



Oman Vision 2040
Implementation Follow-up Unit



Annual Report 2021

Annual ²⁰
Report 21



Guiding Words

“We will protect our national interests, as they are the most important constants of the next phase, the directions and targets of which were set by “Oman Vision 2040”, with the prime aim of transforming all aspects of life. It is a true embodiment of 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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H.E Dr. Khamis Saif Hamoud Al Jabri
Chairman of Oman Vision 2040 Implementation Follow-up Unit



Unremitting national efforts were made under the leadership of His Majesty Sultan Haitham bin Tariq -may Allah protect him- and with a **broad participation by all segments of society**, in order to formulate the final document of Oman vision 2040 to become the national key reference and a guide for the Sultanate of Oman's economic and social planning during the period 2021–2040. The document defines the national priorities, strategic goals and indicators necessary to join the world's developed countries by 2040. There is no doubt that the outputs of the Vision are promising and comprehensive, where its document covers four main pillars: **People and Society, Economy and Development, Sustainable Environment, Governance and Institutional Performance**, under which 12 national priorities, 75 strategic directions, and 68 international and local indicators are included.

The establishment of Oman Vision 2040 Implementation Follow-up Unit pursuant to Royal Decree No. (100/2020) promulgated on August 18th, 2020 is **one of the most important tools to ensure the realization of the Vision** in the next phase, by means of following up on the entities concerned with implementing the vision's objectives and indicators, as well as providing support and assistance to them. Driven by the principles of transparency and community participation - one of the most prominent principles of Oman Vision 2040 - the 1st annual report issued by the unit generally highlights Oman's position in terms of the implementation of Vision indicators, as well as the main national efforts pertaining to the requirements of the current phase, by means of the national programs under implementation. The 1st annual report also presents the work methodologies and mechanisms that the unit pursues to follow up and evaluate the implementation of the Vision. Noting that Oman's current position in the indicators may not necessarily reflect the efforts made in the early years of the Vision, as such indicators are measured on a periodic basis (from one to three years), in addition to the fact that some indicators take years to demonstrate the effect of such efforts.

The unit developed a general implementation model for the vision to set the order of priorities and define their "cause and effect" relationship. Therefore, the priorities of Oman Vision 2040 are divided into three levels: **Level 1:** a set of priorities, namely: Economic Leadership and Management, Governance and Institutional Performance, Legislative, Judiciary and Oversight System. Such priorities serve as a cornerstone, and achieving them lays down the foundation for the implementation of the other priorities of the Vision, while failure to fulfil them will adversely affect the achievement of the remaining priorities. **Level 2:** includes two sets of priorities, the first group includes the priorities of Private Sector, Investment and International Cooperation, Economic Diversification and Fiscal Sustainability, Labor Market and Employment, Governorates Development and Sustainable Cities, in addition to the priority of Environment and Natural Resources.

If the private sector is empowered to build a strong diversified economy capable of keeping abreast with the changes, ensures fiscal and economic sustainability, suitable job opportunities, preserves the environment and achieves optimal and sustainable use of natural resources, this will help bring up a generation on the foundations of the Omani identity and values, with responsible citizenship, well-being, innovation, constructive criticism, and competitive skills that keep pace with the future aspirations. This is what the other set of priorities aspire to: Health, Citizenship, Identity, National Heritage and Culture, Education, Learning, Scientific Research and Innovation, which in turn will accelerate the sustainable economic development, along with all its aforementioned components. Consequently, living standard will be improved and the well-being set out in the Vision will be achieved, which is represented in **level 3** of this model, specifically the priority of "Well-being and Social Protection".

On the other hand, within the efforts exerted by the unit to develop an action plan for the vision, based on the main objectives of the 10th Five-year Development Plan, and the determinants of the above

model, and in line with the financial and economic conditions during the launch of Oman Vision 2040, not to mention the unexpected changes that occurred since the preparation of the Vision document until its launch, the unit had to establish realistic work methodologies to deal with all these circumstances in addition to the requirements set in the Vision, which would be a good starting point for an integrated implementation plan, from the strategic level to the operational level, taking into account the challenges and requirements of each stage.

The unit has developed five methodologies. The **Main Methodology** is concerned with the general follow-up of the Vision's priorities and their enablers, in addition to the periodic analysis of each priority in terms of efforts made to achieve its objectives. The **Improvement of Vision Indicators Methodology** focuses on conducting a thorough follow-up of the Vision's composite indicators, especially international indicators that have a huge impact on Oman's competitiveness in global indices, and on setting specific plans to improve these indicators, by means of identifying and bridging the gaps. The **Intensive Follow-up Methodology** aims at developing accelerated **National Programs** to address the priorities of the phase, in line with the objectives of the 10th Five-year Plan. Each program has an independent management, and a dedicated team, and serves as an umbrella for a set of initiatives and projects followed up through detailed work plans.

The **Foresight Methodology** is concerned with monitoring all new developments on the local and global arena, applying them on the priorities of the vision, and providing appropriate recommendations in order to develop an action plan to make use of the opportunities, avoid potential risks, and encourage the implementing entities to adopt them. The **Rapid Intervention Methodology** is applied when an unexpected challenge occurs at the national level, in which the challenge is quickly studied and analyzed, and then a program is developed to address the challenge, focusing on quick wins. In light of this, the unit's administrative operations system has been designed, its human cadre have been distributed, and its work methods are well defined, in line with the requirements of implementing the aforementioned methodologies in a practical way.

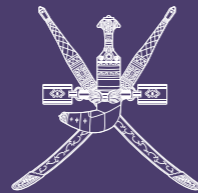
As the current government efforts to achieve Oman Vision 2040 are centered on dealing with the financial and economic challenges since the launch of the vision, the national programs have been launched for a period ranging between (1-4 years), aimed primarily at supporting the priorities related to these challenges, in line with the objectives of the 10th Five-year Plan, namely: the Economic Diversification and Fiscal Sustainability: the "**National Program for Financial Sustainability**" and the "**Economic Diversification Program** -under development-" aspiring to complement and enhance the national efforts exerted in this field; Labor Market and Employment: the "**National Employment Program**", Private Sector, Investment and International Cooperation: the "**National Program for Investment and Export Development**", and Governance of the State's Administrative Apparatus, Resources and Projects: the "**Digital Transformation Program**", as they

correspond to the conditions of the current phase and address its challenges. This is a necessary and preliminary step towards achieving the Vision, taking into account that the initiatives and projects emerging from these programs fulfil the requirements of other priorities in other pillars: People and Society, Sustainable Environment, Governance and Institutional Performance.

In a related context, the unit is currently focusing more on following up the implementation of the vision's priorities, through the efforts put in the aforementioned national programs to improve financial and economic indicators, aimed at achieving fiscal sustainability and stimulating economic diversification, especially as this matter allows the unit to facilitate coordination with various relevant entities within the framework of an integrated work system, in order to develop detailed implementation plans for them, according to clear performance indicators set to monitor and follow up on their effect on priorities. The national programs also feature clear governance structure to escalate its challenges, noting that such programs are not concerned with the direct implementation of the initiatives and projects emanating from them, as it is the role of the responsible government entities, and the programs follow up the progress of these initiatives and seek to address the challenges they face, in order to achieve the objectives of the program.

Furthermore, the unit is working on designing a "**Dashboard Monitoring System - DMS**" that links the **main Vision indicators** with **sectoral indicators** (indicators of improvement during the year to achieve Vision objectives), **program indicators** (stages of implementation), and the efforts exerted in initiatives and projects of each sector, in addition to following up the establishment of Vision offices in various government entities, to form a direct link between the unit and those entities during the implementation follow-up of the vision's indicators and targets.

In conclusion, I would like to extend my sincere gratitude and deep appreciation to the unit's staff for their constant and admirable efforts, clearly demonstrated in their enthusiasm and keenness to develop various programs, and their firm support for government entities -despite various challenges- was a crucial motivator in realizing what has been accomplished so far. I would also like to extend my sincere thanks to the government entities, private sector and civil society for their effective contribution and commendable support to achieve the directions of our Vision. May Allah Almighty grant us success to serve our cherished nation, enlightened by the royal directives of His Majesty Sultan Haitham bin Tariq -may Allah protect him- and perpetuate the bounties of prosperity and welfare on Oman and its loyal people.



Oman Vision 2040
Implementation Follow-up Unit

Introduction

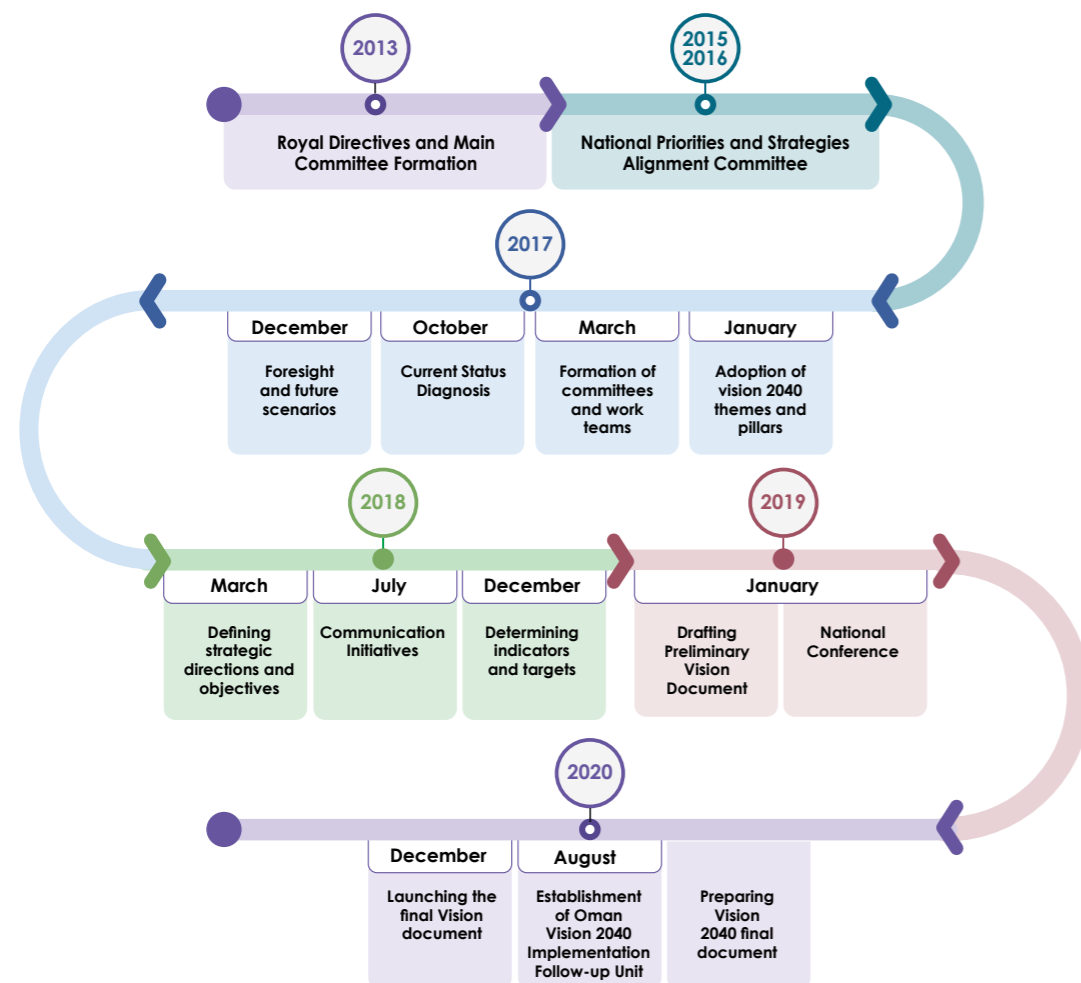


Oman Vision 2040

Oman Vision 2040 was developed in line with the royal directives of the late Sultan Qaboos bin Said -may Allah have mercy on him- and has been adopted as a guide and reference for planning during the period 2021-2040, taking into account the economic and social reality, objective foresight, and ability to keep pace with local, regional, and global changes. The vision aims to make Oman one of the world's developed countries in terms of economy, society, and environment, as well as governance and institutional development.

The vision was developed through phases, with committees and teams including experts and professionals, to work in line with the best scientific procedures and international practices. They started by defining the vision pillars, then diagnosing the current situation of the country, and setting the national priorities. A future foresight forum was held for the vision to promote integration amongst all roles and sectors, followed by the delivery of a series of workshops aimed at developing scenarios and defining the vision's strategic directions, objectives, and indicators.

Oman Vision 2040 timeline



The following are some of the most significant aspects addressed throughout the process of determining the vision's national priorities:

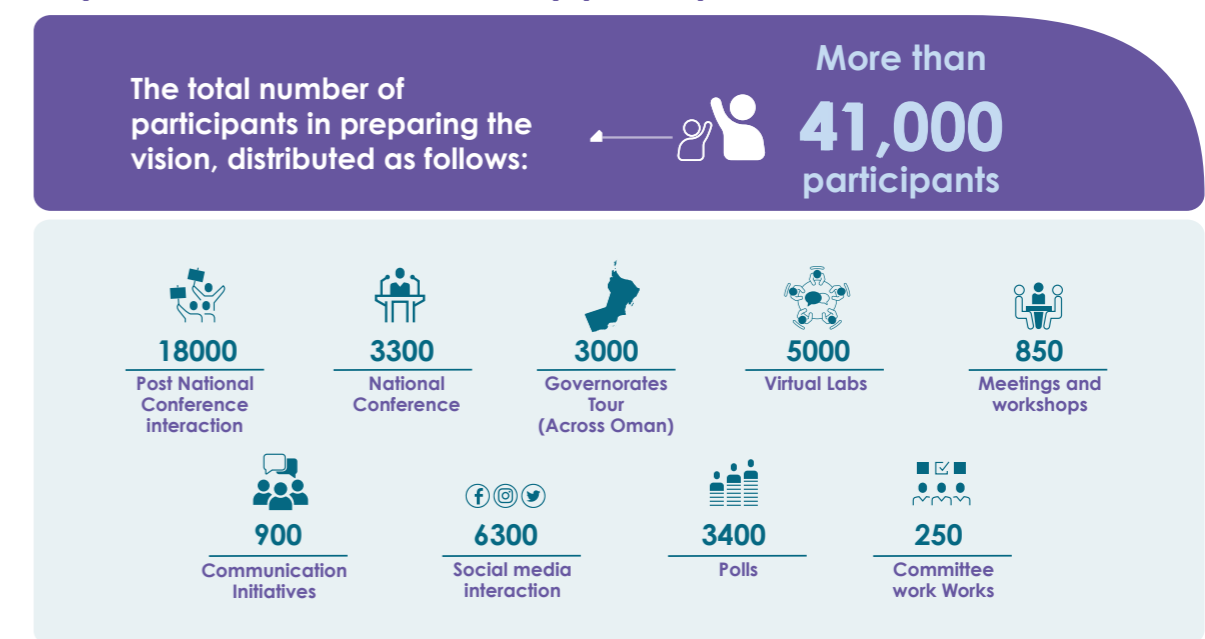
- Redefining the roles between the public and private sectors and civil society institutions.
- Achieving a developed, diversified and sustainable national economy.
- Modernizing the education system and supporting scientific research and innovation.
- Balanced distribution of development capabilities between governorates.
- Conservation of natural resources and distinctive environmental elements.
- Health-care systems and services development.

