



Oman Vision 2040  
Implementation Follow-up Unit

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# Oman Vision 2040 Report

## 2022-2023



# Oman Vision 2040 Report

**2022-2023**

## Guiding Words

“We will protect our national interests, as they are the mainstay of the next phase, the directions and targets of which were set by “Oman Vision 2040”, bringing about substantial changes in all spheres of life, and embodying the collective national willpower. The success of this Vision is the responsibility of us all, dear citizens, without exception, each one acting from his position and within the scope of his abilities and responsibilities.”

Haitham bin Tarik  
Sultan of Oman





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**HE. Dr. Khamis Saif  
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**Chairman of Oman Vision  
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Oman Vision 2040 pursues a clear guideline and a greater execution of the relevant national plans. It has demonstrated throughout the past few years that it is the key reference of national planning, inclusive development and the broader umbrella for national programs steered by the relevant government entities, in order to accomplish the socio-economic transformation enshrined in the Vision.

Oman Vision 2040 Implementation Follow-up Unit, alongside the other government entities, is proud to cherish the leadership of two sultans, who accorded full attention and took keen interest to realize the vision. The late Sultan Qaboos bin Said, may Allah rest his soul in peace, issued Royal Directives to develop and formulate this Vision with mastery and high precision in light of broad societal consensus, and with participation of all segments of society, in order to be relevant to the socio-economic context, and objectively foresees the future, to be recognized as a guide and key reference for planning activities during the period from 2021 to 2040.

Spearheaded by His Majesty Sultan Haitham bin Tarik, may Allah protect

and preserve, Oman Vision 2040 mirrors the Omani people's reality, and fulfills their aspirations, into a future bursting with prosperity and affluent, where each and everyone has a role to play. Achieved through parallel work streams, the Vision focuses on four national pillars: people and society, economy and development, governance and institutional performance, and sustainable environment.

Setting up Oman Vision 2040 Implementation Follow-up Unit pursuant to Royal Decree No. (100/2020) was a crucial step to attain the objectives of Oman Vision 2040. The Unit aims to oversee the realization of the Vision and offer support and assistance to the various government entities tasked with its implementation. It

aspires to bolster the collaboration between these entities and assist them in overcoming hurdles that hinder them from accomplishing their goals. Therefore, the unit constantly highlights a set of principles: partnership (It is our collective responsibility to realize the Vision); responsibility (The entities concerned with implementation are responsible for ensuring that the vision's targets and key performance indicators "KPIs" are satisfied); flexibility (The vision document is updateable and responsive to both regional and global developments); and integration (The unit was established to support the entities and work in concert with them to realize the vision).

By Bridging the gaps in the Vision indicators and ensuring their

consistency with the objectives of the vision priorities, the Unit set out a proper planning structure to realize Oman Vision 2040, after coming into effect in January 2021. At the same time, the Unit concentrated on establishing (KPI) cards with measurable targets, to specify the duties of each government entity in carrying out the Vision directions and ensuring that these indicators are linked to their annual executive plans and specific projects and activities. The Unit also sought to educate the government entities about the indicators along with the executive plans. It also works on setting up Vision Offices, an interface between government entities and the Unit, and making sure that they are aware of their roles and responsibilities.

The Unit has aspired to develop these components through dedicated work teams and technical workshops between the unit and the various relevant entities as it recognizes their significance. Each of these entities pursues a substantial endeavor. This is done in order to reach a comprehensive and integrated follow-up system to achieve the Vision. The system is composed of an interrelated planning stream that begins with Vision indicators and

develops to detailed executive plans for initiatives and projects. However, the implementation stream begins with the Vision Offices, up to the Council of Ministers, as well as the follow-up and reports streams. This system is supported by a number of programs that enable the achievement of Oman Vision 2040. The Unit seeks to ensure integration with the various entities involved in building this system until all its components are completed.

Given that the aforementioned system takes time to be fully complete, and owing to the status quo of the economy, finance, health, and environment, it was necessary to focus on the priorities pertaining to the Economy and Development and Sustainable Environment pillars: (Economic Diversification and Fiscal Sustainability Priority, Private Sector, Investment, and International Cooperation Priority, the Labor Market and Employment Priority, Development of Governorates and Sustainable Cities Priority, and Environment and Natural Resources Priority), in line with the strategic objectives of the Tenth Five-Year Development Plan (2021-2025), through a set of national programs (the National Employment Program

“Tashgheel”, the National Program for Investment and Exports Development “Nazdaher”, the National Program for Economic Diversification “Tanwea’a”, the National Program for Fiscal Sustainability and Financial Sector Development “Estidamah”, the National Program for Carbon Neutrality, and the Government Digital Transformation Program) that strives to enhance the indicators of these priorities. The initiatives and executive programs necessary for this stage are still being implemented, whether in the economy and development pillar or in other pillars.

With the principles of transparency and broad societal consensus maintained by the Unit, it is a great honor and pleasure to put forth this report, which highlights the executive initiatives and accomplishments toward realizing Oman Vision 2040 during the previous year (2022), along with certain developments at the start of the current year, in accordance with the aforementioned streams, while keeping in mind that there is still a great deal of work to be done before we achieve the goals of this Vision. The challenges we face will only strengthen our will to work harder to get through them and achieve greater accomplishments.

I would like to seize this opportunity to extend my sincere gratitude and deep appreciation not only to the Unit team, from whom I saw nothing but remarkable dedication, sincerity, and persistence in achieving what is required of them, but also to all government entities that showcase a high level of responsibility by playing their roles in a timely manner. I would also like to express my gratitude to all of our Oman Vision 2040 strategic partners from the civil society and its various institutions, as well as the private sector, for their invaluable contributions and constant support.

We must all take pride in this vision, as we all contributed to setting its priorities, objectives, and streams. We now join hands to carry it out, moving forward, surefootedly and with confidence in order to overcome all obstacles and make further accomplishments, under the leadership of His Majesty Sultan Haitham bin Tarik, may Allah protect and preserve. We beseech Allah Almighty to protect our nation, harness all of its energies and potentials toward progress, elevation, and prosperity, and bestow His Majesty good health, well-being, and a long life.



## Chapter 1:

# The Comprehensive System to Achieve Oman Vision 2040



In order to realize Oman Vision 2040 and its strategic directions, each government entity has an essential role to play, according to their mandates and the duties entrusted to them.

### The comprehensive system to achieve Oman Vision 2040

Oman Vision 2040 Implementation Follow-up Unit was keen to have a comprehensive system to realize Oman Vision 2040, that is fully prepared in terms of planning, implementation, and follow-up. This system would ensure the accomplishment of the vision's goals by including these goals in the planning and implementation processes and following up their accomplishment.

Since the launch of Oman Vision 2040, the unit has pursued to complete the system's components, fill in any gaps, and collaborate with the concerned entities to find solutions to the challenges that hinder the system's completion. Furthermore, the unit has given government entities the tools and guidance they need to activate this system, and evaluate its performance for constant improvement.

The comprehensive system to achieve Oman Vision 2040





## Planning Stream

The planning stream aims to ensure the consistency of planning processes, from the strategic objectives of the vision and its indicators to the operational level represented in the initiatives and project's detailed plans.

## Vision Indicators

Oman Vision 2040 has defined a set of international and national indicators for each of its priorities. These indicators aim to measure the extent to which Oman Vision 2040 has been achieved through the efforts made to achieve the strategic directions and objectives of the national priorities of the Vision. The Sultanate of Oman seeks to achieve a specific ranking or value in these indicators in certain periods in the upcoming years, up until 2040.

Recently, some issues with these indicators' effectiveness to measure the desired impact have emerged, particularly with regard to international indicators, for which the Sultanate of Oman relies on international organizations that create these indicators. It is noted that some organizations have discontinued their indicators, making it difficult to forecast whether they will continue to exist. These indicators are moving targets that are difficult to rely on in planning as a measure of success in achieving the Vision, because the mechanism for calculating them is always changing.

To ensure the achievement of the Vision's objectives, and to verify the effectiveness of its indicators in measuring and evaluating the realization of the vision; it was important to work on reviewing these indicators and re-engineering them to serve their purpose as measuring tools for the objectives sought in the vision priorities. Therefore, a team composed of the Ministry of Economy, Oman Vision 2040 Implementation Follow -Up Unit and the National Center for Statistics and Information was formed to review the indicators of the vision and study its priorities in detail in terms of: relevance to the strategic objectives of the national priorities, coverage of the main aspects of the priority value chain, clarity in measuring the desired impact of each priority, identification of what has to be changed, developed or added, and development of clear targets for every five years: (2025, 2030, 2035, 2040).

The review of the Vision indicators concluded with focusing on the indicators having the greatest impact, and reducing them from 68 to 39 indicators, including 5 international indicators and 34 national indicators. The work is in its final stages to set targets for these indicators.

## First: International Indicators:

- Development of an indicator called "Improvement of Oman's Competitiveness Standing in the International Indicators" that combines the most significant international indicators related to the national priorities of the Vision, and that affect the Sultanate of Oman's competitiveness globally. It includes: the Global Competitiveness Index, the Global Innovation Index, the Corruption Perceptions Index, the Environmental Performance Index, and other World Governance Indicators which are the rule of law, government efficiency, and regulatory quality. This indicator will facilitate following up the Sultanate of Oman's competitiveness globally and keeping abreast with the best practices nationwide.
- Since the EFA Development Index has been discontinued by the relevant organization, it is suggested that the (TIMSS) or (PISA) index within the priority of education, learning, scientific research and national capabilities be proposed in its place. This is especially true given that the two proposed indicators are specific, direct indicators that measure the quality of education.
- Maintaining a number of other indicators unchanged, such as: the QS World University Rankings Index included within the priority of Education, the Healthy Life Expectancy at Birth Index contained within the priority of health, and the Economic Development Index listed under the priority of Economic Diversification and Fiscal Sustainability, given that they are specific, direct international indicators that measure the priorities precisely and clearly.

## Second: National Indicators:

### The national indicators are classified as follows:

- Exploratory Indicators: including 5 interrelated indicators to measure community satisfaction; in order to reinforce the participatory principle. It can be used alongside the administrative data.
- Statistical Indicators: containing 25 direct statistical indicators that focus on measuring the impact on relevant priorities.
- Composite Indicators: encompassing 4 indicators that combine the characteristics of both exploratory indicators and statistical indicators, and aims to satisfy the requirements of all relevant priorities.

The second chapter will provide information on the indicators of each national priority, which represents the findings of reviewing the indicators. However, it should be pointed out that most indicators' results don't immediately reflect the results of the efforts exerted within the framework of the Vision; they require at least a year or two to do so. Therefore, the current results may not necessarily demonstrate the efforts made in 2022, and final results of several national indicators for 2022 will not be published until the last quarter of 2023. A list of indicators proposed for each priority will also be included in this chapter.

## Entities Indicators to achieve the Vision

After conducting an analysis and assessment of the requirements of the planning elements from the strategic level to the executive level, Oman Vision 2040 Implementation Follow-up Unit developed an integrated framework to define the entities' objectives as a means to fulfill their roles in realizing the vision. The current situation was assessed, and all basic premises of planning were analyzed, which were represented in: the national priorities and strategic directions of Oman Vision 2040, along with entities' sectoral and institutional strategies - if any - in order to align them with the objectives of the Tenth Five-year Development Plan (2021-2025). The roles of each entity were carefully considered in light of terms of reference, draft strategic and annual plans for the year 2022, and the roles of the entity in attaining the goals of national programs and its effective management.

The Entities' KPI Cards and the targeted percentages for each indicator during certain time periods have been prepared by the Unit in full cooperation with the relevant government entities at all levels and in an integrated manner. These cards lay the foundation for government entities to create their annual plans, to ensure that planning activities are consistent with one another.

The first stage involved the agreement and approval of 40 government entities as well as the approval of their KPI cards, by the heads of the government entities and the chairman of the Unit. The Unit devised a plan for the second stage that targets several other government entities, including governorates, and involves the development and approval of their KPI cards.

## Entities Indicators to achieve Oman Vision 2040



The number of  
government  
entities



Total key  
indicators



Total sub-  
indicators



Total global  
benchmarking  
indicators

Entity	key Indicators	Sub-indicators	Global Benchmarking Indicators
Ministry of Heritage and Tourism	20	9	1
Sultan Qaboos University	27	12	4
Public Prosecution	8	3	2
Royal Academy of Management	13	2	2
Oman Medical Specialty Board	12	4	0
Oman Authority for Academic Accreditation and Quality Assurance of Education	15	7	2
University of Technology and Applied Sciences	19	13	4
State Audit Institution	9	4	2
Tax Authority	15	1	0
The Public Establishment for Industrial Estates - Madayn	14	5	0
Environment Authority	22	54	0
National Records and Archives Authority	13	1	0
Authority for Public Services Regulation	20	5	1
Small and Medium Enterprises Development Authority	15	5	1
The Public Authority for Consumer Protection	15	1	0
Capital Market Authority	17	6	0
Ministry of Housing and Urban Planning	18	2	1
Ministry of Information	15	1	3
Ministry of Education	22	5	4
Ministry of Agriculture, Fisheries and Water Resources	22	6	2
Ministry of Culture, Sports and Youth	22	6	1
Ministry of Health	32	7	1
Ministry of Energy and Minerals	35	4	1
Ministry of Endowments and Religious Affairs	10	5	0
Tender Board	11	4	0
Ministry of Transport, Communications and Information Technology	20	9	0
Civil Aviation Authority	13	2	0
The Telecommunications Regulatory Authority	21	2	1
Ministry of Interior	10	1	2
Ministry of Social Development	32	11	3
The Public Authority for Special Economic Zones and Free Zones	13	2	0
The Foreign Ministry	8	3	2
Oman Investment Authority	14	4	0
Ministry of Economy	19	13	2
Ministry of Higher Education, Research and Innovation	23	14	4
Ministry of Labor	16	6	2
Ministry of Finance	13	3	2
Ministry of Commerce, Industry and Investment Promotion	21	2	7
Ministry of Justice and Legal Affairs	7	1	2
National Center for Statistics and Information	8	-	-

## Entity's KPI Card

### Key Indicators

- Increasing private investments in the industrial areas.
- Raising the growth rate of the fully serviced lands.
- Increasing occupancy rate.
- Increasing projects in the industrial zones.

### Sub-indicators

- The renewable energy share in total final consumption.

### World Benchmarking Indicators

- Economic Development Index.

## Current Stage Indicators

These indicators support the short-term goals arising from the five-year plans, and currently focus on the pillars of Economy and Development and the Sustainable Environment. National programs that are directly related to the current stage priorities, and are considered a key driver for these indicators, have been developed.

## The Entities' Annual Plans

In close collaboration between the General Secretariat of the Council of Ministers, the Ministry of Economy and the Unit, a template for developing government entities' annual plans was adopted. The entity's KPI card is used as a reference for setting the annual plans and future directions, in order to achieve the objectives of Oman Vision 2040.

The entity's KPI card has been incorporated into government entities' annual plans as of 2023 planning cycle, which got underway in the third quarter of 2022. By doing so, planning procedures would be consistent and would satisfy the strategic directions of Oman Vision 2040, as the entities' main objectives must be reflected in their effective projects, initiatives, and targets. The achievement of such objectives is monitored through quarterly follow-up procedures approved by the General Secretariat of the Council of Ministers. The Unit supports all efforts made to review and approve the entities' annual plans to ensure that the approved indicators are incorporated into the entity's KPI card. 50 entities' annual plans have been approved before the end of 2022.

## Detailed Executive Plans of the Initiatives and Projects

Detailed implementation planning for initiatives and projects is the last stage of the Vision's planning process. This stage generally focuses on the operational side and project management that push forward the entities indicators, ensures and follows up their governance, according to the time frame approved in the plan. The Vision Offices in government entities play the greatest role in ensuring the implementation of these plans, finding solutions to all relevant challenges, and escalating the issues to the upper managements whenever necessary.

## Implementation Stream

Implementation of Oman Vision 2040 begins with the Vision Offices in government entities, which consist of competent teams reporting to the heads of government entities. The Unit aims to ensure integration between planning and implementation in these entities, so the Unit, the state's administrative apparatus and these entities are connected in order to achieve the Vision goals.

The executive offices of the national programs, which serve as management offices of the program and are responsible for fulfilling the requirements of the program within the defined timeline, budget, and scope, as well as for achieving the targets outlined in its plan, are part of the implementation system. The office may consult a technical committee and a team of consultants to address the issues, and if necessary, may escalate the situation to the program's supervising minister.

The Council of Ministers' committees, such as the Financial and Economic Committee, the Legal Committee, and the Cultural and Social Committee, are also involved in the implementation system.

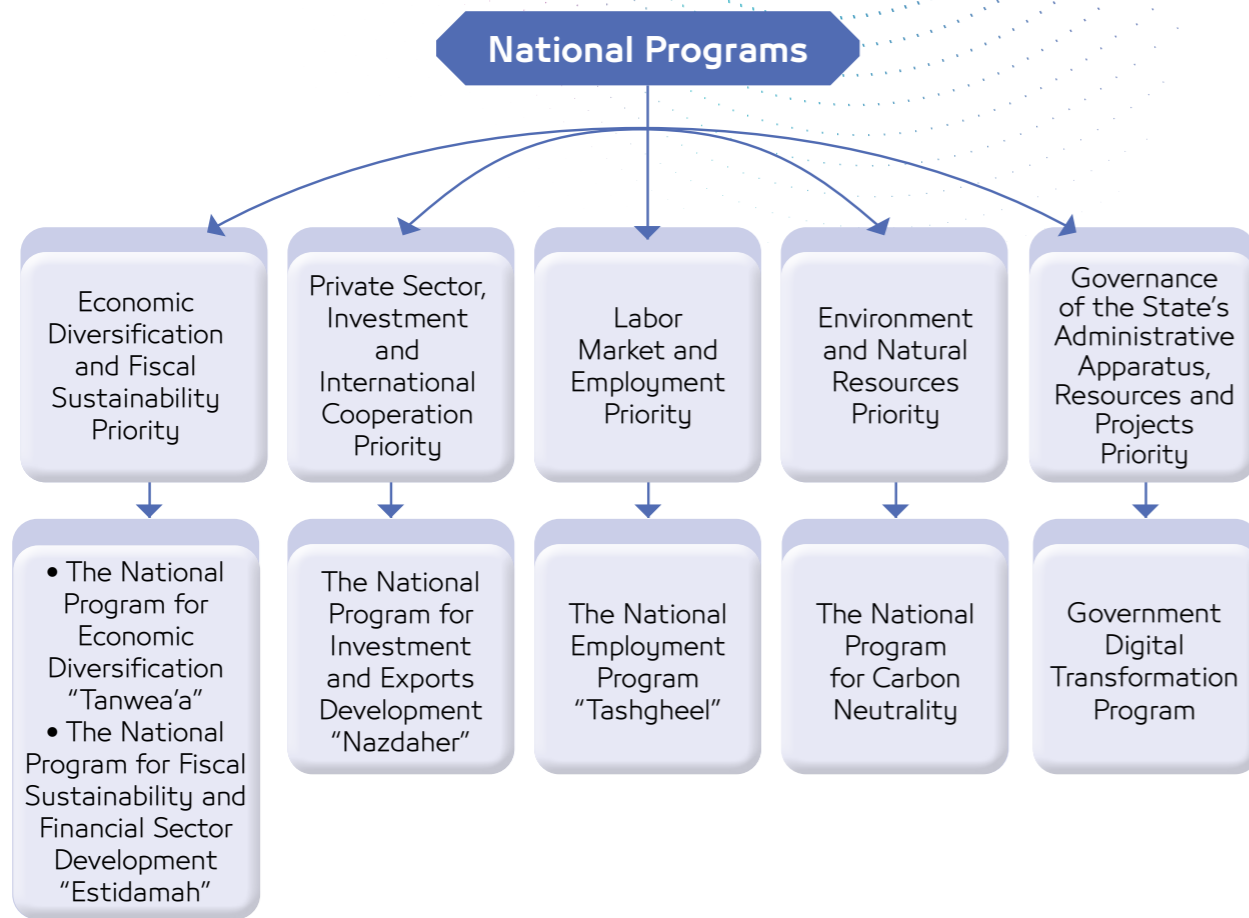
## National Programs

The national programs are fast-paced, intensive programs designed to address the phase challenges related to the national priorities of Oman Vision 2040 and push forward its indicators. Several entities support and carry out these programs. They are then followed up by aligning the indicators of the entities with those of the programs.

In order for actions to be consistent in the planning process, the unit aspired to develop KPI cards for national programs and agree on them with the pertinent entities. This is carried out in order to achieve the desired goals in accordance with the plans and indicators of the entities overseeing these programs.

Three national programs were launched in cooperation with the concerned entities in 2022: the National Program for Economic Diversification (Tanwea'a), the National Program for Fiscal Sustainability and Financial Sector Development (Estidamah), and the National Program for Carbon Neutrality, thus bringing the total number of the current national programs to six.





### Follow-up and Escalation

These streams include multiple dashboards, progress reports, and an escalation mechanism to upper managements.

### National Indicators Dashboard and Vision Programs and Initiatives Dashboard

The use of effective tools to manage and monitor performance and measure progress toward short and long-term targets is essential for the implementation of Oman Vision 2040. Accordingly, work has been done on:

**National Indicators Dashboard:** The Unit works in cooperation with the concerned entities to develop a national indicators dashboard. It is expected to provide an overview of the progress made by various entities, and the desired impact within the framework of the indicators of Oman Vision 2040. The dashboard will be developed in a way that ensures all performance measurement data and reports related to implementation are covered, and made easily accessible.

**Vision Programs and Initiatives Dashboard:** The Unit developed this dashboard to monitor the initiatives and projects of the national programs, as well as government entities' vision initiatives. The dashboard includes a list of initiatives related to these programs, percentages of achievement and the value achieved from these initiatives.

