aquatic life, through the rehabilitation of a specialised laboratory for aquatic health.
- **Development and rehabilitation of research centres:** Rehabilitation and development of fisheries research centres affiliated with the General Directorate of Fisheries Research, and equipping them with modern and advanced technologies to conduct applied research; to increase the competitiveness of the fisheries sector.

Digital economy

- Launching the National Programme for Artificial Intelligence and Advanced Digital Technologies in September 2024.
- Preparing and promoting high value-added investment opportunities in the field of communications and information technology.
- Implementing a national programme to support growing technology start-ups, with the aim of enabling them to expand locally and internationally and increase their contribution to the national economy.
- Stimulating scientific research and developing national skills in the fields of space, data and artificial intelligence, which contributed to a 200% growth in knowledge production in artificial intelligence (2023-2024).
- Launching the Centre of Excellence and Innovation in Cybersecurity, with the aim of strengthening national capabilities in the field of

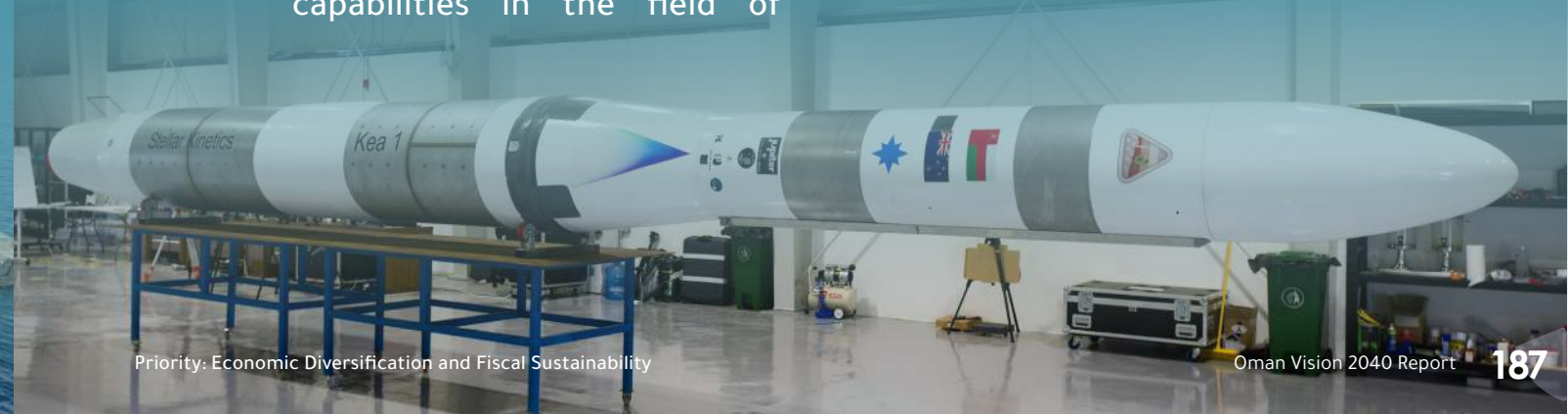
cybersecurity at the University of Technology and Applied Sciences, and enabling the Sultanate of Oman to develop innovative solutions and advanced practices to protect the national cyberspace.

- Launching the first scientific space rocket, a historic achievement that enhances Oman's position in the fields of innovation and advanced technologies, supporting the growth of the digital economy by stimulating scientific research, developing national skills in the fields of space, data and artificial intelligence, attracting technical investments and strengthening the digital infrastructure in the Sultanate of Oman.

- The first satellite in the name of the Sultanate of Oman was officially registered with the United Nations, a step that reflects the technical progress achieved by Oman in the field of space.



Priority: Economic Diversification and Fiscal Sustainability

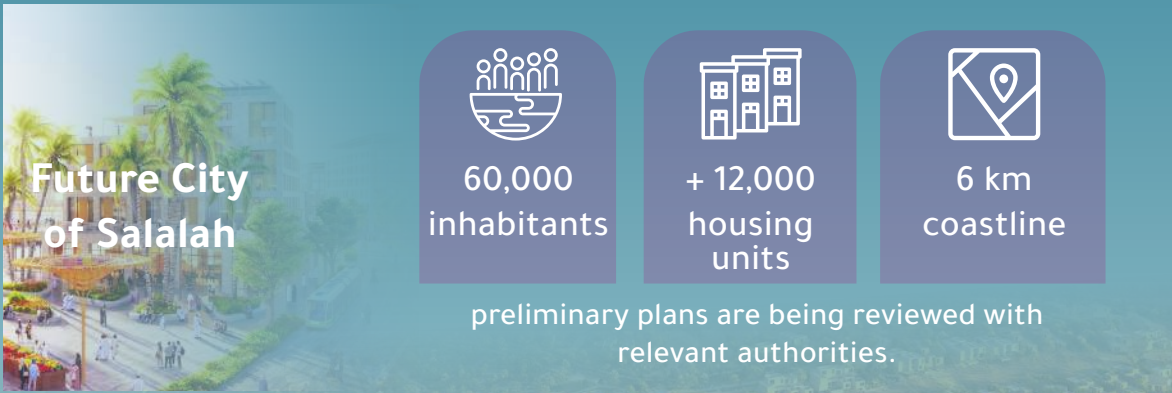


Priority: Economic Diversification and Fiscal Sustainability

- Launching the National Open Data Platform, a strategic step to enhance transparency and enable innovation in the digital economy. This platform provides free and organised access for institutions and individuals to a wide range of government and non-government data in a usable and analysable format.
- Signing a cooperation agreement with the World Economic Forum to establish the Fourth Industrial Revolution Centre in the Sultanate of Oman, which is the sixth of its kind in the Middle East and the 22nd globally, to localise artificial intelligence technologies and leverage global expertise in developing advanced technological innovations and projects.
- **Paving the way for the establishment of an integrated local semiconductor industry through three strategic partnerships to date:**
 - Establishing the first electronic chip design company
 - Signing an agreement to facilitate the establishment of the first advanced electronic chip factory
 - Signing a cooperation agreement with Kaynes Semicon
- Launching the Deep Tech programme, which aims to empower national talent, stimulate research and development, and accelerate the adoption of emerging technologies with a profound impact on the economy and society.
- Launching the Master of Science in Digital Transformation and Innovation programme, in collaboration with the University of Technology and Applied Sciences, the first of its kind in Oman, which aims to prepare qualified national cadres with the knowledge and skills necessary to lead digital transformation projects in the government and private sectors.

Construction

- Stimulating growth in the construction sector by expanding major construction projects such as:



■ **Future City of Nizwa:**

(40,000 inhabitants, 5 million square metres), the project is being evaluated to determine the location options.

■ **Al Khuwair Downtown:**

(52,000 inhabitants, 1 million square metres, 1 million square metres of development area with marina), in the preliminary planning stage.

■ **Al Jabal Al Ali:**

- The project plan has been completed.
- The project was launched at the Real Estate Conference.
- It comprises 2,500 residential units with multiple specifications and options, and 2,000 hotel rooms designed to suit different visitors and categories.

■ **Integrated residential neighbourhoods and plans “Sorouh”:**

- 8 locations for integrated residential neighbourhoods
- 3 locations for integrated housing schemes
- 8 new locations for integrated residential neighbourhoods and housing schemes by 2025
- 4 investment opportunities for the development of integrated residential neighbourhoods and housing schemes by 2025
- Increasing spending on infrastructure and stimulating demand for building materials and engineering services.

■ **Creation of a legislative and regulatory environment conducive to the growth of the sector, including:**

- Issuing regulations for land planning controls: The regulations aim to establish an integrated regulatory framework for land planning to ensure sustainable urban development, in line with the National Urban Development Strategy 2040.

- Urban Planning Law (pending approval by the Council of Ministers): to serve as a reference for spatial strategies and structural and detailed plans.

- Regulations for the Ministry of Housing and Urban Planning to provide some of its services through engineering offices and engineering consulting offices: Aims to create a clear and flexible regulatory environment that enables engineering and engineering consulting offices to provide some planning and surveying services, thereby contributing to improving the quality of services provided and promoting innovation in this field.

- Strengthening partnerships with the private sector in urban planning projects, such as the residential and commercial development project in the Wilayat of Madha, and the Building Requirements and Specifications Guide project.

- Attracting real estate investments and strengthening the role of real estate developers through the “Tatweer” platform, which facilitates licensing and real estate development procedures. 90 licensed real estate developers have been registered, and 20 permits have been issued for licensed real estate development projects.

- Preparing a real estate developer guide that explains the procedures and requirements necessary for project development.

■ **Developing guidelines and regulations to support the sector:**

- Preparation of the Omani Building Code and specialised infrastructure manuals.
- National Addressing System Project to facilitate the delivery of services and utilities.

Transport and logistics

- Expanding and upgrading the road network, particularly those linked to logistics connections between free zones, ports, airports and border crossings.
- **Launching tenders in the transport and logistics sector, such as:**
 - Tender for the development, management and operation of a one-stop-shop for inspection and clearance.
 - Tender for the operation and development of the maritime rescue service.
- **Signing several agreements in the areas of ports, maritime affairs and transport:**
 - Concession agreement for the management, operation and development of the Port of Sohar
 - Framework agreement with the operator of the National Port Community System
 - Sultan Qaboos Port agreement
- **Increasing the capacity of the container terminal at Salalah Port**

- **Activation of the regulation of the land transport sector, introduction of technologies to assist in the governance of the sector, and completion of regulatory frameworks and regulations:**
 - Port Shinas
 - Land ports
 - Tracking of means of transport
 - Regulating the last mile
- **Announcing several initiatives aimed at promoting the growth of the sector, including:**
 - Investment initiatives in maritime affairs and ship fuel
 - Employment initiatives in the transport and logistics sector
 - Ship registration initiative
 - Green mobility initiatives

Mining

- Achieving an investment value of approximately OMR 107 million in the minerals sector by the end of 2024. Most of these investments were in mining concessions for metallic ores, with production already underway in major copper ore production projects, namely Al Ghizeen and Al Washhi.
- Five new mining concession agreements were signed, which is the target number for 2024. During the current year 2025, work is underway to sign at least three mining concession agreements that were put forward in 2024, in addition to targeting the launch of at least two mining concession agreements to be ready for competition and negotiation, after they have been fully prepared by the relevant authorities.



Special economic zones and free zones

- Commencement of construction work in the free zone at Muscat International Airport.
- Tender for the infrastructure of the first phase of the integrated economic zone in A'Dhahirah Governorate.
- Signing of the development and operation agreement for Al Rawdah Economic Zone with the strategic partner.
- Ongoing development in industrial cities under construction, with four cities under study and development.
- Promotion of special economic zones and free zones through meetings with dozens of international companies operating in strategic sectors, including renewable energy, manufacturing, technology and logistics.
- Creation of a database of projects under negotiation to meet the needs of investors, and track the status of projects from investment requests to the start of construction, reaching 180 projects by the end of 2024 with an estimated value of USD 90 billion.

Zone	Committed investment volume added in 2024 (in OMR)
Duqm Special Economic Zone	300,478,931
Sohar Free Zone	712,580,816
Salalah Free Zone	567,811,475
Al Mazunah Free Zone	745,000
Khazaen Economic Zone	80,985,000
Industrial cities	244,808,214
Total	1,907,409,436

Existing zones/cities		
Economic zones	Free zones	Industrial cities
Duqm Special Economic Zone	Sohar Free Zone	Rusayl City
Khazaen Economic City	Salalah Free Zone	Samail City
	Al Mazunah Free Zone	Suhar City
		Ibri City
		Raysut City
		Al Buraimi City
		Sur City
		Mahas City
		Nizwa City
		Knowledge Oasis
		Al Wadi Al Kabir City
Zones/cities under development		
Economic Zones	Free zones	Industrial cities
Integrated Economic Zone in A'Dhahirah Governorate	Free Zone at Muscat International Airport	Madha City
Al Rawdah Economic Zone		Al Mudhaibi City
		Thumrait City
		Suwaiq City

Local content

- **Preparing a general framework for a national strategy for local content that aims to create a national system to regulate and monitor local content in all sectors at the national level.**
 - Issuing a guidance manual for the implementation of local content, which includes the general framework for the implementation of local content regulations and explains the steps necessary for compliance, as well as the mechanisms for measurement, monitoring and evaluation to ensure effective implementation.
 - Issuing a guidance manual for internal government purchases not exceeding OMR 25,000 providing a simplified explanation of the controls and procedures related to internal government purchases and their assignment to self-employed individuals and small and medium-sized enterprises that have “Riyadah” card.
 - Issuing a guide of the mandatory list, which is an important regulatory tool that supports Omanisation and promotes the use of national products in government contracts, thereby contributing to their development and increasing their competitiveness.
- Enabling government entities and suppliers to implement local content policies by starting to implement a “pre-purchase” policy in government procurement contracts, which guarantees future purchases from the producer for a specified period, quantity and quality at a pre-agreed price.
- Launching “Rabt” platform to connect suppliers with buyers in industrial areas. The platform includes more than 5,000 industrial products and services provided by 300 factories and companies operating in industrial cities.
- Automation of local content requirements in the “Esnad” electronic tendering system in November 2024, with the aim of providing a detailed database of total spending on local content elements and ensuring that small and medium-sized enterprises receive the quotas agreed upon in the contract.

- Implementation of the local value-added lab, which identified 100 opportunities, 58 of which are ready to be launched, generating more than OMR 255 million in value retained in the national economy.
- Supporting small and medium-sized enterprises through a range of incentive measures.

Item	2024	2023	Percentage change
Number of registered small and medium-sized enterprises	2075	1658	25%
Number of government tenders and procurements awarded to small and medium-sized enterprises	3431	1783	92%
Value of contracts awarded to small and medium-sized enterprises (in OMR)	84,500,537	53,452,879	58%
Percentage of government contracts awarded to SMEs out of total contracts awarded	15%	7%	114%

Government investments in economic diversification

- Oman Investment Authority contributes to directing investments towards value-added non-oil sectors such as logistics, mining, clean energy, food, tourism and manufacturing, with the aim of promoting sustainable growth and reducing dependence on oil revenues, through its assets spread across more than nine sectors through nine holding companies and more than 160 subsidiaries.
- **Mining:** Redevelopment of Al-Asil and Al-Baydha'a copper mines and development of Mazoun copper and Al Shuwaymiyah industrial minerals projects.
- **Logistics:** Development of Hafit railway project and operation of Asyad container terminal.
- **Energy:** Opening of Manah 1 and Manah 2 solar energy projects, and the smart meters project for the electricity and water sector, in addition to the opening of Seih Al Khairat station to connect rural areas to the main electricity transmission network in Dhofar.
- **Food security:** Addition of the ships Akila and Admas to Oman Food Investment Company's fleet, opening of a tuna canning factory, and launch of a fish farming project and two shrimp farms.
- **Communications and technology:** Establishment of a semiconductor design centre and opening of a drone factory, reflecting the shift towards a knowledge-based and technology-driven economy.
- **Tourism:** Development of the hotel sector, while tourism and leisure projects continue to be developed and promoted. These include a range of initiatives in prominent locations such as Ras al-Jinz Turtle Reserve, Ras al-Shajar Reserve, Wadi Shab, and many other natural attractions throughout the Sultanate of Oman.

- Allocation of OMR 200 million to support small and medium-sized enterprises and start-ups by Oman Future Fund.
- Oman Future Fund has approved 44 projects with local and international partnerships in priority sectors such as logistics, mining, tourism, manufacturing, and clean energy.
- Adopting policies to maximise local content and increasing the percentage of local content in the total value of contracts in Oman Investment Authority to 32.4%.
- Supporting small and medium-sized enterprises by increasing Oman Investment Authority's spending on them to 19.8% of the total spending of its subsidiaries.
- **Exit programme through the initial public offering of companies on Muscat Stock Exchange:** Oman Investment Authority has successfully listed five major companies and a real estate fund on Muscat Stock Exchange, spread across various sectors, including energy, services, logistics and real estate. This strategic initiative aims to support the local stock exchange and enhance its chances of becoming an emerging market by increasing trading volumes and attracting foreign investment.



Financial sustainability

- Implementation of the public expenditure control initiative, which monitors the implementation of the current budget to ensure that all government entities adhere to their approved budgets, through an electronic system that compares the estimated budget with the actual performance of the entities.
- Developing financial control tools by establishing a modern electronic system for public financial management (Malia system), which aims to apply best practices in public financial management and achieve optimal use of financial resources.
- Implementation of a unified structure for all government bank accounts (unified treasury account), which aims to optimise the use of government cash resources and improve and increase efficiency, transparency and discipline in cash and liquidity management.
- Implementation of a package of fiscal policies and reforms during the Tenth Five-Year Plan (2021-2025), development of tax systems, expansion of the public revenue base, and improvement of public financial management.
- Addressing the phenomena of multiple commercial registrations and hidden trade, and settling fines and financial obligations registered against individuals and business owners in the Ministry of Labour system.
- Improving current account performance by preparing many reports and studies on the Omani economy, identifying opportunities and challenges, and proposing appropriate recommendations to improve the performance of the Omani economy.
- Implementing successful strategies in managing financial obligations and the lending portfolio, working on early repayment of some dues and replacing some high-cost loans with lower-cost loans.
- Issuing the executive regulations for the Public Debt Law (in accordance with Royal Decree No. 68/2023), which aims to enhance the effective management of public debt, by establishing clear rules for domestic and external borrowing to ensure the sustainability of public finances.

Technical infrastructure

- Implementation of new fibre optic network projects, with 87,000 connections implemented for units in 2024, and 47,000 additional subscriptions to internet service through fibre optic networks in 2024. The number of connections implemented during 2025 for units reached 96,000 and the number of connections implemented for units during the period (2020-2024) increased to 316,000, while the number of subscriptions during the same period increased to 165,000.
- The number of people covered by mobile phone networks increased, and the target for this indicator was achieved at 100%. The efforts of the Communications Regulatory Authority also contributed to increasing the percentage of stations that support fourth and fifth generation technologies, with higher efficiency and quality from the total number of stations to 100% by 2025, and closing the third generation network to improve services.
- Efforts to cover public schools with internet networks, with 100% coverage of public schools, and 50% of schools connected to the fibre optic network to ensure the provision of high-speed internet service to schools, and 98% of schools with high-speed broadband service (via fixed 5G networks or fibre optic networks).
- Work is underway to increase international internet capacity by increasing the number of cables in Oman to 17 submarine cables by the end of 2025, up from 15 cables by the end of 2024.
- During 2025, work will be carried out on a project to create a special economic zone for data centres and cloud computing in Oman.

Conclusion

In light of current indicators, efforts made, and the availability of tools and enablers for economic diversification and fiscal sustainability, financial indicators continued to improve, supported by higher oil prices and efforts to enhance fiscal sustainability and streamline public spending. Economic diversification indicators are also on track to achieve their targets. However, they are not progressing at the pace envisaged in the Vision, which is expected given that the impact on economic indicators may take longer to materialize, due to the nature of the efforts driving economic aspects. Economic legislation, policies, and structural and regulatory reforms of the economic system require more time for their results to be reflected in the indicators. Moreover, and through efforts made in various sectors, the non-oil sector contribution index has achieved its highest rate since it began to be calculated, indicating that diversification efforts have begun to impact economic indicators.

The scale of the efforts made in the economic sectors highlights the urgent need to transition the Omani economy towards greater interdependence and interconnection between different sectors, thereby enhancing their capacity for growth and sustainability, revitalising local value chains, and utilising natural resources more efficiently. There is also an urgent need to use knowledge as a driver of growth in economic sectors by linking the research and innovation system to the economic system, to ensure the competitiveness and sustainability of the Omani economy, which will have a positive impact on diversifying sources of income and creating sustainable job opportunities.





Priority: Labour Market and Employment

Strategic direction

An attractive, responsive labour market that keeps pace with demographic, economic, knowledge and technological changes

objectives of the priority



A labour market with a highly skilled and productive workforce and a positive work culture



An employment, training, promotion and incentive system based on competence and productivity, which encourages initiative and innovation



A labour market that attracts talent and skilled workers within clearly defined attraction policies and standards



Laws and regulations governing the labour market in accordance with professional standards and a stimulating work environment that responds to change

Indicator	2030 Target	2040 Target
Percentage of skilled labour out of total labour in the private sector	81%	83%
Labour productivity growth rate	1%-2%	2%-3%
Omanis share of total jobs created in the private sector	35%	40%

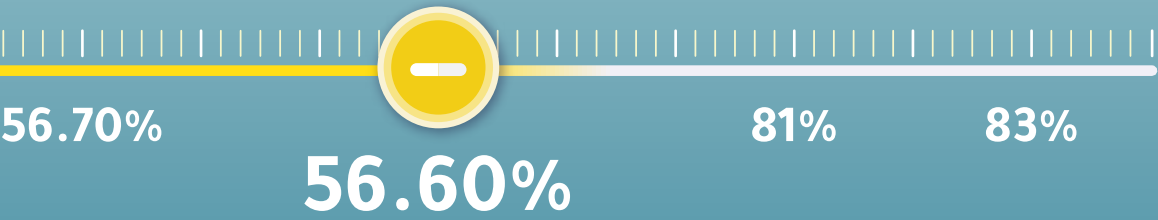
Priority importance in the vision

The labour market and employment priority serves as a link between the priority of education, learning, scientific research and national capabilities, and the priorities of the economy and development pillar. Therefore, it influences and is influenced by developments in these priorities. It also affects other priorities through labour market regulations and the development of employment, rehabilitation and training policies to supply the labour market with the required skills. On the other hand, it is affected by the priorities of economy and development, which play a major role in the transition to an economy that generates opportunities and attracts skilled labour.

Percentage of skilled labour out of total labour in the private sector

Ratio

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The indicator aims to measure the percentage of skilled labour in total private sector employment. The skilled labour category includes specialists, technicians, professional workers and skilled workers (according to the classification of the Ministry of Labour and the National Centre for

Statistics and Information). The indicator recorded a slight increase in 2024, from 56.2% at the end of 2023 to 56.6% at the end of 2024. It has remained relatively stable over the past four years, which means that the labour market continues to attract unskilled workers.

Labour productivity growth rate

Ratio

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



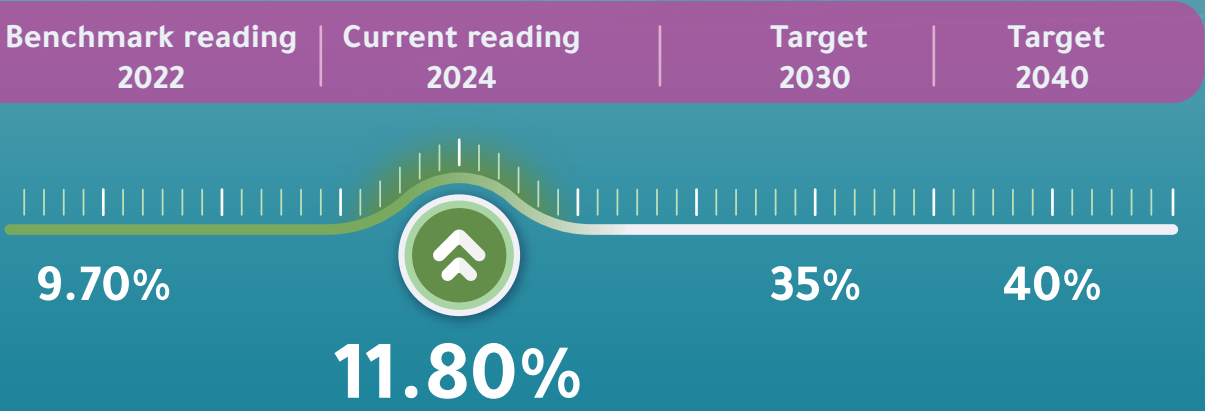
The index measures the annual change in labour productivity (calculated by dividing GDP at constant prices by the total labour force). The total labour force is classified as all those employed in the private and government sectors (Omanis and non-Omanis). The indicator aims to achieve an annual growth rate in labour productivity of between 1% and 2% during the period 2021-2030 and a growth rate of between 2% and 3% during the period 2031-2040. In 2024, the index achieved a growth rate of 2.2% for 2024. This increase was the result of a 0.5% decrease

in total employment compared to 2023 and a 1.7% increase in gross domestic product. The increase may also be indirectly related to changes in the labour market and the nature of labour it attracts, in terms of attracting fewer unskilled workers and relying more on technology. Sustainable growth in labour productivity in the medium term can provide a picture of labour market productivity, and reflect the shift in the structure of the labour market towards a more efficient market that attracts skilled labour.