The vision also focused on governance given its significance and influence on national priorities, in terms of engaging control, effective use of national resources, and attaining principles of integrity, transparency, justice, and accountability.

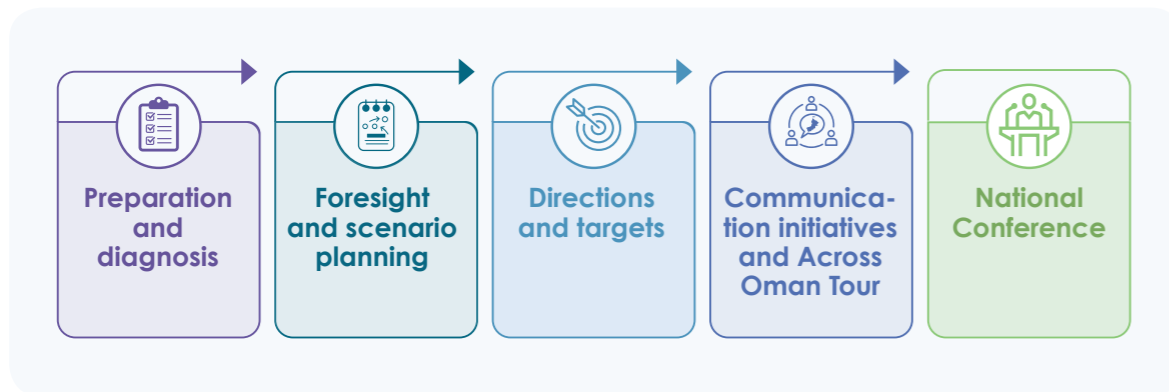
Community participation

In order to enhance the role of the different sectors of the Omani society in building the future of our country, Oman Vision 2040 has developed a participatory approach at which individuals from different parts of the Sultanate shared their views and inputs at different stages of the Vision development. It targeted the government and private sectors, civil society institutions, municipal councils, academic institutions, and other sectors such as women, youth, media professionals, people with special needs, university and school students, in addition to a group of expatriates.

Key statistical data for society participation



Community participation stages:



Oman Vision 2040 document

His Majesty Sultan Haitham bin Tariq approved the launch of Oman Vision 2040 in December 2020, the document of which revolves around 12 national priorities falling into four main pillars:

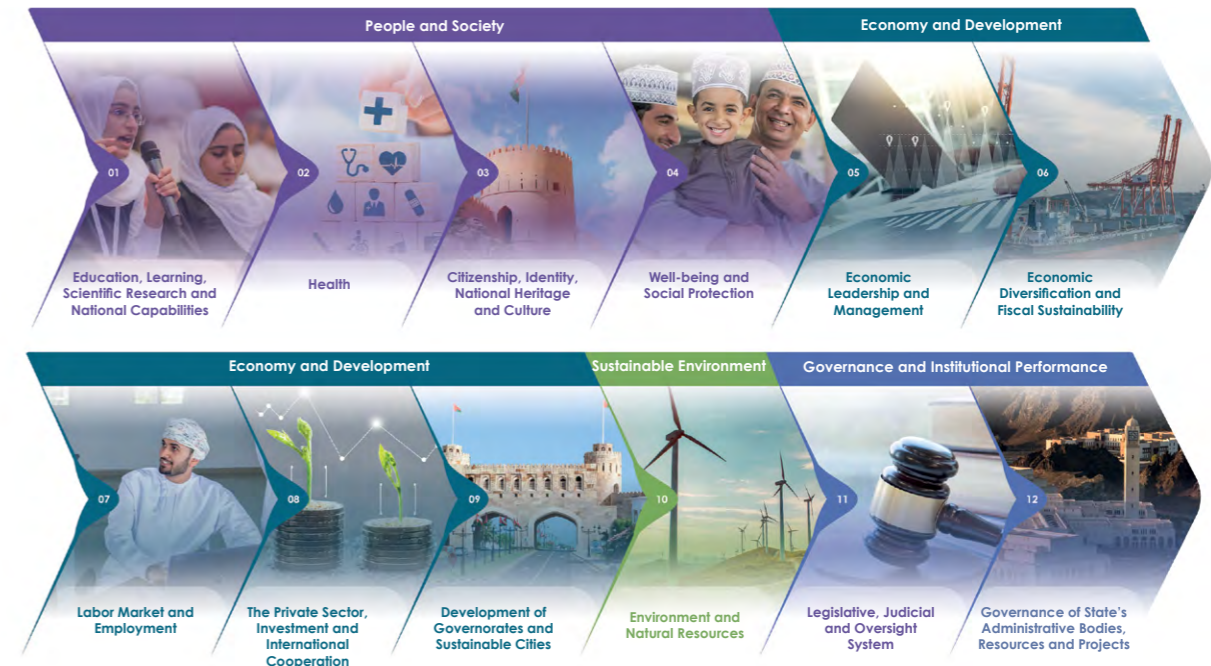


The document addresses each priority independently, including a detailed explanation of the priority's strategic direction, objectives, and international and national indicators. Each indicator's target performance in 2030 and 2040 was determined, as well as an explanation of the relationship between the vision's strategic directions and the 2030 Sustainable Development Goals.

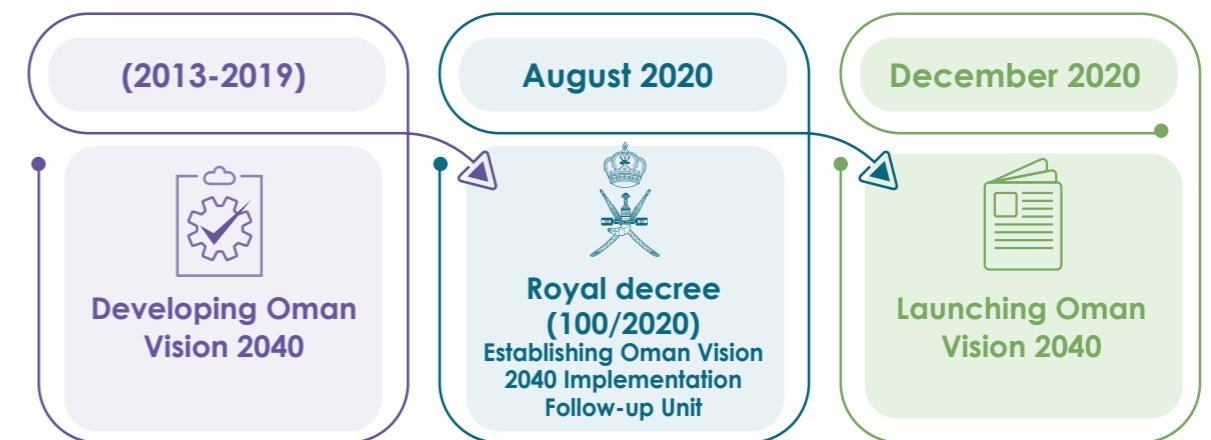
Oman Vision 2040 document components



Vision pillars and priorities



Oman Vision 2040 Implementation Follow-up Unit



Oman Vision 2040 Implementation Follow-up Unit was created by virtue of Royal Decree no. 100/2020 issued on August 18, 2020. The unit reports to the Council of Ministers and follows up on the work carried out by public and semi-government entities, and observe the roles of different sectors related to the vision's programs, according to their respective capacities and mandates. The unit also provides necessary support and proposes appropriate solutions to existing challenges, while ensuring integration of efforts.

Roles and responsibilities of Oman Vision 2040 Implementation Follow-up Unit

- Following up the achievement of the targets, results and indicators of Oman Vision 2040.
- Creating a motivating environment to achieve Oman Vision 2040.
- Following up policies related to easing procedures and facilitating services.
- Supporting the implementing entities and promoting effective partnership with all entities.
- Developing the procedures that ensure providing the best services to the customers of the service-based government entities.
- Promoting cooperation between government entities and the private sector to ensure the implementation of the vision's plans and projects.
- Enhancing cooperation with government entities and enabling them to develop the quality of their service as per the adopted principles, in addition to achieving excellence and adopting the culture of innovation and the best practices in total quality management.

Vision, mission, and values of Oman Vision 2040 Implementation Follow-up Unit

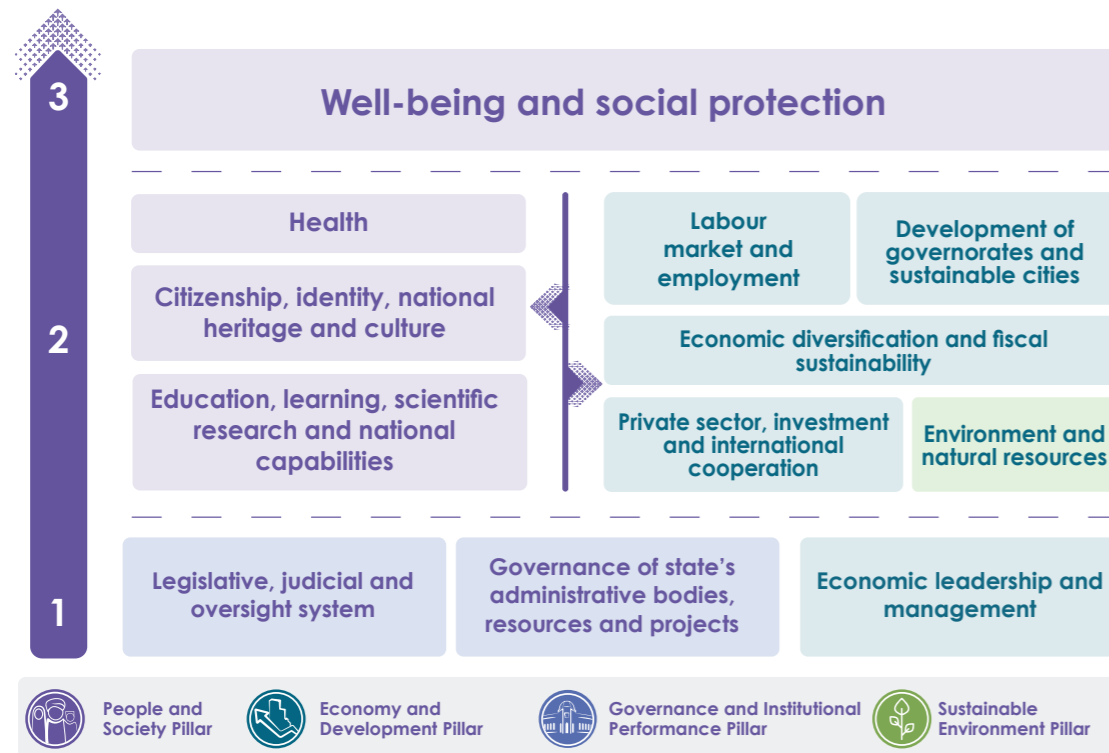
Vision, Mission and Values		
 Vision Together, we achieve the Vision	 Mission Follow up the implementation of Oman Vision 2040 plans and programs, strengthen partnership between entities, and enable them to achieve the Vision's objectives	 Values <ul style="list-style-type: none"> • Focus on results and priorities • Creativity and flexibility to find solutions • Cooperate to achieve goals • Continuous improvement and development • Neutrality and objectivity • Credibility

Grounds the unit relies upon to follow up the vision implementation

- Partnership**
 The vision's success is the responsibility of all of us, without exception, in our respective positions, capabilities, and responsibilities. The vision was developed and crystallized with broad participation, and the unit will continue following up the implementation of the vision's objectives and indicators with the entities responsible of implementation.
- Flexibility**
 The vision document has been designed to be adaptable with performance indicators that may be adjusted to keep pace with continuous changes.
- Responsibility**
 The entity responsible of implementation will be in charge of ensuring that the targeted vision indicators are achieved.
- Integration**
 The unit was established to support the concerned entities to achieve the vision, enhance cooperation and integration among them, as well as follow up implementation as per adopted methods, procedures, and operational plans.

Interrelation between vision priorities

Once established, and to ensure achieving the objectives of Oman Vision 2040, the unit focused on analyzing the vision priorities and interrelating them using Cause and Effect Diagram, in order to identify the most important priorities that lead the way to achieving the vision.



Having analyzed all the national priorities of the Vision, its goals and indicators, it became clear that they are interrelated in one integrated system. The figure above shows how priorities interrelate according to the cause and effect model:

1. The arrow pointing from bottom to top indicates that each priority depends on the priorities that precede it.
2. The first level shows the main priorities that form the basis for the remaining priorities.
3. The two arrows pointing to the right and left in the second level show the interrelationship between the priorities of three pillars: People and Society, Economy and Development, and Sustainable Environment, as there is a mutual influence between economic and development sectors on one hand, and social sectors on the other.
4. The third level shows the desired effect of all priorities, which is to be reflected in the priority of well-being and social protection for Omanis.