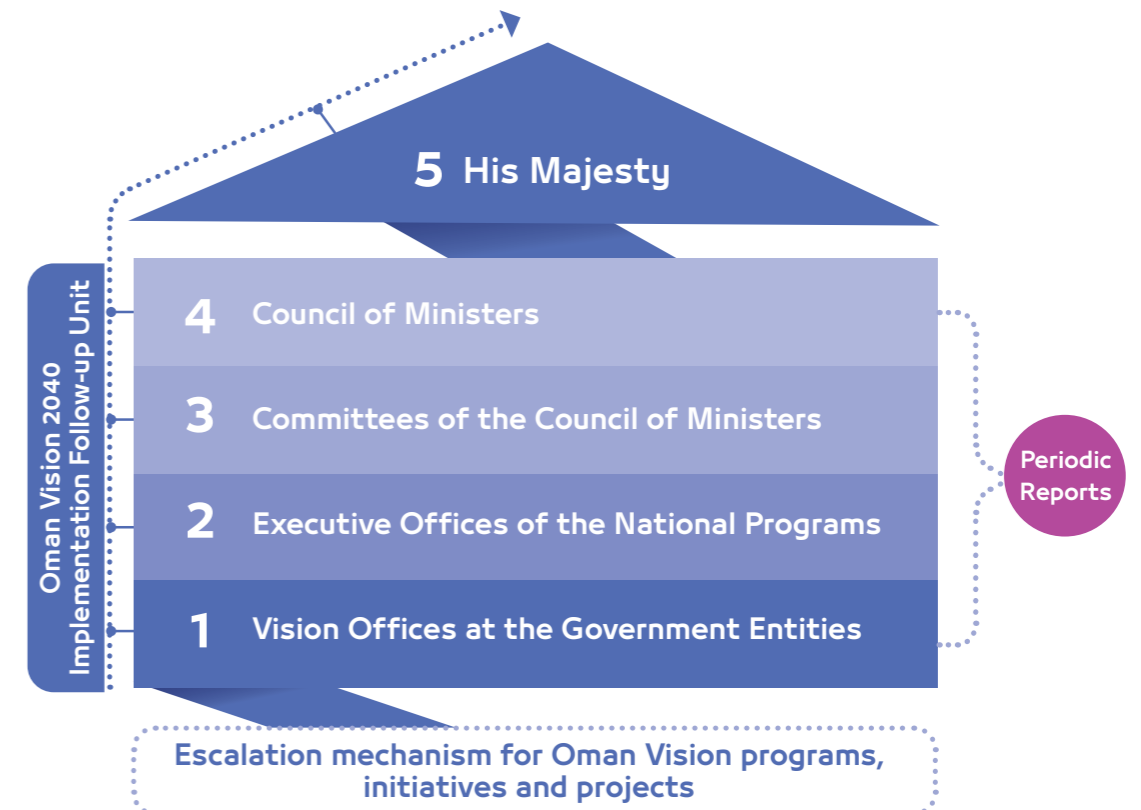
### Reports

A set of periodic reports have been approved to show the efforts exerted to attain Oman Vision 2040 goals. They are prepared based on the nature of use and the target group, and may be issued weekly, monthly, quarterly, semi-annually, or annually. These reports are submitted to Oman Vision 2040 implementation Follow up Unit or the entities and committees tasked with any of the vision's implementation streams.

The reports are divided into two types, the first is escalation reports that includes reports sent to His Majesty, to the Council of Ministers, and to the Council of Ministers' committees to address specific issues related to the national priorities of Oman Vision 2040, in accordance with their terms of references, as well as operational reports resulting from the programs and initiatives' KPI dashboard. The second type is the main reports such as the annual report of the vision, reports that are submitted to the Council of Ministers on the implementation of the vision indicators, and feedback reports to measure the performance of government entities.

### Escalation Mechanism

The Unit laid out a clear method to escalate any issues that national programs, initiatives, and projects experience at any stage, and to frequently address them in accordance with regular meetings or platforms for this purpose. Starting with addressing the challenge within the entity, this mechanism would help escalate the challenge to senior managements over a predetermined period of time.





### 1- Vision Offices at the government entities:

Within the entity implementing the Vision's programs and initiatives, issues are resolved and handled by the vision office, which is directly supervised by the head of the entity. Most implementation issues at this level are resolved by the head of the entity before being escalated to upper managements.

### 2- Executive Offices of the National Programs:

Challenges are identified and handled within the program's executive office by the program's supervisor. That is done in direct contact with the head of the overseeing entity, who is responsible for finding solutions to the majority of the execution related issues within his/her competencies before escalating them to the Council of Ministers.

### 3- The Council of Ministers' Committees:

The Council of Ministers' committees, concerned with a particular industry, make decisions on all matters brought up by government entities involved with the Vision's programs and initiatives. If this is not possible, the committee may bring the matter before the Council of Ministers.

### 4- The Council of Ministers:

The Council of Ministers makes decisions regarding all matters that hinder putting the Vision into action, and that are brought before it by the committees and entities involved with the strategic planning for the vision and its programs, initiatives, and projects.

### 5- His Majesty:

After being reviewed and evaluated, the subjects are sent to HM for directives.

## Programs to Enable and Support Achievement of Oman Vision 2040

From the strategic level to the executive level, the unit has developed a set of programs to enable and support rapid achievement of the comprehensive system's targets. These programs are characterized by the fact that they are developed when required. They may be used, for instance, to expedite solutions to challenges or to fulfil requirements that obstruct the implementation.

### Enabling Programs

In the event of challenges, lack of preparedness, or the need for an implementation strategy that does not conflict with the entities' terms of reference, these are short-term executive programs designed to enable the overall system and empower the entities by supporting the execution of the necessary tasks.

## Strategic Support Program

Description	In order to ensure that the Vision compass is directed to the strategic path it seeks, the program aims to follow up the rapid global transformations and study their effects on the Vision progress.
Purpose	It is crucial to make sure that existing initiatives to carry out the vision are effectively aligned with these changes and transformations. In order to accomplish the targets of the Vision in a range of priorities and to give the government entities the assistance they need to keep up with it, it is also important to steer the executive plans to the right direction.
Objectives	<ul style="list-style-type: none"> <li>- Evaluating how these variables affect Vision priorities, figuring out how to cope with them, and doing any other necessary actions.</li> <li>- Strategic support for the government work system to keep pace with the requirements of the Vision and its changing nature.</li> </ul>
Target Groups	<ul style="list-style-type: none"> <li>- Government policymakers and other decision makers.</li> <li>- Government entities / national programs.</li> <li>- Priorities Support Teams at the Unit.</li> </ul>

## Program to improve Oman's competitiveness standing in the global indicators

Description	The program supports competitiveness indicators and focuses on supporting while observing the National Competitiveness Office in the tasks assigned to it, to enhance Oman's ranking in the international indicators and reports. It also works with the relevant entities to ensure that they are carrying out their duties. This program also aims at approving the improvement plans necessary to boost the Sultanate of Oman's competitiveness standing in the global indicators and reports.
Purpose	<ul style="list-style-type: none"> <li>- Helping the National Competitiveness Office on its work with entities concerned with improvement.</li> <li>- The drop of Oman's competitiveness ranking in all indicators.</li> <li>- No mechanism in place to carry out improvement plans.</li> <li>- No mechanism in place to monitor improvement.</li> </ul>
Objectives	Improving Oman's competitiveness standing worldwide to fulfill the requirements of Oman Vision 2040 indicators.

Target Groups	<p><b>The National Priorities:</b></p> <ul style="list-style-type: none"> <li>- Education, learning, scientific research and national capabilities</li> <li>- Health</li> <li>- Well-being and social protection</li> <li>- The Private sector, Investment and International Cooperation</li> <li>- Economic Diversification and Fiscal Sustainability</li> <li>- Economic Leadership and Management</li> <li>- Environment and Natural Resources</li> <li>- Governance of state's administrative Apparatus, Resources and Projects</li> </ul>
	<p><b>Government Entities:</b></p> <ul style="list-style-type: none"> <li>- Ministry of Higher Education, Research and Innovation</li> <li>- Ministry of Commerce, Industry and Investment Promotion</li> <li>- Ministry of Energy and Minerals</li> <li>- Ministry of Agriculture, Fisheries and Water Resources</li> <li>- Ministry of Health</li> <li>- Ministry of Transport, Communications and Information Technology</li> <li>- Ministry of Education</li> <li>- Ministry of Information</li> <li>- Ministry of Economy</li> <li>- State Audit Institution</li> <li>- National Center for Statistics and Information</li> <li>- The Supreme Judicial Council</li> <li>- Environment Authority</li> <li>- The Telecommunications Regulatory Authority</li> <li>- Civil Aviation Authority</li> <li>- Authority for Public Services Regulation</li> <li>- Capital Market Authority</li> <li>- The Central Bank of Oman</li> <li>- National Competitiveness Office</li> </ul>
	<p><b>National programs:</b></p> <ul style="list-style-type: none"> <li>- The National Program for Investment and Exports Development (Nazdaher)</li> <li>- The National Program for Fiscal Sustainability and Financial Sector Development (Estidamah)</li> <li>- Government Digital Transformation Program</li> <li>- National Program for Economic Diversification (Tanwea'a)</li> </ul>

Most Prominent Efforts	<ul style="list-style-type: none"> <li>- Setting annual goals for competitiveness indicators after conducting a technical analysis in collaboration with the National Competitiveness Office.</li> <li>- In cooperation with the National Competitiveness Office, create detailed plans to enhance the Sultanate of Oman's performance in global indicators.</li> <li>- Organizing introductory and developmental workshops to generate ideas for initiatives that enhance Oman's standing in the Global Innovation Index and its sub-indicators.</li> <li>- Coordinating with the National Center for Statistics and Information and the National Competitiveness Office to manage data and regularly provide entities with the necessary paperwork and data.</li> <li>- Obtaining global competitiveness reports, which certain indicators use as a fundamental input for ranking countries.</li> </ul>
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### Studies and Research Support Program

Description	The program's main focus is to present working papers that support efforts to establish and carry out the national programs and Vision's priorities.
Purpose	It is necessary to offer research support, in order to facilitate discussion of everything linked to identifying or addressing challenges related to the vision priorities, according to a certain work methodology.
Objectives	<ul style="list-style-type: none"> <li>- Identify the situation, efforts, and the significant statistics and data to streamline development and address issues related to national priorities and programs.</li> <li>- Outline the lessons learned, best practices and benchmarks that aid in development and address issues related to national priorities and programs.</li> <li>- Review and analyze developments and variables that support development and address challenges related to national priorities and programs.</li> </ul>
Target Groups	<ul style="list-style-type: none"> <li>- Government entities</li> <li>- National programs</li> </ul>
Most Prominent Efforts	<ul style="list-style-type: none"> <li>- Working papers that support investment in health, sports and national programs: Tashgheel, Nazdaher, Tanwea'a, and Carbon Neutrality.</li> <li>- Working papers that support the main focus areas of the stage in all national priorities of Oman Vision 2040.</li> </ul>

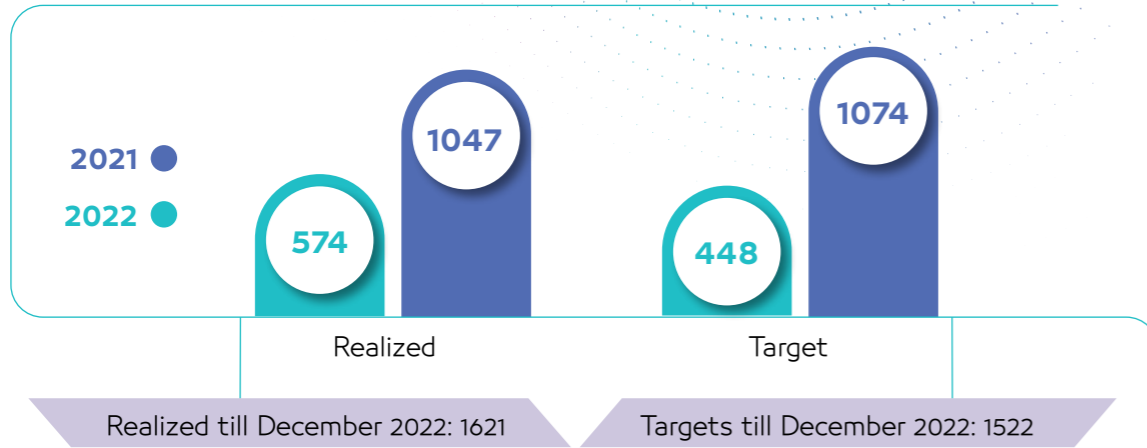
## Program to develop and support programs

Description	This program aims to establish methodologies for developing programs and sectors that support Oman Vision 2040 objectives. It seeks to support the entities concerned with development through approved methodologies and action plans ensuring the development of initiatives, projects and opportunities that will help achieve the Vision goals and improve the relevant entities' indicators.
Purpose	<ul style="list-style-type: none"> <li>- Follow-up development according to approved methodologies.</li> <li>- Control quality in all implementation stages, while monitoring the methodology's execution with the relevant entities.</li> <li>- Educate and train the target groups on the methodologies.</li> <li>- Monitor the development of strategies in line with the needs of each stage of implementing the Vision.</li> <li>- Enable the internal teams of the unit and the national priorities' support teams to use the methodologies at different stages of the work.</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>- Support implementation of the comprehensive system to achieve Oman Vision 2040 through the development of programs and sectors in accordance with the approved methodologies.</li> <li>- Improve competencies internally and externally and empower cadres to use and apply methodologies according to the requirements of each stage.</li> <li>- Put projects and initiatives into action in an accelerated manner by developing them and creating comprehensive detailed plans to ensure their execution and follow-up.</li> <li>- Develop methodologies in accordance with each stage of implementing the Vision.</li> </ul>
Target Groups	<ul style="list-style-type: none"> <li>- Internal teams of Oman Vision 2040 Implementation Follow-up Unit</li> <li>- National Priorities' Support Teams</li> <li>- National Programs</li> <li>- Vision Offices</li> <li>- The society</li> <li>- The private sector and strategic partnerships</li> <li>- Government entities</li> </ul>
Most Prominent Efforts	<ul style="list-style-type: none"> <li>- Educating target groups concerned with development.</li> <li>- "Maher" initiative to educate those concerned with the methodologies and enhance their competency.</li> <li>- Utilizing the competencies of the vision offices by involving them in the various development stages, training and empowering them to use the methodologies.</li> <li>- Managing concerned entities and communicating effectively in order to enhance knowledge, facilitate training, and sustain methodologies.</li> <li>- Forming dedicated teams for program development in the national programs.</li> </ul>

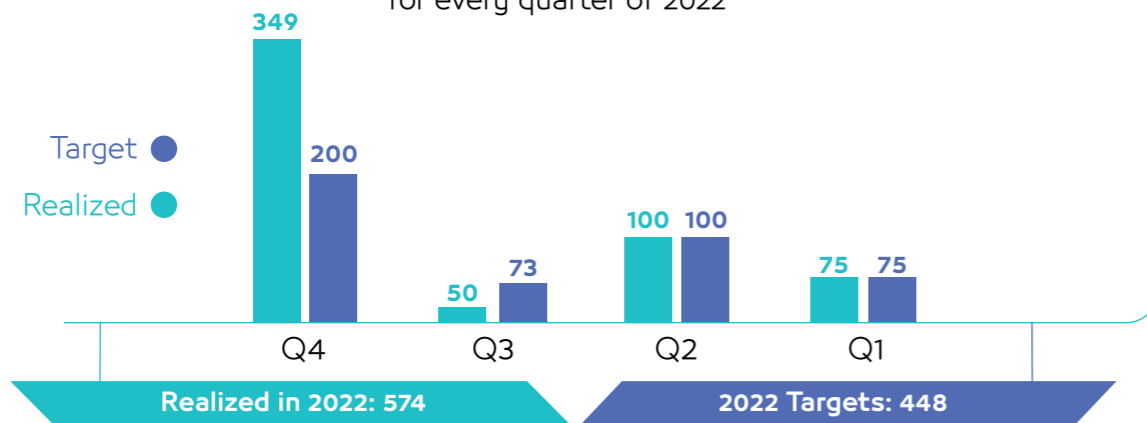
## Program to support procedure streamlining and future technologies

Description	The program aims to enable government entities to review, improve, redesign, and streamline their core service procedures, to achieve an effective end-to-end user experience using Lean Methodology for continuous improvement.
Purpose	The program contributes to accelerating the implementation of initiatives aimed at simplifying procedures, the most significant of which is Manjam initiative to streamline and engineer government procedures and services, as well as Tamkeen program to hone skills, transfer knowledge, and sustain improvement in the field of digital transformation in the government sector. Through the involvement of specialists from the public and private sectors, the program will also help achieve institutional collaboration and apply the centralized approach to ensure sustainability and continuous development.
Objectives	<ul style="list-style-type: none"> <li>- Enable entities to speed up simplifying complex procedures of priority services.</li> <li>- Improve the efficiency and quality of government procedures in accordance with the best practices.</li> <li>- Refine business analysis skills, as well as engineering and streamlining procedures.</li> <li>- knowledge Transfer and sustainability to ensure continuous improvement in the government sector.</li> <li>- Implement a community participation strategy to provide a unique digital user experience.</li> <li>- Lower the implementation costs of initiatives of streamlining procedures and improving the effectiveness and quality of government procedures.</li> <li>- Set standards and controls to streamline e-services and drastically improve performance.</li> <li>- Encourage the effective use of emerging technologies.</li> </ul>
Target Groups	The program is a key enabler for all components of the Vision as well as the entities concerned with its implementation, including government entities, national programs and priorities.
Most Prominent Efforts	<ul style="list-style-type: none"> <li>- Manjam Labs for simplifying government services (represented in joint labs that enable government entities to review and streamline basic service procedures through applying Lean Methodology for continuous improvement). The preliminary and first phases have been completed and work on the subsequent phases is now underway.</li> <li>- Preliminary phase included over 45 government services, plus 12 government services proposed through community participation.</li> <li>- The first phase encompassed 118 government services, and the 3-months lab witnessed the participation of various relevant government entities.</li> <li>- The second phase is currently underway and includes 67 government services.</li> </ul>

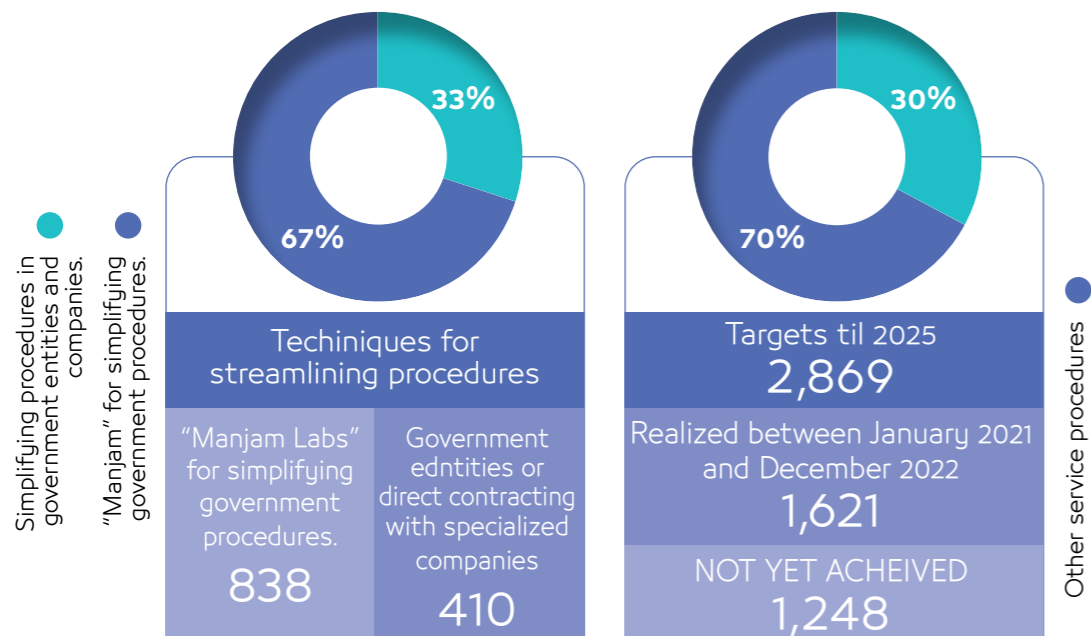
Services with streamlined procedures as of January 2021 to December 2022



Services targeted for streamlining compared to the realized for every quarter of 2022



Services with streamlined procedures as of January 2021 to December 2022



• Community Participation Program

Description	In continuation of the community participation approach that began during the preparation of Oman Vision 2040, the program focuses on communication and partnership with all segments of society during different stages of implementing the vision, through several streams and according to a specific implementation plan.
Purpose	To involve everyone in achieving Oman Vision 2040 goals, each one according to his/her respective role and responsibility.
Objectives	<ul style="list-style-type: none"> <li>- Raise awareness of the vision.</li> <li>- Highlight the importance of the contributions made by all segments of society, the public and private sectors, and civil society institutions in putting the vision into practice.</li> <li>- Boost the community's confidence in the vision and encourage efforts to realize it.</li> <li>- Create a sustainable mechanism that involves the community in the vision realization and allows them to voice their opinions on it.</li> </ul>
Target Groups	<ul style="list-style-type: none"> <li>- General Stream</li> <li>- Government entities and specialized councils</li> <li>- Embassies and foreigners</li> <li>- private sector</li> <li>- Civil society</li> <li>- Education institutions (schools + universities)</li> <li>- The Military and Security bodies</li> <li>- Innovators and Influencers</li> </ul>
Most Prominent Efforts	<ul style="list-style-type: none"> <li>- Activating the following streams, formulating their implementation plans, and appointing the competent cadres to manage them: the government entities and specialized councils, embassies and foreigners, and the education institutions, provided that the rest of the streams will be activated respectively.</li> <li>- Participating in local and international exhibitions, conferences, and events to publicize the vision.</li> <li>- Visiting a variety of public, private, and military institutions, in addition to schools and universities, to discuss the vision and their roles towards achieving it.</li> <li>- Assisting communication and media departments at the government entities with the implementation of internal communicative campaigns aimed at educating their staff about the vision.</li> </ul>



### Communicative Program for the National Programs (Moving Forward with Confidence)

Description	The program aims to highlight efforts of the national programs related to Oman Vision 2040, and their projects and initiatives.
Purpose	Striving to achieve the objectives of the vision while fostering communication at the social and institutional levels to support the national programs, the government's efforts in the areas relevant to those programs are highlighted and bolstered.
Objectives	<ul style="list-style-type: none"> <li>- Educate people about Oman Vision 2040, its priorities, pillars, initiatives, and national programs, create communicative strategies for the programs, and make sure they are in line with the vision's communicative plans.</li> <li>- Accelerate the achievement of the objectives and strategic directions of the vision and its national programs.</li> <li>- Underpin the projects and initiatives that are part of the national programs to demonstrate the national efforts made to realize the Vision.</li> <li>- Effectively clarify the projects' relation to the objectives and how they are reflected in the Vision indicators.</li> </ul>
Target Groups	<ul style="list-style-type: none"> <li>- National programs</li> <li>- Government entities tasked with carrying out the initiatives and projects related to these programs</li> </ul>
Most Prominent Efforts	<ul style="list-style-type: none"> <li>- Activating the role of government media by highlighting the national initiatives and projects emanating from the national programs in its radio, print, and visual channels.</li> <li>- Launching e-platforms for the program on YouTube and social media.</li> </ul>

#### Supporting Programs

Programs that seek to meet the demands of the comprehensive system to achieve Oman Vision 2040 and the entities, by providing the necessary financial and human resources, tools, and competencies.