Omanis share of total jobs created in the private sector

Ratio



This indicator measures the proportion of Omanis in the private sector workforce, and is a direct calculation of the share of Omanis in newly created jobs. The indicator reached 11.8% in 2024, compared to 10.5% in 2023 and 9.7% in 2022. Despite the continuous improvement of the indicator over the last three years, the pace of change remains slow. The rate of job creation is closely linked to economic growth, as the

vision aims to expand economic diversification away from the oil sector, and towards productive and service-oriented export sectors that create more suitable jobs for job seekers, in terms of the nature of the work and wage levels. In spite of efforts to Omanise jobs that can be filled by citizens, which are reflected in the improvement of the index, further efforts are needed to accelerate the pace of improvement in the index.

Key efforts and achievements



Drafting the national employment policy



Continuing the implementation of Training linked to replacement/employment



Developing and activating digital platforms that contribute to the employment system (Marsad, Khuta, Tawteen)



Continuous improvement of the institutional and individual competency system



Establishing a national integrated system for national capacity building and talent management



Support and Expansion of the Self-Employment System



Establishing a vocational and technical education system



Launching the national strategy for professional standards



Employment governance in 10 economic sectors



Launch of "Tawteen" platform to regulate the labour market and directly connect job seekers with available job opportunities in the government and private sectors



Drafting a public service law



Issuance of the Labour Law



Adoption of the Self-Employment Guide



Preparing a draft regulation on non-traditional work patterns, including part-time work, temporary work, remote work, freelance work, and occasional work

Establishment of an effective partnership model with national training institutions to empower people with disabilities

Establishment of an integrated national model for qualitative training



Activation of the joint inspection unit with the Security and Safety Services Corporation to support and assist the joint inspection team and manage labour welfare headquarters

Updating the national incentive system that gives private sector establishments competitive advantages when they commit to qualitative employment



Launching the Masar initiative to support professional qualifications

Launching a model for specialised vocational training programmes

Launching the Bawsala initiative, a platform to proactively predict the termination of Omani workers' services

Localisation of more than 2,800 job opportunities at leadership and specialist levels within industrial cities

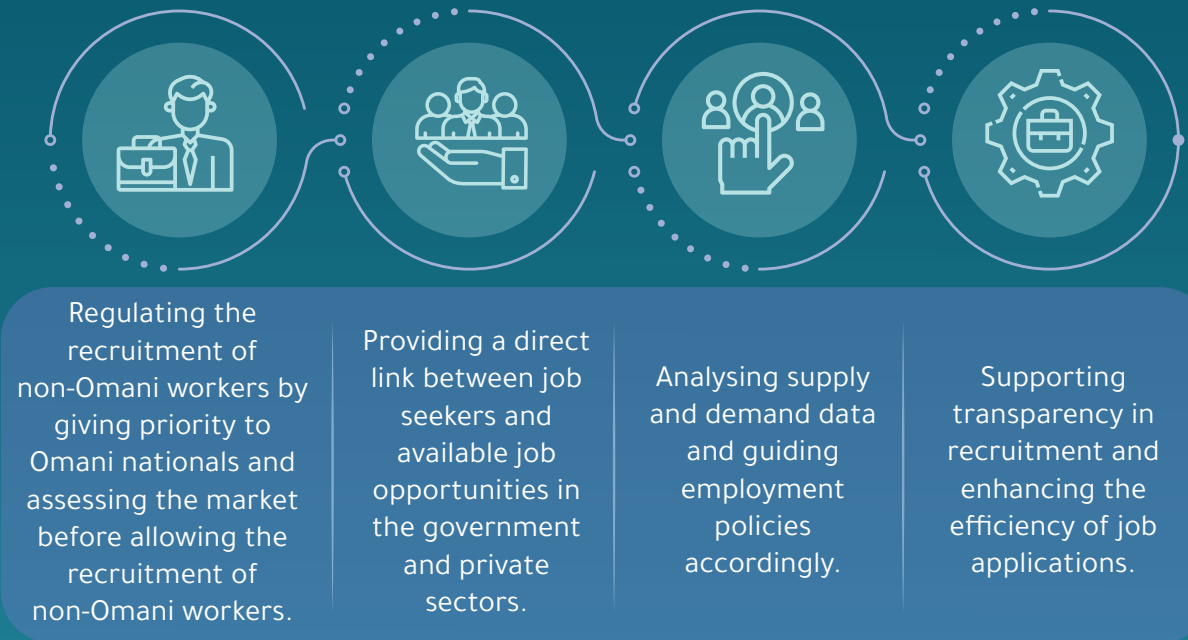
Promoting vocational education through support for self-employment platforms

Establishment of specialised employment companies to promote quality employment

Enabling the employment system

- Enhancing the presence of Omani capabilities in specific jobs in the private sector, including technical, specialised and leadership positions, through the implementation of strategic initiatives aimed at building qualified and sustainable human capital.
- Supporting and expanding the self-employment ecosystem as one of the main drivers of economic empowerment for citizens and diversification of employment options.
- Adopting 15 professional standards for 15 occupations, developed by three sectoral skills units: the Industrial Sector Skills Unit, the Logistics Sector Skills Unit, and the Energy and Minerals Sector Skills Unit.
- Licensing a sectoral skills unit for the legal consulting sector.
- Launching the National Strategy for Professional Standards during the first quarter of 2025.
- Implementing a labour market needs survey for private sector establishments during the period (2023-2025) with the aim of measuring and identifying the needs and requirements of the labour market for different jobs and skills, anticipating future needs, aligning education outcomes with labour market needs, and identifying the specialisations that will be needed for future jobs in light of the fourth and fifth industrial revolutions.
- Developing and strengthening labour market policies by issuing six decisions regulating the labour market, including: a wage protection system, a complaints and grievances system, a model for labour regulations, the regulation of the temporary transfer of non-Omani workers, and the regulation of certain professions.
- Launching “Tawteen” platform to regulate the labour market, and activating electronic linkage with it by providing data on job seekers and work permits and adding employment governance committees to the work permit application process.

Tawteen platform



- Launching “Masar” initiative to support professional qualifications.
- Launching “Tazaman” recruitment and conscription system.
- Launching “Ta'min” electronic certificate on the employers’ portal on the Ministry of Labour’s website, which aims to ensure that private sector institutions meet the required Omanisation quotas, so that they can compete for government tenders or when requesting government services.

Employment Figures and Statistics (January 2024 - April 2025)

- 18,327 Total number of Omanis appointed to private sector establishments for Omanisation professions.

Job opportunities created in the public and private sectors



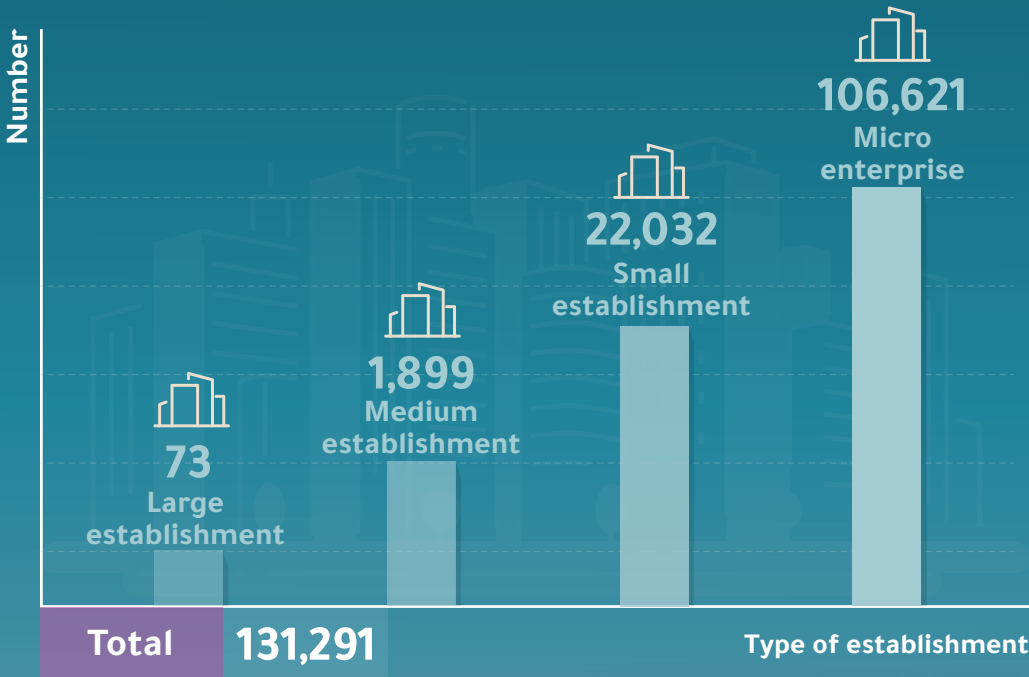
Job opportunities provided to job seekers who were hired for the first time in private sector establishments



Training opportunities provided to job seekers within on-the-job training/training-linked-to-employment programmes

Item	Number of training opportunities
Training linked to government replacement	1,081
Training linked to employment	2,904
On-the-job training	476
On-the-job training in small and medium-sized enterprises	947
Temporary contracts in government companies	379
Part-time work	1,230
Other units (military sector)	1,492
Oman Energy Association	1,114
Work-based training programme	1,342
Total	10,965

Number of establishments registered in the wage protection system (January 2024 - May 2025)



Employment governance in economic sectors

- Conducting a forum on the role of economic sectors in localising job opportunities and promoting local added value.
- Governance of 10 economic sectors during the period from January 2024 to May 2025, including: real estate development, sports, communications, public services, school education, higher education, construction, financial services, wholesale and retail, and media, bringing the total number of sectors to 18.
- Issuing a guide for the work of employment governance committees in economic sectors. a
- Setting employment targets for each governance committee, motivating and supporting them to create direct and indirect job opportunities through: analysing value chains and identifying services and products that can be localised.
- Developing mechanisms to absorb job seekers through direct employment or employment linked training programmes in various sectors.
- Conducting specialised studies on raising the minimum wage in the private sector to support the competitiveness of national labour, stimulate job stability and reduce the wage gap between the public and private sectors.
- Updating the national incentive system that gives private sector establishments competitive advantages when they commit to quality employment.
- Preparing a draft regulation on non-traditional work patterns, including part-time work, temporary work, remote work, self-employment, and casual work. These regulations will help reduce the unemployment rate by providing more flexible and diverse job opportunities, encouraging various groups of citizens, especially women, to actively participate in the labour market.
- Conducting an in-depth analytical study of the academic disciplines most prevalent among job seekers, and providing a strategic recommendation to link internal scholarships to the actual employment rate for each discipline. These efforts culminated in the adoption of a new mechanism for calculating the “employment rate” at a rate of 3% within the criteria for differentiation between higher education institutions in the internal scholarship system, a qualitative shift that will enhance the integration between education outcomes and the labour market.

Qualitative replacement

- **Establishment of an integrated national model for qualitative training:** An integrated model was launched to prepare and qualify national competencies to fill high-value specialised and technical jobs by developing training programmes that respond to the requirements of the future labour market. This included specific areas such as cybersecurity (17 trainees) in collaboration with the Advanced Cybersecurity Academy and under the supervision of the Electronic Defence Centre, and the fifth batch of the Maritime Transport Initiative (35 trainees) in collaboration with Asiad Group, to ensure that outputs are aligned with the actual needs of priority sectors.
- **Localisation of leadership and specialist positions in industrial cities:** More than 2,800 job opportunities at leadership and specialist levels have been localised within industrial cities in collaboration with the Public Establishment for Industrial Estates (Madayn), as part of the implementation of a strategic plan aimed at increasing the rates of qualitative localisation in economic zones and enhancing the participation of national talent in vital locations.
- **Establishment of specialised recruitment companies to promote qualitative employment:** Specialised recruitment companies such as Shumookh and Taqat were established as a development initiative to qualify and employ Omani capabilities in specialised jobs.
- **Integration of professional certifications into training programmes:** A track for professional and vocational certifications has been included in the Ministry of Labour’s Employment and Training Support Centre programmes, which includes the accreditation of internationally recognised certifications as part of the qualification of Omanis for specialised jobs. This sustainable approach aims to raise the technical competence of national cadres and enable them to compete in an advanced work environment. An example of support for professional certifications is the Cambridge certification in the private school education sector, which targeted 12 trainees in its first phase in collaboration with a local training institution.

Promoting self-employment

- **Preparing a national awareness and information plan aimed at promoting a culture of self-employment among various segments of society, through:**
 - Organising in-person participation in exhibitions and events targeting school and higher education students and members of the local community.
 - Producing a series of publications highlighting success stories in the available areas of self-employment.
 - Launching promotional campaigns via digital platforms and the media to raise awareness and promote social acceptance of this type of employment.
- Issuing Ministerial Decision No. (197/2025) on the adoption of the Freelance Work Guide, which serves as a regulatory and advisory reference for those wishing to pursue this path, and explains the procedures, opportunities, and support available.
- Supporting and enabling digital self-employment platforms that facilitate access to opportunities and connect freelancers with

organisations and individuals, thereby enhancing income opportunities and sustainability.

- Encouraging sectoral employment governance committees to explore and generate opportunities for self-employment in a number of promising sectors, most notably the education sector, such as school bus supervisors, of which there are 405, and jobs related to the public services sector, where Nama Water Services announced 1,000 job opportunities through the Tawteen platform.
- The integration of self-employment into the Ministry of Labour’s training programmes is underway, as are the requirements for considering self-employment within the equation for calculating Omanisation rates, with the aim of providing sustainable career paths for job seekers. This step contributes to ensuring the continuous development of professional skills for those wishing to engage in independent self-employment, thereby enhancing opportunities for economic empowerment and national entrepreneurship.

Cooperation programmes signed between the Ministry of Labour and the public and private sectors to provide training opportunities during January 2024 to May 2025

Entity	Number of training opportunities	
	Entity	Number of training opportunities
	Omantel	30
	International Marine Products Company	14
	A'Sharqiyah South Governorate (Al Ashkharah)	70
	Al Wusta Governorate	15
	Omantel Academy	90
	Military Technological College	10
	Royal Oman Police	73
	Ministry of Agriculture, Fisheries and Water Resources	50
	Ministry of Health	700
	Ministry of Education	12
	Ministry of Social Development	145
	Industrial Innovation Academy	20
	Awasr Company	105
	Nama Water Services Company	40
	Oman National Bank	35
	Medical City for Military and Security Services	56
	Royal Army of Oman	30
	Civil Aviation Authority	48
	Security and Safety Services Corporation	903

Enhancing labour market efficiency

■ Professional Qualifications Support Initiative:

This initiative aims to enable government sector employees to obtain accredited professional certifications in various professional fields. It seeks to enhance employee efficiency and increase productivity, by enabling them to obtain these certifications in a variety of specialisations that contribute to developing their skills and expertise, in line with the nature of their work. **The following are the most notable statistics of the initiative:**

- Conducting the Professional Qualifications Forum with the participation of 180 employees from various units of the state administrative apparatus.
- Launching the first edition of the Professional Qualifications Guide, which included 203 professional qualifications in eight different fields.
- The number of applications received from government units for the Professional Qualifications Support

Initiative was 185, distributed across Project Management Professional (PMP), Leadership Management International (LMI), Human Resource Management (CIPD), and Risk, Health and Safety Management (NEBOSH).

■ Linking vocational education to the labour market through work-based training:

Implementing training programmes directly linked to labour market needs, with the aim of supporting the localisation of supply chains and promoting local content. These efforts have included establishing small businesses or linking up with start-ups owned and managed by Omani entrepreneurs, thereby contributing to their sustainability and generating permanent job opportunities for trainees. One example is the regular maintenance programme for the government vehicle fleet. In its first phase, the initiative aimed to train and employ 50 job seekers.

■ Promoting vocational education:

Supporting the sustainability of national self-employment platforms, such as the Musalih platform, by providing real employment opportunities for vocational graduates through joint employment agreements. Specialised training programmes were implemented in areas such as electrical maintenance and air conditioning maintenance, resulting in the training of more than 300 qualified national cadres.

■ Launching a model for specialised vocational training programmes:

In collaboration with the General Establishment for Industrial Estates (Madayn), this programme aimed to develop the professional skills of national cadres and qualify them for specialised jobs in various industrial sectors.

■ Governing field training in vocational colleges:

Development of the “Khuta” platform for career guidance with the aim of improving the

efficiency of field training in vocational colleges, ensuring the commitment of host institutions to approved training plans, and evaluating the actual impact of training on the development of the skills required by students.

■ Empowering school dropouts and those who have fallen behind in their education:

This is achieved by connecting them with vocational training programmes and job opportunities in promising sectors. These efforts have resulted in the training and employment of approximately 1,000 jobseekers who do not hold a general education diploma, in technical and professional jobs that guarantee them stable and sustainable employment opportunities..

■ Following up on the implementation of national studies:

Most notably, the study on “Aligning Education with the Labour Market and the Economy”, and the analytical study of job seekers in the top 10 specialisations,

in addition to developing a plan to increase the number of students enrolled in the first and second professional qualification certificates to 15% by 2030, i.e. an increase of 5% on the 10% approved by the Ministry of Education, and working to increase the number of scholarships allocated to vocational education in higher education.

- **Establishing an effective partnership model with national training institutions to empower persons with disabilities:** This is achieved by developing an effective partnership model with private training institutions to raise the professional competence of persons with disabilities. One of the most notable initiatives is the employment-linked training programme for bachelor's holders with

hearing disabilities, which was implemented in collaboration with Awj Business Solutions Foundation. This programme has resulted in the training and employment of 12 job seekers, contributing to their effective integration into the labour market and enhancing their economic participation.

- **Career Prospects Initiative:** The first forum for vocational college graduates "Career Prospects" was organised with the aim of building sustainable relationships and exchanging experiences among graduates. It also aims to enable graduates to develop their skills to keep pace with changing market requirements, through a range of events and activities (professional dialogue sessions for a group of graduates from various disciplines and vocational colleges, dialogue

sessions with entrepreneurs who are graduates of vocational colleges), thereby contributing to the creation of a supportive environment for vocational college graduates.

■ **Participation of student companies from vocational colleges in Injaz Oman 2025 Competition:**

- RioSmart, a student company from A'Seeb Vocational College, is an innovative company specialising in developing smart solutions for the agricultural sector. The company seeks to enable farmers to improve productivity and sustainability through modern technology.
- Ecofish, a student company from the Vocational College in Al Khaburah, works in the field of sustainability and green economy, utilising fish waste in an innovative way and converting it into active and natural organic carbon that can be used to improve soil quality and increase its fertility.





Conclusion

By reading the priority indicators, the efforts made have contributed to the progress of employment indicators, but the level of improvement is still below expectations. The priority has witnessed the development of a national programme (the National Employment Programme) under the supervision of the Ministry of Labour, to accelerate and intensify efforts to drive the priority, which has focused on developing the legislative and policy aspects of the labour market and technological tools, and developing employment governance in which economic sectors actively participate, and which is relied upon to drive the priority's medium- and long-term targets, through analysing the value chains of economic sectors, setting employment targets and following up to ensure their achievement. The next phase calls for building on what has been achieved through the optimal use of technological tools and the activation of employment governance in economic sectors, to ensure the sustainability of job creation, and the need to align the skills and specialisation requirements of the labour market with the outputs of education and training, ensuring that they keep pace with changes in the labour market and their impact on traditional jobs and emerging future fields of work, in addition to not neglecting other necessary components that drive the priority, including those related to attracting talent and working to restructure the labour market to be able to attract higher proportions of skilled labour. Focus should also be placed on several aspects to improve employment indicators, including developing legislation and regulations related to the labour market, developing digital infrastructure and data, enabling employment and entrepreneurship, strengthening the job security system, developing human resources, and promoting productivity improvement programmes in work environments.



Priority: Private Sector, Investment and International Cooperation

Strategic direction

An empowered private sector leading a competitive economy integrated with the global economy

objectives of the priority



A competitive and attractive business environment for investment, in which the government exercises its regulatory role with efficiency and effective administrative streamlining



An empowered and competitive private sector that drives the economy and takes into account social and environmental dimensions



Exports and imports that are diverse in terms of goods and geography, increasing the ability to leverage Oman's international standing and geographical location



Flexible and accessible financing models that keep pace with global developments and meet investment needs



An effective partnership between the government and private sectors that improves production efficiency, and a governance framework that regulates the privatisation of public projects and services



A unique economic identity that integrates with global production and service chains



Partnership and integration between small and medium-sized enterprises embraced by large institutions

Indicator	2030 Target	2040 Target
Gross private investment percentage of GDP	25%	22%
Economic Freedom of the World	Value > 7.36 Or top 50 countries	Value > 7.52 Or top 40 countries
FDI Net Inflow percentage of GDP	7%	10%
Export Product Concentration Index	Value < 0.123 Or top 30 countries	Value < 0.087 Or top 10 countries

Priority importance in the vision

The priority of the private sector, investment and international cooperation is considered the driving force of the priorities of the economy and development pillar in Oman Vision 2040. Therefore, achieving its objectives leads to the achievement of the objectives of the other priorities in this pillar. In addition, the priority aims to make the private sector and independent capital the main drivers of economic activities in the Sultanate of Oman.



Gross private investment percentage of GDP (at current prices)

Ratio

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



This indicator measures the ratio of private sector investment to GDP on an annual basis to determine the extent to which the economy is growing in its reliance on non-government funds. The indicator has risen over the past three years, reaching 17% of GDP. Actual annual private investment figures grew at a rate of 8.4%

during the period 2021-2024. This is attributed to efforts to attract investment and enhance the investment environment. It should be noted that the index does not measure new investments under construction until they enter the production phase, which delays the impact of new investments on the index.



FDI Net Inflow percentage of GDP

Ratio

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The volume of foreign direct investment in 2024 increased by 18.0% from the volume of foreign direct investment achieved in 2023, rising from OMR 25.5 billion to OMR 30.1 billion by the end of 2024. This

increase in foreign investment flows accounted for 11.1% of GDP, and the ratio of foreign investment flows to GDP during the period (2021-2024) reached 10.1%.



Export Product Concentration Index

Classification

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



This index measures whether a large proportion of a country's exports is represented by a small number of commodities, or conversely, whether its exports are well distributed across many products. It can therefore be used as a warning sign of declining export diversification, with the resulting economic weakness. The evolution of exports over time can provide important signals about a country's changing productive structure. The latest edition of the Export Product Concentration

Index for 2024 shows that the Sultanate of Oman achieved a score of 0.324, ranking 119th out of 219 countries worldwide. The index has shown relative stability over the last four years, noting that the methodology of the index is based on the value of exported goods. Therefore, the index readings for previous years are continuously updated upwards or downwards based on the classification of goods and updates to the data from the sources from which the index derives its data.



Economic Freedom of the World

Classification

Benchmark reading 2022	Current reading 2025	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The Vision Document adopted the Economic Freedom Index issued by the Canadian Fraser Institute, but it has not been published since 2021. Meanwhile, the Economic Freedom Index issued by the Heritage Foundation has gained global momentum as an alternative to the Economic Freedom Index issued by the Canadian Fraser Institute. Therefore, Oman Vision 2040 Implementation Follow-up Unit adopted the Heritage Foundation's index as a replacement for the Fraser Institute's index to measure economic freedom.

The Sultanate of Oman has made successive leaps in the ranking since 2022, when it was ranked 108th globally, reaching 56th in 2024, advancing 39 places compared to 2023, when it was ranked 95th. This is due to reforms that address the areas measured by the index, with Oman ranking low in judicial effectiveness but high in tax burden. In the latest edition of the index in 2025, Oman advanced in the index value from 62.9 in 2024 to 65.4 in 2025, but was ranked 58th globally.