The Unit's methodologies in following up and supporting the achievement of Oman Vision 2040

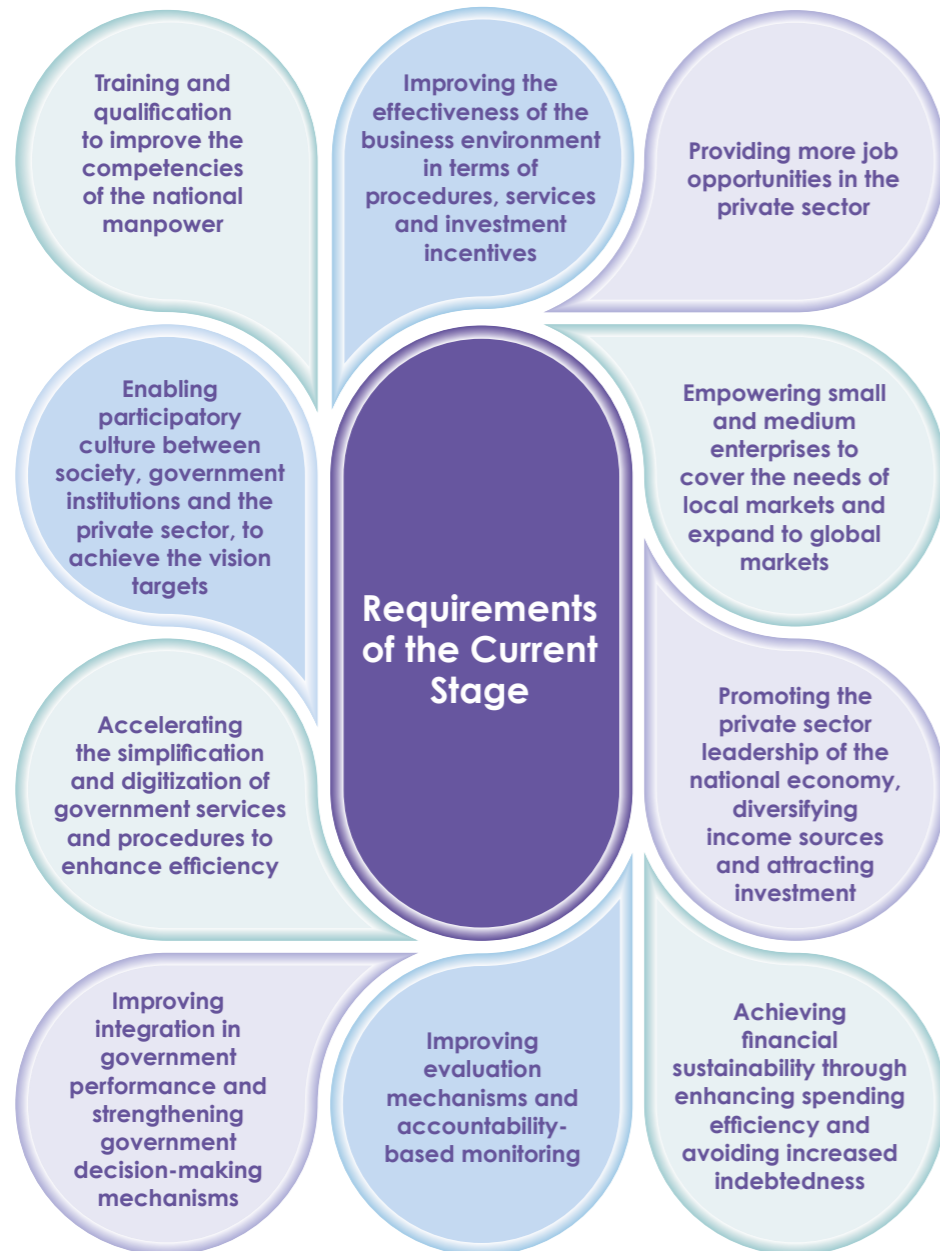


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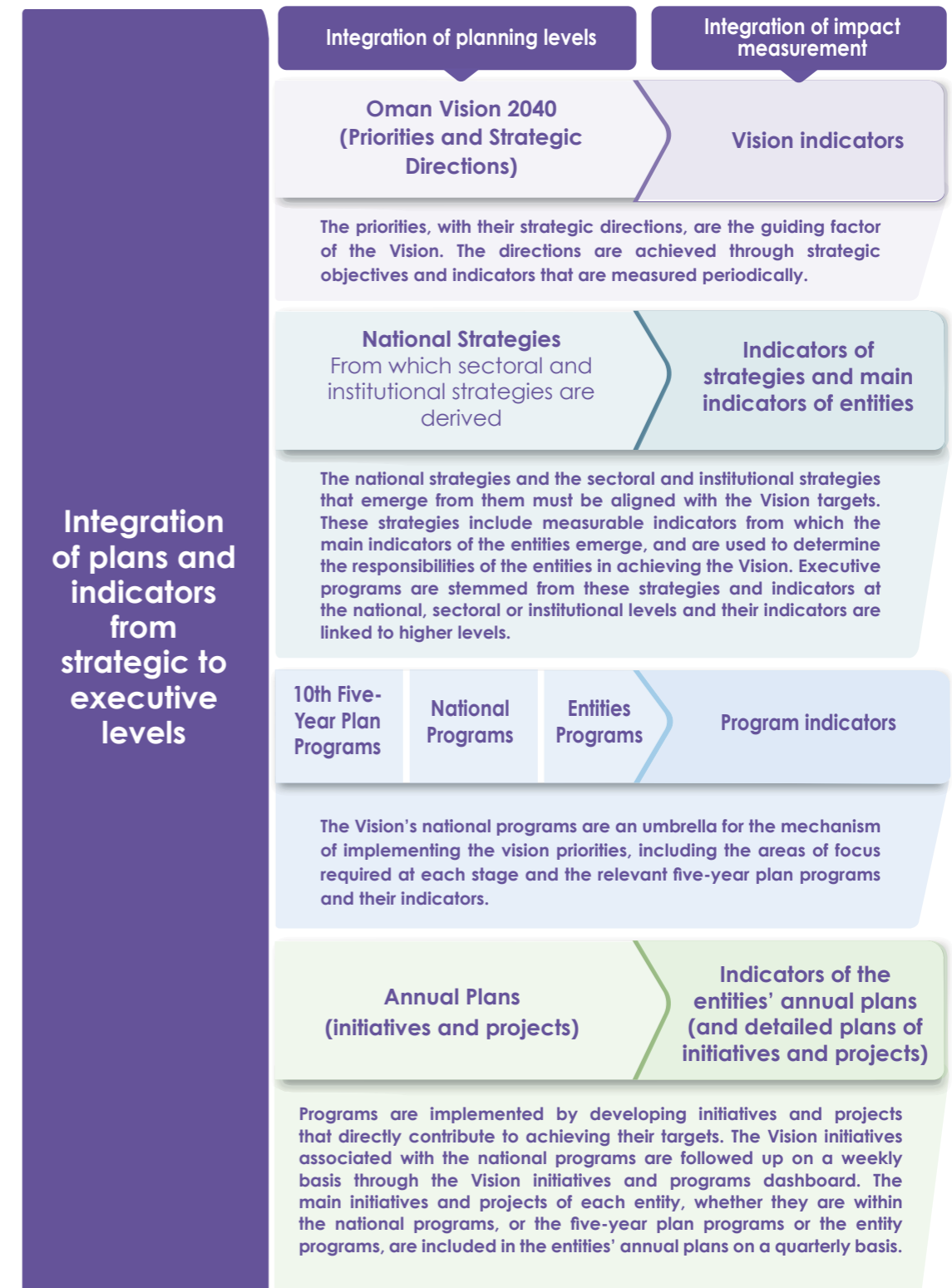
Challenges and requirements of the current stage

Since the launch of Oman Vision 2040, the country faced many challenges at the local and international levels, like the inflation of public debt, decline in Oman's credit rating, falling and instability of oil prices, impact of Covid-19 Pandemic, in addition to a number of requirements such as:



Integration of plans and indicators from strategic to executive levels

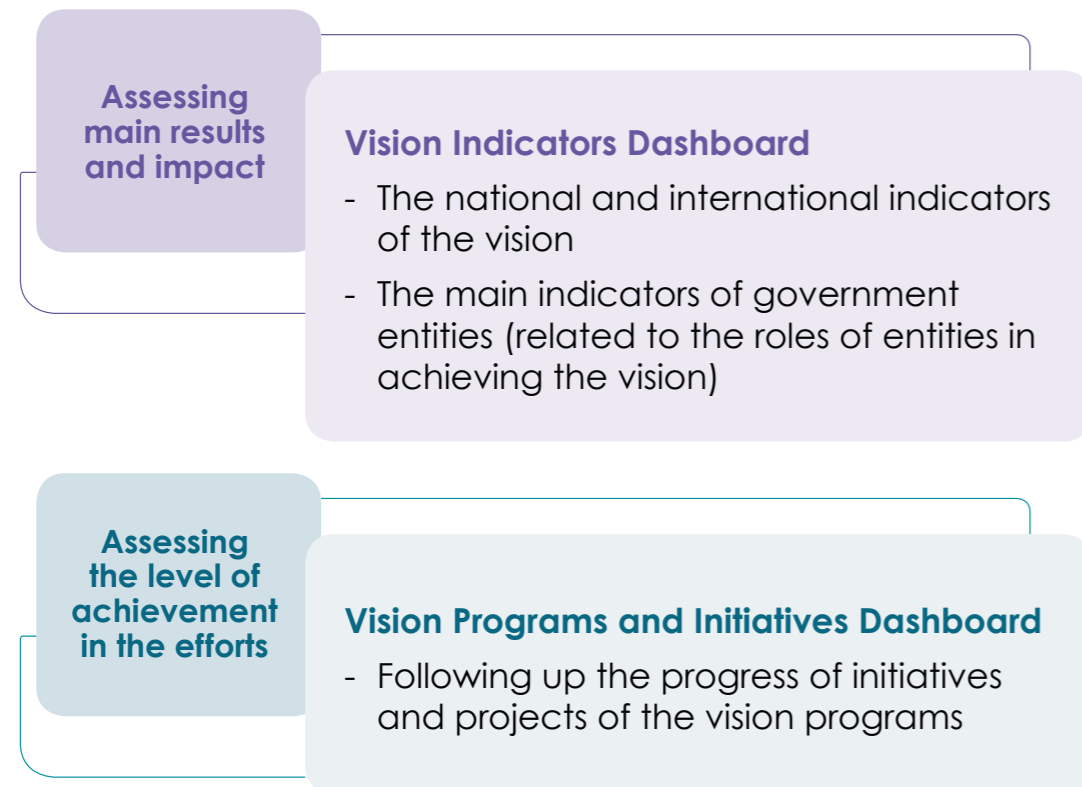
After analyzing the vision priorities, the unit focused on creating a clear system of planning, starting from the strategic level, reaching down to the executive level that includes programs and their detailed plans. In addition, it identified the impact of applying this system through performance indicators for every level of planning.



Follow-up System

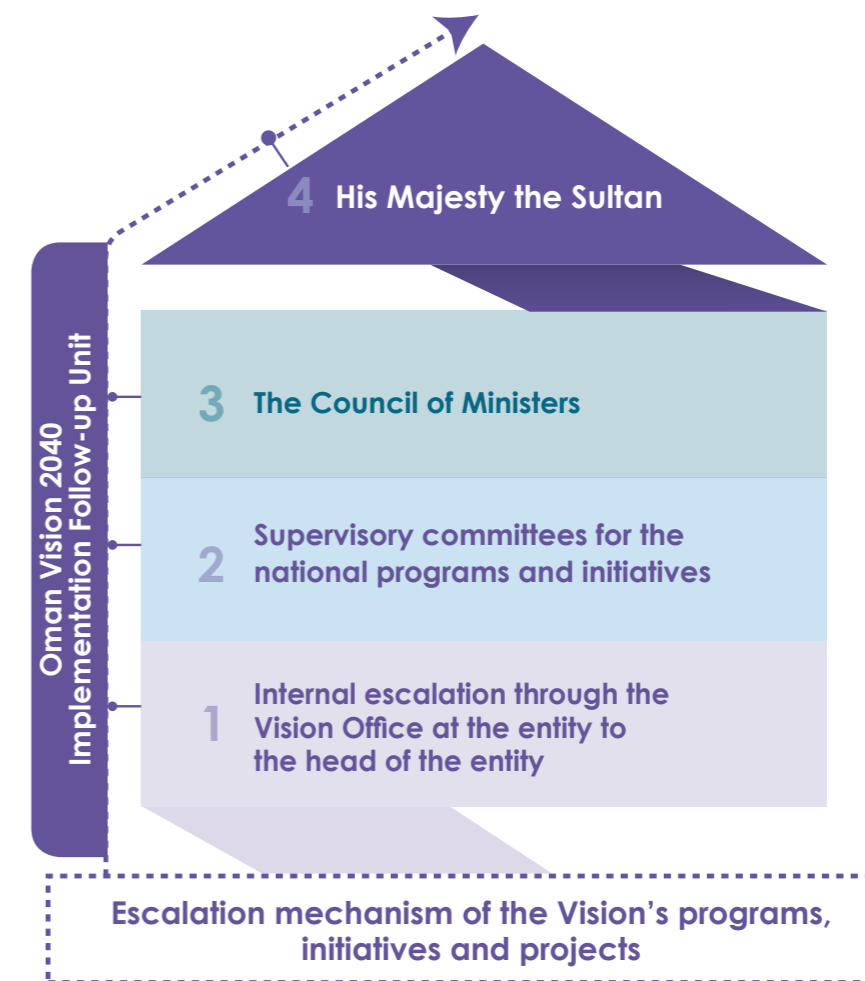
Integrated National Dashboard for Indicators

The dashboard is one of the key drivers for the successful implementation of the follow-up and monitoring system, as the dashboard links the key indicators of the Vision with the operational indicators of the sector and program indicators. These are followed up and evaluated regularly at different levels.



Escalation Mechanism of the Vision's programs, initiatives and projects

The Unit has set a clear process to escalate any challenges faced by national programmes, initiatives and projects at different stages and address them promptly at the regular meetings or platforms designated for this purpose. Initially, it seeks to address the challenge internally within the concerned entity, and then escalate it to higher levels to be resolved within a specific timeframe.



Reports

Oman Vision 2040 Implementation Follow-up Unit prepares weekly, monthly, quarterly and annual reports to monitor the progress made in achieving the objectives of Oman Vision 2040, the national and international indicators and the challenges that may face the implementation. Some of these reports monitor local and international changes, and are updated on an annual basis to link the latest updates with Oman Vision directions. Other reports monitor the progress of Oman's ranking in the international indicators.

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Vision Offices

To ensure the application of the best international practices in achieving national visions, the establishment of the Vision offices is one of the most important tools for the success of Oman Vision 2040. Vision Offices are responsible for following up and ensuring the implementation of various entities' roles in achieving Vision 2040 objectives. These offices act as the link between government entities, Oman Vision 2040 Implementation Follow-up Unit, and the relevant entities.

In order to activate the royal directives to establish offices for Oman Vision 2040 that directly report to the heads of government entities, the unit developed the organizational structure for the Vision Offices and identified their functions and working mechanisms. It also set the framework for knowledge transfer and the mechanisms for creating programs, developing their indicators, and following up on their implementation.