### Vision Offices Support Program

Description	The program aspires to help government entities enhance the effectiveness of their vision offices and transfer knowledge, so that the entities can fulfill their integrative roles in attaining the vision's objectives.
Purpose	The establishment of offices that observe the implementation of Oman Vision 2040 in government entities is one of the tools to support them in achieving the objectives and priorities of Oman Vision 2040 in accordance with the best international practices. These offices assist with the technical side by integrating planning with implementation and ensuring successful implementation. This is done by creating a connection with the Oman Vision 2040 Implementation Follow-up Unit and the state's administrative apparatus in all matters relevant to ensuring the realization of the vision's targets.
Objectives	The program seeks to enhance the efficiency of the Vision Offices in the government entities, facilitate their work, and hone the skills of the national cadres working there.
Target Groups	Government entities concerned with attaining the objectives of Oman Vision 2040.
Most Prominent Efforts	<ul style="list-style-type: none"> <li>- 63 government entities and governors' offices are concerned with creating vision offices, classified as follows:</li> <li>- Entities that satisfied all of the requirements for opening an office and recruiting cadres: 25</li> <li>- Entities that satisfied 70% of the requirements for opening an office and recruiting cadres: 23</li> <li>- Entities that satisfied 50% of the requirements for opening an office and recruiting cadres: 4</li> </ul> <p>And the procedures for opening offices and recruiting cadres are still being worked on with 11 entities.</p> <ul style="list-style-type: none"> <li>- knowledge transfer sessions were held for all entities, in addition to the vision offices first annual meeting, which was attended by directors, heads of departments, and vision offices' representatives.</li> <li>- Work is currently underway to create a manual for the roles played by the vision offices, and keep improving their efficiency.</li> </ul>

### Strategic Partnership Program

Description	The program seeks to forge strategic partnerships between Oman Vision 2040 Implementation Follow-up Unit and the entities whose goals and aspirations correspond to those of the Unit.
Purpose	Establishing and bolstering an effective relationship between entities responsible for the implementation of the vision and the private sector.
Objectives	<ul style="list-style-type: none"> <li>- Improve strategic partnership, develop work mechanisms, and collaboration between the Unit and the strategic partners to develop programs related initiatives along with the enablers that support them.</li> <li>- Support the Unit to enhance the competencies necessary to carry out the desired goals.</li> <li>- Collaboration and effective partnership between various entities, both public and private, on international and local levels.</li> </ul>
Target Groups	<ul style="list-style-type: none"> <li>- Oman Vision 2040 Implementation Follow-up Unit</li> <li>- National programs</li> <li>- The relevant entities</li> </ul>
Most Prominent Efforts	<ul style="list-style-type: none"> <li>- 9 memorandums of cooperation were signed with a number of public and private entities in the Sultanate of Oman.</li> </ul>

## Chapter 2:

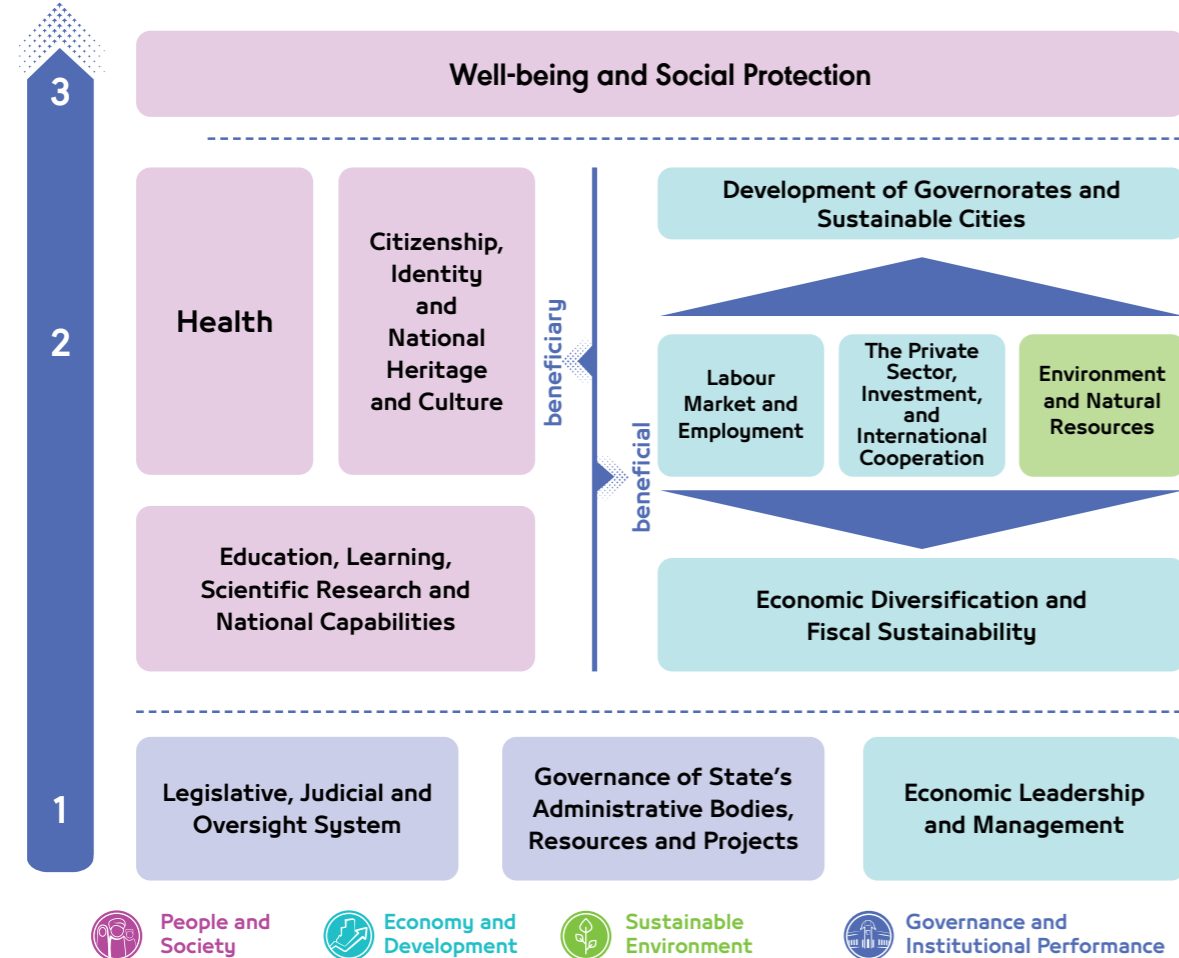
# Oman Vision 2040 National Priorities

The road map of the Vision priorities is the main focus of the second chapter of this report, which presents a comprehensive explanation for each priority in terms of objectives, movement of the indicators, efforts, and areas that must be focused on in order to accomplish further progress with these priorities. It is worth mentioning that the unit analyses the Vision's priorities and determines the scope of the efforts required to boost performance based on the following grounds:

#### First:

To achieve well-being and social protection, it is vital to arrange the vision's priorities according to the "cause and effect" diagram to determine how each priority is connected to the others in a coherent, integrated system.

The following infographic depicts the nature of priority roles and how they relate to one another at each level:



The above model clearly shows that the three priorities mentioned in the first level are the essential building blocks for fulfilling the other priorities (each priority is based on or dependent on the priorities preceding it). Therefore, it is of utmost importance as it enables the rest of the priorities. Its achievement lays the groundwork for the

Vision's remaining priorities and objectives, and vice versa - that is, postponing its accomplishment will result in a detrimental impact on the Vision's priorities. Thus, it is critical to continue boosting the role of economic leadership capable of making effective and timely decisions while keeping pace with changes. Efforts must be maintained to boost the efficiency, digital transformation, and productivity of the administrative apparatus by fostering national competencies. These efforts are bolstered by effective and strong legislative, judicial, and oversight systems.

The second level depicts the degree to which the people and society priorities are integrated with the economy and development, and sustainable environment priorities. If the private sector is able to build a diverse and solid economy that is able to keep pace with changes, guarantees financial and economic sustainability, and provides suitable job opportunities while ensuring the preservation of the environment and the proper exploitation of natural resources in a sustainable manner, this will contribute to the development of a healthy, competitive, responsible generation that is committed to the values of its society and national identity, appreciates creative thinking, and possesses competitive abilities that meet the demands of the future. This will eventually be reflected in better living conditions in terms of income and the quality of services such as education and health, in order to attain the well-being that the vision aspires to (the third level).

#### Second:

It is important to keep pace with the Vision's implementation efforts in light of the surrounding changes across various fields, investigating the extent to which these changes affect these efforts, how to cope with them, maximizing the advantages while mitigating the negative impacts.

#### Third:

The efforts made in a specific priority have a direct impact on the Vision's other priorities. Each priority is either "beneficial," "beneficiary," or "enabling" for the others. For instance, efforts in the priority of health related to focusing on opening the doors of investment for the private sector in various medical and health fields have direct effects on achieving the objectives of the priority of the private sector, investment, and international cooperation. Similarly, efforts undertaken in the priority of the environment and natural resources helps the priority of health, which strives to establish a healthy environment and a society free of diseases and epidemics.

#### Fourth:

Implementing and advancing the goals of each priority is not limited to a single government entity, but is part of an integrated work system in which various government entities and private sector and civil society entities collaborate, each according to its role and within the limits of its competence and capabilities.





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

**Education, Learning, Scientific Research and National Capabilities**

Strategic Direction	Inclusive Education, Lifelong Learning, and Scientific Research Leading to a Knowledge-based Society and Competitive National Talents
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The priority of education, learning, scientific research, and national capabilities focuses on developing the different levels of the educational system through boosting the quality of basic and higher education and developing scientific and educational curricula and programs, so that graduates are acquainted with competitive qualifications and employability skills to enter the local and global labour market. Such graduates will have an adequate level of productivity and competitiveness to build a knowledge-based economy.

The priority also focuses on the required quantum leap in scientific research, with an emphasis on innovation in many disciplines, as well as fostering national capabilities through a national system established to nurture talent, creativity, and entrepreneurial potential.

Entities directly connected to the priority	<ul style="list-style-type: none"> <li>• Ministry of Education</li> <li>• Ministry of Higher Education, Research and Innovation</li> <li>• Ministry of Labour</li> <li>• Sultan Qaboos University</li> <li>• University of Technology and Applied Sciences</li> <li>• Oman Authority for Academic Accreditation and Quality Assurance of Education</li> <li>• Royal Academy of Management</li> <li>• Other higher education institutions</li> </ul>
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## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Global innovation index	A composite indicator that measures the performance of countries in terms of innovation inputs and outputs; Innovation inputs are measured based on institutions, workforce, infrastructure, market development and business development. Innovation outputs are measured based on knowledge, technology and creativity outputs.	<b>2030</b> Value > 41,19 Or among the top 40 countries  <b>2040</b> Value > 51,98 Or among the top 20 countries	<b>2020</b> Rank: 84 Value: 26,5  <b>2021</b> Rank: 76 Value: 29,4  <b>2022</b> Rank: 79 Value: 26,8	Declined ↓
Skills, Global Competitiveness Index	One of the pillars of the Global Competitiveness Index, it is concerned with the skills of school and higher education outputs, as well as the investment of institutions in training their personnel and matching their competencies to labor market requirements.	<b>2030</b> Value > 76 or among the top 20 countries  <b>2040</b> Value > 83.2 or among the top 10 countries	<b>2018</b> Value: 71.6 Rank: 36  <b>2019</b> Value: 72 Rank: 38	Note: The index was last published in 2019 and has not been published in the past three years.
Global Talent Competitiveness Index	An index that measures countries' ability to compete for talent. It includes 6 pillars: empowerment, attraction, growth and retention, technical and vocational skills, and global knowledge skills.	<b>2030</b> Value > 55,57 Or among the top 30 countries  <b>2040</b> Value > 62,63 Or among the top 20 countries	<b>2020</b> Rank: 43 Value: 49,63  <b>2021</b> Rank: 48 Value: 51,30  <b>2022</b> Rank: 60 Value: 43,00	Declined ↓

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Quacquarelli Symonds Ranking of World Universities – Number of Omani Universities listed within the top 500 Universities	A university ranking index that emphasizes factors including academic reputation, reputation in graduate employment, faculty-student ratio, research citations per faculty Ratio, International Faculty Ratio, and ratio of international students at the university.	<b>2030</b> 3 universities  <b>2040</b> 4 universities	<b>2020</b> Value: 1  <b>2021</b> Value: 1  <b>2022</b> Value: 1	Stability in the index value during the last three years.
Quacquarelli Symonds Ranking of World Universities - Average rank for Omani Universities listed within the top 500 Universities	A university ranking index that emphasizes factors including academic reputation, reputation in graduate employment, faculty-student ratio, research citations per faculty Ratio, International Faculty Ratio, and ratio of international students at the university.	<b>2030</b> Among the top 300 universities  <b>2040</b> Among the top 300 universities	<b>2021</b> Rank: 375  <b>2022</b> Rank: 368  <b>2023</b> Rank: 384	Declined ↓

## Priority Indicators General Analysis

International indicators help to measure and enhance the Sultanate of Oman's rank across various key areas. The indicators can be utilized to accomplish strategic goals in keeping with the Vision's targets. As a result, leading international indicators were required in Oman Vision 2040 in order to improve the efficiency of education and national capacities.

**Among the leading international indicators regarding the priority of education are:**

### Global Innovation Index

The present statistics show a slight decline in the Sultanate of Oman's index ranking in 2022 compared to 2021. The findings revealed that the human capital and scientific research pillar of the Sultanate of Oman's 2022 report had the best performance, while the business environment pillar had the lowest performance. With the aim of ranking the Sultanate among the top 20 nations in the Global Innovation Index by 2040, significant national efforts have been undertaken by several joint bodies to speed up the pace of progress in this indicator.

### Quacquarelli Symonds (QS) Index

According to the latest statistics, Sultan Qaboos University is the only university featured in this indicator, with a drop in classification for the year 2023. One of the primary causes for the fall is the annual accession of new universities to the Arab and international classifications, as well as a frequent change in classification criteria. The Ministry of Higher Education, Research, and Innovation, as well as other higher education institutions, are actively implementing regulations and procedures to expedite and boost Omani universities' position in global ranking.

### Skills, Global Competitiveness Index

The Sultanate of Oman ranked 38<sup>th</sup> out of 141 countries, according to 2019 findings. The index was not released in the preceding three years (2020, 2021, and 2022) due to the Corona epidemic.

The Sultanate of Oman aspires to be among the top 20 nations in this indicator by 2040 by stepping up efforts, revising legislation and guidelines, and developing various national initiatives that will contribute to achieving the indicator's objectives.

### Global Talent Competitiveness Index

The results revealed a continuing deterioration in this indicator for the Sultanate of Oman, which cut across all GTCI model pillars. However, by encouraging post-school education to concentrate on global knowledge skills, it may be possible to improve the Sultanate of Oman's ranking in this respect.

In addition to updating laws and regulations intended to attract these talents, the concerned entities are striving to boost efforts through national programs targeted at growing and attracting talents.

## Suggested Indicators

Pillars	Current Indicators in the Vision document	Suggested Indicators
School Education	<ol style="list-style-type: none"> <li>The Education for All (EFA) Development Index</li> <li>Global Talent Competitiveness Index</li> </ol>	<ol style="list-style-type: none"> <li>PISA or TIMSS index</li> <li>The percentage of students enrolled in Higher Education without a foundation year</li> <li>Percentage of vocational and technical education students out of the total school education students</li> </ol>
Higher Education	<ol style="list-style-type: none"> <li>Skills, Global Competitiveness Index</li> <li>Quacquarelli Symonds QS Ranking of World Universities - Average rank for Omani Universities listed within the top 500 Universities</li> <li>Quacquarelli Symonds QS Ranking of World Universities - Number of Omani Universities listed within the top 500 Universities</li> <li>Number of graduates from talented students' programs or institutes</li> <li>The Human Capital Index (HCI)</li> </ol>	<ol style="list-style-type: none"> <li>Rate of labour market satisfaction with the efficiency of educational outputs (vocational and academic education)</li> <li>The number of Omani universities among the top 500 universities according to the QS Index</li> </ol>
Scientific Research and Innovation	<ol style="list-style-type: none"> <li>Global Innovation Index</li> </ol>	<ol style="list-style-type: none"> <li>Growth rate of patent applications</li> <li>Percentage of research projects at Higher Education Institutions that are jointly supported by the public and private sectors</li> </ol>

### Samples of efforts

- Issuing the School Education Law.
- Issuing the Higher Education Law.
- Developing initiatives to encourage investment in the education sector and scientific research and development activities.
- Establishing 42 public schools in partnership with the private sector.
- Implementing initiatives to empower and develop national capabilities in the investment and economic industries.
- Constructing 49 public schools, expanding and completing existing ones, and maintaining and rehabilitating a number of existing schools.
- A project to boost Sultan Qaboos University rank in the global index of universities.
- Introducing regulations that promote private sector investment in scientific research and development.
- Reviewing national education policies to make them more innovative.
- Activating "Makeen" initiative to improve the economic research capacities of national cadres.
- Working on programs to enable students to acquire certain entrepreneurship skills, such as (STEM, OFOQ platform... etc.).
- Enhancing academic programs at private educational institutions in accordance with local standards.
- Developing the digital platform for the Sultanate of Oman's national innovation system (Oman Innovate Platform).
- Developing the following educational frameworks and systems: (The National System of Academic Program Accreditation, The Updated Institutional Accreditation National System, The National Qualifications Framework, The Academic Competency Framework for All Educational Institutions, The National Future Skills Framework, and A National Quality Management System for School Education).
- Striving to obtain The International Network for Quality Assurance Agencies in Higher Education (INQAAHE) accreditation.
- Establishing the University of Technology and Applied Sciences.
- Royal Decree 9/2021 regarding Oman Authority for Academic Accreditation and Quality Assurance of Education (OAAAQA).
- Launching the Industrial Innovation Academy, Liwa Science and Innovation Centre and Oman Aviation Academy at Sohar Airport, as well as establishing innovation centres across the governorates, and the development of existing ones in collaboration with the private sector.
- Covering most schools in the Sultanate of Oman with fast broadband services.

- Adopting the concept of incorporating vocational and technical education into secondary education in grades 11 and 12, as well as piloting the initiative in grade 11 in business administration and information technology.
- Implementing electronic apps for international studies and national assessments (TIMSS 2023, PISA 2025, PIRLS 2021, ICILS 2023).
- Drafting a law governing scientific research and innovation.

### Priority focus areas in the next stage

- Initiatives to integrate technical and vocational education into secondary education.
- Frame early education and increase the number of enrolled students in the Sultanate of Oman.
- Connect the scientific research and innovation system with the economic system.
- Accelerate the digital and technological revolution of education, scientific research, and innovation.
- Connect Education Systems and Programs to the labour market demands.
- Highlight the issues that private universities face, elevate the levels of their outputs, and improve their sustainability.
- Keep pace with the rapid changes in educational techniques and curriculum development (using new artificial intelligence approaches, lifelong learning, and intentional play).





# Priority: Health

## Health Priority


Strategic Direction	A Leading Healthcare System with International Standards
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An inclusive and equitable healthcare system that covers all of Oman governorates, with the participation of government, the private sector, and civil society. This coverage should include more medical specialties and specialized medical institutes and universities to develop medical staff of various specializations. The desired healthcare system should follow international best practices in accreditation, be it in medical services, healthcare centres, medical laboratories, or medical personnel.

The Health Priority is also concerned with delivering world-class health services of international standards to citizens and residents of the Sultanate of Oman. A decentralized healthcare system operating with quality, transparency, fairness, and accountability.

Entities directly connected to the priority	<ul style="list-style-type: none"> <li>• Ministry of Health</li> <li>• Ministry of Culture, Sports and Youth</li> <li>• Oman Medical Specialty Board (OMSB)</li> </ul>
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### Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Health, Legatum Prosperity Index	An index to assess individual health habits and interest in health protection.	<p><b>2030</b> Value &gt; 81,257 Or among the top 20 countries</p> <p><b>2040</b> Value &gt; 81,257 Or among the top 20 countries</p>	<p><b>2020</b> Value: 75 Rank: 55</p> <hr/> <p><b>2021</b> Value: 75.4 Rank: 57</p> <hr/> <p><b>2023</b> Value: 75.4 Rank: 55</p>	Improved 

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Healthy life expectancy (HALE) at birth	An index to determine the average number of years that a person can expect to live in "full health" by taking into account years lived in less than full health due to disease and/or injury (Non-fatal and non-disabling)			<p>Improved </p> <p>Note: The index is published at spaced intervals due to its slow change.</p>
		Previous Indicator Readings		
		2019	64.7	
		2015	63.7	
		2010	62	

### Priority Indicators General Analysis

The Health, Legatum Prosperity Index has showed steady increase in value while maintaining relative rank stability. This indicator is intended to assess physical and mental health, as well as the quality of health care in terms of accessibility, coverage, and effectiveness. It is also intended to assess individual health habits and interest in health protection. Due to the slow change in the index's value, the index of Healthy life expectancy (HALE) at birth is one of the indicators that are measured at intervals (between 4 and 5 years). The indicator was developed to determine the average number of years that a person can expect to live in "full health" by taking into account years lived in less than full health due to disease and/or injury.