Key efforts and achievements



Launch of the National Investment Strategy



Establishment of a high-capacity data hosting, processing and mining centre in Sohar Free Zone, worth OMR 81 million



Establishment of a national negotiation team specialising in negotiation and supporting the government in making decisions related to strategic investment projects



Establishment and activation of "Invest in Oman" hall to provide integrated services to investors



OMR 533 million Investment value of renewable energy by the end of 2024



The value of investment projects in the agriculture and fisheries sectors rise to OMR 1.460 billion by the end of 2024



Issuance of Royal Decree No. (35/2025) establishing the Investment and Trade Court



Launch of Invest in Oman platform to serve as the official national portal for promoting and facilitating investment



2,189 plots of land allocated for investment by the private sector in various governorates, with varying sizes and uses



Cumulative investment in economic, free and industrial zones rise to OMR 20.9 billion by the end of 2024



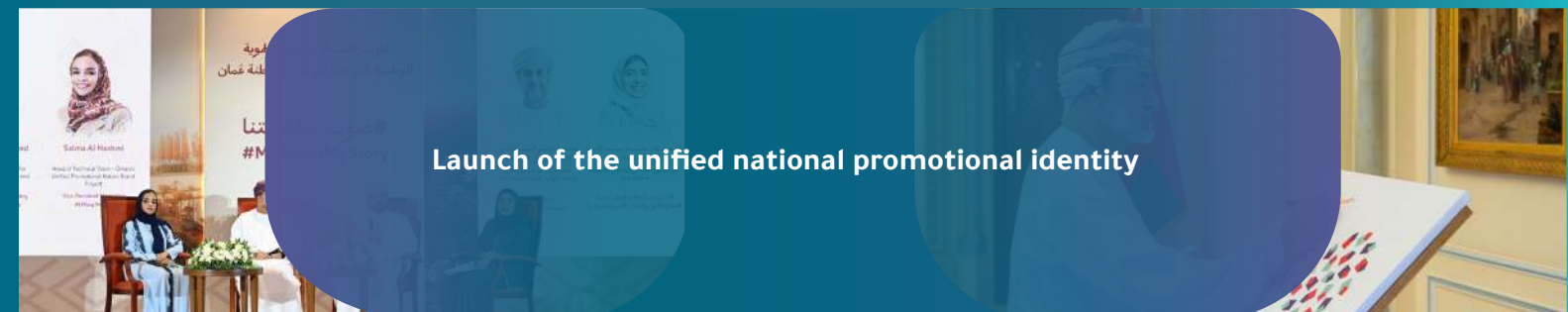
Launch of the Rapid Response Team initiative to resolve challenges related to investment procedures



Development of an investment opportunities map on Invest in Oman platform



Total investment in existing and ongoing integrated tourism complex projects rise to OMR 10.664 billion by the end of 2024



Launch of the unified national promotional identity



Foreign direct investment in national development portfolio projects rise to around OMR 2.8 billion by the end of December 2024



OMR 1.93 billion Total foreign direct investment in economic, free and industrial zones



OMR 107 million Investment value of the minerals sector by the end of 2024



Cumulative investment in economic, free and industrial zones rise to OMR 20.9 billion by the end of 2024



Two new agreements signed in the green hydrogen sector with a total area of 682 square kilometres in Dhofar Governorate



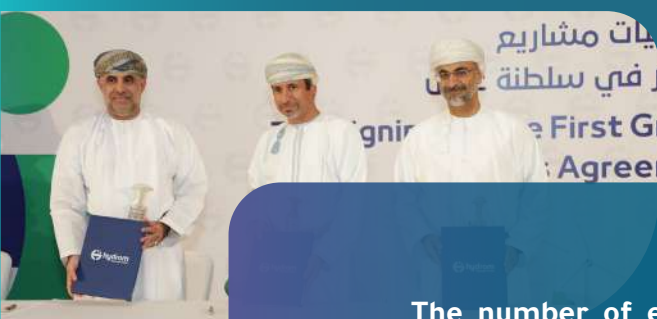
The total credit facilities (financed and non-financed) granted to small and medium-sized enterprises rise to OMR 1.286 billion by March 2025



26 licences granted to integrated tourism complexes with the aim of encouraging local and foreign investment



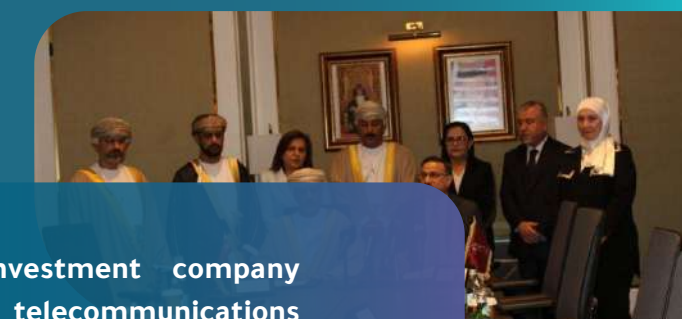
18 investment projects implemented under the Soroush initiative with an estimated value of OMR 500 million

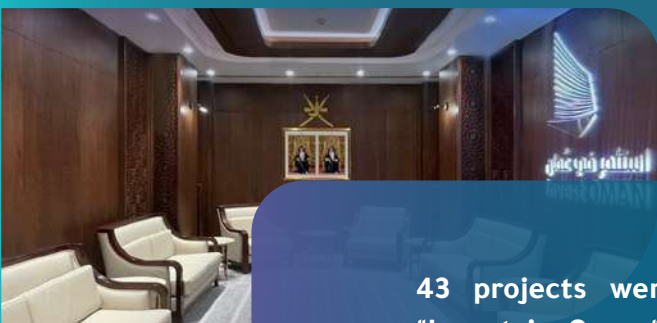


The number of existing green hydrogen projects rise to 8



Establishment of a joint investment company targeting investment in the telecommunications sector worth USD 100 million with the Jordanian Social Security Investment Fund





43 projects were localised by mid-2025 through "Invest in Oman" hall, with a total value exceeding OMR 2.251 billion



برنامج الشركات الناشئة العمانية الواعدة
Launch of the Promising Omani Start-ups Programme



Increase in the added value of SMEs by the end of 2024 to approximately OMR 8.8 billion, compared to OMR 8.6 billion in 2023



The value of foreign investments in the manufacturing sector rise to OMR 2.489 billion by the end of 2024



The value of contracts awarded to SMEs through Esnad platform rise to 15% of total contracts in 2024, compared to 7% in 2023



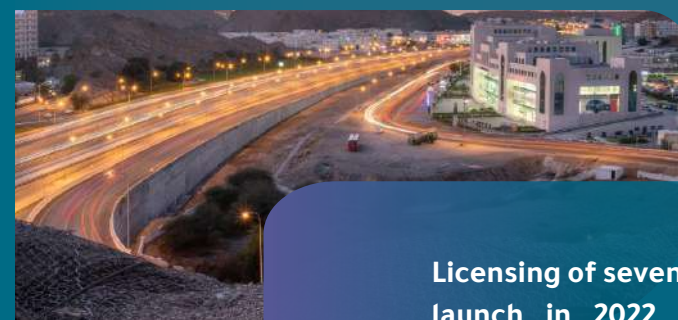
Licensing of 8 companies to organise adventure activities



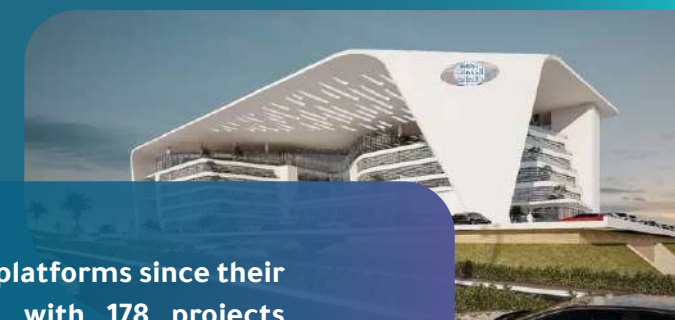
10 programmes have been established to finance SMEs to provide more financing options



Development of Oman Chamber of Commerce and Industry's system



Licensing of seven crowdfunding platforms since their launch in 2022 until mid-2025, with 178 projects benefiting from these platforms and cumulative funding of more than OMR 10 million



Enhancing the business environment

- Establishment of “Invest in Oman” hall, which provides integrated services to investors through representatives from 14 government agencies, in addition to Sohar International Bank, Oman Post, and Sanad Office.
- “Invest in Oman” platform is the official national portal for promoting and facilitating investment in Oman. It provides an integrated digital environment that brings together relevant government agencies under one umbrella, with the aim of providing an easy and effective investment experience. The platform offers a range of important services to investors, including showcasing investment-ready opportunities.
- Establishment of the “National Negotiation” team, a leading government team specialising in negotiating and supporting the government in making decisions related to strategic

investment projects (with an investment value of more than OMR 50 million) that contribute to promoting the diversification of the national economy, through well-studied incentives based on local added value for the Sultanate of Oman. Its investment decisions are based on international best practices, drawing on the outputs of the national matrix of priority projects, and the provision of natural resources and facilities based on an analysis that reviews the strategic and economic dimensions and the overall impact of the project’s returns.

- Developing an investment opportunity map on “Invest in Oman” platform, an advanced interactive tool designed to support investors in exploring investment opportunities available in Oman. It is an interactive digital interface that allows local and international investors to explore a wide range of investment-ready projects.

- The Rapid Response Team initiative, which aims to receive requests from projects facing difficulties and challenges in obtaining the required licences and approvals, and review and evaluate these requests. Challenges are resolved in collaboration with the relevant authorities in order to start project implementation and ensure business continuity. 63 requests had been processed by mid-2025.
- Launch of a unified promotional identity.
- Issuance of Royal Decree No. (35/2025) establishing the Investment and Trade Court, which has jurisdiction over all cases involving a trader and relating to his commercial activities and disputes arising from investment contracts.

- Issuance of Royal Decree No. (12/2025) amending certain provisions of Royal Decree No. (6/89) regulating the relationship between owners and tenants of residential, commercial and industrial properties and the registration of their lease agreements.
- Launch of a video call service for notary services starting in December 2024. This service allows notaries to verify the identity and eligibility of applicants without requiring them to be physically present, through the use of video call technology. Through this service, it will be possible to complete all types of agencies in the morning and evening, making it easier for investors and business owners to complete their transactions in record time inside and outside Oman.

Increasing the value of foreign direct investment

Targeting team:	The investment targeting team worked on developing a scientific methodology based on economic data and indicators, to identify target markets and companies that are compatible with the nature of the economic sectors to be marketed.
Support team:	The support team at Invest Oman is one of the key elements in facilitating and streamlining procedures for investors throughout their investment journey. The team coordinates with government agencies to ensure that procedures run smoothly and efficiently.
National Negotiation Team:	A leading government team specialising in negotiating and supporting the government sector in making decisions related to projects, with the aim of attracting investment to the Sultanate of Oman by providing incentives to investors.
Rapid Response Team:	The initiative aims to accelerate and make decisions related to resolving challenges for investment projects, which are evaluated and studied in cooperation with relevant authorities.
Invest in Oman Platform:	An electronic platform that aims to facilitate the attraction of investments to Oman by providing information on investment opportunities, legal procedures and incentives available to investors.

Private investment

- The total investment volume in existing integrated tourism complexes and projects under implementation by the end of 2024 reach OMR 10.664 billion.
- Signing of 72 usufruct contracts between 2021 and 2024 for the establishment of tourism projects in various governorates.
- The private sector is given the opportunity to invest in the heritage sector through investment in historical and archaeological sites, bringing the total number of heritage sites invested in by the private sector to 21 by the end of 2024, compared to only one site in 2020.
- Encouraging the private sector to invest in the adventure tourism sector, by restoring and rehabilitating a number of old mountain trails, issuing 58 licences to Omani guides specialising in adventure activities, licensing eight companies to organise adventure trips, and issuing the first insurance document serving licensed companies that organise adventure trips.
- Encouraging the private sector to implement high-value tourism projects such as hotels and resorts, by simplifying the procedures related to the necessary licences and approvals.
- Developing a number of old neighbourhoods that constitute an attractive and integrated environment for the tourism experience and attract investment.
- Signing 18 agreements with an investment value exceeding OMR 100 million at the Ministry of Transport, Communications and Information Technology's Logistics Day celebration.
- Establishing a high-capacity centre for hosting, processing and mining data in Sohar Free Zone, worth OMR 81 million, in 2024.
- Achieving an investment value of approximately OMR 107 million in the minerals sector by the end of 2024, which exceeds the target for the sector's contribution to GDP.

- Achieving an investment value for renewable energy of approximately OMR 533 million by the end of 2024, which has been monitored through the following projects: Amin Renewable Energy, Qabas Power Station, Ibri (2) Solar Power Station, Sur Water Desalination Plant, and the operation of Manah (1 and 2) Solar Power Stations.
- The value of investment projects in the agriculture and fisheries sectors rise to OMR 1.460 billion by the end of 2024.
- Implementation of 18 investment projects under Sorouh initiative, in partnership with local developers, with an estimated value of OMR 500 million distributed across a number of governorates.
- Registration of 90 developers and granting of 20 licences for the development of private urban projects under the Real Estate Developers Empowerment Initiative.
- Allocation of 2,189 plots of land for investment by the private sector in various governorates, with varying sizes and uses.
- Signing of usufruct agreements between the Ministry of Housing and Urban Planning and 1,070 private sector institutions during the period from 2021 to 2024, with a total of 1,076 usufruct contracts.
- Increase in cumulative investment in economic, free and industrial zones to OMR 20.9 billion by the end of 2024.

Foreign direct investment

- Granting 26 licences for integrated tourist complexes with the aim of encouraging local and foreign investment in this field. These projects are expected to contribute to the provision of around 90 hotel facilities, in addition to 19,361 hotel rooms, 3,042 hotel apartments/villas and 45,755 residential units.

- Expanding Oman Investment Authority's strategic partnerships regionally and internationally through investment agreements with a number of countries, most notably cooperation with the United Arab Emirates on railway projects and with the Republic of Turkey through the establishment of a joint fund worth USD 500 million with the OYAK government fund.
- Oman Investment Authority signed a memorandum of understanding with the Jordanian Social Security Investment Fund to establish a joint investment company worth USD100 million, divided equally between the two sides. The agreement aims to invest in the telecommunications, agriculture, tourism, pharmaceutical industries and logistics services sectors in both the Sultanate of Oman and the Hashemite Kingdom of Jordan.
- **As a platform that attracts foreign capital, Oman Future Fund attracted approximately OMR 885 million in approved projects during 2024 in partnership with international institutions in the technology, energy, tourism, and health sectors, most notably:**
 - The polysilicon plant in Sohar: the largest plant of its kind outside China, with an annual production capacity of 100,000 metric tonnes.
 - Hay Al Sharq project: the largest entertainment destination under construction in the Sultanate of Oman.
 - A tourism project in Dhofar Governorate: a luxury resort worth OMR 31 million, to which the fund contributed approximately OMR 13.6 million.
 - Launch of three strategic investment funds in collaboration with international partners such as IDG Capital, EW Partners and Templewater, with a total value of OMR 252 million, targeting the following sectors: technology, energy, tourism, agriculture, renewable energy, health and electric vehicles.



- Serb: A platform for managing the movement of unmanned aerial vehicles (drones).
- Bima: An online platform for aggregating insurance services.
- An artificial intelligence-based orthodontic project.
- An electronic application for insurance extraction.
- A project for sound analysis using artificial intelligence.
- Advanced cloud kitchen.
- Foreign direct investment in national development portfolio projects rose to around OMR 2.8 billion by the end of December 2024, spread across more than 60 projects in vital sectors including hydrogen, logistics, technology, food manufacturing and energy.
- Total foreign direct investment in economic, free and industrial zones reached approximately OMR 1.93 billion, according to the 2022 economic survey data, including OMR 1.517 billion in the manufacturing sector, OMR 317.7 million in the construction sector, and OMR 36.8 million in the mining and quarrying sector.
- Establishment of a database of projects under negotiation in economic, free and industrial zones. By the end of 2024, the number of projects included in this database reached 180, with an estimated value of USD 90 billion.
- Localisation of 43 projects by mid-2025 through Invest in Oman portal, with a total value exceeding OMR 2.251 billion, spread across various economic sectors.
- The number of companies and individuals who have contacted Invest in Oman portal by February 2025 rose to around 60 entities belonging to 132 different nationalities.
- Digital campaigns were launched through Invest in Oman portal via social media platforms and search engines, to showcase investment opportunities available in the Sultanate of Oman to foreign investors in a number of international markets.

- Increase in the value of foreign investments in the manufacturing sector by the end of 2024 to OMR 2.489 billion, compared to OMR 2.482 billion in 2023.
- Attracting foreign investments in the manufacturing sector worth OMR 592.3 million in the first quarter of 2025, compared to OMR 585.6 million in the first quarter of 2024.
- Attracting investments worth OMR 100.2 million during 2024 in the transport and logistics sector.
- Signing of two new agreements in the green hydrogen sector with a total area of 682 square kilometres in Dhofar Governorate during the second round of international bidding, bringing the number of existing green hydrogen projects to eight, with investment in the sector expected to reach around OMR 6.5 billion by 2030.
- Implementation of a number of foreign investment projects in the transport and logistics sector, including the construction of a 1,000-metre marina to accommodate heavy industrial vessels, and the levelling of the designated area and deepening of the vessel reception area with a foreign contribution of OMR 32.3 million.
- Targeting international companies in the communications and information technology sector, and implementing a programme for a number of international companies and institutions in the communications and information technology sector, to visit the Oman with the aim of highlighting the most important investment opportunities that Oman has to offer.
- Strengthening partnerships with international investors in future city projects, foremost among which is Sultan Haitham City, and signing real estate development agreements with leading foreign companies such as Talaat Moustafa Group and Al Ahly Sabbour.

Small and medium-sized enterprises (SMEs)

- Encouraging innovation in the banking sector and implementing financial inclusion by providing electronic payment channels for small and medium-sized enterprises and exempting them from point-of-sale (POS) device acquisition fees, including installation, monthly and annual fees associated with these devices.
- The facilities provided by the banking sector led to an increase in the total credit facilities (financed and non-financed) granted to SMEs until March 2025 to OMR 1.286 billion, compared to OMR 877.3 million in March 2024, representing 3.86% of the banking sector's lending portfolio.
- Activating the role of tourism in benefiting local communities, providing job opportunities for small and medium-sized enterprises, and career opportunities for professions related to the culinary arts through the Food and Culinary Arts Tourism Programme implemented by the Ministry of Heritage and Tourism.
- Documenting 28 unique geological phenomena and preparing a detailed study of the required protection mechanisms, with the possibility of providing promising investment opportunities for small and medium-sized enterprises in geological heritage sites, through the operation of visitor centres at the proposed sites.
- Creating promising investment opportunities through sales outlets for productive families in some private museums.
- Increasing the added value of small and medium-sized enterprises by the end of 2024 to approximately OMR 8.8 billion, compared to OMR 8.6 billion in 2023.

- Increasing the contribution of small and medium-sized enterprises to GDP to 21.4% in 2024.
- The number of micro, small and medium-sized enterprises increased to more than 267,000 by the end of 2024, compared to 240,000 by the end of 2023.
- Developing the infrastructure for entrepreneurship by establishing incubators and business centres in various governorates, and establishing business accelerators and ready-made factories in partnership between the Small and Medium Enterprises Development Authority and the General Establishment for Industrial Estates (Madayn).
- Allocating land for usufruct and providing various financing programmes tailored to the needs of different projects, with administrative fees not exceeding 2% and a financing ceiling of up to half a million Omani rials.
- Establishment of 10 programmes to finance small and medium-sized enterprises to provide them with more financing options.
- Increasing the value of contracts awarded to small and medium-sized enterprises through "Esnad" platform to reach 15% of total contracts in 2024, compared to 7% in 2023.
- Implementation of incentive measures by the Projects, Tenders and Local Content Authority, including: exemption from registration fees, nominal fees for purchasing tender documents, and exemption from temporary insurance.



Entity	Privileges/incentives
Projects, Tenders and Local Content Authority	<ul style="list-style-type: none"> Awarding government tenders worth no more than OMR 25,000 to small and medium-sized enterprises. Exempting enterprises that have obtained Riyadh card from registration and classification fees. Registration in the mandatory list of locally produced goods and services through Esnad platform. Exempting enterprises from providing temporary insurance (1%) when submitting their bids to participate in tenders. Payment of SME entitlements from government units. Allocation of at least 10% of government tenders and purchases to small and medium-sized enterprises.
Oman Investment Authority	<ul style="list-style-type: none"> Exemption from tender fees and initial guarantee requirements for contracts and tenders affiliated with Oman Investment Authority. Payment of amounts due to SMEs within 15 days of delivery of the last invoice in tenders under the Authority. Granting enterprises a 10% preference in purchases and contracts valued between OMR 10,000 and OMR 50,000 for materials and services.
Ministry of Labour	<ul style="list-style-type: none"> On-the-job training initiative. Gradual implementation of preferential Omanisation rates for enterprises that have obtained Riyadh card.

Ministry of Housing and Urban Planning	<ul style="list-style-type: none"> Land service with right of use for institutions that have obtained Riyadh card.
Public Authority for Special Economic Zones and Free Zones	<ul style="list-style-type: none"> 50% reduction in commercial registration and economic activity licensing fees for institutions registered with the Small and Medium Enterprises Development Authority.
Telecommunications Regulatory Authority	<ul style="list-style-type: none"> Allocation of at least 10% of the annual total value of contracted telecommunications services to institutions holding Riyadh card. Reduction of fees for issuing permits to provide telecommunications services for institutions that have obtained Riyadh card. Reduction of permit renewal fees for the implementation of telecommunications services for institutions that have obtained Riyadh card. Reduction of fees for issuing and renewing permits to provide telecommunications services for institutions registered with the Small and Medium Enterprises Development Authority.
Small and Medium Enterprises Development Authority	<ul style="list-style-type: none"> Allocation of financing programmes for small and medium-sized enterprises with a financing ceiling of up to OMR 500,000 for holders of Riyadh card without any guarantees or collateral. Providing financial grants to start-ups. Providing financial grants for craft support to craftsmen registered in the Authority's database.

Oman Development Bank

- Launching the first and second editions of “Tanmoo” programme for technical support and development of small and medium-sized enterprises operating in the fields of industry and logistics, in cooperation between the bank and Youth Project Support Fund “Sharaka”.
- Launching marketing initiatives such as “Discover the Secrets of Success and Entrepreneurship” initiative (Million Podcast), which aims to transfer knowledge and successful investment experiences that have benefited from the bank’s financing, and “We Share the Story” initiative to transfer investment experiences to small investors whose projects have been financed by the bank.
- Organising a development camp for owners of small and medium-sized enterprises financed by the bank to develop and enhance their entrepreneurial skills in facing challenges, in cooperation with the Challenge Foundation.
- Launching development meetings in collaboration with branches of Oman Chamber of Commerce and Industry aimed at empowering small and medium-sized enterprises and supporting governorate development.

Financing solutions

- Allowing finance and leasing companies to finance commercial and real estate development projects for the construction of residential units and granting working capital facilities.
- Issuing regulatory instructions in January 2025 by the Central Bank of Oman to direct financing towards priority non-oil sectors. These instructions allow banks to strengthen capital buffers to counter risks and provide incentives for growth through lending/financing to key target sectors such as tourism, renewable energy, logistics, mining, agriculture, fishing, education, technology, and healthcare. Such instructions aim to stimulate growth in non-oil GDP and create sustainable employment opportunities. The initiative is expected to enable the banking sector to provide financing of up to USD 25 billion and create more than 200,000 jobs over the next five years.
- The risk weightings for lending/financing to priority sectors were reduced from 100% to between 90% and 75%, while maintaining compliance with the international standards issued by the Basel Committee on Banking Supervision. This is expected to increase lending/financing to these sectors from OMR 5.326 billion in 2024 to OMR 15 billion by 2030.
- Seven crowdfunding platforms have been licensed since the platforms began operating in 2022 until mid-2025, with 178 projects benefiting from these platforms and a cumulative funding value of OMR 10,221,257 million.
- Crowdfunding platforms have seen widespread interest from financiers, with 4,175 investors participating through various financing models such as peer-to-peer financing and equity participation.
- Work on developing the regulatory framework for green and sustainable finance, and implementing a number of awareness programmes to spread awareness of the importance of green and sustainable finance, and enable the non-banking financial sector to play a pivotal role in activating green and sustainable finance.

- Launching a guide to loan disbursement procedures with the aim of simplifying and clarifying the steps and transparency of procedures.
- Allocation of a seasonal financing programme called Qitaf Musandam to support projects operating during Musandam 2025 winter season.
- Pilot launch of an electronic microloan application and tracking service with a financing ceiling of OMR 15,000.
- Allocation of a seasonal financing programme called Rathath to support projects operating during Dhofar 2025 autumn season.
- Enhancing the Development Bank’s contribution to providing affordable and effective financing in various sectors.