The most important roles of Vision Offices:

- Ensure the quality of Vision related plans
- Ensure the quality of the outcomes of development sessions related to the Vision
- Performance management and reporting Vision related programs and initiatives
- Support, resolve and escalate challenges facing the Vision initiatives and programs related to the vision
- Enhance awareness of Oman Vision 2040 among the entity's staff

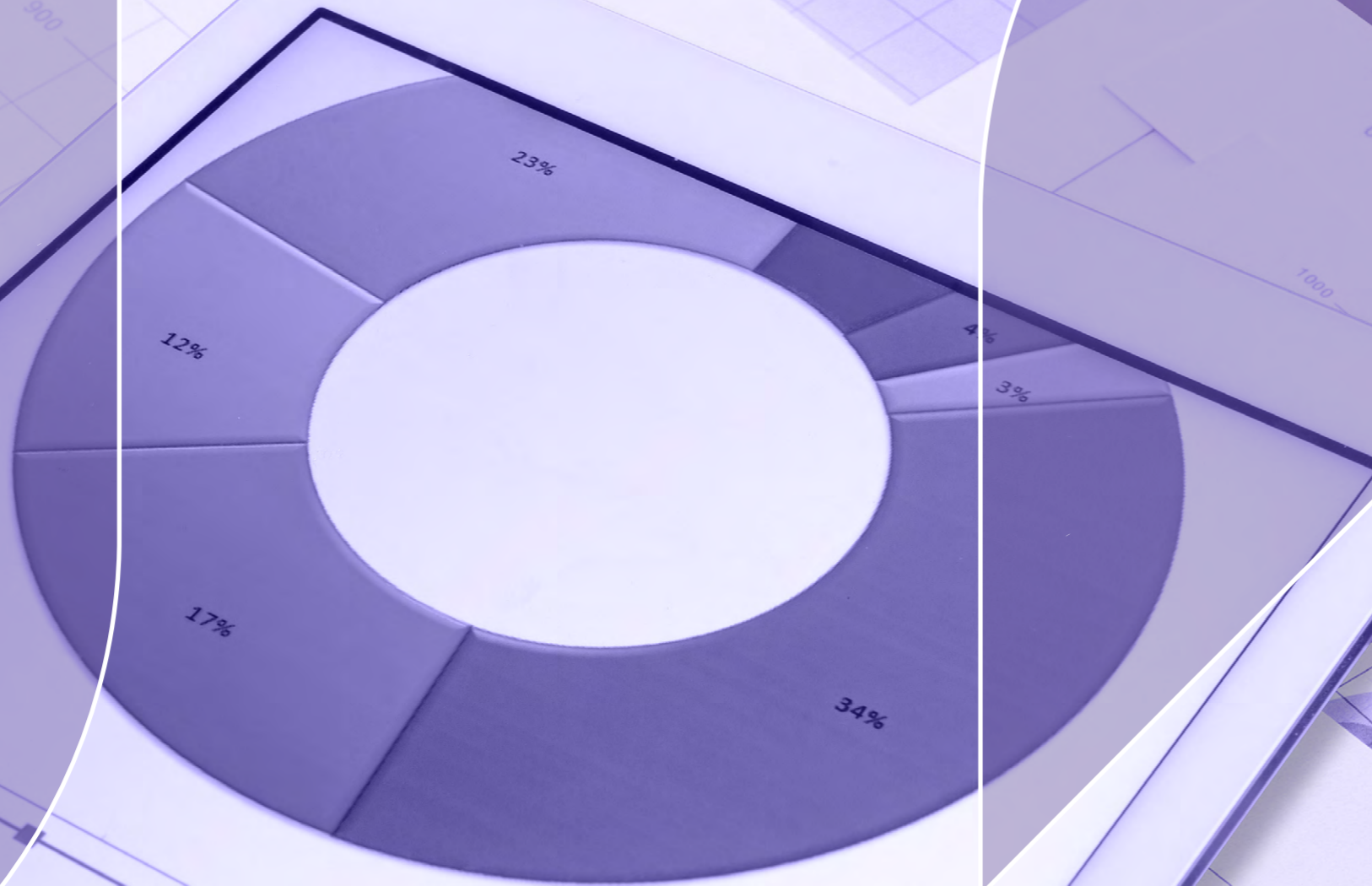
Sector Development Platforms

Knowledge Transfer Program

Since its establishment in August 2020, the unit designed and held several workshops with government entities responsible for economic sectors. All these workshops were part of a comprehensive program to transfer knowledge and expertise to these entities, as well as sharing the methodologies, initiative development process, target identification steps, KPI development procedures and the follow-up mechanism. In the first phase, these workshops targeted entities responsible for economic sectors, in order to complete economic diversification initiatives and projects.

Platform	Platform description	Time frame	Effort level	Outputs	Participants
Lab	A large-scale platform that aims to bring about a fundamental change in a specific sector	4 - 6 weeks	High	Integrated programs that include initiatives and projects	Stakeholders in the sector
Development Workshop	A platform for designing initiatives and projects to enhance the sector's performance	1 - 2 weeks	Average	Initiatives and projects	Stakeholders in the sector
Clinic	A focused platform for solving a specific issue or challenge	1 - 2 days	Low	Solutions and recommendations	Relevant stakeholders of the issue/ challenge

Oman Vision 2040 Indicators



What is a KPI?

A key performance indicator is a measurable value that represents the level of improvement in the country's performance in a specific sector or field. It is used to track the country's progress in achieving its strategic goals.

Oman Vision 2040 Indicators

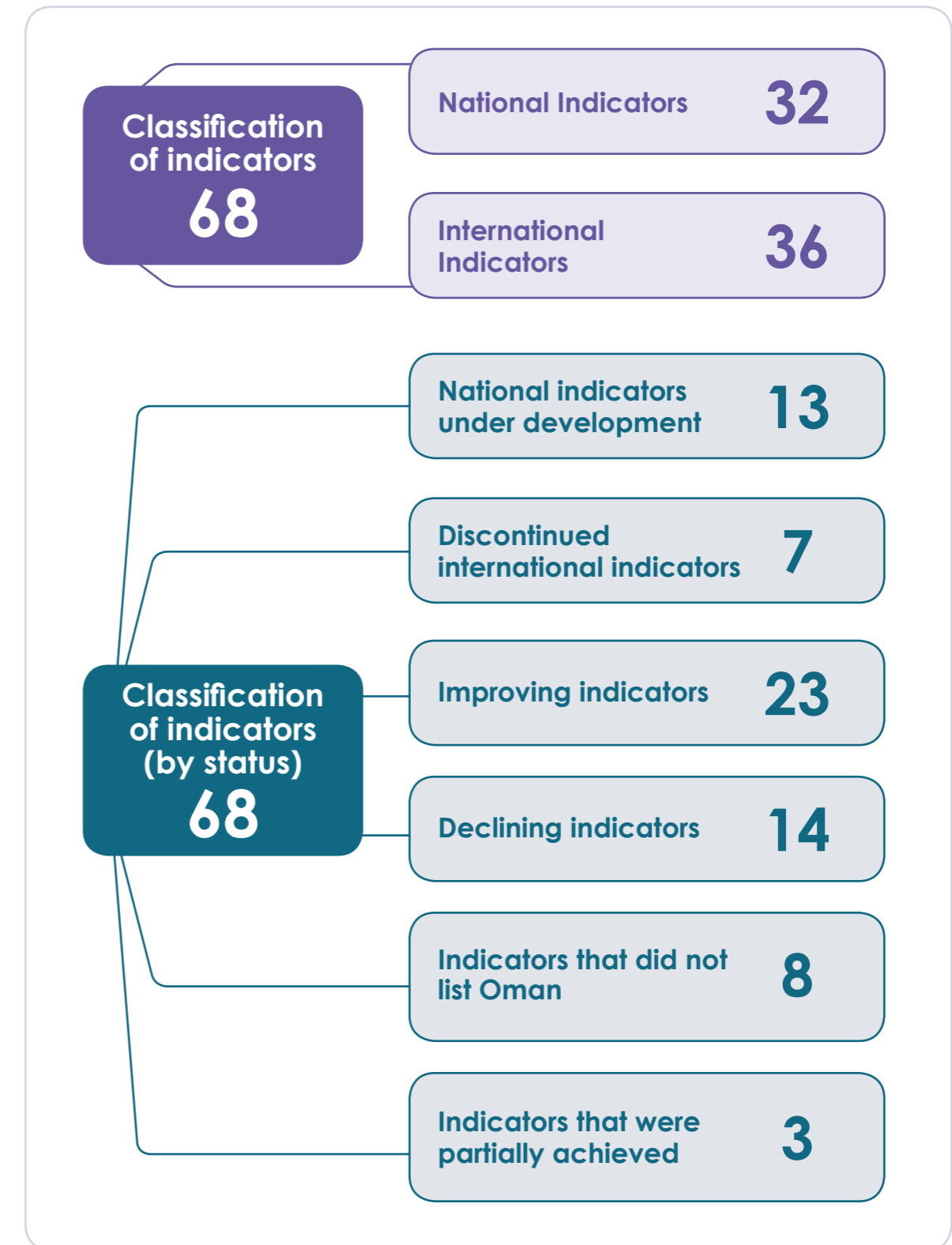
Oman Vision 2040 has defined a set of international and national indicators within each priority, and the Sultanate of Oman aims to achieve a certain rank or value in these indicators in 2030 and 2040.

During the process of reviewing the vision indicators, some challenges have emerged, including those related to international indicators, the continuity of which cannot be predicted due to their instability, and some international organizations responsible for calculating these indicators stopped calculating them for many reasons. In addition, these organizations change the methodologies for calculating their indicators every few years, as a mechanism to improve these indicators and ensure that they meet the requirements at each stage, which affects the values and ranks of the countries listed in the indicator. Also, Oman vision 2040 indicators were determined a long time ago, after which the country went through several financial and economic challenges, in addition to the implications of Covid-19 pandemic.

Therefore, and in order to ensure the achievement of the targets of these indicators, and verify their effectiveness in measuring and evaluating the track to achieving the vision, the unit is currently collaborating with the Ministry of Economy, the National Center for Statistics and Information, and relevant entities to review all vision indicators in detail in order to determine what needs to be modified, developed or added, and aspires to come up with clear targets for every five years (2025, 2030, 2035, 2040).

All indicators of Oman Vision 2040 and their latest updates will be highlighted below, bearing in mind that the results of these indicators reflect the current reality of the indicators, which is the result of efforts made in previous years, given that any endeavor to improve many indicators may take more than two years to show signs of change. It is noteworthy that 2021 is the first year of the vision, and some indicators are still not updated for this year.

General statistics on Oman Vision 2040 Indicators



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What is the difference between international and national indicators?

International Indicators

- It is calculated by international organizations.
- Most international indicators consist of several sub-indicators, and each sub-indicator has an impact on the final result of the general indicator according to its weight in the calculation, and this depends on the importance of the sub-indicator according to the organization's point of view.
- Each international indicator has a specific time cycle for calculation determined by the organization that issues it (annual/ every two years/ every several years).
- Most international indicators are issued in the form of international reports in which the results of the indicators are presented after analyzing them according to the standards set by the organization.
- The report usually displays the values of the indicators and the ranking of countries according to the values they achieved in the general indicator and sub-indicators.
- To ensure the improvement of international indicators, it is necessary to find national initiatives and projects to improve the areas of the sub-indicators.
- With regard to the international indicators that depend on surveys, the organization sets a specific time for collecting data through special questionnaires sent by the organization to specific groups selected by the organization itself.
- It is necessary to know the time frame and the categories involved in these surveys, to ensure that they are aware of the most important initiatives and achievements related to the indicator.

National Indicators

- It is calculated locally and most of them are issued by the National Center for Statistics and Information (NCSI) in the form of periodic statistical reports.
- The NCSI collects indicator data from the relevant government bodies.
- Some indicators are calculated through methods designed by international organizations, but it is preferable to rely on calculating these indicators locally to ensure that the data is up-to-date and accurate.
- Linking government institutions to NCSI contributes to improving the quality and accuracy of data.
- A unified national methodology must be adopted to calculate these indicators and publish them by the concerned entities, in order to improve the accuracy of the data and reduce mistakes in the data of international organizations.

An Overview of the Main Oman Vision 2040 Indicators

International Indicators:

Indicator	Baseline	Current status	2030 Target	2040 Target	
Global Innovation Index	2018 69 /127 countries	2021 76 /132 countries	Top 40 Countries	Top 20 Countries	↑
Global Competitiveness Index	2018 47 /140 countries	2021 & 2020 Not calculated	Top 30 Countries	Top 20 Countries	
Skills, Global Competitiveness Index	2018 36 /140 countries	2021 & 2020 Not calculated	Top 20 Countries	Top 10 Countries	
Government effectiveness, World governance indicators	2017 81 /209 countries	2020 88 /214 countries	Top 30 Countries	Top 10 Countries	↓
Environmental Performance Index	2018 115 /127 countries	2020 110 /180 countries	Top 40 Countries	Top 20 Countries	↑

Analysis of the Main International Indicators

Regarding Oman's performance in the main international indicators during 2020 and 2021, there is an improvement in the ranking of the Sultanate of Oman in the Global Innovation Index, reaching 76 in 2021 compared to 84 in 2020. Also, Oman achieved a higher ranking in the Environmental Performance Index in 2020 compared with 2018. On the other hand, it declined in the ranking of Government Effectiveness, World Governance Indicators, going back to 88 in 2020, compared to 81 in 2017. This happened before the restructuring of the government bodies in the second half of 2020, which might have a positive impact on the indicator in the future.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

National Indicators:

Indicator	Baseline	Current status	2030 Target	2040 Target	
GDP per capita	2017 Value 7617.8 OMR	2021 Value 7657.1 OMR Rate of increase 0.15%	Rate of Increase 40%	Rate of Increase 90%	↑
Real GDP Growth Rate	2017-2020 3.6% Average	2021 Value 2.95%	Rate of Increase 5%	Rate of Increase 5%	↑
Non-oil sectors share of GDP	2017 61%	2021 72.8%	Value > 83%	Value > 90%	↓
Net Inflow of FDI to GDP	2017 4.12%	2020 4.5%	Value > 7%	Value > 10%	↑
Omanis employment share of total jobs created in the private sector	2016 11.6%	2021 16.5%	Value > 35%	Value > 40%	↑

Analysis of the Main National Indicators

The national indicators witnessed an improvement in general during 2021 as a result of the gradual recovery of economic activities after Covid-19 pandemic, in addition to the rising oil prices, which in turn increased the oil revenues and the economic activities depending on it. Regarding the non-oil sector contribution to GDP, the indicator shows a decline due to the surge in oil activities contribution.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

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Priority: Education, Learning, Scientific Research and National Capabilities

Strategic Direction: Inclusive Education, Lifelong Learning, and Scientific Research that Lead to a Knowledge-based Society and Competitive National Talents

This priority mainly aims at building qualified and competitive national capacities, making optimal use of the outputs of scientific research, and creating an integrated and sustainable system to support innovation.