The index has not been tracked for the Sultanate of Oman since the vision's inception, while previous estimates indicate a modest growth in the index's value since 2010.

### Suggested Indicators

Current indicators in the vision document	Suggested Indicators
1. Healthy life expectancy (HALE) at birth 2. Health, Legatum Prosperity Index	1. Healthy life expectancy (HALE) at birth 2. Satisfaction Rate Regarding Health-care Services

### Samples of efforts

- Implementing initiatives and projects proposed by the investment in health sector lab.
- Providing medical and paramedical cadres to the health system (about 970 personnel), as well as increasing the number of scholarships and fellowships 2021-2022 by 591 students.
- Launching initiatives to empower and expand national health capacity (coders, pharmacists, and medical equipment and supply professionals).
- Commencing the construction of an integrated building for central public health laboratories.
- Increasing the number of health complexes and centres per 30,000 inhabitants, as well as increasing the number of health centres and hospitals in a number of wilayats.
- Increasing the number of health projects in partnership with the private sector.
- Launching Sultan Qaboos Comprehensive Cancer Care and Research Centre (SQCCRC).
- Establishing a national infectious disease surveillance system.
- Activating the "Check and Rest assured" program to screen for non-communicable diseases (from the age of 35) and launching the National campaign for organ donation.
- Adopting the National Strategic Plan for Non-Communicable Disease (The NSP-NCD 2016-2025).
- Launching the Insulin Production Plant and Felix Pharmaceutical Plant.
- Launching "Al-Shifa" app for mobile phones, an electronic service that connects patients with the Ministry of Health facilities.
- Providing the health system with 11 new hospitals in several wilayats and governorates such as Sultan Qaboos Hospital in Salalah, Al-Suwaiq Hospital and Khasab Hospital, and expanding the Royal Hospital.
- Establishing a number of private hospitals.
- Introducing a new treatment facility for patients with intractable abdominal cavity tumours for the first time using PIPAC technique at SQCCRC.
- Expanding Sohar Referral Hospital (increasing the capacity from 366 beds to 636 beds as well as introducing various new devices).
- Creating 240 new specialized services in hospitals and health centres.
- Inaugurating regional laboratory for the detection of infectious and epidemiological diseases at Sohar Port and Free Zone.
- Reducing TB incidence and death rate per 100,000 population by 99%.
- A project to reduce the waiting period for patients to obtain a new appointment in outpatient clinics in referral hospitals in the governorates.



### Priority focus areas in the next stage

- Omani Genomic Data (Human Variome Project).
- Encouraging national initiatives aiming towards reducing premature mortality from NCDs namely cardiovascular diseases, hypertension, diabetes, cancer, and chronic respiratory diseases.
- Accelerating the implementation of the One-Health System program, which aims to achieve sustainable balance and improve human, animal, plant and ecosystem.
- Supporting activities that assist enhancing and maintaining investment in the health sector, including investments from SMEs in delivering certain health services in accordance with specific regulations.
- Supporting and encouraging preventive measures (such as premarital screening, 40s screenings, periodic cancer screening for women for early detection, and periodic immunization) to reduce medical expenses.
- Accelerating the integration of all public and private health institutions into one e-health system.
- Investigating ways to benefit from the new technologies in the health care industry and disease detection.
- Supporting initiatives that contribute to the development of rapid procedures for anticipating potential global pandemics and the spread of epidemics and contagious viral diseases, in order to come up with the necessary countermeasures to battle the outbreaks.



**Priority:  
Citizenship, Identity and  
National Heritage and  
Culture**



## Citizenship, Identity and National Heritage and Culture

Strategic Direction	A Society that is Proud of its Identity and Culture and Committed to its Citizenship.
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This priority focuses on encouraging citizenship among young Omani people and raising their sense of national pride, as well as building a knowledge-based society that is aware of its identity, has the necessary skills and talents, and keeps up with advancements in technology.

The priority also focuses on tourism attractions as well as the cultural and historical components that form the Sultanate of Oman, so that they portray Omani identity and culture to the rest of the world.

It emphasizes on anticipating future developments and working to preserve cultural diversity and tolerance, emanating from solid roots and a clear grasp of the components that comprise Omani identity.

Entities directly connected to the priority	<ul style="list-style-type: none"> <li>Ministry of Education</li> <li>Ministry of Higher Education</li> <li>Ministry of Culture, Sports and Youth</li> <li>Ministry of Information</li> <li>Ministry of Interior</li> <li>Ministry of Social Development</li> <li>Ministry of Endowments and Religious Affairs</li> <li>Ministry of Heritage and Tourism</li> <li>Public Prosecution</li> <li>National Records and Archives Authority</li> </ul>
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## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Security, Global Competitiveness Index	One of the pillars of Global Competitiveness Index, it includes several sub-pillars: business costs of organized crime, homicide rate, terrorism incidents, reliability of Police Services.	<b>2030</b> Value > 94,6 Or among top 5 countries  <b>2040</b> Value > 94,6 Or among top 5 countries	<b>2018</b> Value: 94,6 Rank: 4  <b>2019</b> Value: 92,9 Rank: 6	Note: the index has not been published in the previous three years 2020, 2021, and 2022.
Social Capital, Legatum Prosperity Index	One of the pillars of Legatum Prosperity Index, it includes several sub-pillars: personal and social relationships, institutional trust, social norms, and civic participation in a country.	<b>2030</b> Value > 60,062 Or among the top 20 countries  <b>2040</b> Value > 63,905 Or among the top 10 countries	<b>2020</b> Value: 53.6 Rank: 78  <b>2021</b> Value: 53.6 Rank: 84  <b>2022</b> Value: 53.6 Rank: 88	Note: with a decline in the rating, the indicator's value remains stable.

## Priority Indicators General Analysis

The Global Competitiveness Index has not been issued in the past three years (2020 to 2022), and the security pillar is one of the pillars of this indicator. The Sultanate of Oman ranked 6<sup>th</sup> in the world in the latest release of the index in 2019, and the Vision aims for the Sultanate of Oman to be among the top five countries in the world.

The Social Capital pillar of the Legatum Prosperity Index demonstrated stability in value with a decline in ranking. The index measures the strength of personal and social relationships, institutional trust, social norms, and civic participation in a country.

## Suggested Indicators

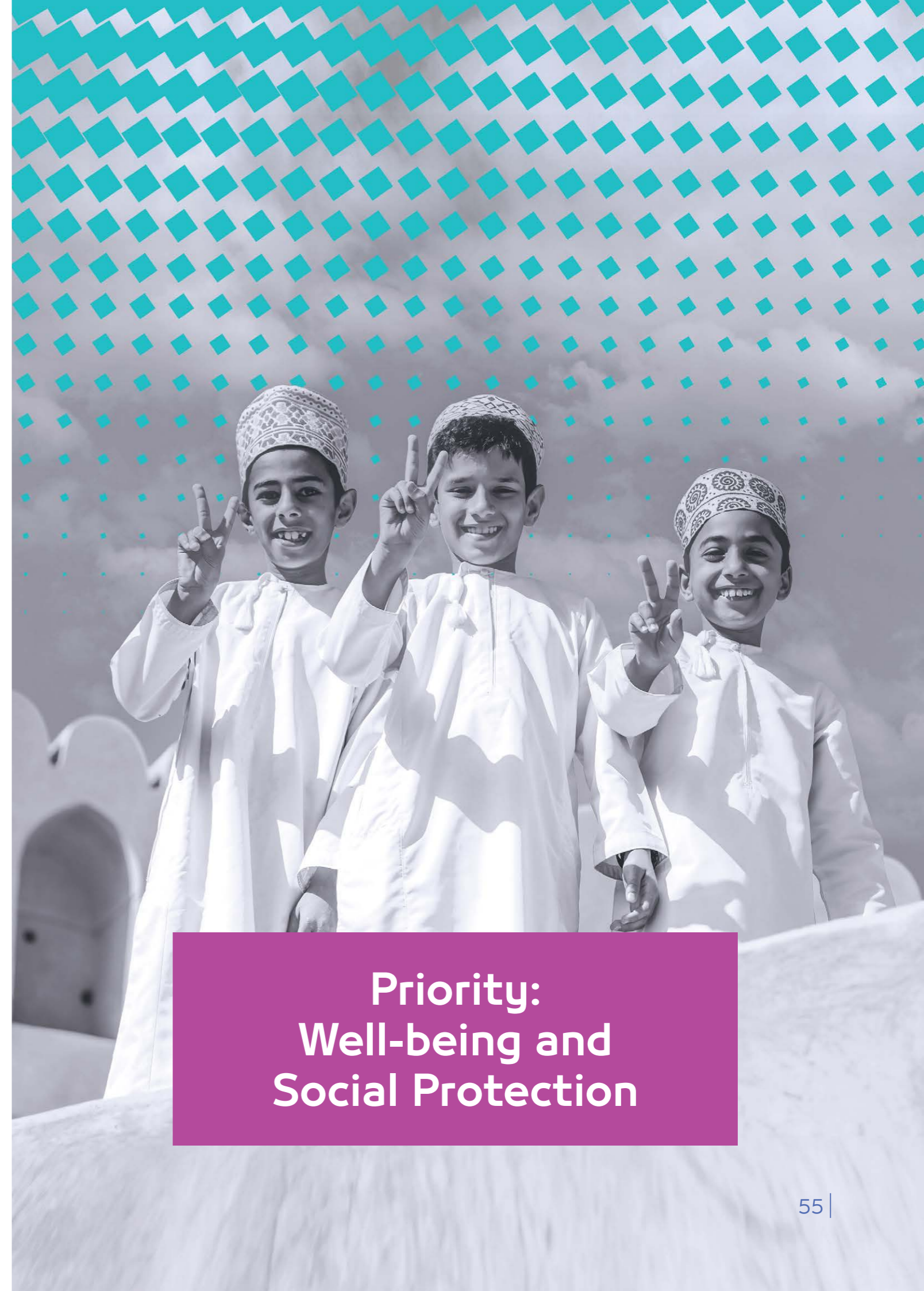
Priority indicators in the Vision document	Suggested Indicators
1. Security, Global Competitiveness Index 2. Social Capital, Legatum Prosperity Index 3. Culture and Values Index	1. Preserving the Omani Heritage and Culture Index 2. Pride in identity and citizenship Index 3. Tolerance and social cohesion Index

## Samples of efforts

- The Opening of Oman Across Ages Museum.
- The Opening of Oman Glories Museum.
- The Opening of the Youth Centre.
- Launching “We Are Oman” program.
- Starting the preliminary stages of Oman Cultural Complex Project.
- A steady and accelerating rise in cultural, sports and youth activities and initiatives, including the launch of sports and cultural clubs in a number of governorates.
- Omani athletes, both individuals and teams, have won different types of medals at the regional, continental, and global levels in a variety of competitions.
- Implementing a variety of tourism-related projects with the goal of utilizing heritage in the investment field.
- Drafting the National Youth Plan and its approval procedures.
- Continued government support for the restoration, adaptation and maintenance of forts, aflaj, and areas of architectural or historical value for the Sultanate of Oman.
- Holding several popular festivals and seasonal events in various governorates.

## Priority focus areas in the next stage

- Improving the performance and efficiency of the national intellectual system in dealing with the latest technology advancements.
- Investigating the impact of social media and digital products on the well-being of children and adolescents, and developing strategies to maximize the advantages while minimizing the drawbacks.
- Diagnosing undesirable societal phenomena and providing solutions.



**Priority:  
Well-being and  
Social Protection**



## Well-being and Social Protection




Strategic Direction	A Decent and Sustainable Life for All
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Social justice is a prerequisite for cohesive, strong, and peaceful societies. It is achieved by providing sustainable quality social well-being services, such as healthcare and education, and providing social safety nets to ensure viable livelihood means for the present and future generations.

The priority also focuses on creating a stimulating environment for social responsibility programs, civil voluntary contributions, as well as socio-economic empowerment programs targeting women and youth. Looking after the youth is a guarantee for the future as it encourages their social and political participation in building the future; while empowering individuals with disabilities; maximizing their capabilities and skills and providing them with adequate social protection.

Entities directly connected to the priority	<ul style="list-style-type: none"> <li>• Ministry of Social Development</li> <li>• Ministry of Culture, Sports and Youth</li> <li>• Ministry of Economy</li> <li>• Ministry of Interior (governorates)</li> <li>• Ministry of Health</li> <li>• Ministry of Education</li> <li>• Ministry of Transport, Communications and Information Technology</li> <li>• Authority for Public Services Regulation</li> </ul>
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## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Social Progress Index	An indicator that measures the level of social progress in countries by their capacity to fulfil people's fundamental needs and improve and sustain their quality of life.	<b>2030</b> Value > 76,27 Or among the top 40 countries  <b>2040</b> Value > 86,76 Or among the top 20 countries	<b>2020</b> Value: 66.75 Rank: 87  <b>2021</b> Value: 67.3 Rank: 83  <b>2022</b> Value: 67.7 Rank: 80	Improved 
Human Development Index	A composite index that assesses global well-being across 3 pillars: age (life expectancy at birth), educational attainment (literacy, primary, secondary, and university enrolment ratios), and standard of living (per capita GDP).	<b>2030</b> Value > 0,871 Or among the top 30 countries  <b>2040</b> Value > 0,908 Or among the top 20 countries	<b>2020</b> Value: 0.813 Rank: 60  <b>2021</b> Value: 0.816 Rank: 54	Improved 
Youth Development Index	An indicator that measures youth effectiveness and development in several main pillars, namely education, health, job opportunities, political participation, and civil participation.	<b>2030</b> Value > 0,717 Or among the top 40 countries  <b>2040</b> Value > 0,737 Or among the top 30 countries	<b>2016</b> 0.611 99  <b>2020</b> 0.769 52	Improved   Note: The index is published every 3 to 4 years, and its last release was in 2020.



Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Average GDP per Capita (current prices)	An indicator that calculates the population's GDP at constant prices.	<b>2030</b> 40% increase  <b>2040</b> 90% increase	<b>2020</b> Value: OMR 7500.8 Change (%): 1.54%  <b>2021</b> Value: OMR7653.4 Change (%): 0.10%  <b>2022</b> Value: OMR 7283.4 Change (%): 3.31%	Declined ↓  Note: Despite an increase in GDP in 2022 compared to 2021, the average per capita GDP at constant prices fell due to the consistent population rise in 2022 compared to the level of population in 2021, with the rate of growth hitting 8.9%, causing the index to drop.
Gini Coefficient (Household Expenditure and Income Survey)	An indicator that determines income distribution disparity throughout the entire population; the higher the value of the indicator, the more unequal the income distribution. In the case of total income distribution equality, it is equal to zero.	<b>2030</b> Value: 0.31  <b>2040</b> Value: 0.28	<b>2010</b> Value: 0.31  <b>2018</b> Value: 0.30	Improved ↑  Note: Because of the slow pace of change, this indicator is measured infrequently. For the first decade, the aim is to retain current value. The present financial policies may exacerbate income disparity, posing a challenge to this index.

## Priority Indicators General Analysis

Indicators of well-being rose as compared to prior releases' levels. The Social Progress Index increased, moving up three spots in the ranking. According to the United Nations Development Programme's report for the year 2021/2022, the Sultanate of Oman advanced in the human development index, climbing six spots in the worldwide ranking.

The Youth Development Index, in its most recent edition in 2020, also showed an improvement versus 2016. The Sultanate of Oman rose from 99<sup>th</sup> to 54<sup>th</sup> in this ranking. The index is published every three to four years. Accordingly, the index was not released in 2022, noting that the methodology for calculating the index has changed since 2016.

Despite the fact that the gross domestic product (GDP) has seen extraordinary growth rates in recent years, per capita GDP showed a 3.3% decline in 2022 compared to 2021. This is owing to a growth in population to 4,933,000 by the end of 2022, from 4,527,000 at the end of 2021, representing an 8.9% increase, while the GDP at fixed prices increased by 4.3%, from 34.6 billion Omani riyals to 36.1 billion Omani riyals.

In terms of the "Gini Coefficient" index, Oman Vision 2040 aspires to maintain a rate of 0.31 for its 1<sup>st</sup> 10 years.

## Suggested Indicators

Current indicators in the Vision document	Suggested Indicators
1. Social Progress Index 2. Human Development Index 3. Youth Development Index 4. Average GDP per Capita (current prices) 5. Civil Society Contribution to welfare 6. Accessibility Index for the most-needy groups 7. Living Standards Index 8. Gini Coefficient (Household Expenditure and Income Survey) 9. Number of Omani Athletes or Teams that win in sport competitions	1. Well-being Index 2. Ratio of households with an average standard of living

## Samples of efforts

- Establishing the National Fund for Emergencies (NFE) to deal with natural disasters.
- Launching the home ambulance service.
- Issuing and activating the Job Security System (JSS).
- Royal Decree No 15/2021 on implementing the “Unified System of Extending Insurance Protection to GCC Military Personnel Operating in GCC Member states other than their own”.
- Implementing the national subsidy system NSS, which coincided with the lifting of fuel and electricity subsidies.
- Implementing the social protection initiative package.
- Maximizing the volume of support offered to the Ministry of Social Development’s programs dealing with difficult situations.
- Exempting all citizens whose monthly income is less than (350) Omani Riyals from the debts of the soft housing loan program at the Ministry of Housing and Urban Planning.
- Exempting all citizens benefiting from the Sanad and livelihood (Mawarid al-Rizq) programs (previously) from paying unpaid dues.
- Oman Development Bank offering interest-free loans to self-employed employees in several types of businesses, including sales and mobile services, home businesses, taxi drivers allowed to operate in hotels and airports, women’s initiatives, and fishermen.
- The SME Development Authority launched an emergency financing program for entrepreneurs who are Riyada Card holders.
- Extending the period for disbursing the job security benefit to applications that meet the prescribed conditions, and allowing applications delayed beyond the specified period to be accepted, until the end of 2023.
- Expanding the list of basic food commodities subject to zero value-added tax from 93 food commodities to 488 commodities.
- The government is bearing the cost of Value Added Tax (VAT) against electricity and water services for all Omani citizens who own two accounts or less of residential category, including families previously eligible for government support for the two services.
- Increasing the volume of subsidized fuel to be consumed by holders of the National Subsidy Card from 200 litres to 400 litres per month. The government bears the cost of the VAT towards that amount so that it remains at the same subsidized price of 180 Baisa per litre.
- Providing appropriate financial support to Omani women’s associations and disability rehab centres.

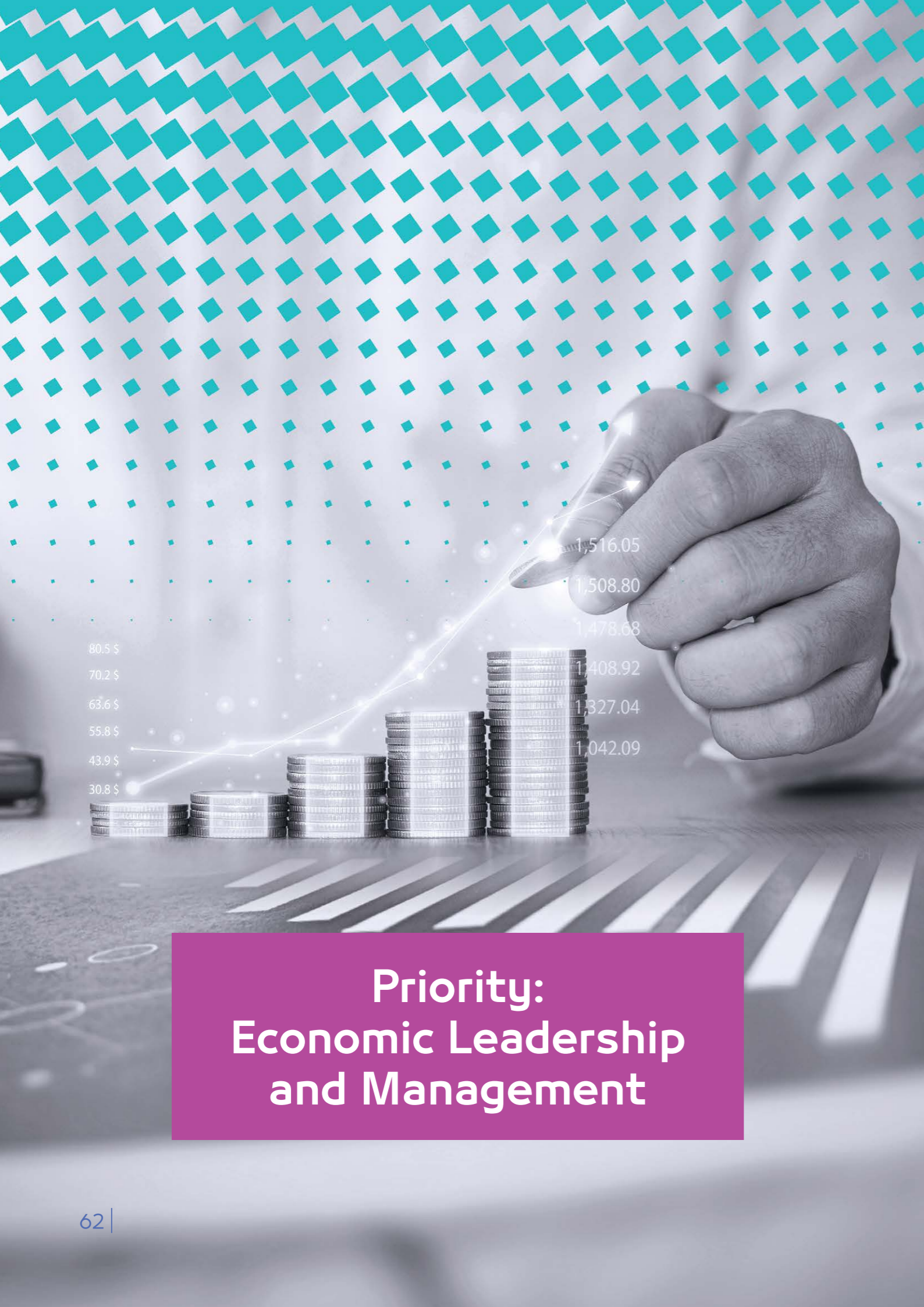
- Providing financial assistance to charity teams affiliated with social development committees in all wilayats, honouring their volunteers, as well as the charities supporting the Ministry of Social Development’s initiatives.
- Carrying out philanthropic and voluntary initiatives and projects in various governorates (such as ending the torment, zakat, donations, financial support, and so forth).
- Implementing a variety of programmes aimed at assisting rural women.
- Drafting a special law for people with disabilities.
- Building comprehensive and collaborative early childhood system.