Omani exports

- Working to increase the volume of non-oil exports of Omani origin in foreign markets through a series of promotional initiatives and international participation under the umbrella of Omani Products Promotion Committee, whose members include the Ministry of Commerce, Industry and Investment Promotion, Oman Chamber of Commerce and Industry, the Public Establishment for Industrial Estates (Madayn), and the Small and Medium Enterprises Development Authority.
- Promoting Omani products at seven foreign and domestic exhibitions in 2024, and three foreign exhibitions until the beginning of May 2025.
- Focusing on inviting international importers from target markets to visit Omani pavilions and view products, organising bilateral meetings and business meetings between Omani companies and international importers, and implementing media and advertising campaigns aimed at raising awareness of Omani products.
- Launching “Oman Exports” platform in February 2025 by the Ministry of Commerce, Industry and Investment Promotion with the aim of enhancing the capacity of Omani companies to expand and compete in global markets.

Food security		Manufacturing		Logistics	
Number of projects	4021	Number of projects	1129	Number of projects	80
Value (OMR)	72,327	Value (OMR)	70,637	Value (OMR)	6,241

Tourism		Mining		Professional and public services	
Number of projects	488	Number of projects	35	Number of projects	1841
Value (OMR)	39,134	Value (OMR)	7,925	Value (OMR)	44,910



Results of participation in foreign exhibitions

Exhibition	Key results
Baghdad International Fair - January 2024	85% of participating companies conclude successful commercial deals. 89% of companies sign agency and commercial distribution contracts.
Baghdad International Fair - February 2025	The number of participating companies rises to 30: 100% of them conclude confirmed or potential commercial deals. 70% of them sign commercial agency and distribution contracts. 67% of them receive requests to export their products to foreign markets.
Gulfood Exhibition, Dubai - February 2024	100% of participating companies conclude confirmed or potential business deals. 78% of companies sign agency and commercial distribution contracts.
Gulfood, Dubai - February 2025	75% of participating companies conclude confirmed commercial deals.
International Exhibition of Stone, Architectural Design and Stone Industry Technology, Italy - September 2024	50% of participating companies conclude commercial deals. 80% of companies obtain agency and commercial distribution contracts.
The Big 5 Construction Exhibition, Dubai - November 2024	12 companies conclude confirmed commercial deals and receive orders to export their products to various markets.

Private sector development

- **Creating platforms for private sector engagement:** Developing permanent institutional mechanisms that enable the private sector to participate in an organised and effective manner in discussions on economic legislation and decisions.
- **Governance of family businesses:** Regulating Omani family businesses to ensure their sustainability across multiple generations and providing a supportive institutional framework. The first closed seminar was organised with the participation of 38 representatives to promote the sustainability of these companies in cooperation with the Gulf Family Business Council.
- **Launch of an incentive programme to accelerate the growth of medium-sized companies and transform them into larger entities with greater economic impact,** through the implementation of a programme based on market data analysis and the identification of target companies to be transformed into large companies by 2026.



Conclusion

In light of the current indicators and efforts made, the priority has seen intensive efforts since the launch of the vision, which have contributed to achieving remarkable progress in its indicators, whether those related to measuring the volume of private or foreign investment or those related to assessing the investment environment. However, the indicators related to export diversification remain below expectations. This requires a focus on maximising the impact of investments on exports and job creation.

The next phase requires continued focus on empowering the private sector to lead the Omani economy, working to diversify exports and imports to reduce trade concentration, and actively targeting investments with the greatest impact on the macroeconomy, while continuing to improve the business environment to enhance the Sultanate of Oman's competitiveness as a global investment destination.



Priority: Development of Governorates and Sustainable Cities

Strategic direction

Comprehensive geographic development through decentralisation and the development of limited urban hubs, and the sustainable use of lands

objectives of the priority



Balanced and equitable development that enhances the comparative advantage and competitiveness of cities and Governorates



Smart, sustainable and vibrant cities and a dynamic countryside with high urban quality for living, working and leisure



Urban and rural areas and natural and cultural heritage characterised by resilience and high capacity to cope with climate change



Empowered communities that contribute to shaping their social, economic and environmental priorities and operate within a framework of administrative and economic decentralisation



An effective settlement hierarchy that guides sustainable urban development, accommodate growing population, and provide essential services and facilities



Diverse and accessible transportation, integrated with well-guided urban development and world-class sustainable infrastructure

Indicator

2030 Target

2040 Target

Decentralisation implemented by 2022

Decentralisation implemented by 2022

Settlement Hierarchy Implemented by 2022

Settlement hierarchy implemented by 2022

Priority importance in the vision

The development of governorates and sustainable cities is one of the most important priorities of the vision, especially in the economy and development pillar, and it benefits greatly from the momentum generated by other priorities: economic diversification and financial sustainability, the private sector, investment and international cooperation, the labour market and employment, the environment and natural resources, health, education, learning, scientific research and national capabilities, citizenship, identity and national heritage and culture, among others.



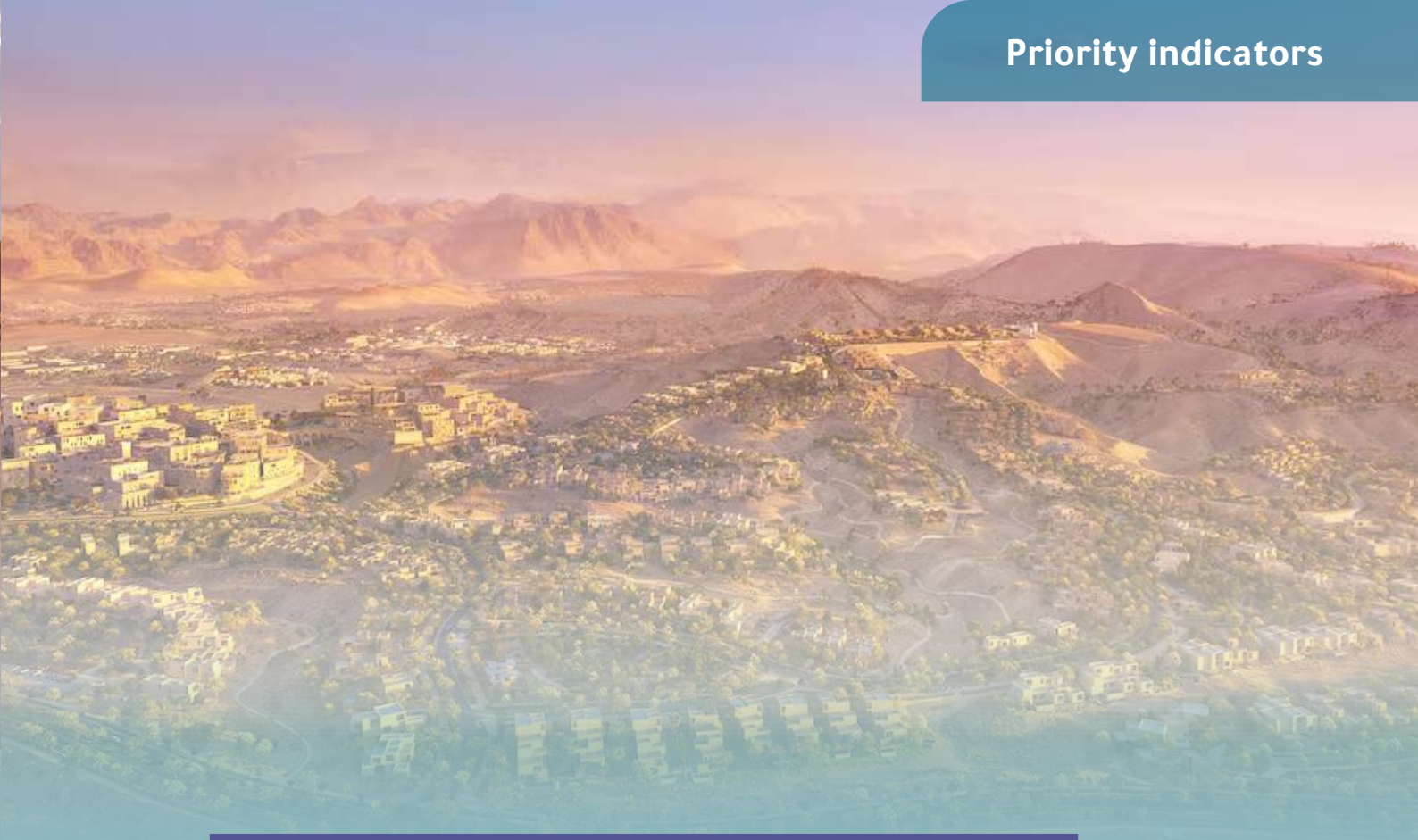
Decentralisation Implemented by 2022

An indicator that defines the timeframe for implementing decentralization, which is one of the approaches to local governance, and its implementation gives municipal councils in governorates, municipalities and service sectors more powers, which will improve the level of services in various economic and social areas.

The issuance of Royal Decree No. (101/2020) on the issuance of the governorates and municipal affairs system and the formation of a new structure for the state's administrative apparatus are steps towards achieving the indicator, as the Royal Decree granted the governorates administrative and financial independence, in addition

to forming a council for governorate affairs responsible for managing all administrative and financial matters, organising, supervising and monitoring performance. The decree also designated a city for each governorate to serve as its regional capital, where most of the administrative and service institutions are located.

Also, Royal Decree (36/2022) further strengthened decentralisation and independence, while maintaining the level of powers and authorities granted to the Governorate, in addition to the allocation of development budgets to governorates under the administration of the governors' offices.



Settlement Hierarchy Implemented by 2022

An indicator measuring the timeframe for implementing the settlement hierarchy. It aims to guide sustainable urban development to accommodate population growth and provide basic services and facilities. The settlement hierarchy in the Governorates has been included in the comprehensive urban strategy and regional urban strategies,

issued by the Ministry of Housing and Urban Planning.

The indicator will be achieved upon the adoption of the hierarchy in the urban planning strategy, in addition to the activation of the hierarchy in the development/implementation of the urban strategy and ensuring its implementation of the target policies.



Preparing a guide for assessing the resilience of governorates in responding to climate events



Delegation of powers to governorates and referral hospitals in the health sector



Issuing regulations for land planning controls



Preparation of the Urban Planning Law to serve as a reference for spatial strategies and structural and detailed plans



Completing 100% of the consultancy work for the Greater Muscat Structural Plan, pending final approval



Work is underway to complete 20% of the first phase of Sultan Haitham City by the end of 2025



Implementation and activation of the Omani Urban Observatory System



Issuing a guide document for the preparation of detailed plans and planning pockets



Implementation of vital strategic road projects, including: Sultan Faisal bin Turki Road (Dibba - Lima - Khasab) with a length of approximately 71 km, with a completion rate of approximately 48% by June 2025



Working on establishing a unified system for naming and numbering neighbourhoods, streets, roads, alleys, squares, residences and facilities in all governorates





Completion of the first stage of the expansion of Rusayl - Nizwa Road (from Rusayl to Bidbid) as part of a project to improve the road's capacity



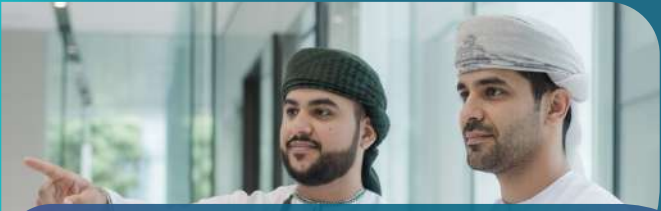
The number of beneficiaries of "All Oman" initiative implemented by Oman Vision 2040 Implementation Follow-up Unit to promote community participation reached 4,185



Achievement of Platinum Level of ISO 37120 certification for sustainable cities for Muscat Governorate



Launch of the National Addressing System project



Delegation of administrative and technical powers to general managers in the governorates in the employment sector



Delegation of powers to governorates in development projects in the transport sector



Signing of three agreements to implement the third, fourth and fifth stages of the 400 km Sultan Said bin Taimur Road (Adam - Hima - Thumrait)



Launch of A'Thuraya City project with an area of more than 17 million square metres



Delegation of powers to governorates in development projects in the housing sector



Preparation and approval of national maps of wadi routes



Urban planning

- Issuing an urban planning law project that aims to guide urban planning operations in the Sultanate of Oman, to serve as a reference for spatial strategies and structural and detailed plans, and to contribute to reducing violations and abuses that contravene structural and detailed plans. It also enables decision-makers and planners to deal with various requests and projects and address certain planning challenges.
- Issuing regulations for land planning controls, which aim to establish an integrated regulatory framework for land planning to ensure sustainable urban development in line with the National Urban Development Strategy 2040.
- Launching a guide for preparing detailed plans for planning pockets, aimed at achieving a sustainable urban environment that reflects local nature and meets the needs of sustainable development in different areas. The guide encourages the adoption of the principle of urban humanisation, where priority is given to developing an environment that promotes interaction between individuals and public spaces, and providing an integrated infrastructure that supports quality of life.
- Preparing and implementing the Omani Urban Observatory System and a set of urban indicators, which aim to provide an integrated methodology for monitoring sustainable urban development and analysing urban indicators at the national, regional and global levels. It focuses on five main areas: society, economy, culture, environment, and governance and implementation.
- Working to establish a unified system for naming and numbering neighbourhoods, streets, roads, alleys, squares, residences, and facilities in all Governorates. The project targets standardising the addressing mechanism and developing an addressing system based on the highest

international standards and designed to suit local needs. It aims to achieve a set of strategic objectives that contribute to improving the quality of life and enhancing the efficiency of services.

■ Issuing and implementing planning policies and standards:

- Completion of the technical manual for the Western Hajar area policies, with 23 policies developed under the special planning areas policy. Work has also been done on the governance of these policies by defining the tasks and responsibilities of the various entities to ensure their effective implementation and the achievement of the desired objectives.
- Completion of the technical guide for Dhofar mountains policies as part of the initiative to develop policies for Dhofar mountains. Accordingly, 21 policies have been developed to guide development in the region in line with its natural and cultural characteristics. The initiative seeks to develop

policies for Dhofar mountains, which are characterised by their environmental diversity and strategic location overlooking the Indian Ocean, and to activate their status as an important tourist destination, especially during the autumn, spring and winter seasons.

- Preparation of a guide to assess the resilience of governorates in responding to climate events. The guide assessed the resilience of governorates in responding to climate events and their readiness during the stages of preparedness, response and recovery.
- Preparation of national maps of wadi routes and their approval by the General Secretariat of the Council of Ministers. All overlapping and affected areas were identified in accordance with the guide to the governance of dams and wadis. A clear route (illustrative map of valley routes) has also been identified for referral to the Governorates' offices to take the necessary action to refine, deepen and clean these routes.

Future city projects, structural plans and residential neighbourhoods

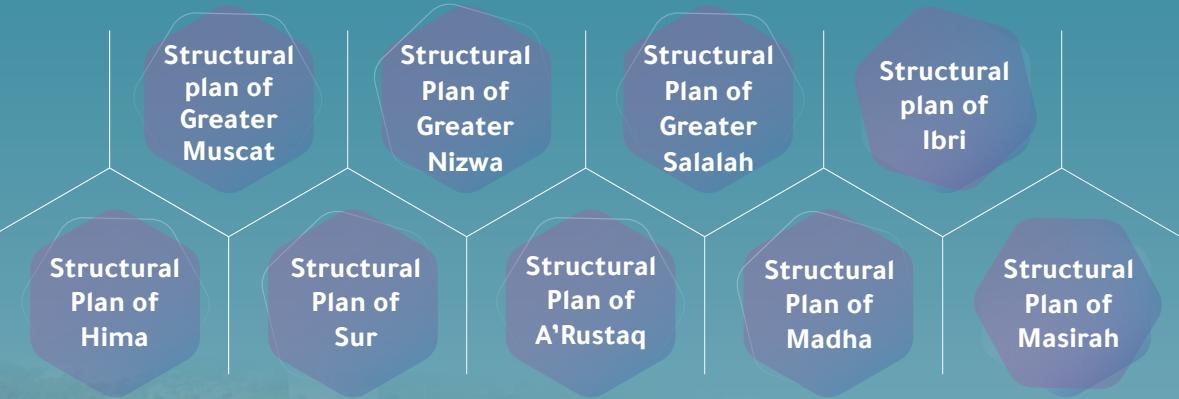
First: Future cities



Second: Investment projects

- Al Khuwair Downtown
- Al Jabal Al Aali in the Wilayat of Al Jabal Al Akhdar

Third: Structural Plans



Fourth: Integrated residential neighbourhoods and plans (Sorouh)

- This is one of the main initiatives that are based on achieving the objectives of the National Urban Development Strategy and Oman Vision 2040; to build sustainable cities and villages that meet expectations in accordance with the highest standards of sustainability and modern planning. **It includes the following neighbourhoods and plans:**
- Hai Al Luban: Wilayat of Nakhal.
- Hai Al Ahd: Wilayat of Al Amerat.
- Hai A'Zain: Wilayat of Bidbid.
- Hai Majd: Wilayat of Sohar.
- Hai A'Shurooq: Wilayat of Salalah.
- Tilal A'Nakhil: Wilayat of Khasab.
- Hai A'Naseem: Wilayat of Barka.
- Hai Al-Azim: Wilayat of A'Rustaq.
- Hai A'Nour: Wilayat of Nizwa.
- Hai A'Sumou: Wilayat of Al-Mudhaibi.
- Hai A'Namaa: Wilayat of Izki.

Sultan Haitham City: Figures and Statistics



Implementation status of future city projects and investment projects

- **Sultan Haitham City**
 - Commencement of construction work assigned to companies in the first phase (2024-2030).
 - Commencement of construction work on main roads, tunnels and ferries.
 - Construction of three power stations.
 - Commencement of executive work by real estate developers to construct a number of residential neighbourhoods.
- **A' Thuraya City**
 - Completion of preliminary design and commencement of detailed designs - October 2024.
 - Launch of the city - May 2025.
 - Commencement of site preparation phase.
 - Signing of a partnership and development agreement with Tathmeer to develop District 6 with 1,000 residential units, representing an investment value of more than OMR 240 million.
- **Salalah Future City**
 - Work on the project commenced in 2023.
 - Preliminary plans are currently being reviewed with the relevant authorities.
- **Nizwa Future City**
 - Work on the project commenced in November 2023.
 - The project was reassessed in mid-2024 to evaluate location options.
- **Sohar Future City**
 - Work on the project commenced in March 2024.
 - Preparation of preliminary plans for the city.
- **Al Khuwair Downtown**
 - Work on preliminary plans commenced in November 2024.
- **Al Jabal Al Aali in the Wilayat of Al Jabal Al Akhdar**
 - Completion of project plans in March 2024.
 - Launch of the project in May 2025.

Implementation status of structural plan projects

Structural plans are projects derived from the National Urban Development Strategy and regional strategies for Governorates, which aim to apply the settlement hierarchy and provide detailed local plans, land use zones, mobility plans, detailed planning facilities and urban design, in addition to providing local plans for managing and protecting the environment and heritage assets of cities in the Sultanate of Oman.

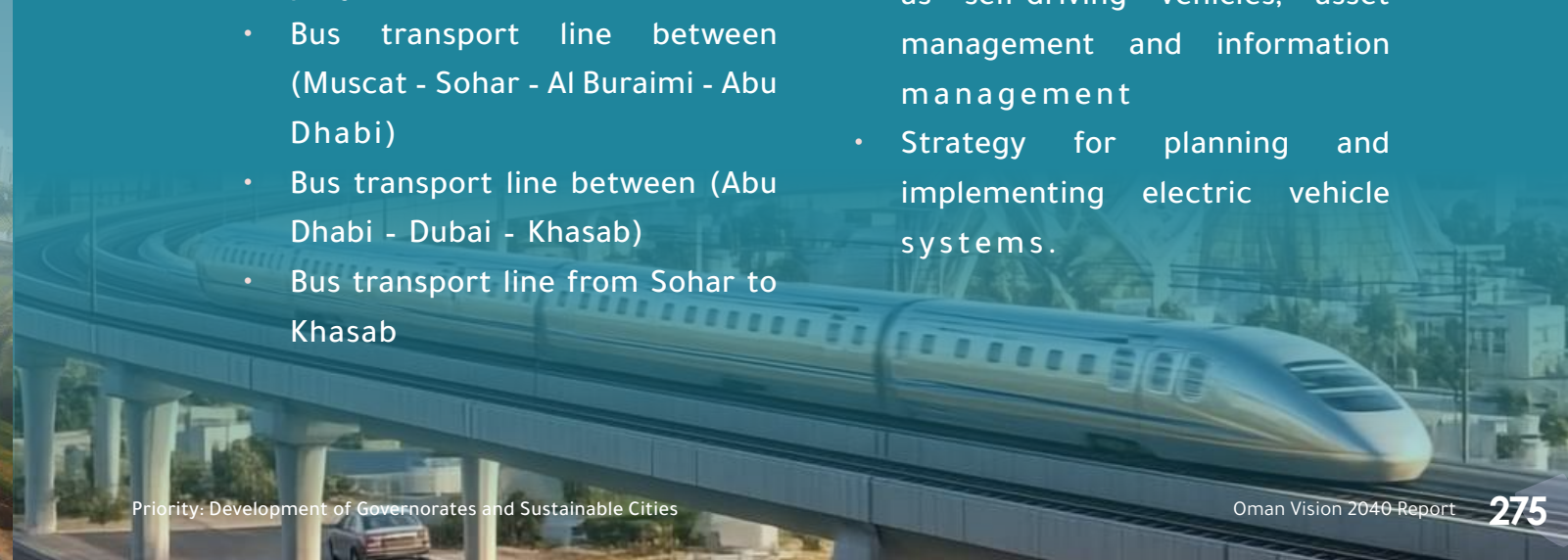
The Structural Plan	Implementation status - December 2024
Greater Muscat	100% of consultancy work completed, awaiting final approval
Greater Nizwa	90% of consultancy work completed, with final draft of plan being prepared
Greater Salalah	50% of consultancy work completed, with work underway on preparing the preliminary draft of the plan
Ibri	100% of consultancy work completed, awaiting final approval
Hima	100% of consultancy work completed, awaiting final approval
Sur	50% of consultancy work completed, work underway on preparing the initial draft of the plan
A'Rustaq	25% of consultancy work completed, currently in the data collection phase
Madha	72% of consultancy work completed
Masirah	100% of consultancy work completed

Transportation and its integration with the urban strategy

- Tender launched for Muscat Expressway Capacity Improvement Project.
- Implementation of vital strategic road projects, including Sultan Said bin Taimur Road (Adam - Thumrait) dual carriageway project, stage 4, with a length of 135 km, as well as Sultan Faisal bin Turki Road (Dibba - Lima - Khasab) project, with a length of approximately 71 km.
- Implementation of a feasibility study for a road connecting Seeb - Bidbid (Al Mabilah - Thameed) by a consultant appointed by the Ministry of Finance, and referral of the project to the Ministry of Transport, Communications and Information Technology to complete the procedures.
- Completion of the first phase of the expansion of Al'Rusayl - Nizwa road (from A'Rusayl to Bidbid) as part of a project to improve the road's capacity.
- Tender launched for the expansion of A'Rusayl-Nizwa road (from Burj A'Sahwa to A'Rusayl).
- Work on preparing an urban air transport plan and several initiatives in logistics and green mobility.
- Operation of a bus transport line between (Muscat - Sohar - Al Buraimi - Abu Dhabi) and an express route from Muscat to Al Buraimi.
- Operation of a bus line from Muscat to Nizwa with a total of four trips per day in each direction.
- Completion of the preliminary feasibility study for the 55-km Muscat Metro project from Ruwi to Sultan Haitham City in Seeb.

Projects under implementation in the transport sector

- Road Asset Management Strategy
- Feasibility studies and design for national road infrastructure projects
- Road project implementation plan to identify road network problems
- Stage 4 of Sultan Said bin Taimur Road Dualisation Project (from Hima to Thumrait)
- Stage 5 of Sultan Said bin Taimur Road Dualisation Project (from Hima to Thumrait)
- Stage 6 of Sultan Said bin Taimur Road Dualisation project (from Dawkah to Thumrait)
- Improvement of the capacity of the Highway
- Improvement of the capacity of Sultan Thuwaini bin Said Road (A'Rusayl - Nizwa)
- Development of Burj Al Sahwa area
- Multimodal transport integration strategy for railways
- Feasibility studies and design for national railway infrastructure projects
- Bus transport line between (Muscat - Sohar - Al Buraimi - Abu Dhabi)
- Bus transport line between (Abu Dhabi - Dubai - Khasab)
- Bus transport line from Sohar to Khasab
- Bus transport line from Muscat to Nizwa
- Bus transport line between Sohar, Ibri and Fahud
- Project to replace bus service on Route 64 (Sohar - Muscat)
- Feasibility study for international and domestic ferries
- Port development strategy
- Walking and cycling promotion strategy
- National strategy to enhance traffic safety governance
- Oman Road Safety Strategy
- Transport accident data collection and management strategy
- Development of a Road Safety Infrastructure Audit Programme
- Development of a Road Safety Awareness Programme
- Regulatory Strategy for Vehicle Safety Monitoring
- Public Transport Safety and Security Standards and Guidelines
- Strategy for monitoring and developing smart transport technology in vehicles, such as self-driving vehicles, asset management and information management
- Strategy for planning and implementing electric vehicle systems.