The Indicators

Global Innovation Index

International

A composite index that measures innovation performance in countries through innovation inputs and outputs. Innovation inputs are measured based on institutions, workforce, infrastructure, market development and business development, whereas innovation outputs are measured based on knowledge, technology and creativity outputs.

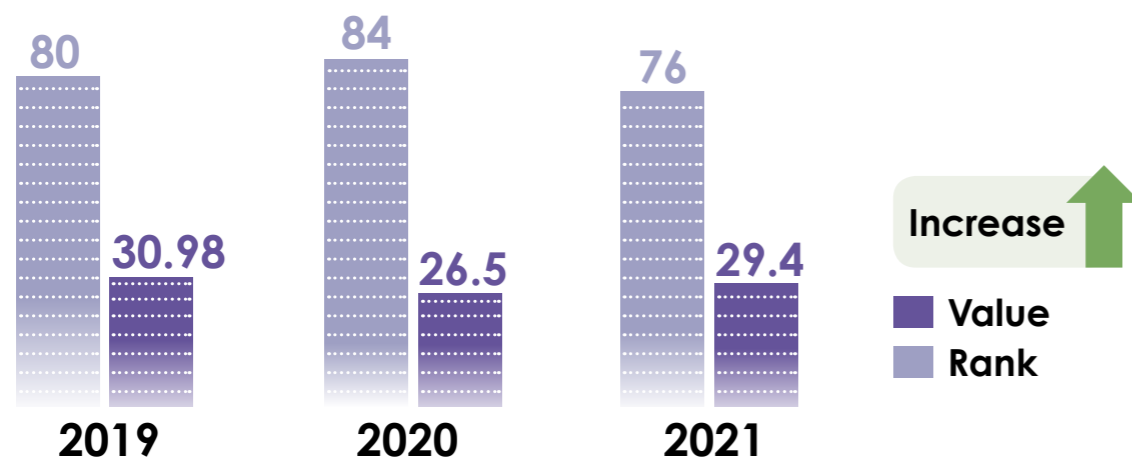
2030 Target

Value > **41.19** or
Top **40** countries

2040 Target

Value > **51.98** or
Top **20** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Skills, Global Competitiveness Index

International

Skills is one of the Global Competitiveness Index pillars. It is focused on the skills of school and higher education outputs, and the institutions' investment in training their employees and aligning their skills with the requirements of the labor market.

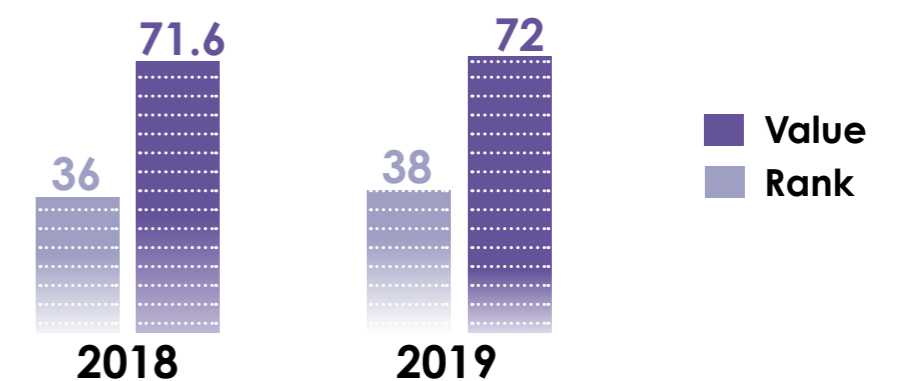
2030 Target

Value > **76** or
Top **20** countries

2040 Target

Value > **83.2** or
Top **10** countries

Sultanate of Oman Rank/Value



Remark: The index was not calculated in 2020 and 2021 for Oman due to Covid-19 pandemic.

*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

Global Talent Competitiveness Index (GTCI) International

An indicator that measures the ability of a country to compete for talent. It includes 6 pillars: empowerment, attraction, growth and retention, technical and vocational skills, and global knowledge skills.

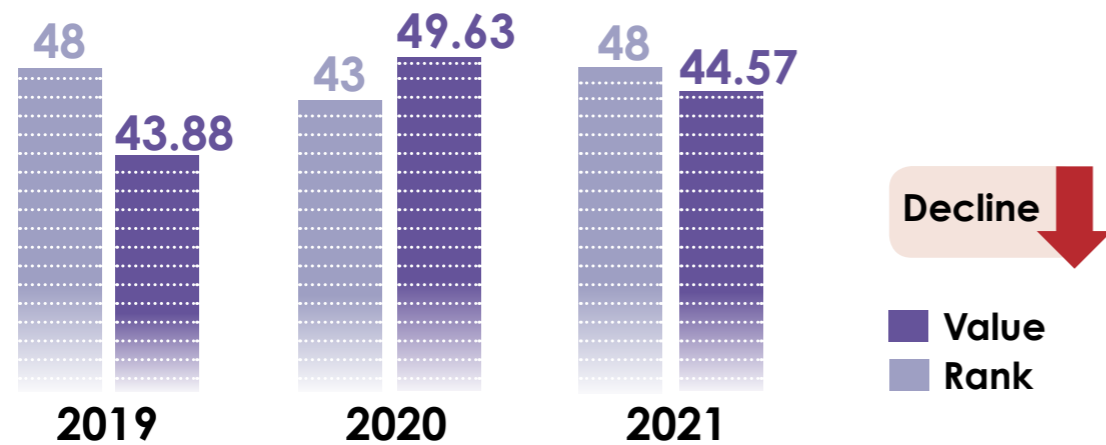
2030 Target

Value > **55.57** or Top **30** countries

2040 Target

Value > **62.63** or Top **20** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

QS World University Ranking (number of Omani universities listed within the top 500 universities) International

An index of universities rankings, focusing on academic reputation, including the employment opportunities for graduates, student to faculty ratio, citation per faculty score, international faculty ratio, and the percentage of international students at university.

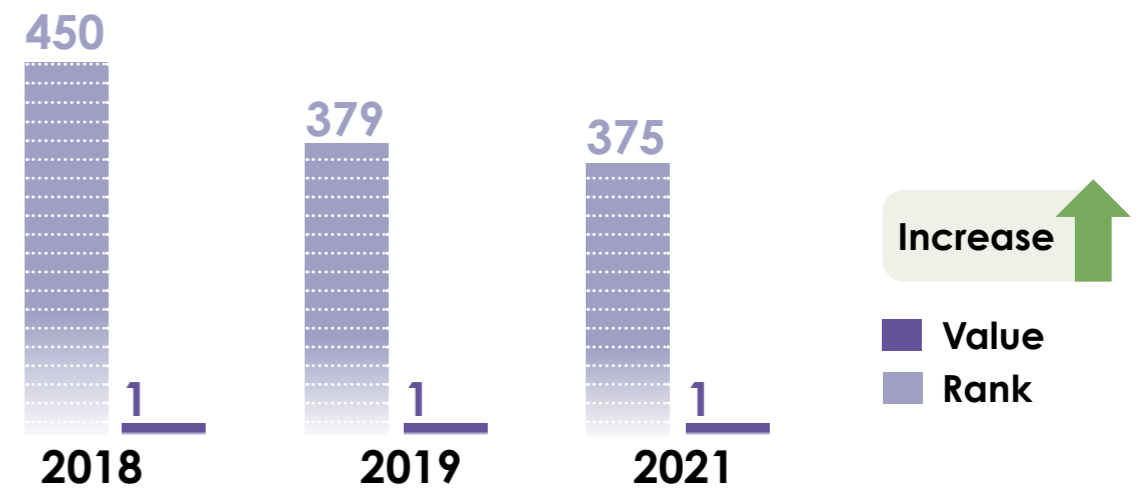
2030 Target

3 Universities

2040 Target

4 Universities

Sultanate of Oman Rank/Value



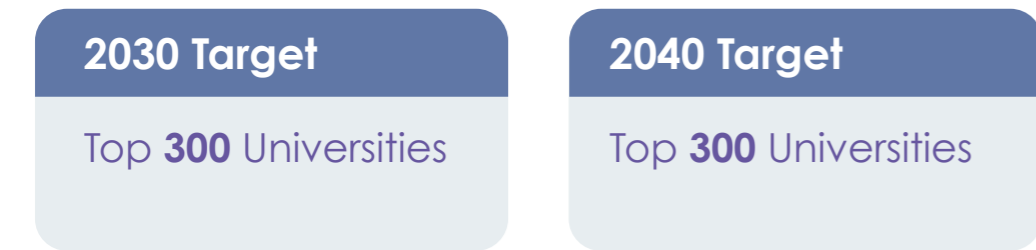
*The report does not include all updates related to the indicators, as some of them are published later in the year.



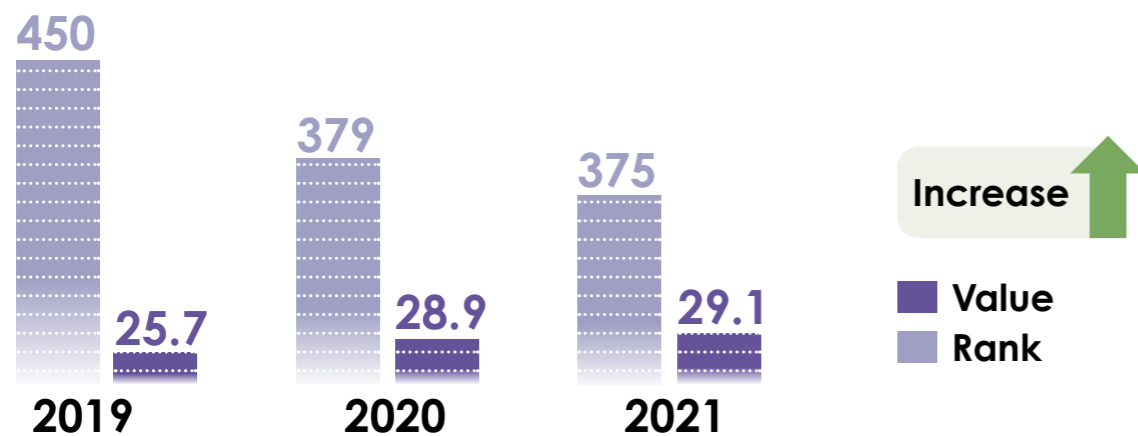
The Indicators

QS World Universities Ranking (Average ranking of Omani universities listed within the top 500 Universities) International

An index of universities rankings, focusing on academic reputation, including the employment opportunities for graduates, student to faculty ratio, citation per faculty score, international faculty ratio, and the percentage of international students at university.



Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

The Education for All Development Index International

The Organization that issued the index stopped calculating it.

Global Human Capital Index International

The Sultanate of Oman is not listed in the index, awaiting the results of the comprehensive review of vision indicators to decide whether to list it, replace it, or delete it.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Health

Strategic Direction: A Leading Healthcare System with International Standards

This priority mainly aims at upgrading health services to achieve the best international standards, and improve the citizens' healthy life expectancy.



The Indicators

Legatum Prosperity Index - Health Factor International

An indicator that measures the physical and mental health services, healthcare and health protection.

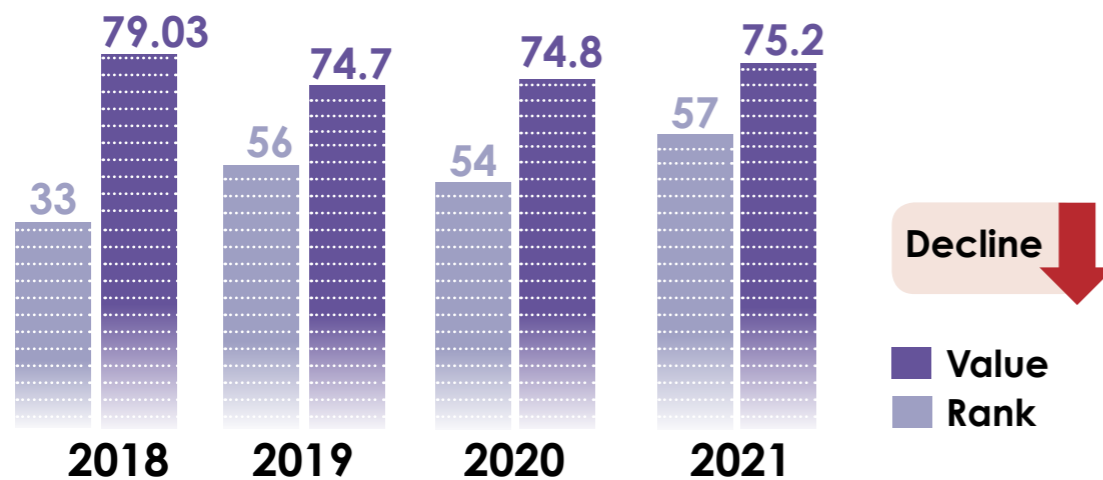
2030 Target

Value > **81.257** or
Top **20** countries

2040 Target

Value > **81.257** or
Top **20** countries

Sultanate of Oman Rank/Value



Remark: The methodology for calculating the index was changed, which led to a drop in Oman's ranking starting from 2019.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Healthy life expectancy at birth International

An indicator that measures the average number of years a person can live in perfect health, taking into account the period of non-fatal and non-disabled illnesses and injuries.