Note: All other priorities’ efforts contribute to the well-being and social protection priority.

## Priority focus areas in the next stage

- Supporting initiatives that contribute to the welfare of the disabled in the Sultanate of Oman.
- Strengthening the role of the job security fund and the social protection system and broadening its coverage as much as possible within the Sultanate’s financial capacities.
- Strengthening the involvement of civil society sector institutions (community partnership) in accordance with their expected roles in accomplishing Oman Vision 2040 goals.
- Improving and developing the role of the Social Observatory Research Program, which was established to monitor and analyse social change in the Sultanate through scientific research. It strives to disseminate the findings and recommendations of such studies to policymakers and the public.
- Supporting efforts to identify sustainable solutions and funding for all types of emergencies (natural, environmental, health, and climatic).
- Concentrating on funding sources to ensure the sustainability of the services that will be incorporated in the social protection system.
- Keeping abreast of the advanced methods and systems in defining social groups and calculating their basic income.





## Priority: Economic Leadership and Management

### Economic Leadership and Management

Strategic Direction	A Dynamic Economic Leadership with Renewed Capabilities Operating within an Integrated Institutional Framework
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This priority was established based on the effective role of the stable economic leadership and management in setting and aligning the fiscal, monetary, trade, investment, industrial and labour market policies in such a manner so as to contribute to the development and implementation of economic plans, programs and projects in line with the strategic directions.

The presence of empowered and renewed economic leadership at the top of a clear economic structure – a leadership that can steer the national economy – will contribute to achieving the desired economic growth. It will also improve the effectiveness and efficiency of the regulatory ecosystem; eliminate overlaps between organisational roles; support officials in implementing policies and coordinating between institutions; and enhance governance practices.

Entities directly connected to the priority	<ul style="list-style-type: none"> <li>• Council of Ministers - The Economic and Financial Committee</li> <li>• Ministry of Economy</li> </ul>
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### Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Global Competitiveness Index	The World Economic Forum publishes the Global Competitiveness Report annually, which uses the competitiveness index to classify the world's countries in terms of their economic competitiveness and capacity to attract investment. The index includes 110 variables related to economic prosperity in total, which are calculated through open data or opinion polls.	<b>2030</b> Value > 71 Or among the top 30 countries  <b>2040</b> Value > 76,6 Or among the top 20 countries	<b>2018</b> Value: 64.4 Rank: 47  <b>2019</b> Value: 63.6 Rank: 53	Note: The index has not been released in the previous three years (2020, 2021, and 2022), and its last release was in 2019.



Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Regulatory Quality, World Governance Indicators	A survey indicator aimed at providing an image of each country's regulatory quality through its capacity to create, execute, and manage effective and enabling policies and regulations for the sustainable development and the private sector.	<b>2030</b> Value > 1,23 Or among the top 30 countries  <b>2040</b> Value > 1,44 Or among the top 20 countries	<b>2020</b> Value: 0.46 Rank:70 out of 214  <b>2021</b> Value: 0.33 Rank: 77 Out of 214	Declined ↓
Availability of Effective Economic Leadership by 2021	The indicator was achieved by enhancing the function of the Council of Ministers' Financial and Economic Committee and entrusting it with supervising national projects in the pillars of economy and development, and sustainable environment. In addition, the establishment of the Ministry of Economy helped in achieving this index. However, there are still challenges to overcome, most notably the integration of financial, economic, and fiscal policies, the integration of the roles of the relevant entities, and the speed and dynamism of variable-based economic decision-making, so that the private sector can be confident in adhering to the stated economic policies and is aware of the upcoming transformations.			
Real GDP Growth	A general indicator that calculates the annual percentage change in GDP growth.	<b>2030</b> 5% Annually  <b>2040</b> 5% Annually	<b>2020</b> -3.2%  <b>2021</b> 3.1%  <b>2022</b> 4.3%	Improved ↑  Note: The increase in annual real GDP growth in 2021 and 2022 is indicative of broad economic recovery, owing mostly to the improvement in oil prices and the initiatives of the Medium-Term Fiscal Balance Plan (MTFP)

Indicators	Description	Target 2030/ 2040	Oman Rank/ Value	Indicator status/remarks
Inflation Rate (CPI Inflation)	An index that measures the change in consumer prices of goods and services.	<b>2030</b> 2% - 3%  <b>2040</b> 2% - 3%	<b>2020</b> -0.9%  <b>2021</b> 1.5%  <b>2022</b> 2.8%	Note: The inflation rate increased significantly in 2021 and 2022 owing to the impact of the recovery from Corona pandemic, a scarcity of supply, and a surge in commodity demand, although the present rate remains within the vision's goal range of 2-3%.
budget deficit/surplus ratio to GDP	An index that annually measures the budget deficit/surplus ratio to GDP.	<b>2030</b> Not to exceed -3% annually  <b>2040</b> Not to exceed -3% annually	<b>2020</b> -15.55%  <b>2021</b> -3.61%  <b>2022</b> 2.7%	Improved ↑

### Priority Indicators General Analysis

This priority witnessed a shift in two of its indicators: the real GDP growth index and the budget deficit/surplus ratio to GDP. The real GDP growth index rose for the second year in a row, climbing to 4.3% in 2022 after falling by a negative result of (-3.2%) in 2020. This is mainly thanks to the spike in oil prices and the market's rebound following the Corona pandemic and its subsequent economic crisis. Initiatives related to national programs associated with the economy and development pillar hastened the speed of recovery.

For the second year in a row, the budget deficit/surplus ratio to GDP rose. The index improved from a deficit of -3.61% in 2021 (OMR 1223 million) to a surplus of 2.61% (OMR 1146 million).



This improvement in the budget deficit/surplus ratio to GDP exceeds the target level of the Vision (Vision target in 2030: -3.00%).

The rise in oil prices contributed to a leap in the budget deficit/surplus ratio to GDP. National measures to boost financial sustainability while lowering spending also contributed to this progress. However, the financial situation remains insecure and unsustainable, necessitating more efforts on the part of all government agencies to attain financial sustainability.

### Suggested Indicators

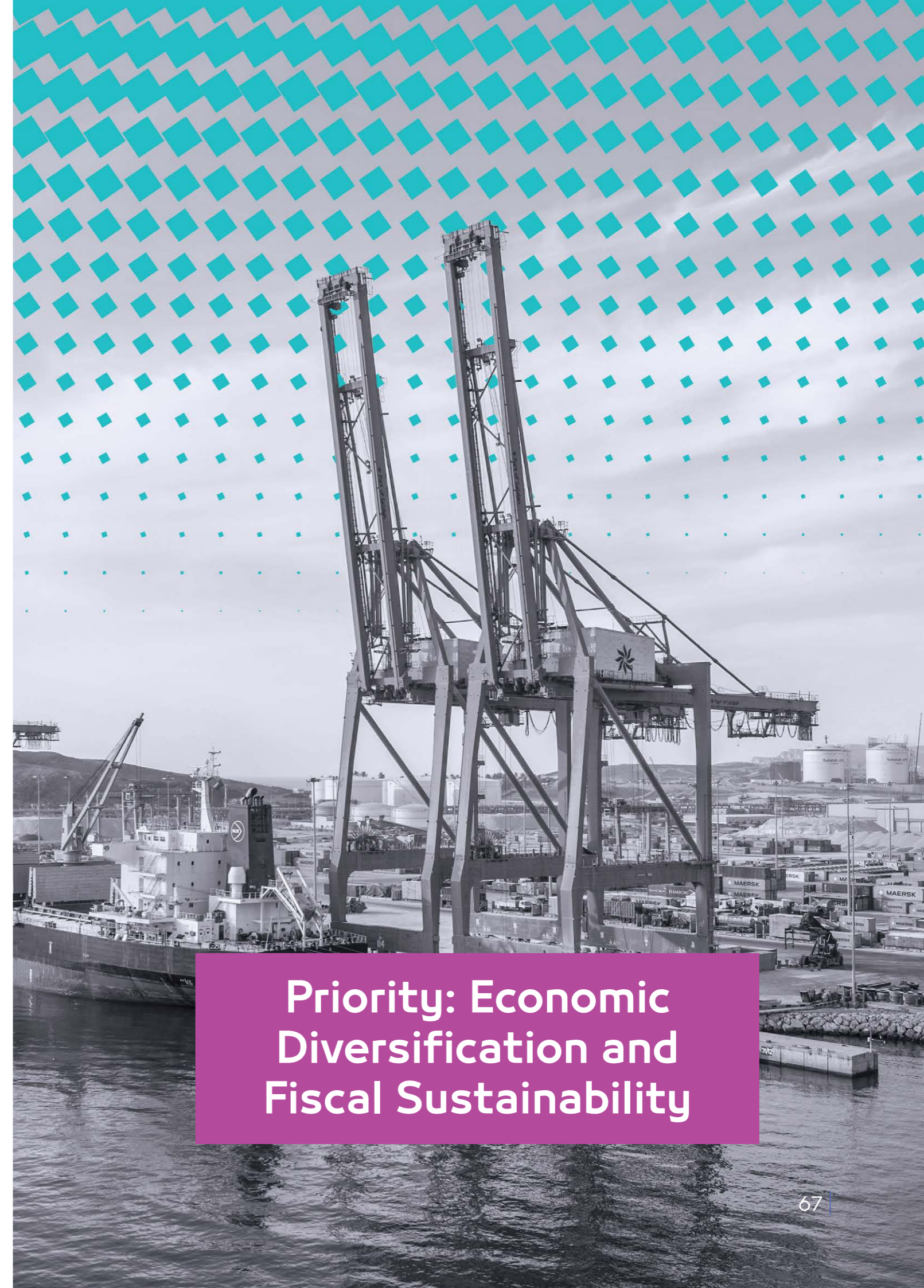
Current indicators in the Vision document	Suggested Indicators
<ol style="list-style-type: none"> <li>1. Global Competitiveness Index</li> <li>2. Regulatory Quality, World Governance Indicators</li> <li>3. Availability of Effective Economic Leadership by 2021</li> <li>4. Real GDP Growth</li> <li>5. Inflation Rate (CPI Inflation)</li> <li>6. Budget deficit/surplus ratio to GDP</li> </ol>	<ol style="list-style-type: none"> <li>1. Improvement Ratio in the classification of the Sultanate of Oman in international competitive indicators, which are:           <ul style="list-style-type: none"> <li>- The Worldwide Governance Indicators WGI that include government Effectiveness; Regulatory Quality; Rule of Law; Control of Corruption.</li> <li>- The World Competitiveness Index, which includes: the Global Innovation Index GII, the Environment Performance Index EPI, and the Corruption Perception Index CPI.</li> </ul> </li> <li>2. Real GDP growth</li> <li>3. economic development index</li> </ol>

### Samples of efforts

- Supervision of the Financial and Economic Committee of the Council of Ministers on a set of national programs related to the pillars of economy and development and sustainable environment.
- Establishment of the Ministry of Economy.
- The improvement of financial and economic indicators and its impact on various sectors.

### Priority focus areas in the next stage

- Applying the best economic practices to improve the management of national wealth and enhance its use.
- Continuously addressing macroeconomic challenges and boosting relevant indicators.
- Investigating the impacts of 4IR technologies on the global macroeconomy, as well as the extent to which the national economy can cope with and localize these technologies in accordance with the standards and guidelines of Oman Vision 2040.



**Priority: Economic Diversification and Fiscal Sustainability**



## Economic Diversification and Fiscal Sustainability


Strategic Direction	A Diversified and Sustainable Economy that is Based on Technology, Knowledge and Innovation, Operates within Integrated Frameworks, Ensures Competitiveness, Embraces Industrial Revolutions and Achieves Fiscal Sustainability
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The priority strives to create a competitive economy that is heading towards a robust base of economic diversification that relies on technology, knowledge, and innovation. It also aims at reinforcing upstream and downstream integration among economic sectors to expand the production and export base, diversify trading partners, deepen investment in high value-added sectors, and enhance the contribution of non-oil sectors to the GDP. Achieving this diversity and integration highly depends on developing local capabilities in innovation and creativity, promoting entrepreneurship, along with preparing a fertile legislative and incentives ground. The competitiveness of the Omani economy will, therefore, increase both regionally and globally.

The priority is also concerned with creating an integrated framework of insightful socio-economic policies to guarantee macroeconomic stability and fiscal sustainability as top priorities, as well as budgets that effectively apply public revenues to generate a captivating business environment for all.

Entities directly connected to the priority	<ul style="list-style-type: none"> <li>• Ministry of Economy</li> <li>• Ministry of Finance</li> <li>• Ministry of Energy and Minerals</li> <li>• Ministry of Commerce, Industry and Investment Promotion</li> <li>• Ministry of Agriculture, Fisheries and Water Resources</li> <li>• Small and Medium Enterprises Development Authority</li> <li>• Central Bank of Oman</li> </ul>
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## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/remarks
Economic development index	The index quantifies economic efficiency using an economic equation that measures the degree of diversity and complexity of local products exported by the country, as well as the depth of connection between various sectors, with respect to other countries.	<b>2030</b> Value > 1.186 Or among the top 20 countries  <b>2040</b> Value > 1,577 Or among the Top 10 Countries	<b>2020</b> Value: -0.27 Rank: 72  <b>2021</b> Value: 0.20- Rank: 73	Improved 
Network Readiness Index	An indicator that measures the level of network growth in the economy across four major pillars: governance, human skills, technology and impact.	<b>2030</b> Value > 5,4 Or among the top 20 countries  <b>2040</b> Value > 5,6 Or among the Top 10 Countries	<b>2016</b> 4.31 52	Note: The index was suspended after 2016.
Readiness for Future of Production - Drivers of Production  Readiness for Future of Production - Structure of Production	Indicators concerned with the primary factors required for the development of production systems, supporting decision-makers in assessing the country's readiness to lead and benefit from the changing nature of production, promoting dialogue between the public and private sectors, developing joint businesses, and modern industrial strategies.	<b>2030</b> Drivers: from the top 20 countries Structure: Top 20 country  <b>2040</b> Drivers: Top 10 Structure: Top 10 Country	<b>2018</b> Value: 69 Rank: 45	Note: The index was published for just one year before the organization decided to stop publishing it.



Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/remarks
Oil/Non-Oil Share of GDP	An indicator that measures each sector's contribution to GDP and tracks the growth of non-oil sectors and their impact on the economy annually.	<b>2030</b> Oil sector: 16,1% Non-Oil sector: 83,9% <hr/> <b>2040</b> Oil sector: 8,4% Non-Oil sector: 91,6%	<b>2020</b> 26.5% 78.2% <hr/> <b>2021</b> 32.7% 70.2% <hr/> <b>2022</b> 34.4% 68.3%	Declined ↓  Note: the contribution of non-oil sectors to GDP has dropped, because of the rise in oil prices, leading to an increase in the contribution of oil and gas industry to GDP at current prices.
Current Account Deficit or Surplus to GDP Ratio	An indicator that measures Current Account Deficit or Surplus to GDP Ratio annually.	<b>2030</b> -7% Deficit <hr/> <b>2040</b> -1.5% Deficit	<b>2020</b> -16.21% <hr/> <b>2021</b> -4.86%	Improved ↑
Total Public Expenditure to GDP Ratio	An indicator that measures Total Public Expenditure to GDP Ratio annually.	<b>2030</b> 34% <hr/> <b>2040</b> 25%	<b>2020</b> 44.3% <hr/> <b>2021</b> 36.6% <hr/> <b>2022</b> 30.2%	Improved ↑

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/remarks
Non-Oil Revenue to GDP Ratio	An indicator that measures the percentage of the contribution of all non-oil sectors to government revenues to GDP, to monitor its annual improvement.	<b>2030</b> 15% <hr/> <b>2040</b> 18%	<b>2020</b> 9.27% <hr/> <b>2021</b> 8.71% <hr/> <b>2022</b> 7.71%	Declined ↓
Gross Debt to GDP Ratio	An indicator that measures the Gross Debt to GDP Ratio	<b>2030</b> Not to exceed 60% <hr/> <b>2040</b> Not to exceed 60%	<b>2020</b> 67.7% <hr/> <b>2021</b> 61.0% <hr/> <b>2022</b> 40.0%	Improved ↑

### Priority Indicators General Analysis

The Economic Development Index showed a minor rise in value in its most recent release in 2021, with the ranking being relatively stable over the previous 3 years. This development, however, falls short of the intended Vision ambition, and further efforts are required to boost economic diversification and expand the production base.

Because of the surge in oil prices, the index of the contribution of non-oil sectors to GDP fell from 70.2% to 68.3%. However, non-oil activities increased by 1.6% in 2022 to reach around OMR 24.70 billion, up from approximately OMR 24.31 billion in 2021.

The Public Expenditure to GDP Ratio also improved significantly, with a positive decline of 6.4% in 2022 compared to 2021, to reach 30.2%, which is a percentage nearly achieving the Vision's target of 34% in 2030. This is owing to an increase in GDP and initiatives targeted at increasing the efficiency of government expenditure, and the indicator requires greater efforts to maintain the attained percentage.

Non-oil revenues increased by 19.5% in 2022 compared to 2021, owing to Tawazun Program attempts to increase non-oil imports. Despite this, the Non-Oil Revenue to GDP Ratio declined from 8.7% in 2021 to 7.5% in 2022, due to the steady increase in GDP.

In terms of the Gross Debt to GDP Ratio, the index improved significantly from 61.0% in 2021 to 40.2% in 2022, which is less than the vision's target ratio of less than 60%. This is attributable to the efforts made to improve expenditure efficiency and allocate the fiscal surplus toward debt relief.

### Suggested Indicators

Pillar	Current indicators in the Vision Document	Suggested Indicators
Economic Diversification	<ol style="list-style-type: none"> <li>Economic development index</li> <li>Network Readiness Index</li> <li>Readiness for Future of Production - Drivers of Production</li> <li>Readiness for Future of Production - Structure of Production</li> <li>Oil/Non-Oil Share of GDP</li> <li>Percentage of GDP output of the knowledge economy of Total GDP</li> </ol>	<ol style="list-style-type: none"> <li>Non-Oil GDP ratio in Constant Prices</li> <li>Local Content Percentage of total value of government contracts and government companies' contracts</li> <li>Non-Oil Revenue Growth Ratio</li> <li>Percentage of non-oil exports to total national exports (without re-exports)</li> </ol>
Financial Sustainability	<ol style="list-style-type: none"> <li>Current Account balance (% of GDP)</li> <li>Total Public Expenditure to GDP Ratio</li> <li>Non-Oil Revenue to GDP Ratio</li> <li>Gross Debt to GDP Ratio</li> </ol>	<ol style="list-style-type: none"> <li>Government spending, percent of GDP</li> <li>The debt-to-GDP ratio</li> </ol>

### Samples of efforts

#### Financial Sustainability

- Developing initiatives that help the National Program for Financial Sustainability and Financial Sector Development achieve its goals.
- Diagnosing financial challenges associated with economic diversification sectors.
- Activating Oman Credit and Financial Information Centre (Mala'a).
- Improving financial and economic indicators and minimizing public debts.
- The Sultanate of Oman's credit rating levels have improved, and its future outlook has remained positive as a consequence of the government's efforts to monitor its financial situation and the decision to allocate financial surpluses toward public debt alleviation.
- Improving Oman Investment Authority's contribution to the state budget.
- A decrease in government company debts during the last two years, as well as settlement of outstanding loans of 3 billion Omani Riyals, 600 million of which was paid before the 2022 deadline.
- Paying several government obligations exceeding one billion Omani Rials by the end of the first quarter of 2023, without resorting to re-borrowing, and the country's public debt has been reduced to roughly a third of GDP.
- Dissociation from some government companies.
- Drafting vital laws such as the banking law, the public debt law, and the financial law.

#### Economic Diversification

- Ongoing planning initiatives executed by The National Program for Economic Diversification (creating a map of the connections and interrelationships amongst economic diversification sectors).
- Economic modelling, investigating the interrelationships across sectors, developing the input and output table, identifying sectoral gaps and challenges, and aligning with worldwide practices in the process of economic diversification.
- Ongoing government initiatives to boost the economic complexity index.
- Promoting integrated and interconnected economic clusters in a variety of industries, such as Al-Shuwaymiyah project for metal industries, the Aluminium Industries Complex, the Najd complex for Food Industries, cold chains for Duqm's fish industries, and others.

- Accelerated efforts to enhance Omani industries' local content and develop a national policy for it.
- Developing a variety of initiatives and programs from the Transformational Industries Laboratory and the Industry of the Future.
- Projects that have been implemented or are currently being implemented in various economic areas (Tourism, industry, mining, logistics and energy sectors, for example: Salalah Methanol Company, Salalah Ammonia Plant, Asyad Dry Dock, Karwa Motors, Intaj Sohar on Advanced Manufacturing, polymers plant, The Sustainable City Yiti, Omani abalone farming project, Ras Markaz crude oil storage terminal, Sohar Aluminium, Oman Chromite Company expansion, Duqm Dry Dock, investments related to the Special Economic Zone at Duqm, Musandam Zip Line, Khazaen Economy City, Gabbro quarry project in Wilayat of Liwa, Yanqul project (copper and gold), grain storage silos in Sohar Port, the opening of the Empty Quarter Road, the trial operation of the Duqm Refinery, Liwa Plastic Industries Complex in Sohar Port, launch of major gabbro quarry in Liwa, Diar Ras Al-Hadd Project, the shrimp farming project in Ruways, the launch of goods shipping lines between Shinas port and Musandam ports, the marine pier project in the Wilayat of Shinas, and other projects that contribute on improving Vision indicators).
- Encouraging the localization and establishment of many industrial initiatives in a number of industrial cities such as (Buraimi Industrial City, Al Mazyunah Free Zone, Sur Industrial City, Sohar Industrial City, Samail Industrial City, Raysut Industrial City, Mahas Industrial City).
- Government companies continue to invest in tourism, logistics, aviation, technology, mining, services, and food initiatives.