Promoting administrative and economic decentralisation

Employment and labour sector

■ Delegation of administrative and technical powers to general managers in the governorates

- Issuance of Ministerial Decision No. (416/2025) delegating powers to general managers in the Governorates, enabling them to make direct decisions in the areas of employment, inspection, licensing, and dispute resolution without referring to the Ministry's General Office. This decision aims to speed up procedures, achieve efficiency, and respond to the needs of the local labour market.

■ Organisational restructuring of general directorates in the governorates

- ▶ New organisational divisions have been created that report directly to the director general of the directorate, most notably:
 - The Information Technology Department.
 - Legal Affairs Department.
 - Communication and Media Department.
- ▶ This step aims to strengthen technical, legal and media support locally without the need to refer to the centre.

■ Assigning employment targets to each Governorate

- Distributing annual recruitment targets at the Governorate level and linking them directly to the performance indicators of the directorates. This measure contributes to enhancing accountability and results, and motivates the directorates to contribute directly to achieving the targets of Oman Vision 2040, particularly with regard to employment indicators.

■ Enhancing coordination with governors and local councils

- Working with governors' offices to identify local labour market needs and develop employment and training programmes tailored to the specific characteristics of each governorate.
- Support integration with decentralised development initiatives adopted by the Governorates.

Transport and logistics sector

■ Delegating powers to governorates in development projects

- Transferring responsibility for supervising dirt roads to governorate municipalities, as part of a plan to decentralise the management and maintenance of the road network, and improve performance by activating governance over asphalt roads (distributed and local) and dirt roads in various governorates.
- Given the importance of the logistics sector in Al Batinah North Governorate, the Roads Department in the Governorate has been reinforced with a specialist from Oman Logistics Centre at the Ministry of Transport, Communications and Information Technology, to facilitate communication with the governor's office and the authorities concerned with the logistics sector in the governorate.
- Launching the Governorate Ambassadors for Digital Transformation initiative, with the aim of increasing community awareness and use of smart and advanced digital services, solutions and technologies, enabling the community to have a distinctive and easy user experience in accessing digital services, and promoting the shift towards digital life as the best practice for citizens to access government services and raise the level of satisfaction and acceptance.
- Forming technical teams for digital transformation to follow up on the progress of digital transformation projects in the Governorates.
- Involving governors and specialists from their Governorates in attending periodic visits to project sites with the ministry team and submitting reports.
- Providing governors' offices with reports on the implementation status of development projects in the governorate.

■ Attracting investment to the sector from the governorates

- Studying investment opportunities and competitive advantages of governorates in coordination with the governorates, and in line with the nature of the technical investment projects being sought. During the past period, efforts have been made to attract some technical investments in the field of currency mining in Dhofar, Al Wusta and Al Batinah North. A study is currently underway to allocate a free technical zone in Muscat targeting the attraction of international technical companies.

- Continuous coordination with the road departments in governorates regarding the study of investment opportunities related to roads, including but not limited to the construction of new investment roads in partnership with the private sector, or the use of existing roads for the purpose of investing in their facilities for advertising.
- Involving governorate offices in selecting investment opportunity locations such as logistics areas, ports, land transport accommodation yards and one-stop inspection stations.

■ **Aligning plans and strategies**

- Involving governorate offices and municipal councils with road departments in governorates in proposing development projects and submitting them to the Ministry for evaluation within the project matrix.
- Providing governorate offices with data by Oman Vision 2040 Implementation Follow-up Office on their governorates, such as the number of investment opportunities and development projects and their completion rates.

Health services sector

Significant progress has been made in decentralising health services to improve efficiency and access to healthcare and achieve universal health coverage in various Governorates. For example:

- Delegating powers to governorates and referral hospitals, where many administrative and financial powers have been transferred to the general directorates of health services in the governorates and referral hospitals, allowing for faster and more responsive decision-making to local needs, particularly with regard to the procurement of services from the private sector, local contracts, and others.
- Strengthening health infrastructure by opening several health institutions and developing hospitals and health centres in remote areas to reduce the need for referrals to Muscat.

- Establishing specialised centres in the governorates (such as dialysis centres, cardiology centres, etc.) to reduce referrals, waiting times, and congestion in referral hospitals.
- Introducing more specialised diagnostic and therapeutic services in health institutions in the Governorates.
- Improving service quality by implementing quality assurance and accreditation programmes, as well as the patient-friendly hospitals and health institutions initiative.
- Training local cadres, localising health services, and implementing a visiting consultant programme to reduce the costs of referrals to Muscat or treatment abroad.
- Digital transformation and activation of e-health systems to connect health institutions and facilitate data sharing

between different levels, in addition to implementing telemedicine and virtual health services to provide specialist consultations without the need for transport.

- Community participation and encouragement of health initiatives such as healthy cities and villages, as well as community involvement in awareness campaigns against non-communicable diseases and epidemics, in addition to strengthening the role of civil society organisations such as the Cancer and Diabetes Associations and others.
- The Ministry of Health's experience in decentralising health service management has been studied, evaluated and documented, and the findings of the study will be used to formulate a plan to be implemented as part of the 11th Five-Year Development Plan.

Housing sector

- **Delegation of powers to the governorates in development projects, which include all planning services (division, consolidation, compensation, approval of detailed plans and usufruct contracts). Examples include:**
 - Approval powers have been granted so that subdivision projects not exceeding 42,000 m² are approved by the Director General, and those not exceeding 21,000 m² are approved by the Director of the Urban Planning Department.
 - Approval of detailed general plans for urban expansion areas and planning pockets proposed to be added to the urban area, with the Director General being granted authority for no more than 50 plots of land per site, in addition to the necessary services.
 - Authority has been granted to the General Directorates of Housing and Urban Planning in the governorates to approve usufruct rights, renew usufruct contracts, and cancel and transfer usufruct rights in a number of cases specified by the ministerial decision.
 - The Director of the Urban Planning Department was granted the authority to approve the division of buildings and real estate units and to approve the modification or relocation of plots of land to avoid impact and maintain the same area.
- Implementation of workshops aimed at educating the community about the importance of urban development and encouraging community participation in shaping the future of different areas.
- Enhancing digital transformation services and simplifying procedures that directly contribute to decentralization, by enabling Governorate administrations to have immediate access to systems and services, without the need for repeated referral to the central office.
- The government land use rights system has contributed to the development of the governorates by optimising the use of land and resources according to the requirements of each region, thereby promoting the balanced distribution of development projects and achieving sustainable development.

Governorate Development Programmes

- The governorate development programme is being implemented in line with the royal directives to allocate OMR 4 million to each governorate annually during the tenth five-year development plan, starting in 2022, with a total of OMR 220 million. The total committed investment amounted to approximately OMR 180 million by mid-2025.

Authority	Total value of committed projects (in OMR)
Al Buraimi Governorate	16,957,655
Muscat Governorate	4,847,298
Al Batinah North Governorate	17,035,552
Al Batinah South Governorate	17,326,263
Musandam Governorate	18,436,872
A'Dhahirah Governorate	18,930,912
A'Dakhiliyah Governorate	18,651,154
A'Sharqiyah South Governorate	19,174,271
A'Sharqiyah North Governorate	19,983,667
Al Wusta Governorate	14,953,358
Dhofar Governorate	13,035,893

Conclusion

This priority has seen positive progress in all aspects. It targets implementing decentralisation by 2022, which has been achieved through the issuance of the Governorates system. It also targets implementing a settlement hierarchy for by 2022, which is being implemented through the National Urban Development Strategy. These objectives have been translated into efforts to develop structural plans for major cities, future city projects and integrated residential neighbourhoods, in addition to efforts to enhance and integrate transportation with the urban strategy, which has been translated into projects to connect roads between different Governorates. As for the aspects of promoting administrative and economic decentralisation, efforts to delegate powers in various social sectors have contributed to enabling governorates to make decisions at the geographical level of the governorates, and achieve efficiency in development aspects. Emphasis has also been placed on comparative advantages and attracting investments, in line with the competitive nature of the governorates.

The next phase requires a focus on strengthening efforts in various priority areas, and ensuring the integration of efforts to implement the National Urban Development Strategy, while continuing to promote administrative and economic decentralisation of the governorates, and achieving optimal exploitation of competitive advantages, by attracting quality investments that contribute to the development of the governorates.



Sustainable Environment Pillar

An Environment with Sustainable Components





Environment and Natural Resources

Strategic direction

Effective, balanced and resilient ecosystems to protect the environment and sustain its natural resources in support of the national economy

objectives of the priority



An environment that balances environmental, economic and social requirements and operates according to the principles of sustainable development.



High-quality, pollution-free environments.



A green and circular economy that responds to national needs and is in line with global trends.



Food and water security based on renewable resources, advanced technologies and optimal use of the country's strategic location and biodiversity.



Renewable energy, diversified sources and rational consumption to achieve energy security.



Environmental awareness inherent in the effective application of sustainable consumption and production rules.

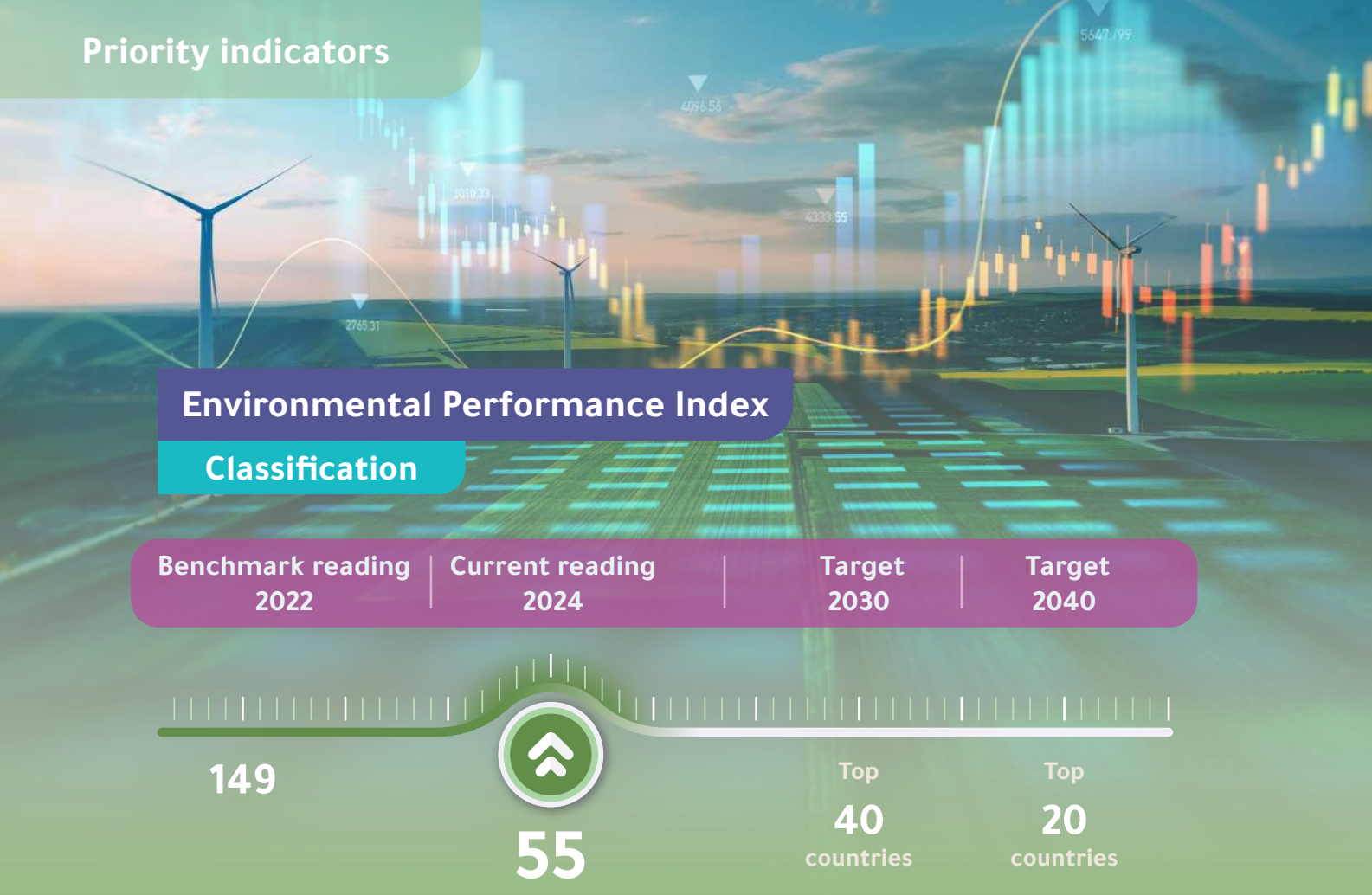


Sustainable use of and investment in natural resources and wealth to deliver high added value

Indicator	2030 Target	2040 Target
Environmental Performance Index	Value > 65.46 or top 40 countries	Value > 74.69 or top 20 countries
Oman Water Index	550-600 million cubic metres/person	650-700 million cubic metres/person
Renewable energy consumption percentage of total consumption	20%	35% - 39%

Priority importance in the vision

The importance of environment and natural resources priority lies in its almost direct link to the priorities of the economy and development pillar, by ensuring the sustainability of natural resources and their role as the main driver of emerging economies such as the green and circular economies. It also plays a role in promoting tourism activities through eco-tourism, in line with the global trend of adopting environmental criteria among the criteria that determine the attractiveness of investment for profit and non-profit institutions through environmental, social and governance (ESG) criteria, as well as its importance to the priorities of the people and society pillar.



The index measures countries' commitment to global environmental policies and their orientation towards a sustainable environmental future. It comprises 32 sub-indices that measure biodiversity and fluids, air quality, climate and energy, water and sanitation, fisheries, water resources, and exposure to environmental risks. After a sharp decline in 2022, Oman jumped 94 places in the latest reading of the index for 2024, achieving 55th place globally (and second in the Arab world), after being ranked 149th in 2022. This improvement was driven by the efforts of the Environment Authority, the National Competitiveness Office, and the Enabling Programme to improve competitiveness

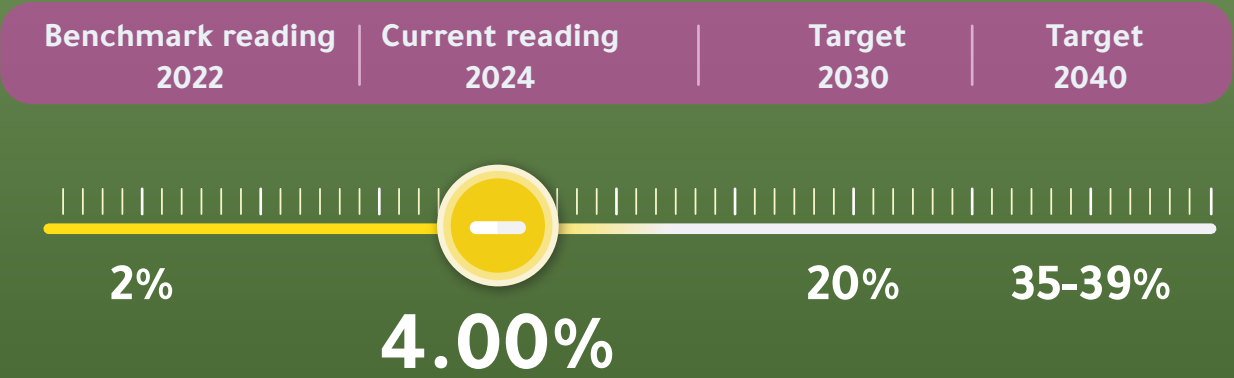
indicators within Oman Vision 2040 Implementation Follow-up Unit, and relevant entities, to identify the challenges that prevent Oman from improving its ranking in this index. The most notable of these efforts are: the royal blessing of the National Strategy for an Orderly Transition to Net Zero, which was launched at the Climate Summit (COP 27) in Sharm El Sheikh, Egypt, as well as the announcement of the establishment of Oman Net Zero Centre, which directly contributed to improving the sub-indicators related to the climate change sector under the index. The issuance of Royal Decrees establishing new nature reserves, making the total 30, also contributed to improving the ecosystem pillar.



The index measures the amount of water produced annually in the Sultanate of Oman, whether from desalination plants or wells. Preliminary figures for the index show stability in the amount

of water produced for 2024 compared to 2023, at around 520 million cubic metres per person. The overall movement of the index over the past years has shown an upward trend.

Renewable energy consumption percentage of total consumption ratio



The indicator measures the consumption percentage of electricity generated from renewable energy sources such as wind and solar power of total annual electricity consumption. It has shown relative stability in

the last three readings at 4%, and is expected to remain relatively stable in the short to medium term. However, it is expected to continue to rise with the completion of renewable energy projects that are currently under construction.

Key efforts and achievements



Plantation of more than 3.3 million trees and 24 million seeds



Rehabilitation of more than 100 coral reef sites



Launch of the National Strategy for the Orderly Transition to Net Zero and the National Net Zero Programme



Adoption of 2050 as the year for achieving net zero



Increase in food self-sufficiency from 66.2% in 2021 to 69.0% by the end of 2024



Establishment of 50 air quality monitoring stations and 37 radiation monitoring stations



100% of wastewater treated through triple treatment at 67 treatment plants spread across various Governorates, with more than 50% of treated water reused



Establishment of Oman Net Zero Centre



Launch of the (Luas) financing portfolio by Oman Development Bank to finance the food security sector



Launch of Omani wheat production initiatives and adoption of a plan to support local wheat production with approximately OMR 5 million until 2027



Launch of waste-to-energy project in Barka landfill to process 4,500 tonnes per day and generate approximately 140 megawatts of electricity



Announcement of five new nature reserves, bringing the total number of reserves to 31 and environmental sites to 33



Achievement of high levels of self-sufficiency in locally produced commodities, reaching more than 100% for fish, 97% for dates, 92% for fresh milk, 77% for vegetables, and 67% for table eggs



Signing of two new agreements in the green hydrogen sector covering a total area of 682 square kilometres in Dhofar Governorate



Opening of Al Jafina, Al Jafnayn, Na'ar and Adonab dams



Launch of the Unified National Water Strategy



Total animal production increased from 0.456 million tonnes in 2023 to 0.496 million tonnes in 2024, at an annual growth rate of 10.5% during the period 2019-2024



Total plant production increased from 3.7 million tonnes in 2023 to 3.9 million tonnes in 2024, with an annual growth rate of 5.4% during the period 2019-2024



Operation of Manah 1 and Manah 2 solar power stations



Commencement of construction work on a number of renewable energy and green hydrogen projects in Duqm



Early warning system project aimed at monitoring and assessing food security risks



Total fish production increased from 0.793 million tonnes in 2023 to 0.799 million tonnes in 2024, at an annual growth rate of 6.6% during the period 2019-2024



Provision of 48 food storage facilities to enhance food security



Development of 44 engineered landfills and increase in recycling rate to 38%



International excellence and environmental classification

1. Advanced global ranking in environmental performance:

- Ranked 54th out of 180 countries in the 2024 Environmental Performance Index.
- Ranked first globally in marine protection stringency and pollutant emission growth rates (black carbon and sulphur dioxide).
- Ranked 29th globally and first regionally in the Middle East in ecosystem vitality.

2. Superiority in specialised environmental indicators:

- Ranked first in the Arab world and 22nd globally in the least polluted countries index.
- Ranked ninth globally in marine habitat protection and seventh globally in wastewater treatment.

3. Regional leadership in various environmental sectors:

- Ranked first in the Middle East in the agriculture sector.
- Ranked second in the Middle East in habitats, biodiversity and air quality.
- Ranked third in the Middle East in the water sector.
- Ranked fourth in the Middle East in fisheries.
- Ranked fifth in the Middle East in drinking water and sanitation.

4. Leadership excellence and international recognition in the environmental field:

- Oman elected as President of the Seventh Session of the United Nations Environment Assembly (2024-2025).

- His Excellency Dr. Abdullah Al-Amri, Chairman of the Environment Authority, was selected for the second consecutive time to Forbes' list of sustainability leaders in the Middle East.
- Dr. Thuraya Al-Saririyah receives the Arab Women's Excellence Award in Environmental Activity.

Environmental policies and reports

1. Preparing the national inventory report on greenhouse gas emissions.
2. Developing a policy framework for carbon reduction certificates' registration and issuance, in line with Article 6 of Paris Agreement.
3. Updating and developing Nationally Determined Contributions (NDCs) reports to reflect strategic directions for reducing emissions and achieving carbon neutrality.

Sustainable environment

- Developing 44 engineered landfills and increasing the recycling rate to 38%. A waste-to-energy project was also launched at Barka landfill to process 4,500 tonnes per day and produce approximately 140 megawatts of electricity.
- Establishing a network of 50 air monitoring stations linked to "Naqi" platform, in addition to 37 radiation monitoring stations operating around the clock.
- **Strengthening environmental policies to protect the environment from plastic pollution:**
 - ▶ Implementing a ban on single-use plastic shopping bags since 2021.
 - ▶ Issuing a decision in 2024 for a gradual comprehensive ban on all types of plastic shopping bags, to be fully implemented within two years.

■ Expanding the environmental monitoring network and enhancing digital transparency:

- ▶ Establishing more than 50 stations to monitor ambient air quality throughout the Sultanate of Oman, transmitting their data in real time to the national “Naqi” air quality index platform.

■ Enhancing radiation monitoring to protect the society and environment:

- ▶ Installing 55 radiation monitoring stations distributed throughout the Sultanate of Oman, with data flowing directly to the Radiation Monitoring Department of the Environment Authority.

■ Improving infrastructure and developing waste disposal sites:

- ▶ Converting 44 landfills into advanced engineered landfills.
- ▶ Rehabilitating 33 old landfills and construction of 11 new engineered landfills in various Governorates.

■ Increasing recycling efficiency and reducing pressure on landfills:

- ▶ Increasing the number of solid and liquid waste recycling plants to 82.
- ▶ Increasing the percentage of recycled waste to about 38% of the total waste produced nationally.

■ Strategic projects to convert waste into energy:

- ▶ Commissioning the leachate treatment plant in Al-Amerat landfill with an operational capacity of 100 cubic metres per day, the first of its kind in the region.

■ Launching initiatives to support the circular economy:

- ▶ Establishing the Omani Food Bank to reduce food waste.
- ▶ Launching the Waste Trading Platform in 2024, a platform for trading recyclable waste, allowing generators, processors and investors to offer recyclable materials and bid on them through electronic auctions.

- ▶ Increasing the number of demolition and construction waste recycling sites to 86 nationwide.

■ Advanced hazardous waste management:

- ▶ Operating three hazardous medical waste treatment plants to ensure environmental safety and public health.

Promoting food self-sufficiency

- Public-private partnership: Signing a number of investment agreements in the agricultural, fisheries and water sectors, including a refrigerated food complex in Khazaen Industrial City, a palm cultivation project in the Wilayat of Al Kamil and Al Wafi, a honey museum project in the Wilayat of Barka, and a factory for the manufacture and packaging of natural juices in Sohar Industrial City.

■ National Food Basket: Identifying 25 food items within 8 groups to form the national food basket, which is relied upon to ensure the availability of food for the population.

■ Omani Wheat Production Initiative:

- ▶ Allocating land for wheat cultivation under a usufruct system.
- ▶ Adopting a plan to support local wheat production with approximately OMR 5 million until 2027.
- ▶ Supporting farmers through a programme to distribute Omani wheat seeds for cultivation and improve production.
- ▶ Encouraging farmers to expand wheat cultivation as a strategic crop for achieving food security.