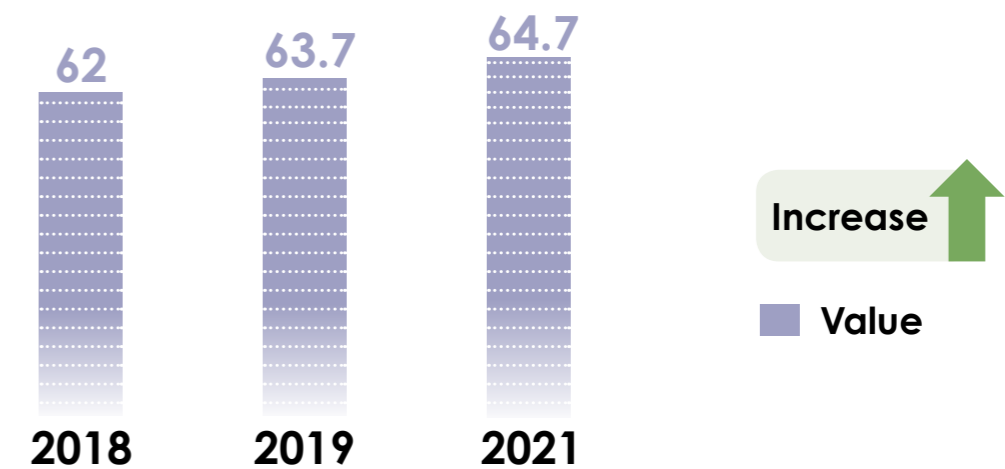
2030 Target

67 Years

2040 Target

70 Years

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Citizenship, Identity, National Heritage and Culture

Strategic Direction: A Society that is Proud of its Identity and Culture, and Committed to its Citizenship

This priority mainly aims at achieving a balance between the society's belonging to its identity, culture and heritage, and being open to the world, in addition to building a society of responsible members who know their rights, and are committed to their duties.



The Indicators

Security, Global Competitiveness Index **International**

Security is one of the Global Competitiveness Index pillars that include several sub factors, which are: the cost of organized crime on business, the homicide and terrorism's incidents and crimes, and the reliability of police services.

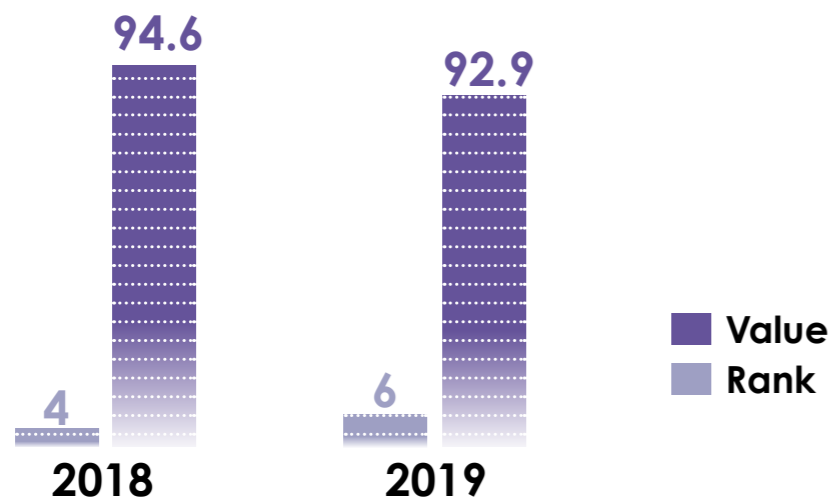
2030 Target

Value > **94.6** or
Top **5** countries

2040 Target

Value > **94.6** or
Top **5** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Legatum Prosperity Index – The Social Capital Factor **International**

This index includes several sub factors, namely personal and family relationships, social networks, personal trust, institutional trust, and civil and social participation.

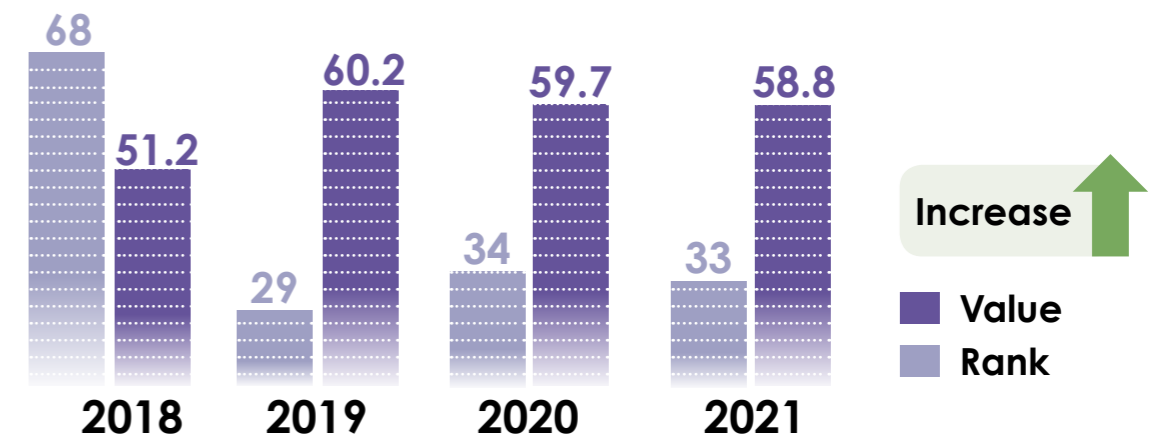
2030 Target

Value > **60.062** or
Top **20** countries

2040 Target

Value > **63.905** or
Top **10** countries

Sultanate of Oman Rank/Value



Remark: A major change in Oman's ranking between 2018 and 2019 due to a change in the methodology of calculating the index.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Well-being and Social Protection

Strategic Direction: A Decent and Sustainable Life for All

This priority aims mainly at creating an effective social protection system, and improving the standard of living and welfare for all segments of society.



The Indicators

Social Progress Index

International

An indicator that measures the social progress in countries through their ability to meet the basic needs of citizens, enhance and maintain the quality of their lives.

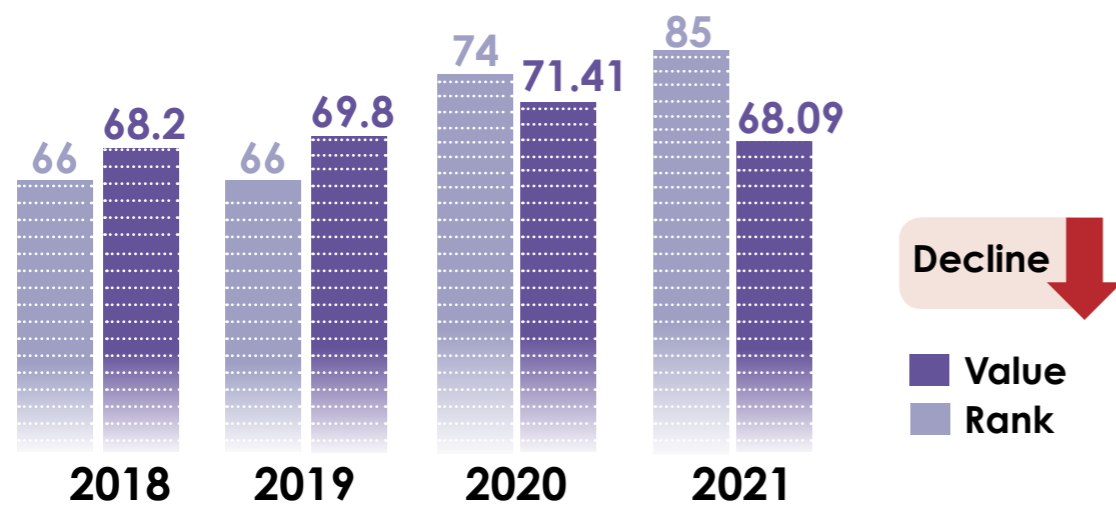
2030 Target

Value > **76.27** or
Top **40** countries

2040 Target

Value > **86.76** or
Top **20** countries

Sultanate of Oman Rank/Value



Remark: The participation of more countries in the index led to the decline of Oman ranking starting from 2020.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Human Development Index

International

A composite indicator that measures the well-being of people in the world, through 3 pillars: life expectancy (life expectancy at birth), academic performance (literacy and enrollment in primary, secondary and university education), and standard of living (GDP per capita).

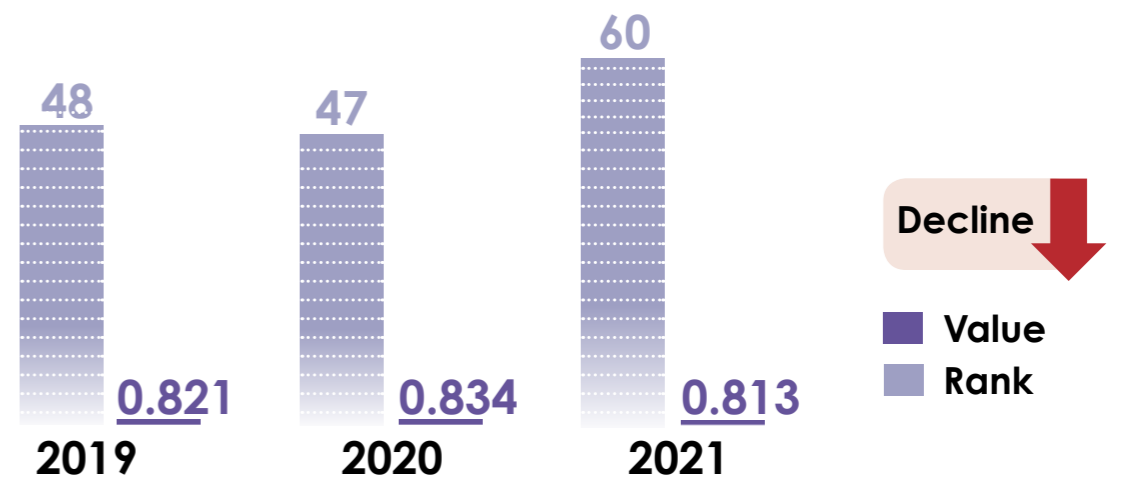
2030 Target

Value > **0.871** or
Top **30** countries

2040 Target

Value > **0.908** or
Top **20** countries

Sultanate of Oman Rank/Value



Remark: the decline in GDP, which led to a decline in GDP per capita in 2020, contributed to the decline of Oman's ranking in the index.

*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

Youth Development Index

International

An indicator that measures youth performance and development in several main areas, namely education, health, job opportunities, political participation, and civil engagement.

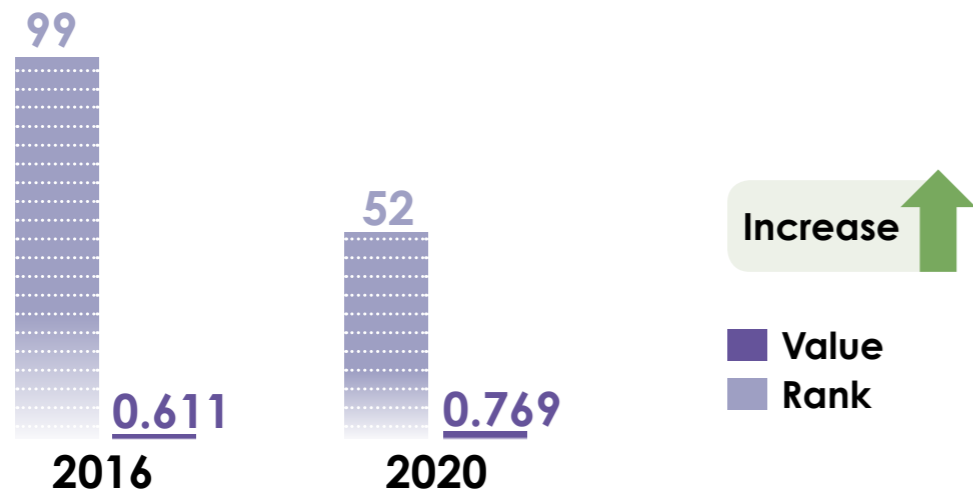
2030 Target

Value > **0.717** or
Top **40** countries

2040 Target

Value > **0.737** or
Top **30** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

GDP per Capita (constant Prices)

National

An indicator that calculates the gross domestic product (GDP) at constant prices over the population.

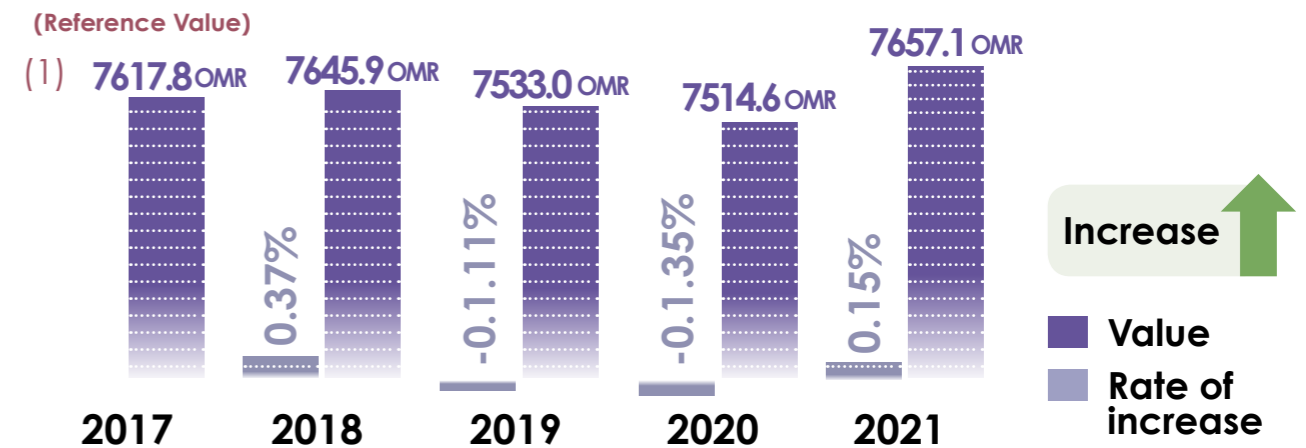
2030 Target

40% increase

2040 Target

90% increase

Sultanate of Oman Rank/Value



(1) The base year of calculating the GDP was updated (2018) in the Statistical Yearbook 2021

Remark: Big improvement compared to 2020 after the increase of GDP in 2021.

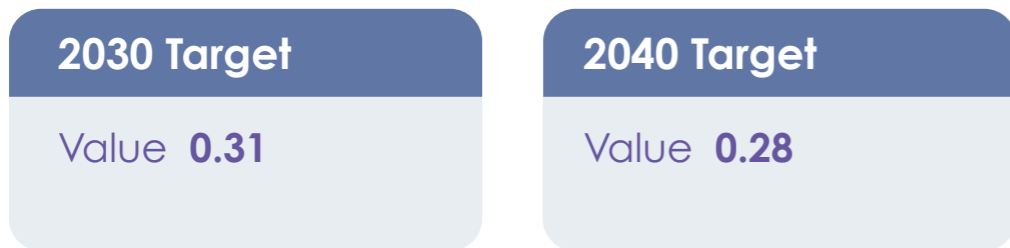
*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

Gini coefficient (Household Expenditure and Income) National

An indicator that measures the disparity in the distribution of income among the entire population. The higher the indicator value, the more uneven distribution of income. It is equal to zero in the case of complete equality in the income distribution.