## Priority focus areas in the next stage

### Financial Sustainability

- Supporting the efforts of the National Program for Fiscal Sustainability and Financial Sector Development team, with an emphasis on high-impact projects.
- Constant monitoring of global developments (financial, monetary, and economic) and economic blocs, as well as their potential effects.
- Accelerating the development of alternative finance options, with a greater emphasis on interim economic diversification sectors.

### Economic Diversification

- Supporting the efforts of the National Program for Economic Diversification (Tanwea'a) and its initiatives.
- Deepening and intertwining economic activities and improving economic complexity index.
- Concentrating on local added value initiatives and implementing comprehensive public policies to support them.
- Accelerating the exploitation of potential business and investment possibilities offered by emerging economies of all types.





## Priority: Labour Market and Employment

### Labour Market and Employment

#### Strategic Direction

A Dynamic Labour Market that Attracts Talents and Keeps up with Demographic, Economic, Knowledge and Technological Changes

The priority focuses on achieving balanced development. This requires a labour market with a highly efficient legislative system that provides suitable job opportunities for Omani youth, develops specific methods to improve the administrative and organisational framework to manage the labour market, and keeps pace with global developments in the field of future jobs.

Priority goals include developing a labour market that attracts talents and skilled labour through clear and standardised recruitment policies and criteria according to a system of employment, qualification, promotion, and incentives based on efficiency and productivity that foster initiative and innovation.

#### Entities directly connected to the priority

- Ministry of Labour
- Ministry of Higher Education, Research and Innovation

## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Percentage of Skilled Labor out of the Total Labor in the Private Sector	An indicator that measures Percentage of Skilled Labor out of the Total Labor in the Private Sector as a percentage of total employment (the skilled labor group includes specialists, technicians, professional employees, and skilled workers, regardless of their educational degrees).	2030 81% 2040 83%	2020 56.8% 2021 58.0% 2022 65.0%	Improved ↑
Labour Productivity Growth Ratio	An indicator that gauges the annual rate of change in labor productivity (derived by dividing GDP by labor force total).	2030 1% - 2% 2040 2% -3%	2020 -3,7% 2021 3,4% 2022 -10,3%	Note: Fluctuation in the index rate due to changes in oil prices and variations in the overall workforce during and after the Corona pandemic.
Omanis share of total jobs created in the private sector	An indicator that gauges the percentage of Omanis working in the private sector.	2030 35% 2040 40%	2021 12,4% 2022 8,4%	Declined ↓

## Priority Indicators General Analysis

Despite a rise in GDP at current prices, the Labour Productivity growth Ratio, which is intended to assess the annual rate of growth in labour productivity, demonstrated a fall of 10.3% in 2022. The index was influenced by the continuous increase of the total labour force, and it is worth noting that the index is significantly driven by changes in GDP, which is influenced by oil prices. Given the fluctuations of oil prices, the index may not always accurately reflect the rate of labour productivity.

In 2022, the Omani labour force represented 8.4% of the total jobs created in the private sector, down from 12.4% in 2021.

## Suggested Indicators

Current indicators in the Vision Document	Suggested Indicators
<ol style="list-style-type: none"> <li>Percentage of Skilled Labour out of the Total Labour in the Private Sector</li> <li>Labour Productivity Growth Ratio</li> <li>Omanis share of total jobs created in the private sector</li> </ol>	<ol style="list-style-type: none"> <li>The ratio of job seekers in the total labour force</li> <li>Percentage of Omani workers in the private sector out of total workforce</li> <li>Percentage of Omani workers in technical, specialized and leadership positions in the private sector out of the total number of workers in these jobs</li> <li>Percentage of self-employed Omani workers (business owners/self-employed) out of total Omani workers in the private sector</li> </ol>

## Samples of efforts

- Initiatives developed by The National Employment Program to create an integrated employment system that combines both supply and demand.
- Encouraging entrepreneurship and SME finance schemes.
- Implementing operational initiatives by the Ministry of Labour.
- Activating the Job Security Fund by providing grants to layoffs.
- Incorporating new systems for employing local labour forces in government entities.
- Launching an integrated platform (Marsad) that connects supply and demand in the employment system.
- Establishing the self-employment system as a pillar of labour market growth.
- Implementing several related programs by Oman Investment Authority, such as "Nomu" program for on-the-job training of graduates, the "Eidaad" program for on-the-job training in partnership with some government agencies, and the "Takatuf Scholars" program for developing local human capital.
- Drafting the Private Sector Labor Law.

## Priority focus areas in the next stage

- Dealing with the rapid changes in the future of jobs because of the unprecedented technological effects of AI applications and 4IR technologies.
- Focusing on labour-market reforms to keep up with evolving trends and attract intellects and talents.
- Concentrating on tackling certain problems such as the increase in layoffs.
- Focusing on vocational and technical education and activating its mechanisms.



## The Private Sector, Investment, and International Cooperation

Strategic  
Direction

An Empowered Private Sector Driving a National Economy that is Competitive and Aligned with the Global Economy

Promoting the values of competitiveness and setting up the relevant frameworks in both the public and private sectors pave the way for an economic renaissance where equal opportunities are guaranteed among competitors to provide the best.

The priority is concerned with developing the business environment, giving the private sector a leading role, and enabling it to run the wheel of balanced economic development. Financial deepening will be sought in the capital market and sustainable funding will be provided through innovative models to start productive enterprises, especially SMEs.

The Sultanate seeks to foster investment partnerships between the Omani private sector and the international business community, by attracting foreign direct investments of high quality to meet the new global demand and support the Sultanate in becoming an international trade hub. The priority focuses on expanding the production base of various sectors and increasing the contribution of exports to the Sultanate's GDP.

Entities  
directly  
connected to  
the priority

- Ministry of Finance
- Ministry of Commerce, Industry and Investment Promotion
- Ministry of Economy
- Ministry of Foreign Affairs
- Public Authority for Special Economic Zones and Free Zones
- Capital Market Authority
- The Secretariat General of the Tender Board
- Small and Medium Enterprises Development Authority
- Central Bank of Oman

**Priority: The Private Sector, Investment, and International Cooperation**



## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Ease of Doing Business Index	An index that measures regulations or laws that directly affect business and investment and is calculated using 10 different pillars.	<b>2030</b> Value: 79,58 Or among the top 20 countries  <b>2040</b> Value: 81,55 Or among the top 10 countries	<b>2018</b> 71 67,2  <b>2019</b> 78 67,19  <b>2020</b> 70 68	Note: The indicator was discontinued in 2021 by the World Bank.
Economic Freedom of the World	An index that measures economic freedom based on five pillars: Government size, the strength of the judicial system and property rights, the strength of the financial system, freedom of foreign trade, and the legislative system.	<b>2030</b> Value > 7,36 Or among the top 50 countries  <b>2040</b> Value > 7,52 Or among the top 40 countries	<b>2020</b> 64.60 71  <b>2021</b> 56.6 108  <b>2022</b> 58.5 95	Improved ↑
Export Product Concentration Index	An indicator that measures whether a substantial proportion of a country's exports are represented by a limited number of items or are well spread across various commodities and may thus be used as a warning sign of low export diversity, and consequently economic fragility. Its evolution throughout time can offer vital signs regarding a country's shifting productive structure.	<b>2030</b> Value > 0.123 Or among the top 30 countries  <b>2040</b> Value > 0,087 Or among the top 10 countries	<b>2020</b> 0.387  <b>2021</b> 0.306	Improved ↑

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Market Concentration Index	An indicator that measures market concentration and is used to evaluate market competitiveness. The closer a market comes to monopoly, the more concentrated it is and the poorer its competitiveness.	<b>2030</b> Value > 0,07 Or among the top 30 countries  <b>2040</b> Value > 0,06 Or among the top 20 countries	<b>2016</b> 0.26	Note: The indicator stopped after 2016.
Gross Private Investment percentage of GDP	An indicator that measures the ratio of private sector investments to GDP on an annual basis, in order to determine the economy's growing reliance on non-governmental funding.	<b>2030</b> 25%  <b>2040</b> 22%	<b>2020</b> 15,7%  <b>2021</b> 13%  <b>2022</b> 10.5%	Declined ↓
FDI Net Inflow percentage of GDP	An indicator that measures the ratio of foreign investments to GDP on an annual basis, in order to determine the volume of foreign funds that benefit the economy and the impact of the country's efforts and competitiveness in attracting foreign investments.	<b>2030</b> 7%  <b>2040</b> 10%	<b>2020</b> 2,9%  <b>2021</b> 10.3%  <b>2022</b> 4,2%	Improved ↑

### Priority Indicators General Analysis

Despite the drop in 2021, the Economic Freedom Index rose in 2022 (2023 Report). The Index measures economic freedom based on 12 quantitative and qualitative factors, grouped into four broad categories, or pillars, of economic freedom: (1) Rule of law; (2) Government size; (3) Regulatory efficiency, (4) Open Markets. The rise in the index was driven by the improvement in the efficiency of government spending. By concentrating on the Rule of Law Index items that have declined despite the index's overall improvement, the index may rise even more.

The Export Product Concentration Index improved in its most recent publication, rising from 0.367 in 2020 to 0.306 in 2021. The Export Product Concentration Index is concerned with gauging export diversification, and its evolution over time can provide crucial indications about the country's changing production structure. The lower the value, the better the performance.

The methodology for calculating Gross Private Investment percentage of GDP Index has been modified to concentrate on private investments without counting companies in which the public sector contributes to their management or capital. Although the index shows a fall in terms of GDP contribution, the actual value of private investments in 2022 grew by 5% over 2021, owing to the efforts undertaken to attract investments, notably those made as part of the National Program for Investment and Export Development (Nazdaher).

The FDI Net Inflow in 2022 rose by 10.5% exceeding the investment rate recorded in 2021. This growth in FDI Net Inflow totalled 4.2% of GDP, which resulted in unprecedented rates, noting that the vision targets 7% FDI Net Inflow percentage of GDP in 2030. It should be noted that this indicator, measured as a percentage of GDP, is susceptible to the flows of significant foreign investment projects. Therefore, the index's value is predicted to fluctuate annually, provided that the index's overall rate continues to rise toward the Vision's goals.

### Suggested Indicators

Current indicators in the Vision Document	Suggested Indicators
<ol style="list-style-type: none"> <li>1. Ease of Doing Business Index</li> <li>2. Economic Freedom of the World</li> <li>3. Export Product Concentration Index</li> <li>4. HH Market Concentration Index</li> <li>5. Gross Private Investment percentage of GDP</li> <li>6. FDI Net Inflow percentage of GDP</li> <li>7. Private Sector Contribution to GDP</li> <li>8. Providing Infrastructure for Public-Private Partnerships</li> </ol>	<ol style="list-style-type: none"> <li>1. Private Sector Contribution to GDP</li> <li>2. FDI Net Inflow percentage of GDP</li> <li>3. Gross Private Investment percentage of GDP</li> <li>4. SMEs Contribution Percentage to the GDP</li> </ol>

### Samples of efforts

- Implementing initiatives and projects within the framework of the National Program for Investment and Exports Development (Nazdaher) within the industries of: food security, transport and logistics, tourism, manufacturing, communications and IT, energy, mining, and sports.

- Launching Oman Future Fund.
- Implementation of a number of government projects/services through private sector institutions.
- Launching long-term "Investor Residency" Program.
- Launching Omani Promising Start-ups Program.
- Working on promising investment projects such as Yibal Khuff project for oil and gas production, Oman Aluminium Cast, Mays cars, operating the Mabrouk gas field, Bisat oil field, biodiesel plant, the railway network linking Oman and Abu Dhabi, the establishment of a titanium dioxide production plant in Sohar Free Zone, the establishment of a Steel Rolling factory in Sohar Free Zone, the establishment of the iron pellet plant in Sohar, the establishment of a ceramics production plant in the Sohar Free Zone, Sohar Logistics Hub, the yellowfin tuna farming project, the Omani abalone farming project and other projects.
- Implementing an initiative to promote exports through Omani ports.
- Establishing the Omani Saudi Company in partnership with the Saudi Public Investment Fund.
- Implementing an initiative to stimulate investment in the telecommunications sector.
- Emerging Technologies and IOT Deployment Initiative.

### Priority focus areas in the next stage

- Improving the intellectual property registration procedure for trademarks and patents.
- Continuing to enhance the technical capabilities of Invest Easy platform (Full enablement).
- Developing the Sultanate of Oman's specifications and metrology system.
- Enabling national companies to expand their production and export base value.
- Maintaining a constant growth in investments in robotics, AI, and other fields.
- Continuous improvement of the business environment in the Sultanate of Oman.



## 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

The priority of developing governorates and sustainable cities focuses on balanced and equitable development to enhance the competitive and comparative advantages of governorates and urban areas. The priority strives to create smart, sustainable and vibrant cities as well as a vital countryside with a viable architecture that ensures high quality of life, work, and leisure. It focuses on developing diversified and easily accessible means of transport, integrated with sound and targeted urban planning and sustainable world-class infrastructure.

Sourcing local management and leadership capable of applying the principles of decentralisation will contribute to the comprehensive socio-economic development of governorates. Such local leadership should be able to plan and make decisions in line with the future national directions. They will contribute to developing their local communities by creating suitable jobs, promoting innovation and development in building the local system in each governorate, and encouraging the use of state-of-the-art technology. They will ensure sustainable use and effective exploitation of land and natural resources.

### Entities directly connected to the priority

- Ministry of Housing and Urban Planning
- Ministry of Interior
- Ministry of Transport, Communications and Information Technology
- Authority for Public Services Regulation

**Priority:  
Development of  
Governorates and  
Sustainable Cities**



## Priority indicators in the Vision document

Indicators	Indicators Analysis
Decentralization Implemented by 2022	<ul style="list-style-type: none"> <li>Decentralization is one of the local administration approaches, and its application helps provide municipal councils in governorates, municipalities, and service sectors with greater authority, which raises the standard of services in various economic and social aspects.</li> <li>The issuing of Royal Decree No. (101/2020) Promulgating the Governorates and Municipal Affairs System, as well as the new structure of the administrative apparatus, can be considered advanced measures toward achieving the index. The Royal Decree stipulated administrative and financial independence to the governorates, as well as the development of a Provincial and Municipal Affairs System to manage all administrative and financial concerns, as well as coordinate, oversee, and monitor performance. The decree also designated a centre for each governorate, which acts as the regional capital and hosts most departments and service organizations.</li> <li>In addition to the municipal services that are now fully managed at the governorate level, the indicator is completed by establishing and activating clear, sustainable, and consistent governance and work mechanisms in terms of service aspects between the ministries and their directorates in the governorates, as well as the governor's management and oversight of the priorities and quality of these services.</li> </ul>
Settlement Hierarchy Implemented by 2022	<ul style="list-style-type: none"> <li>An indicator aimed at directing sustainable urban development to handle population growth while also providing essential services and facilities.</li> <li>The Council of Ministers has approved the Ministry of Housing and Urban Planning's regional and comprehensive urban policies, which encompass the governorates' hierarchy of population agglomerations.</li> <li>When all the following tasks are completed, the indicator is deemed to be achieved:               <ul style="list-style-type: none"> <li>✓ Adopting the hierarchy in the urban planning strategy.</li> <li>✓ Activating the hierarchy's electronic system or including it as a criterion in the matrix of priorities for development projects, as well as incorporating the use of its outputs within the working procedures of municipal councils in the governorates when determining the priorities for development projects in each governorate.</li> </ul> </li> </ul>

## Suggested Indicators

Current Indicators in the Vision Document	Suggested indicators
<ol style="list-style-type: none"> <li>Decentralization Implemented by 2022</li> <li>Settlement Hierarchy Implemented by 2022</li> <li>Most Livable Countries, Inequality-adjusted Human Development Index (IHDI)</li> </ol>	<ol style="list-style-type: none"> <li>The rate of community satisfaction with basic government services in each governorate</li> <li>Percentage of governorates that have achieved decentralization in government services (percentage of services that may be offered in governorates)</li> </ol>

## Samples of efforts

- Inaugurating Sultan Haitham City "Treasure for the future".
- The establishment of the governorate system and the incorporation of municipalities in the governors' offices.
- Royal Directives to add development projects to the projects approved in the tenth five-year plan, with more than 650 million Omani Riyals.
- Royal Directives to raise the amounts allocated to the governorate development program from 10 to 20 million Omani Riyals for each governorate.
- Royal Directives to implement "the best development project" initiative, emphasizing on the importance of governorates demonstrating their capabilities, competing to present the best proposal for development projects that can be implemented in one of their wilayats, and financing the first three winning projects.
- Initiatives that promote investment in the real estate development and municipal services industries.
- Developing and implementing development projects in various governorates (administrative centers, lightings, floors, parkings, pedestrian walkways, infrastructure, paving internal roads for residential, industrial, and tourist schemes, rainwater drainage, sewage water treatment, children's playgrounds, parks, afforestation, municipal works, new power lines, public councils project, and so on).
- Licensing and operating a number of tourism projects in some governorates.
- Implementing a variety of service initiatives in different governorates with private sector support.
- Offering investment opportunities in a variety of governorates.

- OIA subsidiaries' investments in governorates: (till 2022: 122 projects spread to several governorates, with an investment value of more than OMR 17 billion and over 29,000 employees in existing projects).
- 5G network rollout (2283 stations).
- Fiber optic and 5G network projects (an increase in fixed high-speed broadband coverage for buildings from 48% in 2021 to 51% in 2022).

#### Priority focus areas in the next stage

- Strengthening the interaction between the governor and the governorate's central systems and directorates.
- Investigating the tendencies in the development of future cities.
- Investigating the potential benefits of the expansion of smart green cities (the use of innovative materials to reduce demand for traditional energy).
- Keeping pace with construction best practices and technologies through 3D printing.
- Follow-up of major strategic projects in various governorates.



**Priority:  
Environment and  
Natural Resources**



## Environment and Natural Resources

Strategic Direction	Effective, Balanced and Resilient Ecosystems to Protect the Environment and Ensure Sustainability of Natural Resources to Support the National Economy
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The environment and natural resources priority focuses on creating an environment that ensures balance between environmental, economic and social requirements, according to sustainable development guidelines, sustainable use of and investment in natural resources and wealth to deliver high added value, a green and circular economy that addresses national needs and moves consistently with the global trends.

Food and water security, achieved through renewable resources and advanced technologies, is considered one of the pillars of the environment and natural resources priority. It is also concerned with the optimal exploitation of the Sultanate's strategic location and biodiversity.

Entities directly connected to the priority	<ul style="list-style-type: none"> <li>Ministry of Agriculture, Fisheries and Water Resources</li> <li>Ministry of Energy and Minerals</li> <li>Ministry of Economy</li> <li>Civil Aviation Authority</li> <li>Environment Authority</li> <li>Authority for Public Services Regulation</li> </ul>
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## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/remarks
Environmental Performance Index	An indicator that determines the extent of countries' commitment to global environmental policies and their perspectives toward a sustainable environmental future. It consists of 32 sub-indicators that measure biodiversity and fluids, air quality, climate and energy, water and sanitation, fisheries, water resources, and environmental hazard exposure.	<b>2030</b> Value > 65,46 Or among the top 40 countries  <b>2040</b> Value > 74,69 Or among the top 20 countries	<b>2018</b> 51.32 116  <b>2020</b> 38.5 110  <b>2022</b> 30.7 149	Declined ↓  Note: The decline is due to a change in the methodology for calculating sub-indicators, the number of which raised from 32 to 40, in addition to modifying their weights, and developing a distinct strategic target for climate change with a weight of 38% of the overall weight of the indicator.
GDP Per Unit of Energy Use	An indicator that measures GDP per unit of energy use (purchasing power parity in dollars per kg of oil equivalent).	<b>2030</b> Value > 14,57 Or among the top 20 countries  <b>2040</b> Value > 17,3 Or among the top 10 countries	<b>2015</b> 6.92 97	Note: Since 2015, there has been no data for the Sultanate of Oman in this regard at the World Bank.
Oman Water Index	An indicator that calculates the annual quantity of water generated in Oman, whether from desalination plants or wells.	<b>2030</b> 550 - 600 million cubic meters / person  <b>2040</b> 650 - 700 million cubic meters / person	<b>2020</b> 473.6  <b>2021</b> 487.7  <b>2022</b> 513	Improved ↑



Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/remarks
Renewable Energy Consumption percentage of total consumption	An indicator that measures the percentage of electric power generated by renewable energy sources (such as wind and solar energy) to the total annual electricity consumption.	<b>2030</b> 20%  <b>2040</b> 35% - 39%	<b>2020</b> 0%  <b>2021</b> 2%  <b>2022</b> 4%	Improved ↑

### Priority Indicators General Analysis

According to the report published in 2022, the environmental performance index experienced a significant deterioration in terms of value and rank. Although the value only decreased by around 78, this resulted in a dramatic slide in the Sultanate's position by 39 ranks (from 110 in 2020 to 149 in 2022). Noting that the Environment Authority, the National Competitiveness Office, as well as the concerned entities are striving to identify the challenges preventing the Sultanate of Oman from boosting its ranking in the index.

The most prominent of these efforts are: the implementation of the Carbon Management Lab, which succeeded through the royal blessing of Oman Net-zero strategy, which was launched at COP 27 in Sharm El-Sheikh, Egypt, as well as the establishment of Oman Sustainability Centre, that will directly contribute to improving the index's sub-indicators related to the climate change sector, in addition to activating the governance to monitor the indicator and agree on an implementation plan focused on clear pillars to meet the target.

On the other hand, Oman Water Index - an indicator that gauges the quantity of water produced in the Sultanate of Oman - improved by 5%, increasing from 488 million cubic meters in 2021 to 513 million cubic meters in 2022.