■ Preparing an investment map



Priority: Environment and Natural Resources



Priority: Environment and Natural Resources

for food security:

- ▶ Aims to direct investments towards priority food sectors.
- ▶ It includes a detailed analysis of the current situation of basic food commodities and the identification of market gaps.
- ▶ Presentation of a package of investment opportunities supported by technical and economic studies.
- **Strategic stockpiling of basic food commodities:**
 - ▶ Providing 48 food commodity warehouses.
 - ▶ Strengthening the level of basic food commodities such as rice, lentils and sugar.
 - ▶ Continuing to implement food security laboratories.
 - ▶ Implementing the grain silos project at Sohar Port.
 - ▶ Implementing the flour price stabilisation initiative.
 - ▶ Providing free storage facilities for wheat.
 - ▶ Continuing to implement the animal feed support initiative and tax exemption for feed inputs.

- ▶ Making basic commodities available in local markets to ensure price stability.
- ▶ Conducting economic feasibility studies for the introduction of renewable energy systems in food security projects.
- ▶ Promoting investment in white meat.
- ▶ Promoting investment in table eggs.
- **Fish farming and agricultural projects:**
 - ▶ Growth of the fish farming sector as a strategic source of food security, through the implementation of 37 fish farming projects in 2022, the installation of 299 artificial coral reef units, and the modernisation of the fishing fleet by increasing the number of boats from 114 to 200 in 2023.
 - ▶ Attracting significant investment to the fisheries sector, with a series of agreements signed with the public and private sectors, representing investments of OMR 35.9 million.

- ▶ Providing a number of quality investment opportunities in the field of commercial fish farming for local and international investors, by offering commercial investment opportunities through "Tatweer" platform.
- ▶ Empowering fish farming companies and expanding production, with final licences granted to more than 13 commercial companies for the production of shrimp, argyrops and abalone, with investments exceeding OMR 278.3 million, in addition to additional investments of OMR 134 million for shrimp farming projects.
- The Early Warning System project, which aims to monitor and assess risks related to food security.
- A project to enhance the competitiveness of national food products.
- Review of legislation and agreements related to investment in the food security sector.

- Development of the economic cluster related to the food security sector in Al Najd agricultural region.
- Improvement of the statistical methodology (agricultural census).
- Development of logistics services related to the food security sector.
- Initiative to manage nurseries and expand tissue culture.
- Improving the quality of food facilities and enhancing their competitiveness.
- Promoting food security exports and imports, particularly in the fisheries sector.
- Allocation of a financing product (Luas) by Oman Development Bank to finance food security projects.
- National project for tracking fish products.
- Fish stock survey project.

Total volume of plant, animal and fish production during 2023 and 2024

Item	2024	2023	Growth rate
Plant production	3.9 million tonnes	3.7 million tonnes	5.4%
Animal production	496 thousand tonnes	456 thousand tonnes	10.5%
Fish production	800 thousand tonnes	794 thousand tonnes	0.75%

Self-sufficiency rates for commodities produced in Oman

Vegetables	77%	Dates	97%	Fish	158%
Table eggs	67%	Fresh milk	92%	Fruit excluding (dates)	24%
Red meat	46%	Poultry	61%		

Water sufficiency and water resource management

Strategic planning and systems development:

- Launch of the Unified National Water Strategy as a comprehensive framework for water resource management.
- Implementation of a project to update the monitoring database to support data-driven decision-making.
- Completion of the Najd Basin modelling project to contribute to improved groundwater management.
- Completion of flood risk mapping and implementation of an early warning project to mitigate flood impacts.
- Completion of a research project and provide hydrogeological data to ESCWA with a view to updating the Arab water map.
- Implementation of a coastal springs modelling project using remote sensing techniques and geographic information systems.

Infrastructure and water management:

- Establishment of a new purification plant at Wadi Dayqah Dam.
- Study of opportunities to utilise deep ocean water as an alternative resource.
- Development of mechanisms to measure water consumption from wells to enhance monitoring.

- Expansion of seawater desalination using specialised units.
- Implementation of rainwater harvesting techniques to support water security.

Water treatment and reuse:

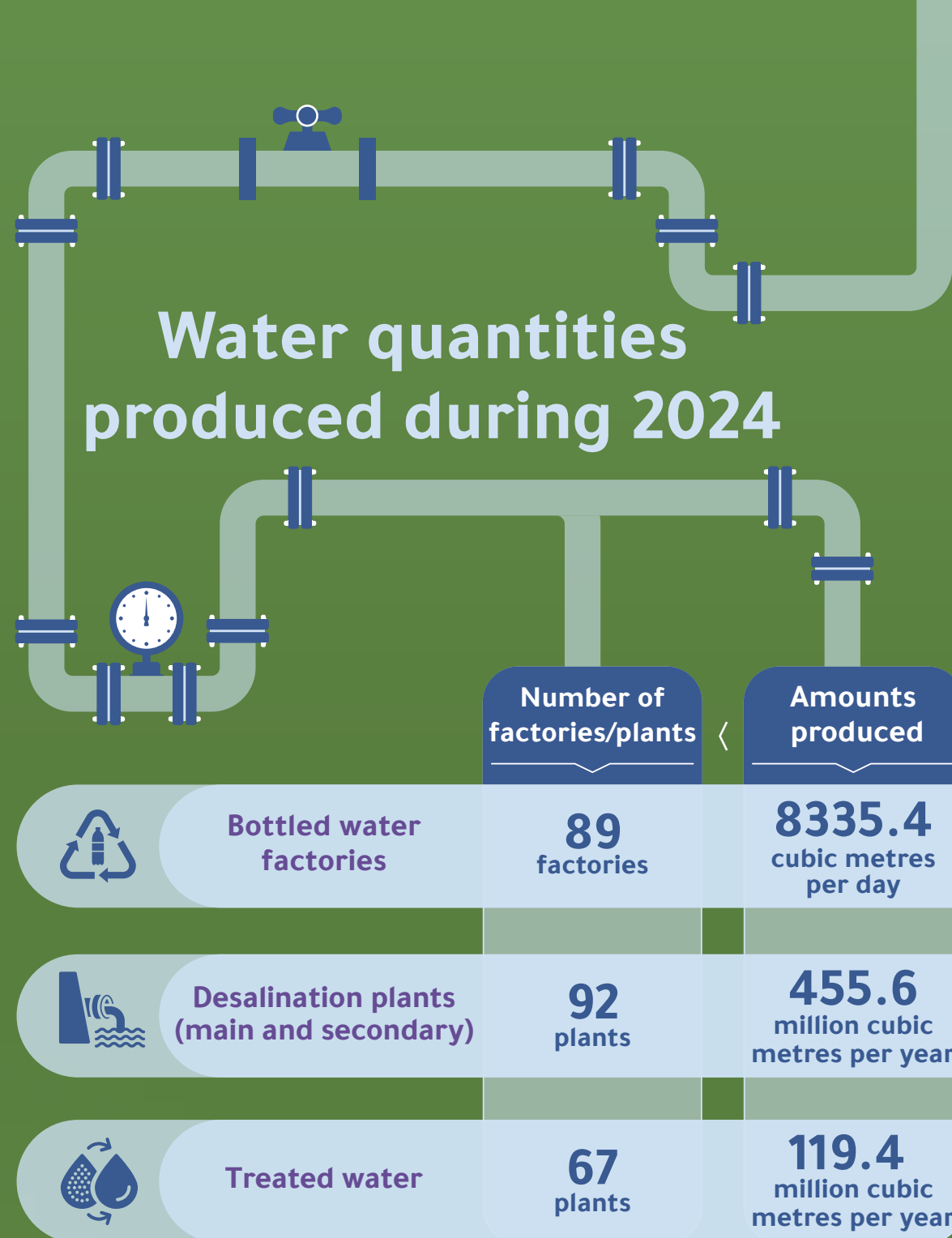
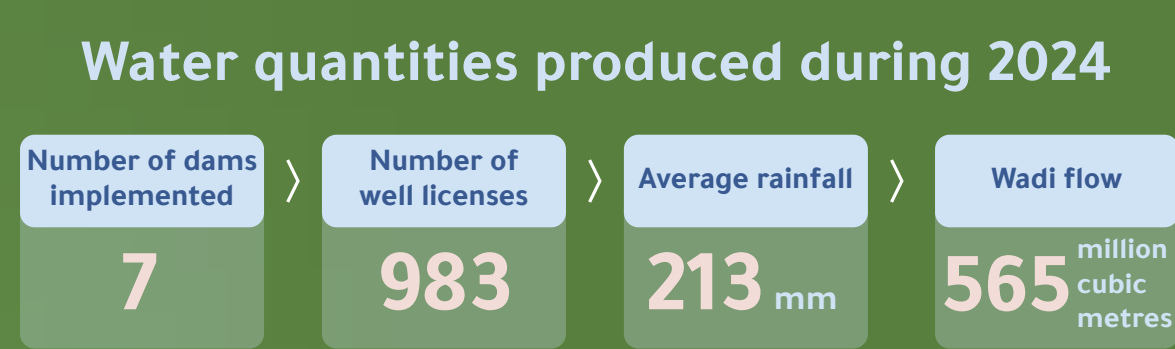
- Achieve comprehensive tertiary treatment of 100% of wastewater across the Sultanate of Oman.
- Operate 67 wastewater treatment plants to the highest specifications.
- Reuse more than 50% of treated water in the agricultural, industrial and service sectors.

Monitoring and groundwater recharge:

- Operate 4,353 water monitoring stations, including 639 remote stations for direct and accurate monitoring of resources.
- Construction of 65 dams to recharge groundwater with a total capacity of 104 million m³.
- Construction of 114 surface storage dams with a capacity of 585,000 m³.
- Implementation of 3 flood protection dams with a capacity of 121.2 million m³.
- Operation of Wadi Dayqah dam with a capacity of 100 million m³.

Enhancing water security through artificial rainfall:

- Operation of 12 artificial rainfall stations to support rainfall amounts and increase groundwater recharge.



Renewable energy

- Achievement of an investment value for renewable energy of approximately OMR 533 million by the end of 2024. This value has been monitored through the following projects: Amin Renewable Energy, Qabas Power Station in the Wilayat of Sohar, Ibri Solar Power Station (2), Sur Water Desalination Plant, and the operation of Manah Solar Power Stations (1 and 2).
- Two new agreements were signed in the green hydrogen sector, covering a total area of 682 square kilometres in Dhofar Governorate during the second round of global bidding, bringing the total number of hydrogen project agreements to eight existing projects, with an expected investment volume of approximately OMR 6.5 billion by 2030.
- Construction work has begun on a number of renewable energy and green hydrogen projects in the Special Economic Zone at Duqm, such as Falcon Green Iron project and ACME Renewable Energy project.
- A number of economic studies have been conducted to promote the hydrogen sector, including a feasibility study on hydrogen storage and exploration in natural underground reservoirs, which was completed in 2024.
- Working to complete the implementation of the consultative study for the infrastructure project for the renewable energy zone in Duqm (green hydrogen zone).



Commissioning of Manah (1) and Manah (2) solar power plants

The two plants are the largest of their kind in Oman, with a production capacity of 1,000 MW.

The project relies on more than two million double-sided photovoltaic solar panels to achieve the highest possible productivity.

The project aims to promote environmental sustainability by increasing the production percentage of renewable energy and reducing carbon dioxide emissions.

The project contributes to promoting clean electricity production and reducing water consumption to support sustainability goals.

The project covers an area of 14.5 million square metres.

Approximately 1,800 robots are used for automated dry cleaning at the two plants.

Climate change

1- Launch of a national roadmap for the green economy, as a guidance tool for sectors towards sustainable development and emissions reduction.

2- Adoption of the national strategy to achieve net zero by 2050 and updating the second nationally determined contribution report in line with the plan for an orderly transition to net zero.

3- Launch of Oman Blue Carbon Project to sequester carbon dioxide, and start of the pilot project for carbon mineralisation in ophiolite rocks as innovative natural solutions to combat climate change.

Biodiversity

1. Strengthening of legal protection for natural areas by declaring five new nature reserves, bringing the total number of reserves to 30, and 33 biodiversity sites, covering more than 17,000 km² of land (5.5% of the area) and 0.33% of marine areas.

2. Implementation of the national biodiversity survey and completion of a comprehensive survey to inventory species and the geographical distribution of living organisms, which showed an improvement in the numbers of mammals such as the Arabian oryx, Arabian leopard and gazelle, as a result of improved environmental habitats and increased rainfall.

3. Reforestation and vegetation restoration initiatives contributed to the planting of more than 3.3 million wild trees and mangroves, the distribution of one million seedlings, the planting of 24 million Omani seeds, the pruning of 25,000 trees and the treatment of 5,000 infected trees, resulting in a clear improvement in tree cover.

4. To promote environmental balance, more than 1.2 million invasive birds, such as Indian crows and mynas, have been eradicated, and programmes to combat mesquite and parthenium trees have been implemented, removing thousands of tonnes annually while planting competing native plants.

5. More than 100 coral reef sites have been rehabilitated and parts of them cultivated, an underwater museum has been inaugurated, and nearly 200,000 baby turtles have been rescued over the past four seasons through nesting management and the deployment of specialised rescue teams, contributing to the protection of the marine environment and the promotion of eco-tourism.

6. Establishment of gardens for rare and endangered Omani trees such as ghaf, samar, labdanum, al-'alaan, tbaldi and Arabian myrrh, with the aim of preserving species and supporting eco-tourism and scientific research.

Conclusion

Through the movement of priority indicators and efforts made in various aspects, the indicators showed overall progress in line with the Vision's path, and efforts made in aspects of environmental sustainability, including efforts to implement the national strategy for the orderly transition to net zero, contributed to this achievement. On the other hand, efforts in food sufficiency have had an impact on improving food sufficiency indicators, and efforts to transition to clean energy have resulted in an improvement in the indicator of renewable energy consumption as a percentage of total energy consumption.

The next phase requires ensuring the sustainability of the progress achieved in the priority indicators, focusing on framing the circular economy with its various components, and working to strengthen it in the macroeconomic system. The next phase also calls for promoting eco-tourism and investing in Oman's competitive advantages, as well as working to ensure the readiness of the hydrogen sector in the transition to clean energy.



Governance and Institutional Performance Pillar

Responsible State Agencies





Legislative, Judicial and Oversight System

Strategic direction

A participatory legislative system, an independent, specialised and efficient judicial system, and effective and transparent oversight.

objectives of the priority



Flexible legislation and an independent legislative authority with full powers.



An effective and independent oversight system that employs transparency and disclosure and combats corruption, and a discerning and effective oversight role for the media.



An efficient, impartial and specialised judiciary that employs future technologies.



Effective alternative means of justice that make Oman an international centre.



A legally aware society that actively participates in legislation and oversight.



A comprehensive oversight system that protects national resources and upholds the principles of accountability.



National talents who are specialised, qualified and trustworthy in the areas of legislation, judiciary and oversight, and who operate in an attractive environment.

Indicator	2030 Target	2040 Target
Corruption Perceptions Index	Value > 63 or top countries 30	Value > 73 or top countries 20
World Governance Indicators - Voice and Accountability	Value > 0.88 or top countries 50	Value > 1.14 or top countries 30

Priority importance in the vision

The Legislative, Judicial and Oversight System is considered an enabling priority for the vision, without which the rest of the priorities would find it difficult to advance their targets, as the progress on the various priorities requires flexible legislation, an independent, specialised and impartial judiciary, and effective proactive oversight.

Corruption Perceptions Index

Classification

Benchmark reading 2022	Current reading 2023	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



This index ranks countries according to perceived levels of government corruption, as determined by expert assessments and opinion polls. Corruption is generally defined as the abuse of entrusted power for private gain. The index has been annually published by Transparency International since 1995. Oman's ranking in the Corruption Perceptions Index has improved after three consecutive years of decline in the past. Oman jumped 20 places in the ranking, coming in at 50th out of 180 countries in 2024,

after being ranked 70th in 2023. This improvement was supported by an improvement in the index value, where it achieved 55 points on a 100-point scale, compared to 43 in 2023. Efforts to improve the index have borne fruit, including the review of laws and legislation related to the protection of public funds, the promotion of transparency and awareness-raising in the field of integrity and anti-corruption, participation in international events related to anti-corruption, and the launch of the National Integrity Plan.

Global Governance Indicators - Expression and Accountability

Classification

Benchmark reading 2022	Current reading 2023	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The index aims to assess the ability of citizens and the media to participate freely in decision-making, as well as to measure the effectiveness of mechanisms for holding the government accountable for its actions. This index reflects the extent to which political and civil rights and media freedom are respected in a society, and is considered an essential element in measuring the quality of good governance and the achievement of comprehensive and sustainable development. The Sultanate of Oman improved by 7 points in the ranking, achieving 164th

place in 2023 compared to 171st in 2022. The index value also improved to -1.00 in 2023 compared to -1.15 in 2022. The improvement was driven by improvements in data from two of the six sources from which the index derives its data for Oman, namely the Economic Intelligence Unit of The Economist Group and data from Reporters Without Borders on media freedom indicators, which concern press and media freedom. Despite this improvement, the performance of the index is still far from the Vision target, which requires further efforts to achieve it.



Signing Makkah Agreement on the enforcement of anti-corruption laws for member states of the Organisation of Islamic Cooperation



Implementation of eight training programmes to build the capacities of specialists in promoting integrity and combating corruption



Work on reviewing the law on the protection of public funds and avoidance of conflicts of interest in preparation for its official issuance in coordination with the relevant authorities



Reviewing laws and regulations, including the Judicial Authority Law, the Criminal Procedure Law, and the Civil and Commercial Procedure Law



Activation of the payment of judicial judgments through electronic payment devices and applications



Follow-up on the implementation of the national strategy to promote integrity



Issuance of the Judicial Inspection Regulations



Establishment of the Investment and Trade Court and issuance of its law in accordance with Royal Decree No. (35/2025)



Launching the long-term strategic plan for the Supreme Judiciary Council (2024-2040)



Reviewing the amendment to the Law on the Protection of Public Funds and the Avoidance of Conflicts of Interest



Review and approval of the organisational structure of the Supreme Judiciary Council as one of the tools to enhance the efficiency of the judiciary through structural reforms



Reduction of the average duration of appeals from the date of registration with the Supreme Court from 186 days in 2023 to 136 days in 2024



Issuing 14 laws during the period (2024/2025) aimed at promoting economic growth, achieving social protection and sustainable development, and keeping pace with regional and global changes



Strengthening the role of reconciliation and settlement committees



Participation in seven technical meetings at the regional and international levels in the field of combating corruption



Studying legislative gaps in the Business Readiness Index in preparation for joining the index



Establishing a technical link between the public prosecution system and the civil registry to notify any cases filed against investors



Joining the Arab Anti-Corruption Network



Oman has made remarkable progress in the 2024 Corruption Perceptions Index, advancing 20 places to rank 50th globally



Launch of the "Qadaa" portal, which provides a comprehensive range of services and information to those dealing with the judicial system, with a focus on ease of use and access



Launch of a video call service for notary services in December 2024



Annual reports on the results of the State Audit Institution's work are published to enhance communication and establish transparency

Strengthening the judicial system

- Reviewing a number of laws and regulations, including the Judicial Authority Law, the Criminal Procedure Law, and the Civil and Commercial Procedure Law.
- Updating a number of draft laws and legislation, including the draft Criminal Procedure Law, with a view to creating a more modern, fair and transparent judicial system, and referring draft laws to the competent authorities for issuance.
- Developing modern legal texts to strengthen mechanisms and procedures for combating cybercrime and economic crime.
- Organising specialised training courses for members of the judiciary on intellectual property issues, with the aim of protecting intellectual property, including, for example, the training programme held by the US Patent and Trademark Office in Washington, DC.
- Preparing the first operational plan (2024-2030) within the long-term strategic plan of the Supreme Judiciary Council (2024-2040).
- Work on studying the average duration of the stages of litigation, starting from the date of filing the case, through the date of the first hearing, to the date of the court ruling. These efforts have resulted in setting targets to reduce these time periods.
- Work on establishing “electronic video trials” within the Council’s first operational plan (2024-2030), with the aim of facilitating access for litigants, achieving swift justice, and facilitating access to it using modern technical means. One of the most notable practical applications of these efforts is the activation of remote litigation sessions via video conferencing in some courts.
- To enhance the effectiveness of case adjudication and reduce litigation periods, 23 judges were appointed and sworn in to take up judicial positions after passing the qualification and training requirements of the Higher Judicial Institute, in addition to the appointment of 21 deputy public prosecutors who took the oath of office

to take charge of public prosecution, enforce laws and implement judgments with impartiality and fairness to protect society and promote the rule of law. The court clerks’ offices were also reinforced with 27 court clerks to enhance their efficiency.

- Work to activate an integrated communication plan to enhance confidence in the judicial and legal system locally and internationally, which includes initiatives and programmes to spread legal awareness and culture to various segments of society, both internally and externally, to enhance confidence and consolidate the principles of justice and the rule of law.
- Issuing several guidance manuals during 2024 and 2025 for judicial services provided to the public, and describe litigation procedures within the unified judiciary portal. The services announced and documented in the guidance manuals amounted to 142 services, representing 76% of the total services.

- Work is underway to build a specialised digital judicial library that includes judicial and legal publications such as judgments and judicial principles, which will be available to all beneficiaries. The judicial library is a modern digital platform that allows the institution to share and publish its scientific and intellectual contributions within its own local cloud space. It will be enhanced with artificial intelligence and machine learning features to provide a better experience for the reader. In addition, it will be linked to various sources of knowledge in Oman and abroad. The library offers a wide range of options for viewing and browsing different categories of knowledge sources.
- Launching “Barwa” initiative to raise awareness of legal procedures.
- Improving the investment environment and labour market by developing relevant administrative and legislative frameworks, offering various incentives to attract

foreign capital, including tax exemptions, expanding investment areas, and enacting legislation to protect investments from insurance or confiscation.

- Efforts are being made to resolve legal challenges arising from contractual relationships between property owners, investors and tenants, whether in residential units or commercial and industrial premises. This has necessitated the introduction of new legal mechanisms to address these disputes in a manner that achieves swift justice and efficiency in deciding such cases. Therefore, through the promotion of alternative dispute resolution, Royal Decree No. (12/2025) was issued, amending certain provisions of Royal Decree No. (6/89) on regulating the relationship between landlords and tenants of residential, commercial and industrial properties and the registration of their lease agreements. The provisions of this amendment apply to cases relating to commercial disputes, rental disputes, individual labour disputes, construction

contracts, and cases relating to official documents issued by the notary public.

- Work is underway to prepare a project for the “development of specialised judiciary in commercial, tax and investment matters” as part of the first operational plan (2024-2030) of the Supreme Judiciary Council’s strategy, which was approved by His Majesty the Sultan, President of the Supreme Judiciary Council. The project aims to prepare judges who are specialised in commercial cases, and improve their efficiency through specialised qualification and training programmes inside and outside Oman, in four batches during the implementation period of the first operational plan.
- The international symposium entitled “Envisioning Artificial Intelligence in Judicial Work” was held with broad community participation from within and outside Oman. It aimed to discuss future scenarios for the use of artificial intelligence in the judiciary and to envision the potential impact of these technologies on the judicial system.

- Encouraging a culture of dialogue through programmes and newspapers and conducting dialogues with specialists in government agencies, the private sector and civil society. A total of 151 press articles were published in the newspapers Oman and Oman Observer and on social media accounts.
- Training radio and television programme presenters on how to professionally manage multi-opinion discussions,

intensifying news coverage and publishing more press articles to promote freedom of expression and spread a culture of dialogue.

- Publishing materials that promote transparency and accountability, such as financial reports and statistics related to government performance, with 95 press articles published on transparency and accountability.

Key performance indicators in “Efficiency of case management and enforcement of judgments”

Indicator	Baseline 2023	Performance in 2024	Target in 2024
Proceedings from the date of registration with the Supreme Court	186 days	136 days	164 days
Overall completion rate for appeals registered with the Supreme Court	63%	67%	66%
Cases pending for more than 90 days but not exceeding 120 days in the Courts of Appeal	8%	6%	7%
Average waiting time for an enforceable order	13 days	8 days	11 days
Percentage of enforcement bonds announced	95%	96%	100%

Strengthening the legislative system

During 2024 and 2025, the Sultanate of Oman witnessed significant legislative activity, which resulted in the issuance of a series of laws aimed at promoting economic growth, achieving social protection, achieving sustainable development, and keeping pace with regional and global changes.