Sultanate of Oman Rank/Value



Remark: The index effect is only visible at intervals, so it is preferable to follow up the index values every 4 years. The target in the first ten years is to maintain the current value. The current fiscal measures may increase income inequality, which poses a challenge to this indicator.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Analysis of the People and Society Indicators

Regarding the education priority, there is a need to replace The Education for All Development Index (stopped) as the current indicators do not provide a direct and efficient view of the progress in the education quality, which is being considered in the current review of the vision indicators. In another context, The Global Innovation Index is one of the composite indicators characterized by its comprehensiveness and multiple areas of measurement. The Sultanate of Oman has achieved an improvement in the performance of the index, as it advanced 8 ranks from 84 (2020 report) to 76 (2021 report). As for the health priority, the gradual improvement of Healthy Life Expectancy at Birth indicator shows a consistent improvement in this priority. An important indicator that measures the level of economic development in a country and its social impact is GDP per capita (at constant prices). The performance in this indicator dropped in 2020 by -1.35% compared to 2019, but improved in 2021 as a result of the increase in real GDP.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Economic Leadership and Management

Strategic Direction: A Dynamic Economic Leadership with Renewed Capabilities Operating within an Integrated Institutional Framework

This priority mainly aims at creating an effective economic leadership that is characterized by integrative and rapid decision-making and that keeps abreast of economic and social changes.

The Indicators

Global Competitiveness Index

International

The World Economic Forum publishes the Global Competitiveness Report annually, which uses the Competitiveness Index to classify the countries of the world in terms of their economies and their ability to attract investment. The index includes 110 variables generally related to economic prosperity. The variables are calculated either through open data or through opinion polls.

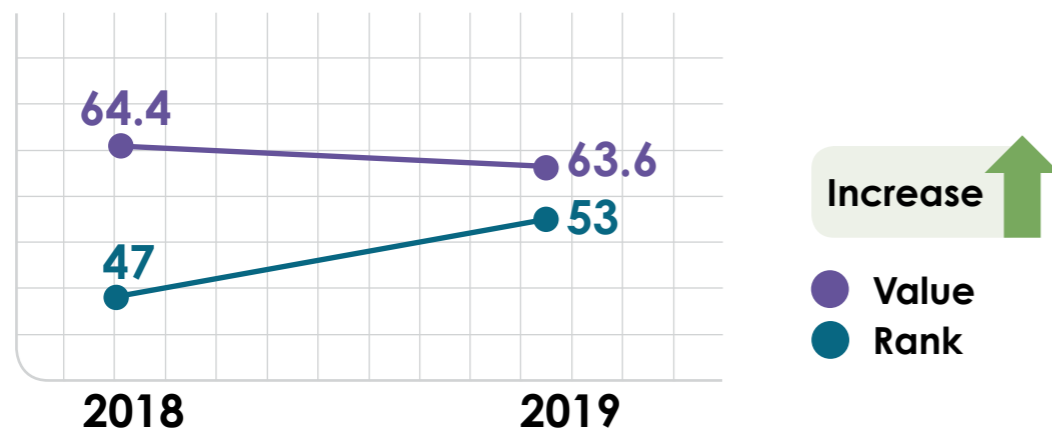
2030 Target

Value > **71** or
Top **30** countries

2040 Target

Value > **76.6** or
Top **20** countries

Sultanate of Oman Rank/Value



Remark: The index was not calculated for Oman in 2020 and 2021 due to Covid-19 pandemic.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Regulatory Quality, World Governance Indicators

International

An exploratory indicator that aims to provide the regulatory quality of each country through its ability to formulate, implement and manage effective policies and legislation that enable sustainable growth and the private sector.

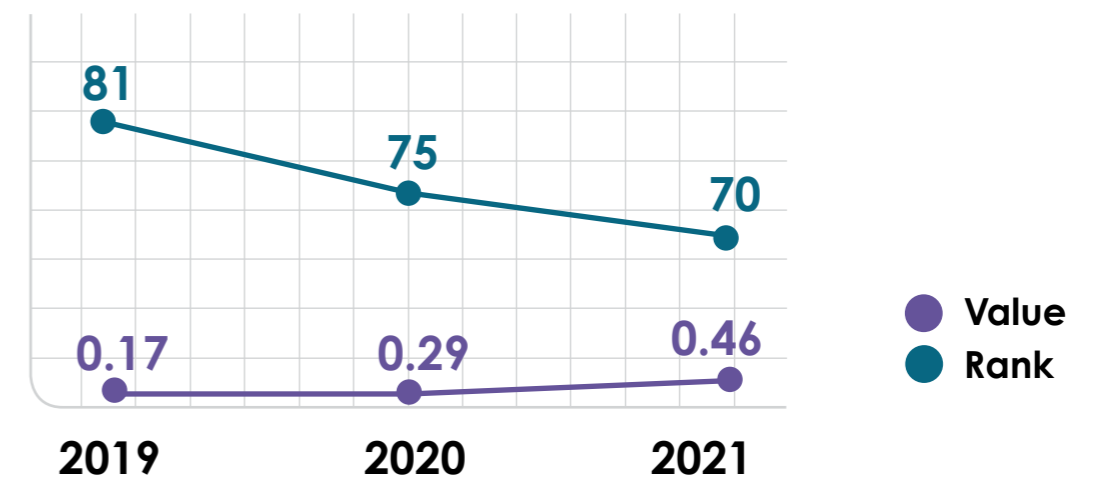
2030 Target

Value > **1.23** or
Top **30** countries

2040 Target

Value > **1.44** or
Top **20** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Economic Leadership and Management

The Indicators

Real GDP Growth

National

A general indicator that calculates the annual percent change in GDP growth.

2030 Target

5% annually

2040 Target

5% annually

Inflation Rate (CPI)

National

An indicator that measures the change in the prices of goods and services to the consumer.

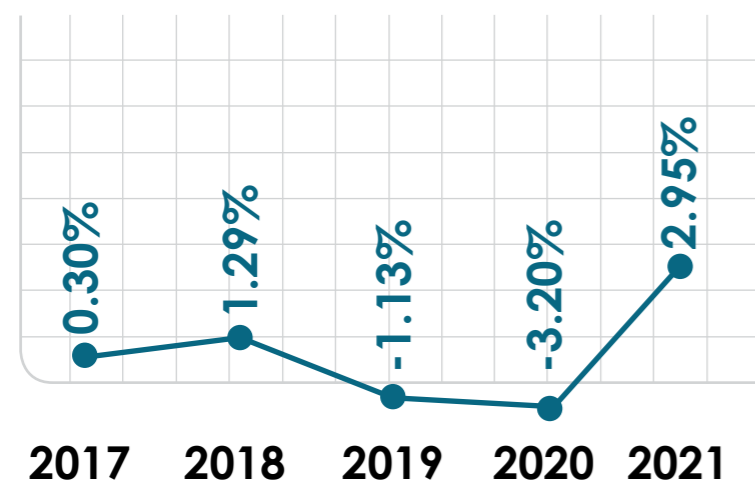
2030 Target

2% - 3%

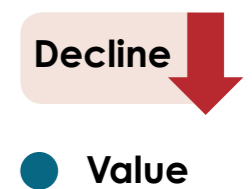
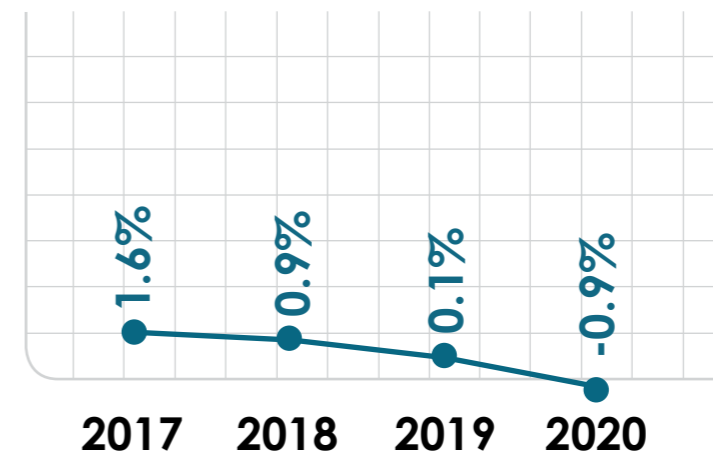
2040 Target

2% - 3%

Sultanate of Oman Rank/Value



Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Economic Leadership and Management

The Indicators

Deficit/Surplus to the GDP Ratio

National

An indicator that measures the ratio of the budget deficit or surplus to the GDP annually.

2030 Target

Not to exceed - 3% annually

2040 Target

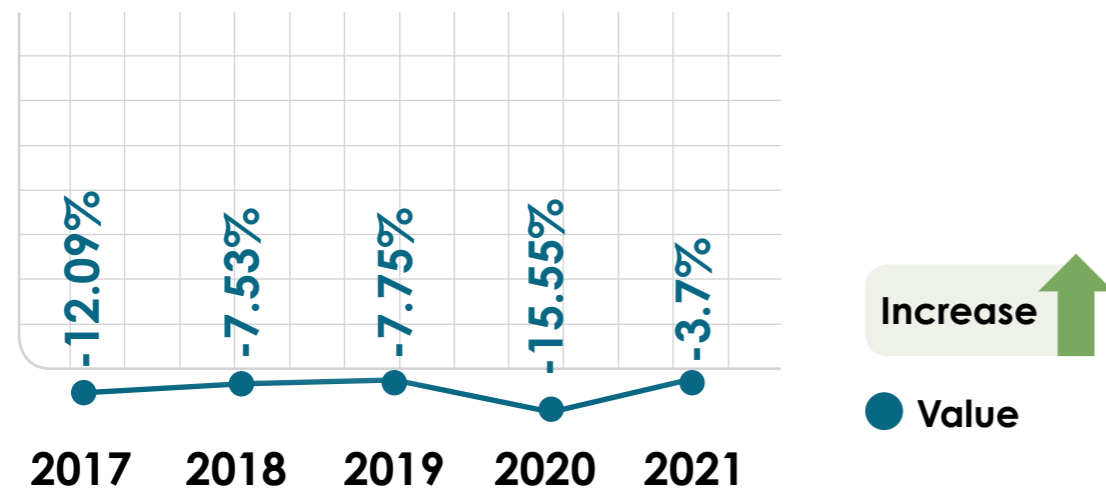
Not to exceed - 3% annually

Availability of Effective Economic Leadership by 2021

National

After the establishment of the Ministry of Economy, in addition to the role of the Financial and Economic Committee of the Council of Ministers, which is supervising a number of national programs related to the financial and economic fields, the progress of this indicator is subject to continuous assessment.

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: 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.

This priority mainly aims at building a diversified and robust economy, and achieving fiscal and economic sustainability.



The Indicators

Economic Complexity Index

International

An indicator that measures the economic efficiency through an economic equation that gauge the level of development of local products, the strength of inter-sectoral linkage, and the enhancement of productivity, in proportion to other countries.

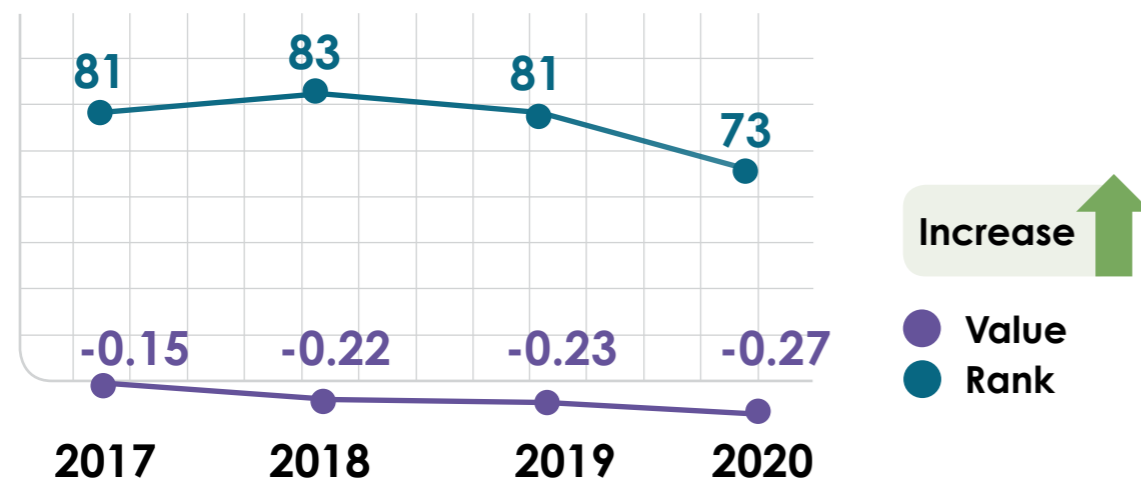
2030 Target

Value > **1.186** or
Top **20** countries

2040 Target

Value > **1.577** or
Top **10** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Network Readiness Index

International

An indicator that gauges the extent of network development in the economic system through 4 main pillars: governance, system -human skills-, technology, and impact.

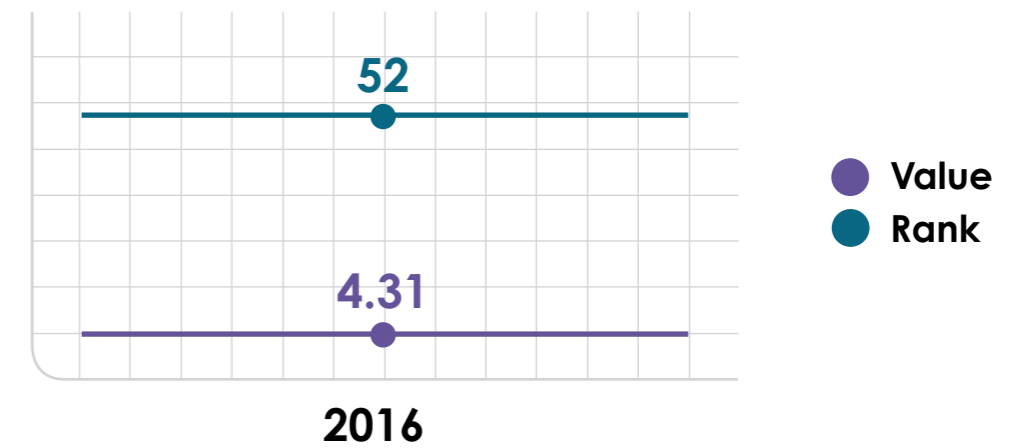
2030 Target

Value > **5.4** or
Top **20** countries

2040 Target

Value > **5.6** or
Top **10** countries

Sultanate of Oman Rank/Value



Remark: The indicator stopped after 2016.