### Suggested Indicators

Pillar	Current Indicators in the Vision Document	Suggested Indicators
Environment	1. Environmental Performance Index	1. The percentage of GHG intensity reduction 2. Percentage of treated municipal waste out of the total generated waste
Sources	1. Self Sufficiency Ratio 2. Domestic Material Consumption (DMC) 3. Oman Water Index	1. Self Sufficiency Ratio
Energy	1. Renewable energy consumption percentage of total consumption 2. GDP per unit of energy use	1. Renewable energy consumption percentage of total consumption

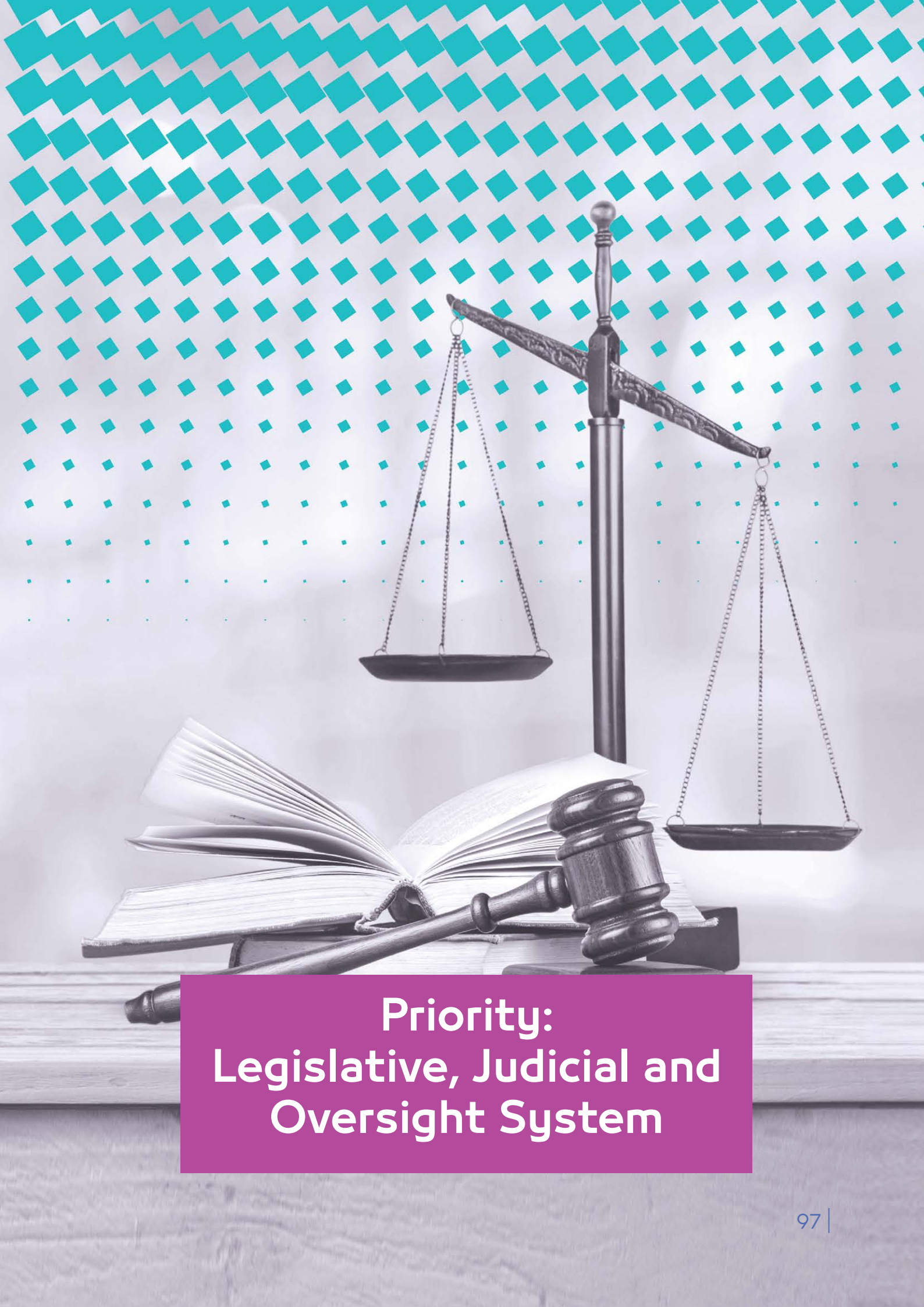
### Samples of efforts

- Conducting the Carbon Management Lab.
- Starting the development of operational strategies for Oman Net-Zero Plan projects and initiatives.
- Inauguration of Oman Hydrogen Centre.
- Hydrogen Oman SPC (Hydrom) signed agreements to invest in green hydrogen production.
- Implementation of a range of renewable energy projects such as: Manah 1 and 2 Solar Projects, Ibri 1 and 2 solar projects, Amin Solar PV Park, Dhofar wind farm to generate electricity, Al Mazyuna solar power plant, Duqm, Jaalan Bani Bu Ali and Harweel wind projects, Amin Independent Power Project (IPP), Sohar Solar Qabas Project, and expanding the use of solar energy in schools.
- Announcing exploration and mining concession agreements.
- National Initiative of Planting 10 million trees.
- 12 artificial rain seeding stations in specific locations.
- Boosting the environmental performance index (the Sultanate of Oman is among the top 35 nations in the Global Food Security Index (GFSI) for 2022 and the third among Arab nations).

- Initiating the implementation of investment projects based on the Food Security Lab's outcomes.
- Signing agreements in a number of governorates for agricultural, livestock, and fish initiatives.
- Launching the National Waste Management Registry on the Environment Authority's website.
- Connecting ambient air quality monitoring stations throughout the Sultanate of Oman's governorates to the Environment Authority's Environmental Monitoring Center, in order to monitor air quality indicators and data in real time.
- National survey of fauna and flora diversity for the Sultanate of Oman's governorates.
- Increasing the area of natural reserves in accordance with international regulations in order to be exploited for economic investment.

#### Priority focus areas in the next stage

- Increasing degrees of preparedness to deal with climate consequences and adhering to international environmental regulations in diverse ventures.
- Investigating the finest Waste Management Sector governance in the Sultanate of Oman, with the goal of hastening its transformation into an economic sector (circular economy).
- Continuous research and interest in energy security challenges and developments as well as keeping pace with new inputs from renewable energy technology and green hydrogen initiatives.



**Priority:  
Legislative, Judicial and  
Oversight System**



## Legislative, Judicial and Oversight System

Strategic Direction	Participatory Legislative System; Independent, Competent and Swift Judicial System; and Effective and Transparent Oversight
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The Sultanate of Oman strives to be among the top countries in the world in terms of law enforcement, as well as a global centre for effective alternative judicial resolution methods. This can be achieved by establishing an integrated legislative system founded on national talents who are specialized, qualified, and trustworthy in the fields of legislation, justice, and oversight, and who operate in an attractive environment.

The priority focuses on creating a swift, impartial and competent judicial system that leverages cutting-edge technology, as well as an effective and independent oversight system that adopts transparency and disclosure to combat corruption, with the media assuming an active and insightful role.

An effective and independent oversight system is at the core of the Oman Vision 2040. A fair and transparent oversight system can enable citizens, and society at large, to access and use information to assess the development process, producing a harmonious and constructive relationship between citizens and government entities. This type of system enables society to monitor the performance of the State administrative apparatus and its commitment to implementing national policies and plans. An active oversight system may also enhance accountability, improve the quality of services delivered, and reinforce relevant entities' confidence, especially the economic sectors, and contribute to the protection of the Sultanate's natural resources and national capabilities.

Entities directly connected to the priority	<ul style="list-style-type: none"> <li>Ministry of Justice and Legal Affairs</li> <li>State Audit Institution</li> <li>The Supreme Judicial Council</li> <li>Public Prosecution</li> </ul>
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## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
Corruption Perceptions Index	An index that ranks countries by perceived levels of government sector corruption, as determined by expert assessments and opinion polls. It is generally characterized as the abuse of entrusted power for private gain.	<b>2030</b> Value > 63 Or among the top 30 countries  <b>2040</b> Value > 73 Or among the top 20 countries	<b>2020</b> 54.0 49  <b>2021</b> 52.0 56  <b>2022</b> 44.0 69	Declined ↓
Judicial Independence, Global Competitiveness Index	A perfect judicial system is built on the independence of the judiciary. It permits judges to make unbiased decisions based only on the law and evidence, shielding them from inappropriate outside influence from other branches of government, the private sector, or the public.	<b>2030</b> Value > 6,446 Or among the top 5 countries  <b>2040</b> Value > 6,446 Or among the top 5 countries	<b>2018</b> 5.7 18  <b>2019</b> 5.6 19	Note: Due to Corona Pandemic, the Sultanate of Oman was excluded from the index in 2020 and 2021.
Quality of Judicial Processes, Doing Business Report	An index that measures the quality of judicial processes based on court structure and procedures, case management, court automation, and alternative dispute resolution indicators. Higher numbers suggest better and more efficient judicial proceedings, and the index spans from 0 to 18.	<b>2030</b> Value > 13 Or among the top 20 countries  <b>2040</b> Value > 14 Or among the top 10 countries	<b>2020</b> 7.5  <b>2021</b> 7.5  <b>2022</b> 7.5	Note: The index was discontinued by the World Bank.



Indicators	Description	Target 2030/ 2040	Oman Rank/ Value	Indicator status/ remarks
Voice and Accountability, World Governance Indicators	An index that measures a country's citizen's capacity to participate in choosing their government, as well as freedom of expression, freedom of association, and free media, in order for the government to be effective in promoting and attaining societal reforms.	<b>2030</b> Value > 0.88 Or among the top 50 countries	<b>2019</b> -1.04 168	Declined ↓
		<b>2040</b> Value > 1.14 Or among the top 30 countries	<b>2020</b> -1.15 173	
			<b>2021</b> 1.19 174	

### Priority Indicators General Analysis

The Sultanate of Oman's ranking decreased in the Corruption Perceptions Index for the 3<sup>rd</sup> year in a row, declining in value by 8 points, and decreasing in the ranking from 52<sup>nd</sup> to 69<sup>th</sup> out of 180 countries. The index measures perceptions of corruption in the public sector in a country based on experts' opinions and businessmen's surveys. The Corruption Perceptions Index is one of the most significant factors in increasing a country's competitiveness, which calls for focusing efforts to improve the index.

The Worldwide Governance Index - Voice and Accountability fell one rank from 2020 to 2021, with a modest decrease in value.

### Suggested Indicators

Suggested Indicators	Current Indicators in the Vision Document
<ul style="list-style-type: none"> <li>Indicator of the effectiveness of the Legislative, Judicial and Oversight System</li> </ul>	<ul style="list-style-type: none"> <li>Corruption Perceptions Index</li> <li>Judicial Independence, Global Competitiveness Index</li> <li>Quality of Judicial Processes, Doing Business Report</li> <li>Voice and Accountability, World Governance Indicators</li> <li>The World Justice Project "Rule of Law Index: Open Government"</li> </ul>

### Samples of efforts

- Formation of the Supreme Judicial Council and the amendments thereto.
- Launching Oman Commercial Arbitration Centre.
- Royal Decree 6/2021 promulgating the state's Basic Statute.
- Implementing projects and initiatives aimed at improving, simplifying, and digitizing procedures for the government services related to the legislation and judicial system.
- Initiatives in collaboration with the Supreme Judicial Council to strengthen the judicial and justice systems.
- Issuance of the Community Brief by State Audit Institution.
- Efforts to create a framework for implementing the national strategy to improve integrity.
- Reviewing the Law for the Protection of Public Funds and Avoidance of Conflicts of Interest (the "Anti-Corruption Law") and its amendments thereto.
- Issuance of 309 Royal Decrees, including 44 decrees related to issuing or amending laws, 65 establishing government units, 90 related to ratifying international and oil agreements, and 110 related to other issues, as well as revising 163 regulations and 185 decisions.
- A number of laws under review or in their final stages: (Social protection law, public debt law, finance law, public health law, advocates and legal consultants' law, The disabled care and rehabilitation law, special economic zones and free zones law, and others).

### Priority focus areas in the next stage

- Strengthening and qualifying investment-specialized legislative, judicial, and oversight cadres.
- Boosting the effectiveness of electronic litigation procedures.
- Investigating alternative judicial resolution methods or strengthening its function.
- Benefitting from worldwide best practices in regulatory Sandboxes.
- Benefitting and keeping pace with contemporary technology to improve the operation of the judicial system.
- Improving the classification of the Sultanate of Oman in the Corruption Perceptions Index.



## Governance of State's Administrative Bodies, Resources and Projects

Strategic  
Direction

Flexible, Innovative and Future-Shaping Administrative Bodies  
Operating with Good Governance

The priority of Governance of State's Administrative Bodies, Resources and Projects focuses on building administrative bodies characterized by their high productivity, flexibility and effectiveness, based on sound foundations that facilitate planning, organisation, monitoring, evaluation and development. It also focuses on Government entities providing services in an integrated, optimised and modern manner.

The priority aims to find clear competitive criteria for occupying leadership positions in the government sector and its affiliated companies, and to find efficient and incentivising management that rewards productivity, penalises negligence and nurtures creativity.

The priority is also concerned with the state's administrative apparatus enjoying its ability to prioritise and align objectives across different government entities. Ensuring sustainable institutional performance in the future requires a balanced and transparent partnership between the government, the private sector, the civil society and individuals. Such collaboration will help boost the Omani economy and move towards a knowledge-based economy; keeping pace with industrial and technological advances and technical developments.

Entities  
directly  
connected to  
the priority

- All Government Entities

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



## Priority indicators in the Vision document

Indicators	Description	Target 2030/2040	Oman Rank/ Value	Indicator status/ remarks
E-Government Development Index	The index measures the progress of government performance through government digital transformation, based on three sub-indicators: online services, telecommunications infrastructure, and human capital.	<b>2030</b> Value > 0.8301 Or among the top 20 countries  <b>2040</b> Value > 0.8783 Or among the top 10 countries	<b>2021</b> 0.7749 50  <b>2022</b> 0.7834 50	Improved 
Government Effectiveness, World Governance Indicators	An exploratory indicator concerned with creating and improving government performance in terms of efficiency and effectiveness. It evaluates the quality of public services, the quality of civil services, the degree to which government activity is independent of political pressures, the quality of regulations and their execution, and the credibility of the government's adherence to these regulations.	<b>2030</b> Value > 1.26 Or among the top 30 countries  <b>2040</b> Value > 1.8 Or among the top 10 countries	<b>2020</b> 0.14 88  <b>2021</b> -0.12 108	Declined 
Rule of Law, World Governance Indicators	An exploratory indicator that measures people's trust in the government's enforcement of laws, the quality and enforcement of contracts, property rights, the police system, the judicial system, and their perception of the nation's level of crime and violence.	<b>2030</b> Value > 1.2 Or among the top 30 countries  <b>2040</b> Value > 1.8 Or among the top 10 countries	<b>2020</b> 0.62 60  <b>2021</b> 0.41 76	Declined 

## Priority Indicators General Analysis

The latest readings of the e-government development index, which is issued every two years as part of the United Nations Organization's report on e-government, show a slight change in value and stability at the 50<sup>th</sup> ranking for the years 2020 and 2022. The Sultanate of Oman ranked among the countries with a high value in the general index, driven by the sub-indicators (Telecommunications Infrastructure Index (TII) and human capital index), which require more focus on providing e-government services and so more efforts in digital transformation.

The Sultanate of Oman's ranking dropped from 88 in 2020 to 108 in 2021, according to the Government Effectiveness, World Governance Indicators' most recent release in 2021.

The most recent release of the Rule of Law, World Governance Indicators, in 2021, detected a fall in value and ranking when compared to 2020. It should be noted that one of the root causes for the drop in governance indicators and their pillars is the gap in data collection from some sources by the indicator's issuing body (the World Bank).

## Suggested Indicators

Current Indicators in the Vision Document	Suggested Indicators
1. E-Government Development Index 2. Government Effectiveness, World Governance Indicators 3. Rule of Law, World Governance Indicators 4. Number of Co-created or/and delivered Smart Government solutions with the private sector. 5. Number of Government Services Privatized/ total number of Government Services	1. Citizens Satisfaction rate with government services

## Samples of efforts

- Establishing the Administrative Apparatus of the State pursuant to Royal Decree 75/2020.
- Restructuring the state's administrative bodies.
- Establishing a Decision-Making Support Unit in the General Secretariat of the Council of Ministers.
- Royal Decree 36/2022 Promulgating the System of Governorates.
- Restructuring The Secretariat General of the Tender Board.

- Establishing the Cyber Defence Centre.
- Establishing an independent unit under His Majesty to measure the performance of government institutions.
- Launching Institutional and Individual Performance Measurement System (Ejada).
- Initiatives to digitize government services.
- Efforts of the Government Digital Transformation Program.
- Establishing Vision offices in the various concerned government entities.
- Launching the Royal Academy of Management.
- Implementing the privatization of some state-owned companies.
- Implementing the annual plans program for the entities and the development of their performance indicators in Oman Vision 2040.
- Outcomes of Manjam Labs to streamline government procedures (the procedures of 145 government services have been simplified and 120 other services have been targeted in the next phase).
- Activating the programs and performance budget.
- Outcomes of “Rawabet” Program, which aims to establish a general framework for governing the state-owned companies.

#### Priority focus areas in the next stage

- Improving decision-making tools and the speed of making government decisions and policies, including ensuring that the systems that drive the government are adaptable, effective, and swift, particularly the employment and tendering systems.
- Ensuring that the Tender Board’s effectiveness in managing government projects and procurement is improved in a practical way that is compatible with the Vision’s demands.
- Ensuring that government operations are based on planning, developing policies, overseeing and assessing their execution, and entrusting the private sector with their implementation where possible and appropriate.
- Investigating ways to profit from developed-country governments’ use of AI technology in their work procedures.

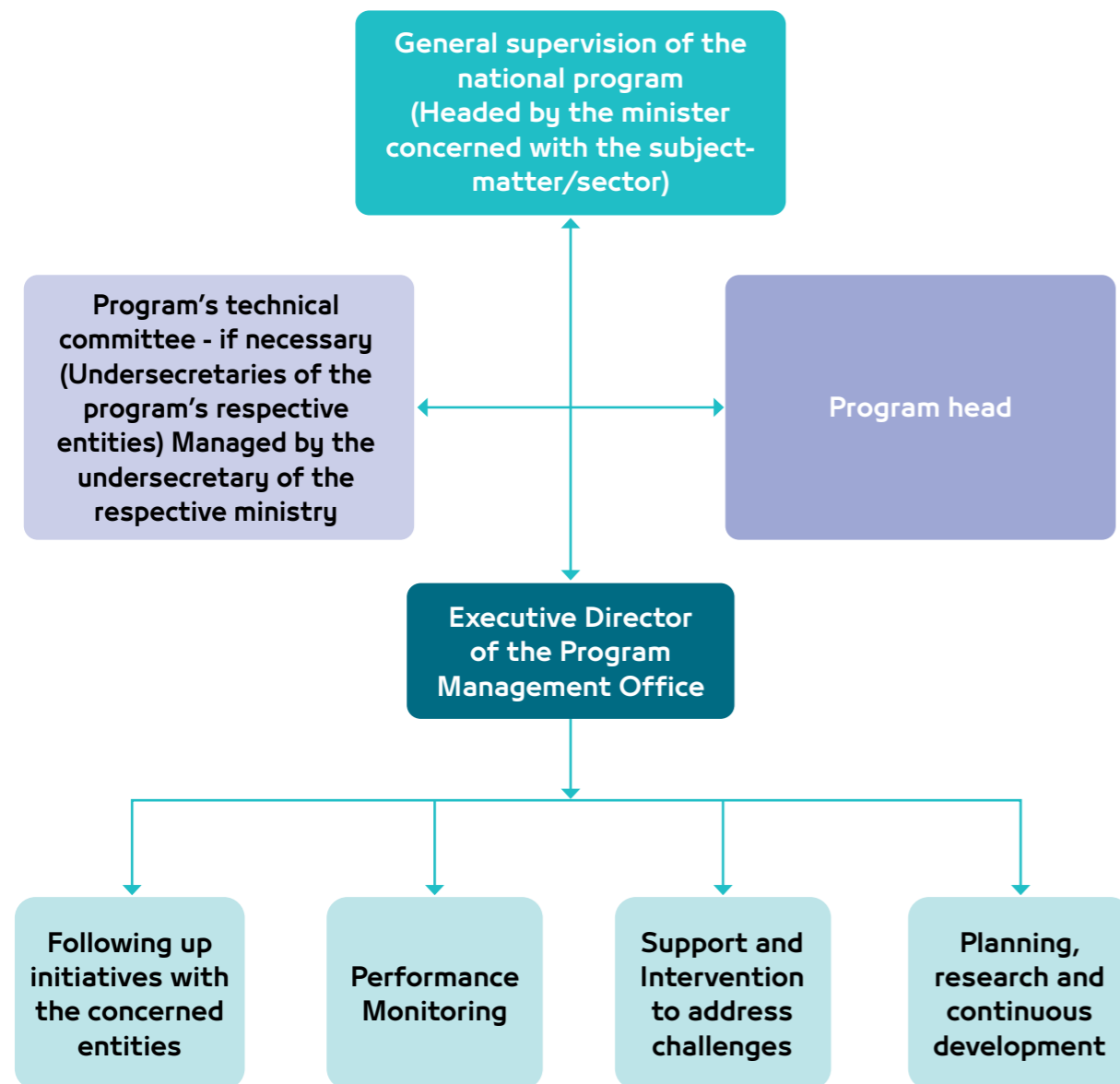
## Chapter 3:

# National Programs



## National Programs

Developed by Oman Vision 2040 Implementation Follow-up Unit, in coordination with the concerned entities, and in line with the objectives of the tenth five-year development plan and the stage conditions, the national programs are key drivers for accelerating the implementation of Oman Vision 2040 priorities. These programs are launched in accordance with Royal Directives or after the approval of the Council of Ministers. Each program is headed by the concerned minister, a dedicated executive department, an independent operating budget, and teams of specialists that work on developing initiatives and projects, support the unit and the efforts made in these programs and work side by side with its departments to address the challenges. Moreover, it monitors the performance indicators of the initiatives and projects that fall under each of them.



## The National Program for Fiscal Sustainability and Financial Sector Development "Estidamah"

### Overall Objective

Further emphasis on reinforcing the state's general budget and turning the financial sector into a key tool for achieving Oman Vision 2040 targets through boosting sector competitiveness, offering suitable financing options for different groups, and growing the financing market's size to accommodate impending changes in the investment and economy.