Among the most prominent laws serving the economic aspect are:

- **Royal Decree No. 56/2025 promulgating the Personal Income Tax Law:** This law is a step forward in financial reform, targeting the achievement of tax justice, the diversification of public revenues, and the support for social protection programmes.
- **Royal Decree No. 39/2025 promulgating the Electronic Transactions Law:** This provides a secure and reliable legal environment for digital transactions, and promotes digital transformation in the public and private sectors by regulating signatures and improving the quality of electronic services.
- **Royal Decree No. 38/2025 promulgating the Special Economic Zones and Free Zones Law:** Establishes a unified legal framework to attract local and international investment, and provide competitive incentives that contribute to stimulating economic growth and generating employment opportunities in special economic zones and free zones.
- **Royal Decree No. 37/2025 promulgating the Financial Law:** This law is the cornerstone for controlling public spending, enhancing financial transparency, and ensuring the efficient preparation and implementation of the state budget.
- **Royal Decree No. 2/2025 promulgating the Banking Law:** This law promotes financial stability and keeps pace with global developments in the banking sector, while supporting financial inclusion and protecting customer rights.
- **Royal Decree No. 47/2024 promulgating the Bank Deposit Protection Law:** This law strengthens customer confidence in the banking system by guaranteeing deposit protection and reducing risks to savers, as well as encouraging savings.
- **Royal Decree No. 22/2025 promulgating the Diplomatic and Consular Corps Law:** Regulates Omani diplomatic affairs and updates the legal frameworks related to external representation to reflect the international standing of the Sultanate of Oman.

Among the most notable laws serving the social aspect are:

- **Royal Decree No. 43/2025 promulgating the Public Health Law:** This law

establishes a comprehensive legal framework that promotes community prevention and environmental health, enshrines the principles of comprehensive healthcare and response to health risks and emergencies, and achieves drug safety.

- **Royal Decree No. 44/2025 promulgating the Law on the Regulation of the Transfer and Transplantation of Human Organs and Tissues:** This law regulates the ethical and medical aspects of organ transfer and transplantation and ensures the protection of the rights of donors and recipients in accordance with international standards.
- **Royal Decree No. 58/2024 promulgating the Media Law:** This law regulates the media environment to ensure that it is balanced, respects freedom of expression and takes into account the public interest. It also promotes the professionalism of media institutions and the regulation of content.

Some laws that have come into force have also been amended to reflect changes and clarify them more precisely, such as the amendment of certain provisions of the Social Protection Law.

Among the most notable laws serving the governance of the state's administrative bodies and the legislative and judicial aspects are:

- **Royal Decree No. 41/2024 promulgating the Law on Advocacy and Legal Consultancy:** aims to regulate and upgrade the legal profession and ensure the independence and professional competence of lawyers.
- **Royal Decree No. 52/2024 promulgating the National Records Law:** Provides a unified framework for the management and integration of national data, thereby enhancing decision-making efficiency and supporting digital transformation.
- **Royal Decree No. 21/2024 promulgating the Biometric Fingerprints Law:** regulates the use of individuals' biometric characteristics in security and civil matters, ensuring privacy protection and enhancing security.

Some laws that have come into force have also been amended to reflect changes and clarify them more precisely, such as certain provisions of the Penal Code and the Emergency Law.

Among the most notable laws serving the environment is:

- **Royal Decree No. 45/2024 promulgating the Law Regulating Trade in Wildlife:** This law aims to preserve biodiversity and reduce illegal trade in living organisms, in line with the Sultanate of Oman's environmental commitments.

The most notable regulatory and executive regulations issued during 2024-2025

The executive and regulatory regulations complement the main legislation and laws, and have been developed through the issuance and amendment of a number of them, with the aim of enhancing the efficiency of government performance and achieving the targets of the Vision. Among the most prominent of these are:

Economic aspect:

- **Executive Regulation of the Public Debt Law (Ministry of Finance - Decision No. 231/2025):** This is a central tool for regulating internal and external government borrowing and enhancing transparency and financial discipline in public debt management.
- **Regulation Governing Bonds and Sukuk (Capital Market Authority - Resolution No. B M/58/4/2024):** These regulations establish controls and procedures for the issuance and trading of bonds and sukuk in the Omani market, specifying investor rights, issuer obligations, and disclosure and governance mechanisms. The regulations aim to stimulate long-term financing instruments, diversify sources of financing, and enhance the depth of the capital market, thereby contributing to the financing of development and investment projects, in line with the economic diversification objectives of Oman Vision 2040.

Social aspect:

- **Executive Regulations of the Social Protection Law (Ministry of Social Development - Decision No. R/7/2025):** These regulations support the effective implementation of the provisions of the Social Protection Law, and contribute to ensuring the fairness and financial sustainability of the social benefits and insurance system.
- **Regulations for Social Care Homes (Ministry of Social Development - Decision No. 169/2025):** These regulations organise and enhance the quality of institutional care for the most vulnerable groups, and set clear standards for the humane and professional management and operation of care homes.
- **Regulations for the work of social development committees and volunteer teams (Ministry of Social Development - Decision No. 217/2024):** Regulates and activates the role of social development committees and volunteer teams in various Wilayats of the Sultanate of Oman by defining their

powers, formation mechanisms and frameworks, thereby enhancing their contribution to community development and ensuring that their efforts are integrated with the Ministry's policies and programmes.

- **Executive Regulations for the Law Regulating the Practice of Medicine and Allied Health Professions (Ministry of Health - Decision No. 231/2024):** Regulates the conditions and controls for practising medicine and allied health professions in the Sultanate of Oman by specifying licensing requirements, professional qualification standards, and accountability and discipline mechanisms, thereby ensuring patient safety, quality of health services, and medical staff compliance with professional and ethical standards.
- **Regulations for noise control in public environments (Environment Authority - Decision No. 296/2024):** Regulates and controls noise levels in public places and residential, commercial and industrial areas by setting permissible noise limits, monitoring and measurement mechanisms, and penalties for violations, with the aim of reducing noise pollution and promoting quality of life and public health.

Governance, oversight and legislation aspects:

- **Regulations of Government Digital Transformation (Ministry of Transport, Communications and Information Technology - Decision No. 108/2025):** This serves as a reference for accelerating digital transformation in government agencies and ensuring compliance with best practices in the areas of digital governance, open data, and smart services.
- **Executive Regulations for the Law on Advocacy and Legal Consultancy (Ministry of Justice and Legal Affairs - Decision No. 66/2025):** These regulations govern the legal profession and contribute to enhancing its efficiency and independence, thereby supporting the justice system.

Environmental aspect:

- **Regulations governing the possession of domesticated wild animals (Environment Authority - Decision No. 150/2024):** Regulates the ownership and breeding of domesticated wild animals by individuals and institutions, by establishing clear controls and procedures for registration and licensing, and ensuring the provision of a suitable environment for their care, taking into account public safety, animal welfare and the preservation of biodiversity. It also aims to reduce random and illegal practices that may adversely affect the environment or human and animal health.

Most notable laws enacted during the period (2024/2025)

Most notable laws	Royal Decree No. 56/2025 promulgating the Personal Income Tax Law.
	Royal Decree No. 43/2025 promulgating the Public Health Law.
	Royal Decree No. 44/2025 promulgating the Law on the Regulation of the Transfer and Transplantation of Human Organs and Tissues.
	Royal Decree No. 39/2025 promulgating the Electronic Transactions Law
	Royal Decree No. 37/2025 promulgating the Financial Law
	Royal Decree No. 38/2025 promulgating the Special Economic Zones and Free Zones Law
	Royal Decree No. 22/2025 promulgating the Diplomatic and Consular Corps Law
	Royal Decree No. 2/2025 promulgating the Banking Law
	Royal Decree No. 41/2024 promulgating the Law on Advocacy and Legal Consultancy
	Royal Decree No. 58/2024 promulgating the Media Law
	Royal Decree No. 52/2024 promulgating the National Records Law
	Royal Decree No. 47/2024 promulgating the Banking Deposits Protection Law
	Royal Decree No. 45/2024 promulgating the Law Regulating Trade in Wildlife
	Royal Decree No. 21/2024 promulgating the Biometric Fingerprints Law
Most notable amendments to laws	Royal Decree No. 60/2025 amending certain provisions of Royal Decree No. 52/2023 promulgating the Social Protection Law
	Royal Decree No. 41/2025 amending the Social Protection Fund System
	Royal Decree No. 11/2025 amending certain provisions of the Penal Code
	Royal Decree No. 13/2024 amending certain provisions of the Emergency Law

Strengthening the oversight system

- Completing the electronic linking by the State Audit Institution with the entities subject to control.
- Building the capacities of specialists in the field of promoting integrity and combating corruption.
- Studying the possibility of joining the International Association of Anti-Corruption Authorities (IAACA).
- Signing a number of memoranda of understanding with anti-corruption agencies at the regional and international levels.
- Seeking to diversify and increase the sources of assessment relied upon by Transparency International.
- Implementing 73 activities to raise community awareness and reinforce the values of integrity and protection of public funds.
- Promoting the principle of community participation in protecting public funds, with 1,378 complaints and reports received through the complaints and reports window, reflecting the level of community awareness of the importance of reporting any misuse of public funds.
- Following up on the implementation of the national plan to promote integrity, through coordination with the authorities responsible for implementing the plan, to agree on their respective roles and responsibilities. The implementation of the agreed initiatives and projects is monitored through the indicator management dashboard. The number of initiatives and projects approved in the dashboard reached 226, the most prominent of which are: amending the law on the protection of public funds and avoiding conflicts of interest, issuing the financial law, issuing the judicial inspection regulations, issuing the local content regulations, Friday sermons, the electronic information security management system at the Ministry of Education, capacity building for specialists in the field of promoting integrity and combating corruption, awareness-raising activities, and specialised training programmes.

- Raising awareness of promoting integrity and combating corruption among members of society, in cooperation with the National Centre for Statistics and Information to re-conduct the survey in 2025, following the survey conducted in 2023, which targeted measuring the level of community awareness of the concept of integrity and measuring the perception of the risks associated with the absence of integrity in society.
- Within the framework of cooperation and partnership with the Gulf Cooperation Council, three guidelines were reviewed in the field of promoting integrity and combating corruption, namely:

- Guide to promoting integrity through the governance of state-owned enterprises.
- Guide on personal liability for corruption offences.
- Guide to making media and awareness content available to agencies responsible for promoting integrity and combating corruption.

Conclusion

In light of the current indicators, the efforts made, and the availability of tools and enablers for legislative, judicial, and oversight system, the priority has seen movement that contributed to advancing its indicators. The Supreme Judiciary Council's strategy has contributed to the development of a roadmap aimed at raising the efficiency of the judicial system, which has had a positive impact on the performance of the judicial system. The integrity promotion plan has also contributed to ensuring the integration of national efforts aimed at strengthening the oversight system.

Despite that, the priority indicators still require further efforts to put them on a better track in line with the Vision. The focus in the coming phase should be on building on what has been achieved, in terms of enabling and following up on the long-term strategies and plans that have been prepared to ensure achieving progress in the necessary components of the priority, working to activate alternative justice tools, accelerating the activation of specialised justice in commercial, tax and investment matters, enhancing the dynamism and flexibility of laws and legislation, and employing future technologies to serve the priority.



Governance of State's Administrative Bodies, Resources and Projects

Strategic direction

Flexible, Innovative and Future-Shaping Administrative Bodies Operating with Good Governance

objectives of the priority



Clear and competitive recruitment standards for leadership positions in the public sector.



High-quality government performance and services.



Transparency and institutional disclosure that guarantees the right of access to information.



Balanced and reliable government decisions.



Balanced and sustainable partnerships and integrated roles between stakeholders from the government, private sector, civil society and individuals to ensure effective institutional performance.



An effective government sector in the areas of planning, regulation, monitoring and evaluation, with a sectoral structure and a forward-looking approach.

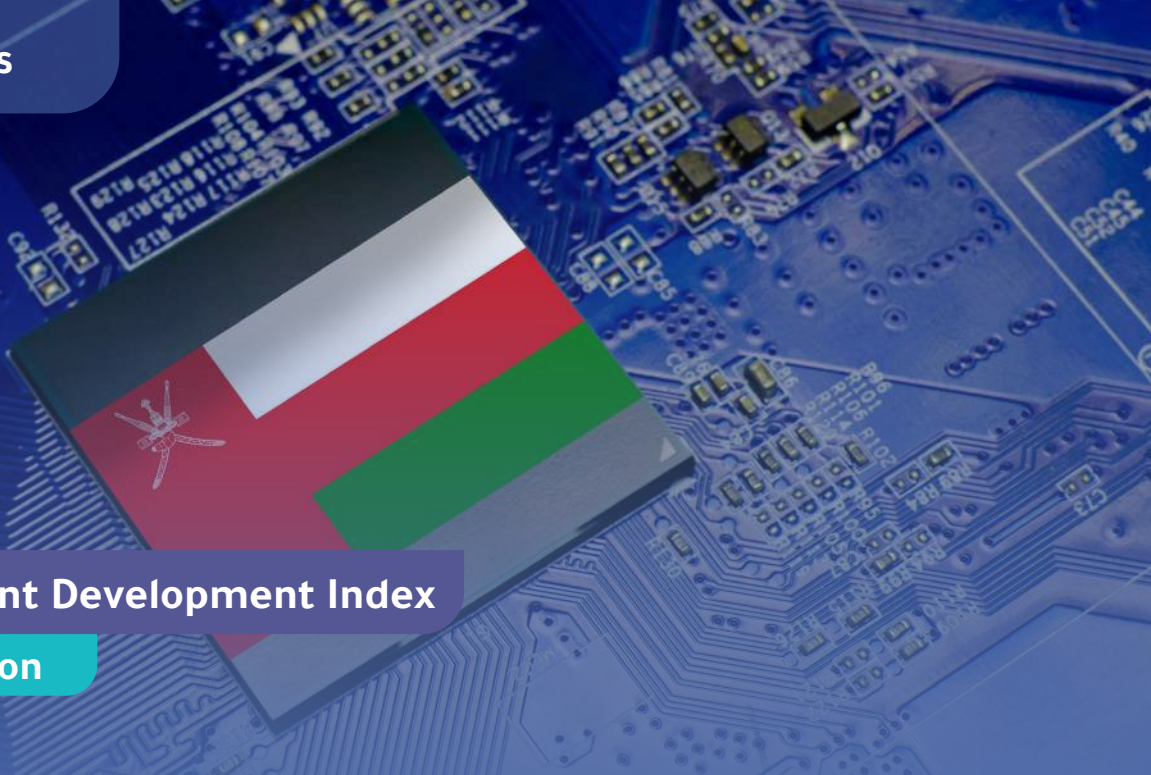


Effective governance of resources and projects.

Indicator	2030 Target	2040 Target
Government Effectiveness, World Governance Indicators	Value > 1.26 or top 30 countries	Value > 1.8 or top 10 countries
Rule of Law, World Governance Indicators	Value > 1.2 or top 30 countries	Value > 1.8 or top 10 countries
E-Government Development Index	Value > 0.8301 or top 20 countries	Value > 0.8783 or top 10 countries

Priority importance in the vision

Governance of the state's administrative bodies, resources, and projects is considered one of the priorities that enable the rest of the Vision's priorities, in terms of its contribution to enhancing the effectiveness of governance, raising the efficiency of the state's administrative bodies, and the effectiveness of the relationship between the components of the administrative apparatus through an institutional framework that works to activate laws and sound practices.



E-Government Development Index

Classification

Benchmark reading 2022	Current reading 2024	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



The E-Government Survey report is published every two years by the Division for Public Administration and Development Management of the United Nations Department of Economic and Social Affairs. It measures the performance of 193 countries across three pillars (e-government services, communications infrastructure, and human capital) using nine indicators. The report

provides decision-makers with a tool to identify strengths and opportunities for improvement in e-government and to guide e-government policies and strategies. The latest readings of the index show an improvement in ranking and value, with Oman improving nine places in the ranking, from 50th in 2022 to 41st in 2024.



Government Effectiveness, World Governance Indicators

Classification

Benchmark reading 2022	Current reading 2023	Target 2030	Target 2040
---------------------------	-------------------------	----------------	----------------



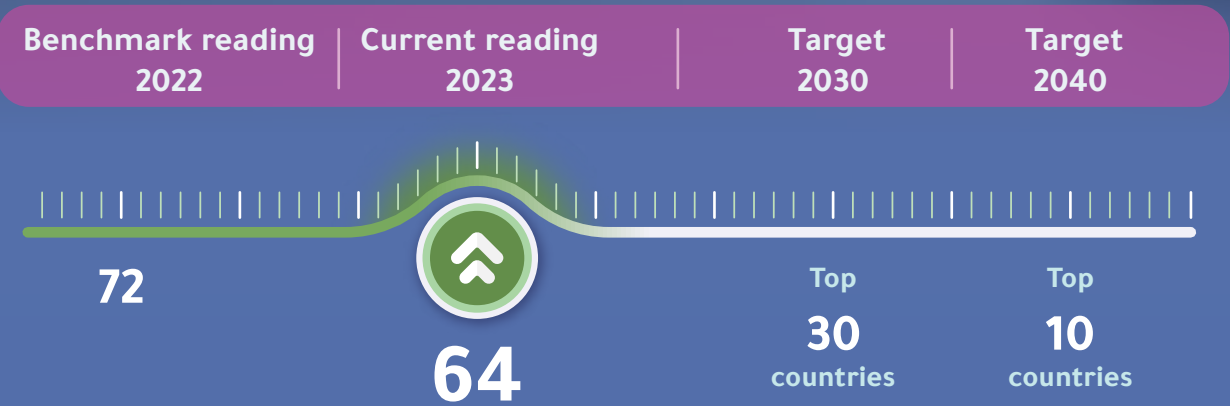
The index measures the quality of public services, the quality of civil services, the degree of independence of government action from political pressures, the quality and enforcement of regulations, and the credibility of government commitment to these regulations. It focuses on developing and raising the level of efficiency and effectiveness of government performance. The latest reading of the index for 2023 shows an improvement for Oman compared to 2022 in terms of

ranking and value, as it improved by 17 places in the ranking and achieved 81st place after being in the 98th place in 2022. It also improved in value from 0.02 in 2022 to 0.27 in 2023. The index drew its data for Oman for 2023 from five sources, compared to four sources in 2022, with the addition of data from the World Economic Forum, which provides data on the quality of infrastructure and basic education, which in turn contributed directly to Oman's improvement in the overall index.



Rule of Law, World Governance Indicators

Classification



The index measures the extent to which stakeholders trust the government to apply laws equally to individuals and organisations, particularly in terms of contract enforcement, property rights protection, police and court performance, and the likelihood of crime and violence. Based on the latest update of the index reading from the World Bank for 2023, Oman improved in terms of value and ranking, achieving a ranking of 64 for

2023, an improvement of 8 places compared to 2022. The index value also improved from 0.51 in 2022 to 0.61 in 2023. Moreover, the index drew its data for Oman for 2023 from seven sources, compared to six sources in 2022. The improvement was driven by the addition of data from the Economic Forum, which provides data on organised crime rates, judicial independence, intellectual property rights and the efficiency of the legal framework.

Key efforts and achievements



Establishment of 63 offices to follow up on the implementation of Oman Vision 2040 in various government entities



Development of measurement indicators for 58 government entities and their inclusion in the monitoring and evaluation system



Launch of the unified national portal for e-government services



267 automated government services provided without human intervention



Cooperation with 26 small and medium-sized companies to implement government digital transformation projects



Simplification of 2,680 government procedures by 2024, out of a target of 2,869 by 2025



Implementation of an individual performance measurement system in 67 government units comprising more than 200,000 employees



Adoption of 36 training and qualification plans for employees of the state administrative apparatus units



Oman ranked 45th globally in the Government Readiness Index for Artificial Intelligence



77% proficiency rate in the digital transformation of government institutions



Launch of the smart personal assistant model "Nadeem" as the first personal advisor and assistant in Oman



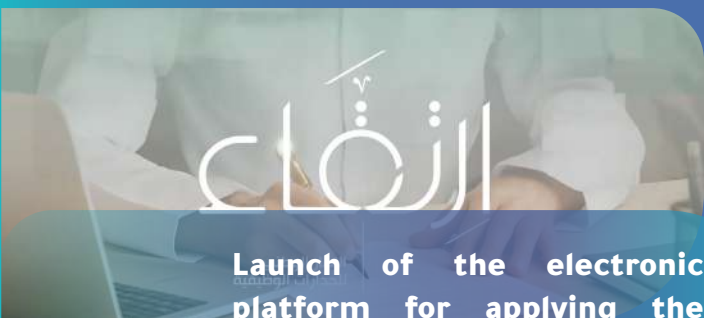
Preparation and qualification of 64 technical teams involved in developing competency profiles in government units



Oman is listed among the world's most cybersecurity-prepared countries



Conducting more than 365,000 inspection visits during 2024 to central markets to strengthen market oversight, ensure price stability and suppliers' compliance with applicable laws and regulations



Launch of the electronic platform for applying the national competency framework to human resources methodologies



Circulation of the national competency framework to all units of the state administrative apparatus during Q1 of 2025



Implementation of a field campaign for 197 establishments to ensure their compliance with the decision to ban the use of plastic shopping bags



Building an integrated electronic platform for personal empowerment to digitise coaching processes and facilitate their dissemination



Implementation of the Government Projects Regulation and the Government Projects Management Guide with the aim of standardising project implementation methodologies and methods and enhancing oversight and quality



Work on preparing the upgraded version of "Maidan" system for managing consumer protection complaints and reports during 2025



النظام الوطني لإدارة المشاريع والمشتريات الحكومية
تكاملاً
Achieving financial savings in awarded tenders and government procurement of more than OMR 30 million by strengthening project governance and applying advanced technical methodologies in contract evaluation and implementation



Increase in the number of tenders issued from 23 in 2023 to 100 in 2024

تجاوب
TAJAWOB

المنصة الوطنية للمقترحات والشكاوى والبلاغات

Launch of the national platform for suggestions, complaints and reports "Tajawob"



The number of government institutions connected to Tajawob platform reached 56 by June 2025



Launch of a project to develop and standardise criteria for measuring beneficiary satisfaction with government services



Launch of the regulatory framework for national data governance and management



Launch of the national open data platform

Planning and follow-up system

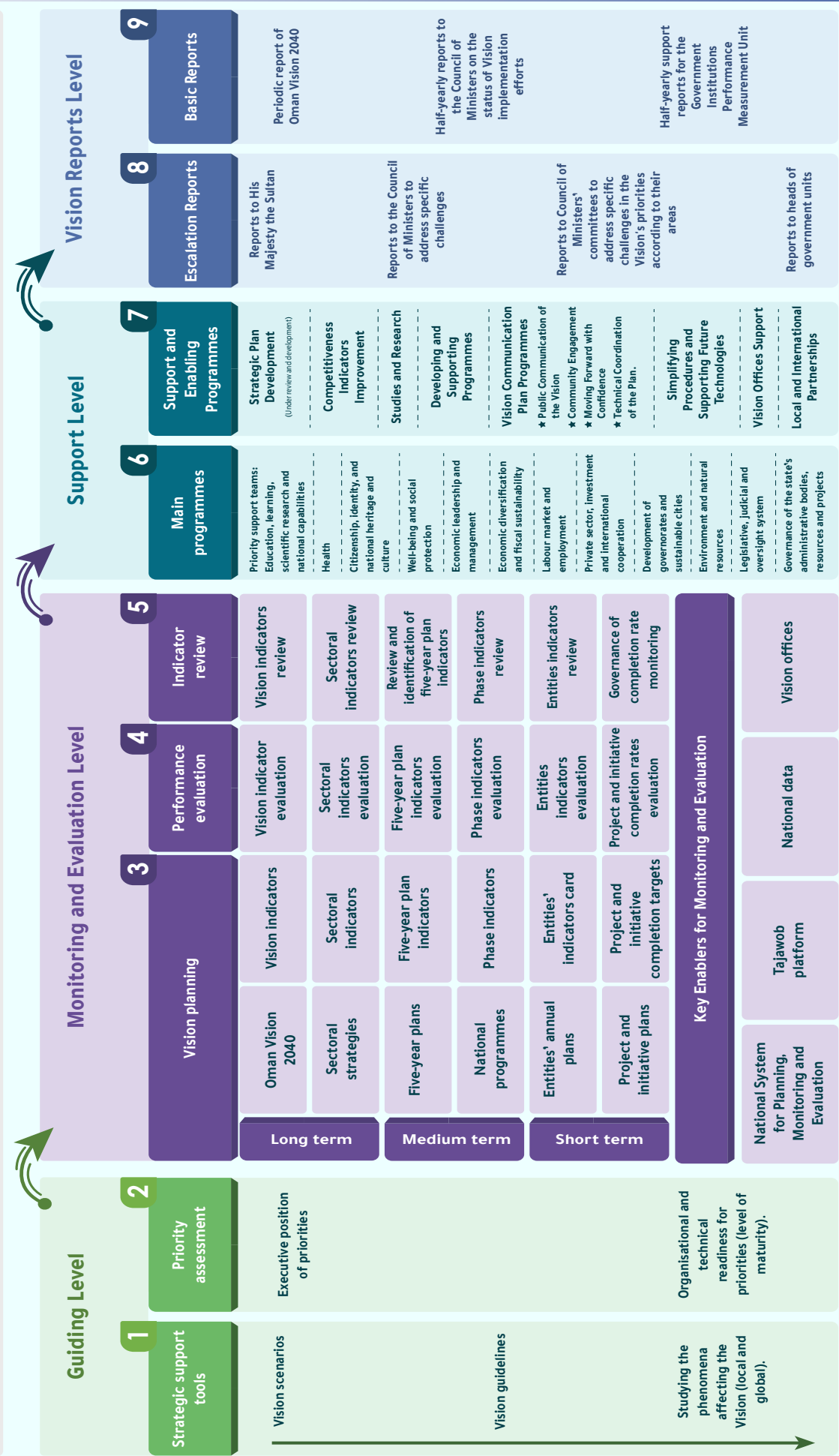
- Review and development of the comprehensive system for achieving Oman Vision 2040, to ensure that it is in line with the monitoring and evaluation systems and methodologies and support methodologies used to achieve the vision's targets.
- Developing guidance tools for Oman Vision 2040 to ensure the vision's dynamism in dealing with global and local developments and changes.
- Work is underway to incorporate the newly developed vision indicators into the monitoring and evaluation system as they become available.
- Preparing the 11th Five-Year Plan using an improved methodology that takes into account the lessons learned from the review of the 10th Five-Year Plan.
- Reviewing sectoral strategies with a view to aligning them and ensuring the quality of their components, and working to develop a guide for the formulation of strategic plans.
- Introducing the concept of phase indicators and activating them with the entities responsible for driving these indicators, which measure progress on the national agenda of temporary importance. These indicators include economic diversification indicators, investment indicators, employment indicators, digital transformation indicators, artificial intelligence indicators, and other indicators that require focus and concerted efforts to achieve.
- Measurement indicators for 58 government agencies have been developed and included in the monitoring and evaluation system.
- Preparation of a guide for the planning, monitoring and evaluation system and holding knowledge transfer workshops to familiarise entities with the components of the guide.
- Transfer of knowledge to government entities to familiarise them with the methodologies for developing annual plans and detailed plans.
- A total of 63 vision offices were established in various government entities, with continued support and assistance provided to these offices to ensure they perform their assigned roles.
- Completion of the development of the planning, monitoring and evaluation system, a digital platform that will contribute to the automation of planning, monitoring and evaluation processes.