### Supervising Minister Secretary General for the Ministry of Finance

### Key Initiatives and Projects

The program is divided into two streams, with the first stream centered on completing and supervising the implementation of public fiscal sustainability initiatives (reviewing financial policies and rules, enhancing the efficiency of government spending, improving the social protection system, bolstering financial management, and increasing non-oil revenues). The second stream, on the other hand, focuses on developing the financial sector, including both the banking sector and the capital market sector. To do this, initiatives that increase financing options, improve lending efficiency and banking flexibility, boost market volume and liquidity, and improve the efficiency and competitiveness of financial services are implemented. The program will also include a number of initiatives that enable the realization of Oman Vision 2040, such as strengthening the judicial and legislative system, empowering cadres, developing the service environment, and promoting financial culture.

### The program's key initiatives:

#### 1- Enhancing the efficiency of government spending

The objective of this initiative is to boost the effectiveness of expenditures at the level of providing government services to citizens by analyzing the financial statements of expenditures and identifying opportunities to bolster spending efficiency in the relevant entities. The increase of internal and external scholarships in accordance with labor market demands is currently being worked on, and some chances have been seized in partnership with the Ministry of Health to improve spending effectiveness.

#### 2- Promoting financial culture

Through awareness-raising, effective communication, education in practice and entertainment, along with the behavioral change in addition to legislation and laws, the initiative seeks to promote financial culture and instill the principles of financial management, savings, and investment in society, by combining the efforts of numerous entities to realize the initiative's goals, which is focused on enhancing the financial stability of the Omani family.

### 3- Using solvency as a criterion to determine who is eligible for financing options, both for individuals and entities

This initiative seeks to develop the system of Oman Credit and Financial Information Centre (Mala'a), in addition to accelerating the implementation of integrated services for owners of small and medium-sized enterprises as well as self-employed Omanis, who are unable to obtain a salary certificate required by banks as a condition for applying for a financing loan.

## The National Employment Program "Tashgheel"

### Overall Objective

To ensure that job seekers are well prepared for immediate job hiring, the labor market requires finding sustainable solutions to bridge the knowledge and skill gap and to give job opportunities in all sectors of the country.

**Supervising Minister** Minister of Labor

### Key Initiatives and Projects

To accomplish its goals, the program strives to develop and follow up the execution of several initiatives, the most notable of which are:

#### 1- Career guidance platform (Khuta)

The initiative aims to improve workforce readiness and preparedness and equip the industry with trained cadres in accordance with its needs. In 2023, the platform will be officially launched and be available to all users.

#### 2- An integrated platform that connects demand and supply of the employment market (Marsad)

The initiative seeks to develop an interactive online platform in accordance with the best technical and international practices related to the classification and analysis of labor market data, in order to ensure that policymakers and decision-makers in the Sultanate of Oman have access to up-to-date and accurate data according to their sphere of competence and to provide a display board for labor market data. The platform's services have been made available to decision makers in over 23 government units.

#### 3- Self-employment support and incentives scheme

The initiative aims to provide an attractive environment and social protection for professionals and entrepreneurs. It includes a proposal for an integrated system of social protection for craftsmen and entrepreneurs that ensures their ability to live decent lives and sustain their endeavors. In October 2022, a comprehensive scheme to support self-employment was unveiled, and assistance was given to various self-employment platforms in Oman that offer

services to self-employed people. Additionally, specialized social media channels have been set up to encourage and promote the self-employment culture among young Omani people.

#### 4- Raising the qualitative Omanization percentages in the plants operating in The Public Establishment for Industrial Estates (Madayn)

By creating a clear methodology to incorporate national cadres in a training and qualification program for senior and specialized management positions, the initiative seeks to increase the percentage of Omanization annually in leadership and Supervising Ministry positions in plants and entities with low Omanization rates for a period of three years. For the purpose of creating 3,000 jobs in three years at a rate of 1,000 jobs per year, a collaboration program with Madayn was signed, and the goal for the first year was accomplished. In addition, some initiatives were implemented to develop the inspection systems of the Ministry of Labor and the Ministry of Agriculture, Fisheries, and Water Resources.

#### 5- Technical Camps Initiative

The initiative aims to prepare Omani youth and develop their capabilities in the telecommunications, information technology and e-commerce field, by refining the skills of graduates and job seekers in the industry and finding employment opportunities for them.

#### 6- E-Commerce Camps

In collaboration with vocational training institutions in several governorates, the program aspires to qualify and develop national cadres in the e-commerce industry, to improve the efficacy of job seekers who lack qualifications that enable them to join the labor market. The National Employment Program, the Ministry of Higher Education, and the Ministry of Labor have signed an agreement to qualify 1,200 male and female students who do not have a general education diploma but are registered as job seekers.

## The National Program for Investment and Exports Development (Nazdaher)

### Overall Objective

Enable the Sultanate of Oman to become a competitive investment destination and an active business environment in the global trading system, through fostering investment ties between the Sultanate of Oman and the local and global business community.

**Supervising Minister** Minister of Commerce, Industry and Investment Promotion

### Key Initiatives and Projects

The program runs on two primary streams: the business environment and the investment sectors. Within each stream, there are various initiatives and projects that are being developed and followed-up.



## Investment sectors

A stream that aims to build a diversified investment portfolio for economic sectors, supervise the implementation of investment projects in cooperation with the concerned authorities, and enhance the non-oil sectors' contribution to achieve a sustainable economy. The manufacturing, tourism, transportation, aviation, information technology, energy, mining, and food security industries are among them. The following are examples of the key initiatives and projects:

### 1- Airport City

The project aims to optimize the new airport's high capacity and the increasing air traffic as well as to use the land areas surrounding the airport to foster the development of aviation-related projects. The Airport City consists of five main gates: the logistics gate, the aviation gate, the business gate, the hospitality gate, and the free zone.

### 2- Jindal Project for Green Steel

The goal of the project is to build the largest plant of its kind to produce green steel on a 2 square kilometer area inside the Duqm Port at the Special Economic Zone, using green hydrogen and renewable energy sources.

### 3- Yiti Sustainable City

With a total area of over 11 million square meters, the project aims to create an integrated tourist destination. By following best environmental practices, such as relying on self-driving electric vehicle for transportation and electric vehicle charging stations, the city will lower its carbon emissions.

### 4- Ghuzayn Copper Project

The project, one of the few in the Sultanate of Oman to employ the underground mining method by the underground channels, aims to mine copper ore from Al-Ghuzayn location in the Wilayat of Al-Khaboura in Al-Batinah North Governorate. The ore has a volume of about 6.4 million tons, is extracted at a rate of one million tons annually, and contains 2.04% copper.

### 5- Dhofar Poultry Expansion Project

In order to produce white meat, the project aims to set up a fully equipped farm, from the parent stock to the slaughterhouse, with an annual production capacity of 60,000 tons.

## 6- Al Jazer Shrimp Farm

With an area of 1,650 hectares and a production capacity of 18,000 tons per year, this project is one of the major shrimp farming initiatives projected for the Sultanate of Oman in the upcoming years. There are four breeding areas on the farm, a hatching unit, two post-larval production units, a shrimp processing facility, and a genetic improvement unit.

## Business environment

This stream focuses on investment planning and studying the difficulties the Sultanate of Oman's investment industry is facing, which impede efforts to attract investments. This entails developing the strategies required to draw in investments and guaranteeing that they are compliant with the law. This stream is also focused on initiatives that examine the current state of the investment industry and confirm that all laws, policies, systems, and procedures are in line with one another in order to draw in investment. The following are examples of key initiatives:

### 1- "Invest Oman" Lounge

a comprehensive lounge offering all services to investors at every step of the investment cycle.

### 2- The National Negotiation Team

With the aim of speeding up and facilitating the negotiations of the crucial economic dimensions, a competent team will be negotiating on behalf of the Sultanate of Oman. The team is equipped with the negotiation skills, powers, and resources needed to offer complete strategic incentives that serve the common interest.

### 3- Defining investment opportunities

A team of financial analysts tasked with collecting information about potential investment opportunities, conducting pre-feasibility studies, and carrying out economic and financial research in order to present them to potential investors in the form of ready-to-use investment templates.

### 4- The Investment Map

An interactive investment map that provides detailed information about investment lands and opportunities.

## The National Program for Economic Diversification “Tanwea’a”

### Overall Objective

In order to enhance production and exportation, diversify trade partners, increase investments in sectors with high added value, and raise the contribution of non-oil sectors to the gross domestic product, the program aims to complete creating a diversification foundation for the productive structures of the economy, and foster the connections between all industries.

**Supervising Minister** Minister of Economy

### Key Initiatives and Projects

Several planning initiatives for economic diversification were studied and developed during the program’s first phase (July 2022 to January 2023); the most notable of which are:

#### 1- Conducting international benchmarking in economic diversification

International benchmarking results between targeted economic diversification industries and the best international practices and experiences have been reviewed and analyzed, and their relevant policies with 3 countries with comparable macroeconomic conditions for each industry (15 countries in total).

#### 2- Analysis of economic diversification and economic complexity indices

The World Government Summit in Dubai issued the Economic Complexity Index and the Economic Diversification Index, which were used to analyze and study the current situation of the economy in the Sultanate of Oman. The Sultanate of Oman’s standing in terms of global economic diversification has been determined and the mechanisms used to improve its global ranking in the index have also been identified.

#### 3- Studying the interrelationships among industries using Input - Output Tables

The interrelationships among the industries in the Sultanate of Oman for the year 2018 as a base year and with 50 economic activities have been analyzed using the input-output table. This analysis was carried out by the National Center for Statistics and Information, using the Leontief Input-Output Model. As a result, the main economic activities that fall under the economic diversification industries have been defined, along with their priorities and economic impact in order to focus efforts on them.

#### 4- General framework of policies (general or sectoral)

The program works to activate a number of policies aimed at changing the structure of Oman’s economy into a diversified and sustainable economy based on improving productivity,

increasing the contribution of the private sector, and integrating economic diversification industries in order to develop and diversify the economy and reduce dependence on oil.

#### 5- The general framework of the skills strategy

As skills development is a crucial pillar for enabling structural transformation and economic growth by enhancing competitiveness, fostering productivity, and creating more job opportunities, it is necessary to rely on a comprehensive strategic approach in this area, in order to maximize the benefits from domestic and foreign investment and achieve the goals of economic diversification.

#### 6- Market access plan

The plan seeks to achieve comprehensive growth in the economic diversification industries in the Sultanate of Oman. It is a set of recommendations that include a list of actions that can be taken by relevant industries.

#### 7- Infrastructure plan

Infrastructure is an essential condition for sustainable development and, if properly planned, implemented, and maintained, will have a positive environmental and social impact, and will foster economic efficiency and job creation.

#### 8- The general framework for the KPIs of the economic diversification industries

This initiative aims to identify performance indicators that enable the Sultanate of Oman to monitor the development of economic diversification industries based on three main pillars: the contribution of the sector to the overall economy, growth characteristics of each sector, sectoral relations and indirect impact.

## Government Digital Transformation Program

### Overall Objective

This program aims to enable the government sector to develop a cutting-edge tool in the area of digital transformation that offers high-quality smart services, proactive measures, and a distinct digital experience. It also aims to maximize the benefits of advanced technologies by organizing, planning, maintaining close follow-up, and boosting productivity.

**Supervising Minister** Minister of Transport, Communications, and Information Technology

### Key Initiatives and Projects

Four practical streams have been developed to help achieve the program’s objectives, by defining the strategic goals and initiatives appropriate for each stream:



1. Excellence in e-services
2. Efficiency of infrastructure and digital solutions
3. Empowering national cadres and change management
4. Community participation and raising awareness about e-services

#### The program's major projects and initiatives:

1. "Raqmanah" for digitalizing government's priority services
2. Digital infrastructure development for service institutions
3. Unified portal for e-services
4. Digital empowerment for the national capabilities working in the government sector
5. Developing joint digital solutions for institutional planning
6. "Manjam" initiative to simplify government procedures
7. Classifying and indexing Government Services
8. National open data platform initiative
9. Accelerating government digital integration
10. Digital center for national administrative records

### The National Program for Carbon Neutrality

#### Overall Objective

Achieving net zero carbon dioxide emissions in Oman by 2050.

#### Supervising Minister Minister of Energy and Minerals

#### Key Initiatives and Projects

The program maintains a record of the Carbon Management Lab's outcomes, which are dispersed over several industries, namely energy (electricity), energy (oil and gas), manufacturing, cities and buildings, transportation, environment and economy. The following are some of the program's most notable initiatives and projects:

#### 1- National GHG Inventory

The platform's purpose is to create a unified national digital system to organize and manage the process of collecting, calculating, reporting, reviewing, archiving, and improving the GHG emissions estimates and all emissions removal related information, according to the methodology of the government authority concerned with climate change. The platform is also focused on monitoring the development of emission reductions through a digital infrastructure characterized by transparency and high-quality data. With cutting-edge technologies and software tools like business intelligence tools and others, the platform can be connected internationally in a simple and smooth manner.

#### 2- Building regulations and technical requirements "Omani Building Code"

In order to improve the efficiency, sustainability, and resilience of infrastructure facilities as a result of climate change and natural disasters, the project aims to establish the minimum security, safety, and public health requirements that must be fulfilled for buildings and constructions. By creating the technical guidance for sustainability and energy efficiency, the project will assist in achieving net-zero carbon emissions.

#### 3- Smart meters

According to the indicator set forth by the Authority for Public Services Regulation, this project seeks to reduce waste to 8% by the year 2025. It also seeks to significantly lower the cost of meter reading contracts by more than 80% from their current cost.

#### 4- Scope 1 and 2 GHG emissions reduction

By enhancing overall operating performance, utilizing modern technology, and carefully planning operations, the project aims to reduce GHG emissions within Scope 1 and 2 of the oil and gas concession areas during normal operation. All operators in the oil and gas industry in the Sultanate of Oman have collaborated on this project with the Ministry of Energy and Minerals.

#### 5- Incentives for the usage of electric vehicles

The goal of this initiative is to offer incentives for the usage of electric vehicles, which will help reach the annual target of 0.85 tons per capita.

#### 6- An Advisory study on the comprehensive transition to a green economy in the Sultanate of Oman

With a primary focus on investments, employment, and skills as well as supporting partnerships and integration among concerned entities to reinforce the green economy and keep up with the ongoing changes in both consumption and production patterns, the research project of the transition to a green economy will provide a macroeconomic approach to sustainable economic growth, helping in the implementation of global commitments regarding mitigating the adverse impacts of climate change.

The research's findings will also offer a framework for developing new business ventures, luring capital, making financial savings, and bringing down operating expenses (e.g., projected rises in energy and water bills) of the present budget.

## Communication and Media Efforts

### Ongoing Communication Efforts and Continuous Community Participation

Seeking to continue the participatory approach, adopted since the development of the Vision and through royal directives, Oman Vision 2040 Implementation Follow-up Unit used a variety of communication techniques to involve the community and keep it updated on the work being done to fulfill the objectives of Oman Vision 2040. These techniques included press publications, television and radio interviews, posts on social media, as well as hubs that brought unit officials and educational community; schools, colleges and universities together. Participations in forums and conferences that the Sultanate of Oman hosted in 2022 are also among these techniques.

The unit also hosted a number of officials from the Sultanate of Oman and abroad, and arranged meetings with specialists in the state's administrative apparatus. Similar meetings were also held with experts from private sector and all segments of society to underpin the significance of Oman Vision 2040 and its prospective role in social, economic, and environmental development, as well as to activate the role of the state's administrative apparatus in keeping pace with societal aspirations.

Moreover, the Unit promoted the vision among global organizations through its participation in international forums and conferences, as well as through meetings and bilateral encounters with specialists and experts from around the world, in order to avail of their expertise and employ them to address the challenges and lessen the impact of global economic changes during achieving the vision's goals and its pillars.

2022 Statistics of efforts made in Communication and media towards achieving Oman Vision 2040



Press  
releases



Radio  
interviews



TV reports  
and interviews



Social  
media



### Communication and Media Department

The Communication and Media Department at Oman Vision 2040 Implementation Follow Up Unit handles the vision's communication. It trains unit spokespeople to speak to the media about the vision, its developments, and work progress. It also organizes participation in activities, events, seminars, conferences, and exhibitions to promote the vision both nationally and internationally, and draw the community's attention to these efforts. It is also responsible for managing the website and social media platforms, publishing the annual report, and organizing the press conference of Oman Vision 2040. Through the Vision Offices in the entities, the department offers the support necessary to the communication and media departments in the state's administrative apparatus, allowing them to carry out their awareness-raising activities and promotional roles towards vision's realization.

### Communicative Program for the National Programs (Moving Forward with Confidence)

The goal of the program is to highlight the efforts of the national programs of Oman Vision 2040, their initiatives and projects. It aims to promote Oman Vision 2040, its pillars, priorities, initiatives, and national programs, develop communicative strategies for such programs, ensure that they are in line with the vision's communicative plans, and expedite the achievement of Oman Vision 2040's goals, directions and national programs. The program also highlights the national efforts exerted to realize the vision's goals by emphasizing the projects and initiatives that are part of the national programs, and by clarifying how the projects relate to the targets and how they represent the vision's indicators.

### Community Participation Program

Through a number of streams and in accordance with a specified implementation plan, the program seeks to forge partnerships and open lines of communication with all society groups during the realization of the vision. It also aims to boost community confidence in the vision, spread awareness of it, and fuel them to achieve it. Additionally, it attempts to

emphasize the role that all societal groups, the public and private sectors, and civil society institutions play in the implementation of the Vision. The program also seeks a sustainable mechanism to get the society involved in the vision, contribute to its realization, and voice views about it.

### Examples of the efforts made in various streams in 2022

#### • Council of Oman

- A visual presentation to the State Council members on the vision's objectives and the unit's strategies for supporting and monitoring implementation.
- A visual presentation to the Shura Council members on the vision's objectives and the unit's procedures for supporting and monitoring implementation.

#### Media Interviews

- Organizing the press conference in June 2022.
- Meeting with journalists participating in the International Federation of Journalists.
- Meeting with officials from the government entities' Vision Offices as well as communication and media departments.

#### • Participation in local exhibitions and forums

- Muscat International Book Fair 2022: a corner for Oman vision 2040, a set of accompanying events and a platform for discussions and sharing experience.
- 6th International Scientific Conference at Sultan Qaboos University: Delivering a speech on the legislative, judicial and oversight Priority.
- Omani Women Forum: Presenting a working paper entitled "The 2030 Agenda for Sustainable Development, Women and Innovation".
- Power Projects in the Middle East and North Africa (MENA): Presenting a working paper entitled "Outlook on the Energy Sector in the Sultanate of Oman".
- A symposium on simplifying government procedures at the University of Technology and Applied Sciences, Nizwa: An introductory presentation about Oman Vision 2040 and the initiative to streamline and digitalize government services.
- The National Symposium on the Ethics of Scientific Research, Technology and Innovation: A working paper entitled "The National Vision for Scientific Research and Innovation in the Green Economy".
- The Annual Forum for Career Guidance and Scientific Research organized by Oman Medical Specialty Board: A working paper entitled "Innovation in the Health Sector".
- Seminar on "Green Hydrogen: Production, Storage and Transport": A working paper entitled "Green Hydrogen in Oman Vision 2040".



- Oman Electricity and Energy Conference: A visual presentation on “The Future of Renewable Energy in the Sultanate of Oman”.
  - Seminar on “Education in the Sultanate of Oman: Towards Sustainable Education to Enhance Future Skills”: A working paper entitled “Education and Oman Vision 2040”.
- **Introducing the Vision to the private sector**
    - Organizing a workshop on the vision, its priorities and objectives at Zubair Corporation.
    - A visual presentation to Bank Muscat employees on the importance of digital transformation.
    - Arranging a visit to the unit for the members of “Ruwad Alizz” program organized by Alizz Islamic Bank.
- **Introducing the Vision to the education institutions**
    - Sultan Qaboos Air Academy: A lecture on the vision and the unit’s efforts to monitor its implementation.
    - The Military Technological College: a visual presentation of Oman Vision 2040 and the methods the unit employs to support and monitor its execution.
    - Ash Sharqiyah University: A lecture on Oman Vision 2040 and the role the unit plays to follow up on its implementation.
    - Oman Tourism College: An introductory lecture on the Vision and its main goals in the tourism industry.
    - Hosting a group of outstanding GED students.
- **External Participations**
    - 27th session of the Conference of the Parties of the UNFCCC: Reviewing the Sultanate of Oman’s efforts towards achieving Net zero and signing MoU in the field of energy.
    - The annual meeting of the Global Federation of Competitiveness Councils (GFCC) and the Global Innovation Summit 2022: Participating in a group discussion entitled “Building Confidence and Social Capital to enhance Competitiveness”.
    - The United Nations Development Program (UNDP): Discussing means of cooperation in spheres related to the Vision.
    - The World Bank: Discussing the indicators issued by it.
    - Expo 2020 Dubai: Introducing the Vision to the Sultanate of Oman’s pavilion’s visitors.

## Conclusion

With Oman Vision 2040 moving forward through several accomplishments in its various priorities, including the creation and development of national and enabling programs that focus the national efforts of various industries on specified and vital targets, the road ahead, though, is long, and we must continue to seek efficient solutions to the challenges we face, translating them into opportunities and inspiring success stories. No effort shall be spared in pushing the wheels of our Vision forward; strengthening collaboration among us, based on our national duty in realizing the Vision, a responsibility that involves all of us, the sons and daughters of our beloved nation.

Based on its role in monitoring the Vision’s implementation, Oman Vision 2040 Implementation Follow-up Unit is releasing this annual report that details its roles and endeavors, as well as its support for the government’s efforts towards achieving the Vision, for which it shares responsibility with the private sector, as well as the local and civil sectors, based on each party’s capacity and roles in carrying out this national duty.

The Unit promises that it will continue to support all involved entities in carrying out their obligations in accomplishing the Vision. It shall continue to provide and publish accurate and precise data and indicators of progress in national and enabling programs, as well as other efforts stemming from the Vision, in addition to its efforts as a national body charged with follow-up, support, empowerment, and facilitation for other parties from various industries.





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