Providing support to government entities in achieving Oman Vision 2040

- Identifying areas of focus in the priorities of Oman Vision 2040, which are certain areas in the priorities that require continuous diagnosis and ongoing addressing of the challenges they face, in order to reach a level of effectiveness, and provide support to government entities in resolving related challenges..
- Monitoring challenges in the government work system that affect the ability of entities to continuously implement their vision targets, and working to develop enabling and supporting programmes that contribute to raising the readiness of government entities to achieve their goals and indicators, including:
 - Competitiveness Indicators Support Programme.
 - Studies and Research Support Programme.
 - Programme for the Development and Support of Programmes.
 - Oman Vision 2040 Communication Programme.
 - Procedure Simplification Programme.
 - Future Technologies Support Programme.
 - Vision Office Support Programme.
 - Local and International Partnership Support Programme.

The Comprehensive System for Achieving Oman Vision 2040



Digital Transformation

- 2,680 government procedures have been simplified by 2024, out of a target of 2,869 by 2025.
- 1,700 government services have been digitised by 2024, out of a target of 2,523 by 2025.
- 26 small and medium-sized enterprises have been engaged to implement government digital transformation projects.
- 267 automated government services are provided without human intervention.
- More than 26 million government transactions have been completed digitally across 48 government institutions.
- Launch of the unified national portal for e-government services, which provides more than 2,000 services distributed across 23 e-services through 59 government institutions.
- 520 million total data statements exchanged via the National Digital Integration Platform.
- 1.4 billion total data exchanged since the launch of the National Digital Integration Platform from 2017 to 2024.
- 77% proficiency rate in the digital transformation of government institutions.
- **Oman has advanced in a number of international indicators related to the information and communications technology sector:**
 - 41st globally in the E-government Development Index.
 - 45th globally in the Government Readiness for Artificial Intelligence Index.
 - Oman listed among the world's most cybersecurity-prepared countries.
 - 50th globally in the Network Readiness Index.

Institutional and individual excellence system

- 43 field visits conducted to targeted government units to provide the necessary support to promote proper implementation of the system.
- Review and study of more than 430 proposals received through Ejada platform to improve the efficiency of the system.
- Holding a discussion session on methods for the proper implementation of the system with the participation of 200 employees from the targeted government units.

- Eight questionnaires were published to assess the characteristics of the system and measure employee satisfaction with its implementation.
- Identifying and studying the challenges of implementing the system, reported by 26 government units with the aim of applying appropriate solutions.
- Holding eight periodic meetings attended by system implementation supervisors and officials from 67 government units to review developments.
- Conducting a study to collect comments and suggestions from government units and employees about the system, with the participation of 68 government units.
- Developing four training packages targeting leadership, supervisory, and executive groups, as well as human resources managers, to raise awareness about the proper application of the system.
- Developing five standardised working models to collect data on the system's implementation safety indicators from the targeted government units.
- Improving communication methodologies with application supervisors and system administrators in government units, by developing five direct channels to provide immediate support when needed.
- Addition of nine new features to Ejada platform, including: activation of the nomination tracking feature, development of the "Excellence" page to include categories of excellence, and sending instant notifications of evaluation results.
- Holding a workshop on developing the skills of trainers in the Ejada system, with the participation of 76 trainers from various government units.
- Holding virtual awareness meetings attended by 550 participants, including general managers and human resources officials.
- Holding in-person training "awareness lectures" targeting more than 130,000 employees.
- Holding remote training "awareness lectures" targeting more than 160,000 employees (Miran platform).
- Circulation of guidelines on the governance of performance evaluation committees, grievances, and human resources.
- Circulation of the general framework for institutional excellence incentives.

Strengthening human capital in state administrative units

- (36) training and qualification plans approved for employees of state administrative units.
- (39) government units implemented the methodology for evaluating and measuring the return on training.
- (43) e-training programmes included in the Ejada platform for human resource development.
- (50) training events implemented in cooperation with government and private sector institutions, targeting 8,850 employees.
- (108) practical training programmes in private sector institutions.
- (80) external scholarships allocated to employees of state administrative units, targeting 179 employees.

National System for Institutional Innovation and Change Management

- Completion of the second version of the system, which included six administrative practices and four academic research studies in the areas of institutional identity and statistical quality, human resource planning, self-financing of government institutions, exceptional leadership, accelerating effective change, preparing new employees, and change management.
- Work began on the practices and research for the third version of the system for three key administrative practices and research covering the areas of institutional culture, continuous improvement, and intellectual capital. The system received requests for participation from 39 government units, and 19 government units were approved for participation in accordance with the approved criteria and requirements.
- Working on the system's electronic platform, including a database of practices and research, a communication system between government and private units, an automation mechanism for applying the outputs of practices in systematic stages, and governance of implementation policies and procedures.
- Commencement of the change management governance project in a number of government units, with the aim of ensuring the effective

implementation of institutional changes in the government sector, and enhancing the capabilities of government units to manage their changes in various specialisations and projects.

Smart Management Initiative

- Commencement of the design of a customised generative artificial intelligence model integrated with human resources, training and evaluation systems to ensure process automation and improve decision-making. The model covers multiple areas such as e-training evaluation, research and administrative practices, follow-up of training programme graduates, talent management, recruitment, job performance evaluation, government correspondence and other personnel services in a smart manner.
- Launch of the smart personal enabler model "Nadeem", the first personal advisor and enabler in Oman that provides professional and personal guidance to employees through text and voice dialogue using artificial intelligence. Nadeem converses with employees and asks insightful questions to understand their challenges and career goals, then guides them to discover solutions, creative ideas and make appropriate decisions independently. Nadeem was developed by the Smart Management Project team with Omani values and culture in mind, and is committed to ethics of use and confidentiality.
- Launch of the "Future Jobs Development" initiative, which aims to replace unskilled labour with robots in areas such as cleaning and gardening, while creating new job categories in the areas of robot operation, maintenance and supervision, through a pilot application at the Ministry of Labour and Al Batinah North Governorate in the first phase of the project.
- Designing a "job readiness pathway" with the aim of building an integrated practical model, for the rehabilitation of government employees whose jobs have been or are expected to be affected by artificial intelligence and digital transformation technologies, in collaboration with the Ministry of Transport, Communications and Information Technology.

National Framework for Job Competencies

- Preparation and qualification of 64 technical teams involved in developing competency profiles in government units.
- Launching the National Framework for Job Competencies, which includes 15 job groups, 44 job categories and approximately 300 specialised competencies.
- Circulation of the framework to all state administrative units during Q1 of 2025, in accordance with Ministerial Decision No. (3/2025).
- Launching the electronic platform for applying the framework to human resources methodologies.
- Preparing an employee guide on how to use the electronic platform to create individual development plans.

Personal Empowerment Initiative

- The initiative aims to build an integrated system for personal empowerment in accordance with the global coaching methodology, by providing employees with the professional skills and tools that help them develop their abilities and improve their productivity. Efforts included:
- Adopting a coaching methodology based on internationally recognised professional standards, and ensuring that the standards and methodologies of the International Coaching Federation (ICF) are utilised to guarantee the quality of empowerment processes. Enablers certified by OQ and other units were involved in building an institutional system for the application of personal empowerment.

- Preparing a professional personal empowerment programme, with the aim of qualifying a select group of internal government enablers and obtaining professional accreditation. The target group included 25 personal enablers from various government units.
- Designing quality training programmes to enhance the skills of leaders and employees, in line with best practices in the field of personal empowerment under the framework of the project's awareness and marketing programmes.
- Providing individual coaching sessions for employees through a select group of certified enablers. Individual empowerment sessions were provided to employees to help them define their professional goals and overcome practical challenges.
- Building an integrated electronic platform for personal empowerment to digitise coaching processes and facilitate their dissemination.





Governance of the state administrative bodies

The state administrative bodies have undergone continuous improvements, to enhance the level of integration between administrative units and promote the principles of governance. The list below reviews the most notable changes at the government unit level during the period (2024-2025):

2025

- Royal Decree No. 57/2025 amending the name of the General Secretariat of the Tenders Board to the Projects, Tenders and Local Content Authority, defining its powers and approving its organisational structure
- Royal Decree No. 18/2025 establishing the Promising Companies Market
- Royal Decree No. 52/2025 abolishing Oman Centre for Governance and Sustainability
- Royal Decree No. 51/2025 transferring the Directorate General of Medical Services from the Diwan of Royal Court to the Ministry of Health

- Royal Decree No. 46/2025 amending the organisational structure of the Royal Office and appointing a Secretary General.
- Royal Decree No. 35/2025 establishing the Investment and Trade Court and issuing its law.
- Royal Decree No. 21/2025 defining the powers of the Ministry of Foreign Affairs.
- Royal Decree No. 3/2025 promulgating the system of the Central Bank of Oman.

2024

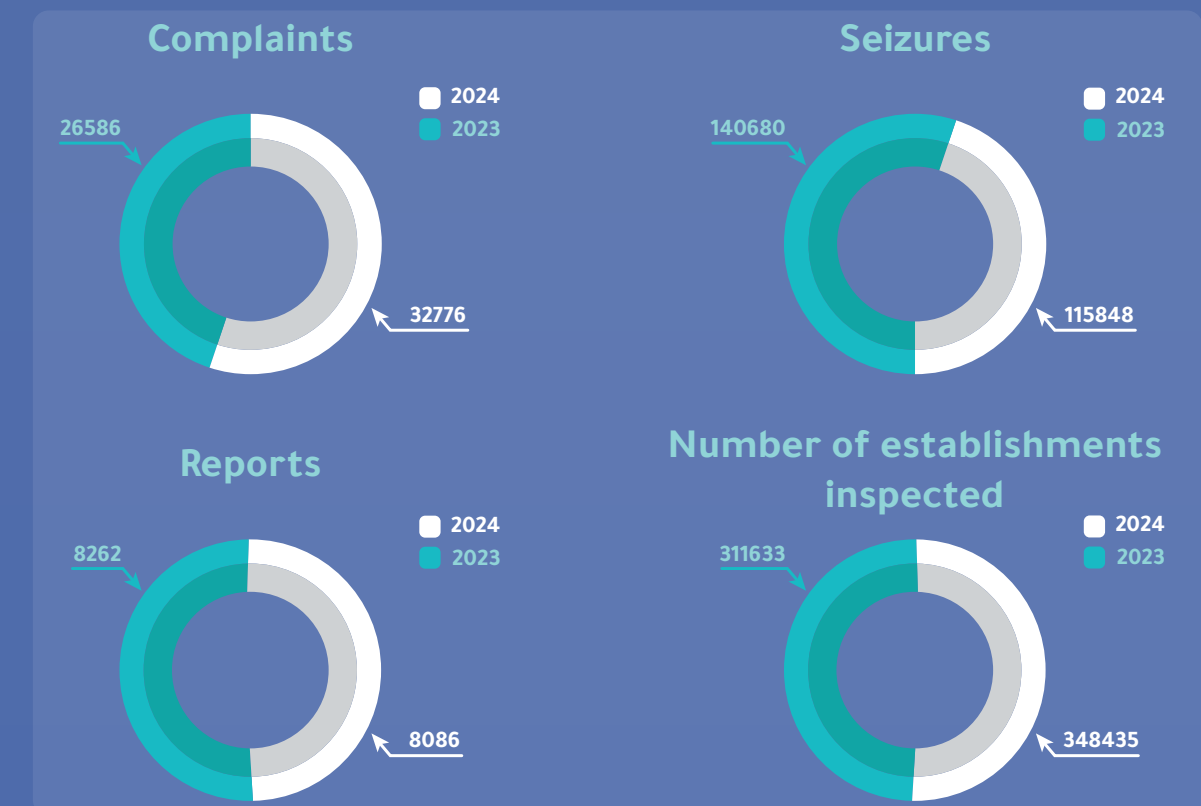
- Royal Decree No. 51/2024 establishing the National Records Centre and defining its powers.
- Royal Decree No. 36/2024 assigning certain powers to the Ministry of Finance and the Ministry of Economy.
- Royal Decree No. 20/2024 establishing the Financial Services Authority.

Consumer protection

- More than 365,000 inspection visits were carried out in 2024 to central markets, industrial areas, carpentry workshops, furniture stores, women's salons, tyre shops, and commercial establishments selling foodstuffs.
- **Formation of joint committees with relevant government agencies in the governorates, to enhance cooperation and coordination in the areas of legislation, supervision, and awareness to promote consumer rights in various sectors. Among its most notable efforts were:**
 - Implementing a number of campaigns for various sectors, covering approximately 2,742 commercial establishments, in addition to efforts to strengthen the implementation of the decision to regulate the filling and sale of liquefied petroleum gas cylinders.
 - Conducting 11 joint inspection campaigns targeting a number of clinics and beauty centres, to verify their compliance with approved health and consumer requirements.
 - Monitoring markets to enforce the decision on determining which medicines may be dispensed without a prescription.
 - Implementing a field campaign for 197 establishments to ensure their compliance with the decision banning the use of plastic shopping bags, in support of national efforts to protect the environment and promote sustainable consumption.
 - Conducting periodic joint inspection visits to a number of central markets, including Silal Market and the Central Fish Market, covering all shops in these markets. These visits aim to ensure that suppliers comply with the approved requirements and standards, as well as to verify the stability of product prices in these markets and monitor any violations or illegal commercial practices.
- As part of ongoing efforts to enforce the Unified Commercial Fraud Law, periodic field inspection visits were carried out in various governorates of Oman, resulting in the seizure of more than 133,000 non-compliant goods during 2024 and the first half of 2025.
- Raising awareness of the dangers of counterfeit goods by launching awareness campaigns on commercial fraud and the dangers of prohibited products.
- Launching the upgraded Counterfeit Goods Exhibition, which aims to raise public awareness of the dangers of counterfeit goods. The exhibition has recently undergone a comprehensive transformation, with the aim of

turning it into a modern interactive environment that employs the latest technologies, to promote safe consumer behaviour and combat commercial fraud using innovative and effective methods.

- Launching the Consumer-Friendly Institutions initiative to encourage commercial institutions to provide distinguished services, in accordance with specific standards assessed by an independent team.
- Reviewing and updating the Consumer Protection Law to keep pace with economic and social developments, and address the practical challenges facing its implementation.
- Launching a number of smart applications linked to "Maidan" system, most notably the inspectors' application, which is a digital tool supporting field supervision.
- Approximately 83% of complaints received were acted upon within 10 days, and 86.8% were resolved/closed within 30 days.
- The percentage of reports dealt with within 3 days reached 92.5%, and 91.4% were completed within 10 days.
- Work is underway to prepare an upgraded version of "Maidan" system for managing complaints and reports by 2025. The new version includes a range of modern smart features, most notably GPS-enabled inspection tools to accurately track field visits, and artificial intelligence tools to analyse data and make decisions faster and more accurately.



Government project management and governance

- The number of tenders issued during 2024 reached (100), in addition to 26 tenders issued in the first half of 2025, compared to only 23 tenders issued for 2023 during the same period of the previous year, reflecting a remarkable growth in the pace of work and advance planning for future projects.
- Awarding tenders worth OMR 786.6 million during 2024.
- Re-engineering government project implementation procedures to enhance project management efficiency and raise levels of governance and transparency.
- Standardisation of government project tendering procedures, automation of data and steps, and enhancement of governance through the precise definition of responsibilities and promotion of transparency at all stages of implementation.
- Establishing specialised technical committees for a number of projects costing more than OMR100 million, to ensure a comprehensive and integrated study of various aspects of these projects before they are awarded and implemented.
- Activating the government project management governance project, by creating an integrated database of projects implemented during 2024, including performance indicators related to cost, time and quality.
- Developing an integrated digital platform that makes it easier for stakeholders to monitor the progress of project implementation, follow up on compliance with approved budgets, and analyse changes in project implementation plans, if any.
- Implementation of the Government Project Regulation and the Government Project Management Guide, with the aim of standardising project implementation methodologies and methods, and enhancing oversight and quality. This has resulted in a reduction of 5 months in the time taken for the tender and contracting phase.
- 96% of projects implemented and closed during 2024 and 2025 did not exceed $\pm 10\%$ of the cost approved in the award decision, reflecting a high level of accuracy and discipline in cost management.
- **The application of value engineering methodology to selected projects has yielded practical results with a tangible impact, most notably:**
 - Muscat Expressway Expansion Project: Innovative solutions were implemented in coordination with Beah, including recycling asphalt for use in internal road

projects, replacing traditional lighting with energy-efficient LED lighting, and the use of recycled materials in backfill, in addition to adopting the “Superpave” system instead of traditional asphalt mixes, which enhances sustainability and reduces costs in the long term.

- Project to construct two groundwater recharge dams in Wadi Amda and Wadi Al Ghibira in Wilayat Dama Wa At Taiyin in Ash Sharqiyah North Governorate: The value engineering workshop resulted in the redesign of the project and a 14.5% reduction in costs, resulting in savings of OMR 650,000.
- Project to construct a groundwater recharge dam in Wadi Kidd in the Wilayat of Bahla: The designs were improved, contributing to increased implementation efficiency and construction quality.
- Al Ashkharah Front Development Project: The uses and operation of the buildings within the project were reviewed, and the workshop resulted in savings of half a million OMR.
- Activation and implementation of the interim assurance gates approved by the Council of Ministers, as one of the tools for project governance and modern management techniques. The assurance gates are a control tool that aims to verify that the basic requirements are met at each stage of the project before moving on to the next stage.

Major projects that have achieved reduction rates



Tourism area development projects

The project to develop the waterfront at Al Ashkharah Beach - Ja'alan Bani Bu Ali, which achieved a reduction of 16.4%.



Facilities and services projects

such as the completion of the remaining work on Dhofar Municipality building, and the establishment of six public service sites using 3D printing technology in Al Wusta Governorate, where reductions ranged from 3% to 11.6%.



Airport projects

The highest reduction was recorded in consulting services for the design and development of Musandam Airport, with reductions of 59.6%.



Road and infrastructure projects

Completion of the remaining works for Ash Sharqiyah Expressway project (section 2 - Phase 2) from Al-Kamil and Al-Wafi to Sur, and rehabilitation of roads (Bidbid - Nizwa Road, Al-Nuzha in Sohar, Seih Qatna in Jabal Al-Akhdar - Al'Ubaylah - Al-Fayyad in Al-Buraimi Governorate), in addition to the various sections of Adam - Thumrait dual carriageway project, which achieved reductions ranging from 3% to 20%.



Education projects

Construction of schools and establishment of the College of Law at Sultan Qaboos University, where education projects achieved savings ranging from 3% to 11.6%.



Health sector

Reduction in the cost of constructing Al Falah Hospital in Ash Sharqiyah South Governorate by 16.5%.

National Platform for Suggestions, Complaints and Reports «Tajawob»

- Studying international best practices and experiences to ensure the development of the platform in line with international best practices.
- Developing the technical infrastructure of the platform, and ensuring its integration with existing platforms in government institutions, in addition to forming and training central teams in government agencies to use the platform.
- Launching the platform in February 2025, with 56 government agencies joining the platform.
- The platform obtained the Performance Management System for Compliance (ISO 37301) certification.

Advantages of the National Platform for Suggestions, Complaints and Reports “Tajawob”



Instantaneous or periodic measurability.



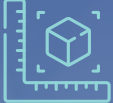
Linking the platform to the reporting and complaints system to connect with satisfaction improvement.



Reliance solely on the assessment of actual beneficiaries.



Enabling government agencies to track their performance levels and compare them over time with other agencies.



Providing a reliable and transparent tool for measuring the quality of government services, supervised by an impartial government agency.

Criteria for measuring beneficiary satisfaction with government services



Ease of procedures



Speed of completion



Service fees



Performance of service providers



Place of service delivery

Indicators of the National Platform for Suggestions, Complaints and Reports “Tajawob” (July 2025)



37301 ISO
Compliance Management System Certified



56 government institutions in the platform



+81 K users



1 M visits to the platform

 <p>68575 requests submitted via the platform</p>	 <p>6181 suggestions</p>	 <p>27758 complaints</p>	 <p>21609 reports</p>	 <p>13027 enquiries</p>
---	--	--	---	---



National data governance

- Developing a regulatory framework for national data governance and management, which serves as a national reference for regulating data management in the government sector, and ensuring its efficient and reliable use in a strategic step aimed at enhancing the use of data as one of the most important assets of the digital age. The framework includes three guides:
 - National data governance and management policy guide.
 - A guide for establishing a data governance and management office.
 - A guide for assessing policy compliance.
- Launching the National Open Data Platform to enhance transparency and enable innovation in the digital economy, thereby strengthening the digital economy's capacity for sustainable growth and effectively supporting national digital transformation. The platform aims to:
 - Provide free and regulated access for institutions and individuals to a wide range of government and non-government data in a usable and analysable format.
 - Facilitate data exchange and encourage the development of applications and services based on it.
 - Stimulate innovation in the private sector.
 - Contribute to supporting decision-making based on accurate data.
 - Improve the quality of digital services.



Conclusion

In light of the priority indicators and their trajectory, the latest readings show an overall upward trend in the movement of priority indicators towards their targets. Efforts made in various aspects of the priority have contributed to the improvement of these indicators, most notably the work on the readiness of the comprehensive system to achieve the vision. Digital transformation efforts have also contributed to improving indicators related to e-government development. In the area of improving government services, the launch of the National Platform for Suggestions, Complaints and Reports "Tajawob", is an important step towards ensuring the improvement of government services, through the evaluation of the beneficiaries of these services, in addition to other efforts in the areas of consumer protection, the development of governance and management of government projects, and national data governance.

The next phase requires sustaining what has been achieved in the priority, maximising the impact of the efforts made, continuing to develop the systems relied upon to improve the efficiency of the state's administrative bodies, and utilising the available platforms and data to provide high-quality government services. The next phase also calls for developing the efficiency and effectiveness of decision-making based on the use and analysis of data.