*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

Readiness for the future of production – drivers of production – structure of production

International

These indicators focus on the main factors necessary to develop production systems, help decision-makers assess the country's readiness to lead and benefit from the changing nature of production, stimulate dialogue between the public and private sectors, and develop joint business and modern industrial strategies.

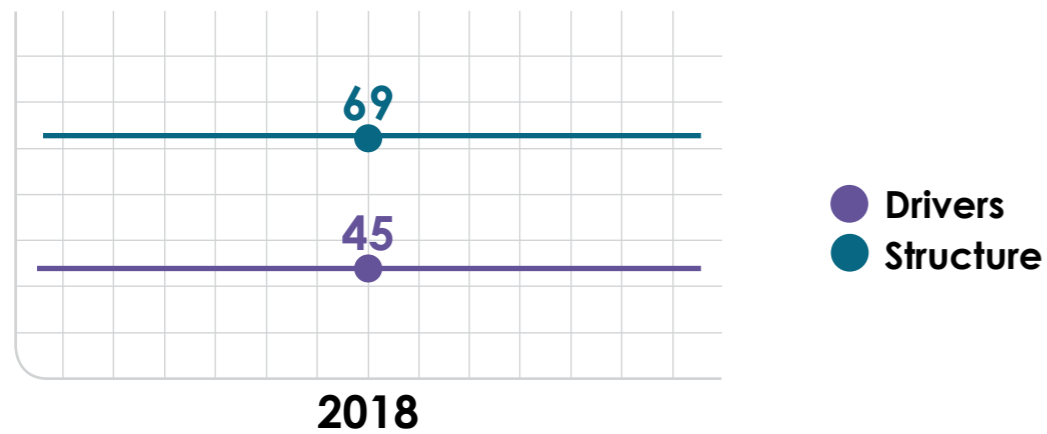
2030 Target

Drivers: Top **20** countries
Structure: Top **20** countries

2040 Target

Drivers: Top **10** countries
Structure: Top **10** countries

Sultanate of Oman Rank/Value



Remark: The index was calculated for only one year and then discontinued.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Oil/Non-Oil Share of GDP

National

An indicator that measures the contribution of each sector to the gross domestic product (GDP) and tracks the growth of non-oil sectors and their impact on the economy annually.

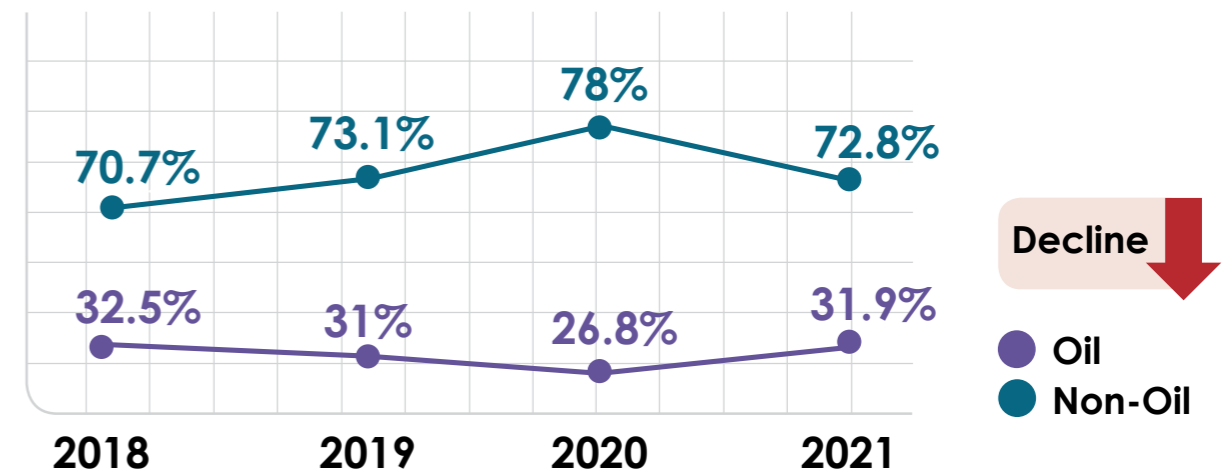
2030 Target

Oil: **16.1%**
Non-oil: **83.9%**

2040 Target

Oil: **8.4%**
Non-oil: **91.6%**

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Economic Diversification and Fiscal Sustainability



The Indicators

Current Account Deficit / Surplus to GDP Ratio

National

An indicator that measures the ratio of the current account deficit or surplus to the gross domestic product annually.

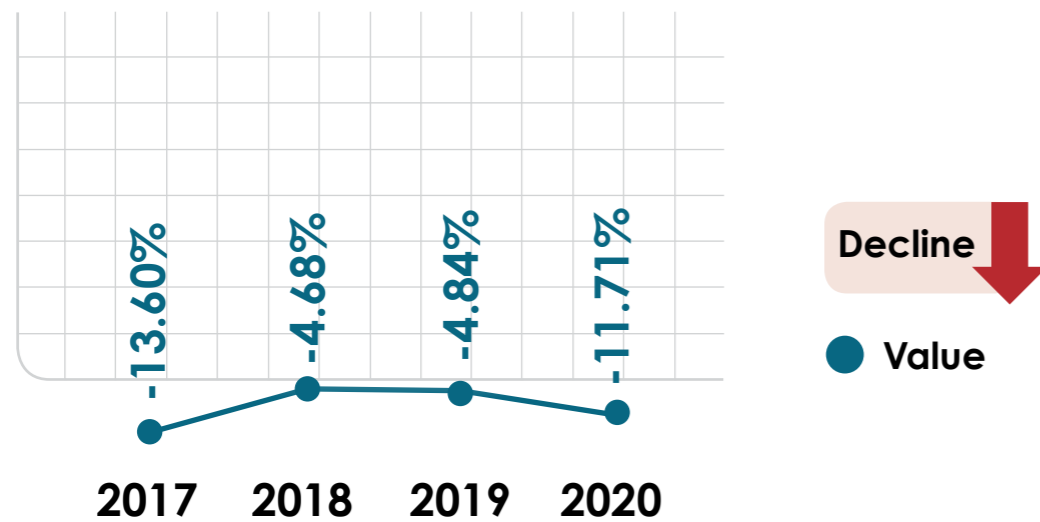
2030 Target

-7% deficit

2040 Target

-1.5% deficit

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Total Public Expenditure to GDP Ratio

National

An indicator that measures the ratio of the general government expenditure to the GDP annually.

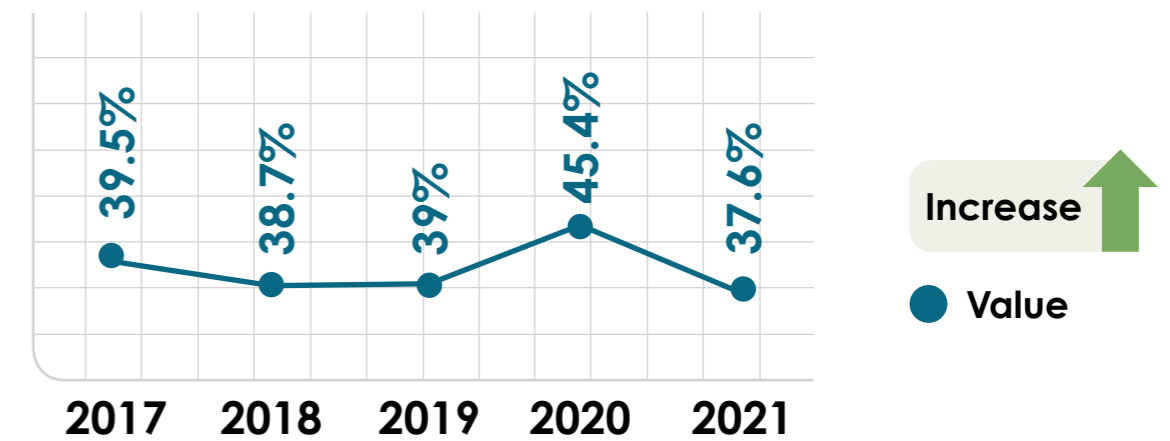
2030 Target

34%

2040 Target

25%

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Economic Diversification and Fiscal Sustainability

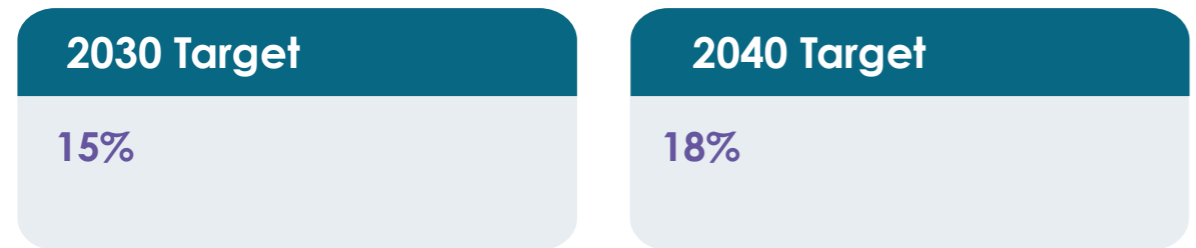


The Indicators

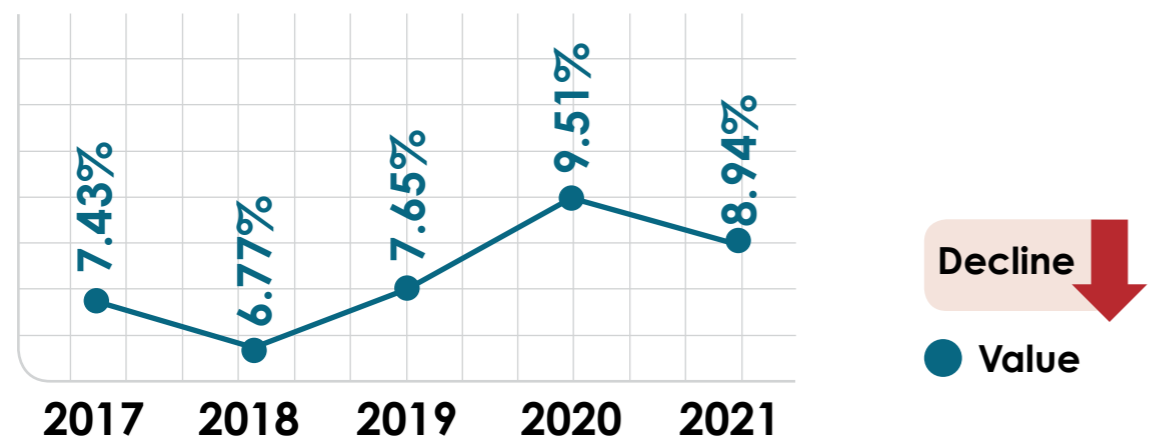
Non-oil revenue to GDP Ratio

National

An indicator that measures the ratio of the contribution of all non-oil sectors to government revenues to the gross domestic product (GDP), to follow up on its improvement annually.



Sultanate of Oman Rank/Value



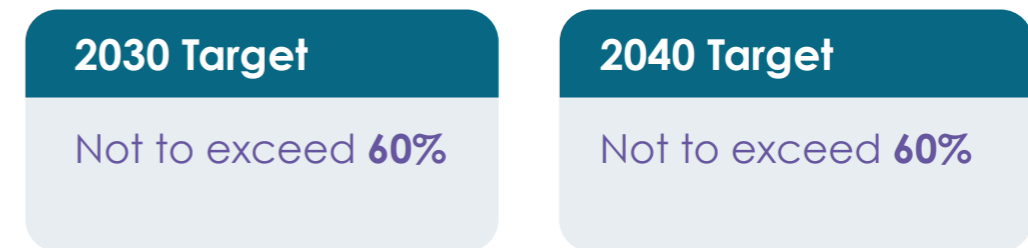
Remark: Non-oil revenue witnessed an increase in 2021 by 8.3%, but the indicator shows a decline because of the increase in GDP compared to 2020 as a result of the rising oil prices.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

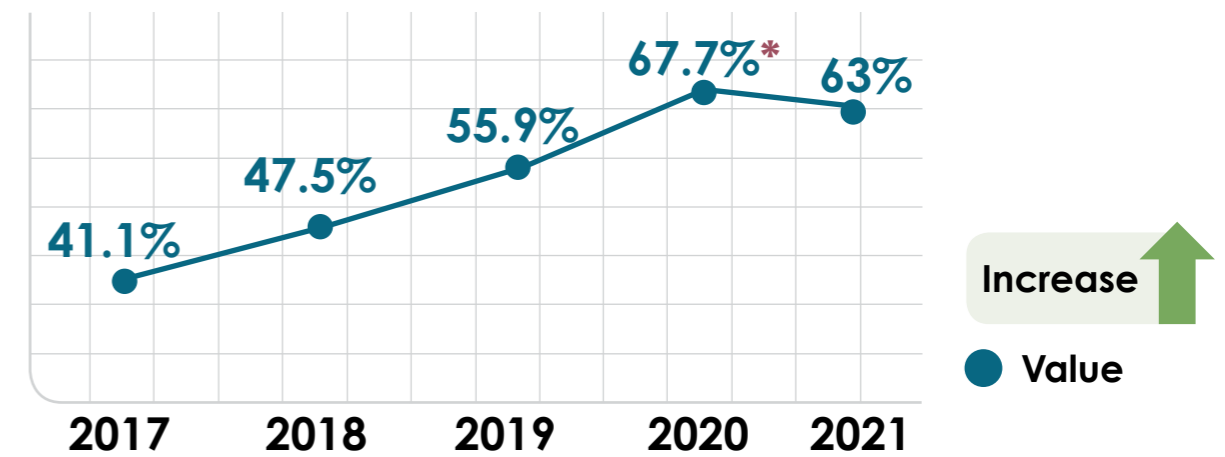
Gross Debt to GDP Ratio

National

An indicator that measures the cumulative gross debt to gross domestic product (GDP).



Sultanate of Oman Rank/Value



*Initial numbers for 2020 from the Central Bank report of 2020

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Labor Market and Employment

Strategic Direction: A Dynamic Labor Market that Attracts Talents, and Keeps up with Demographic, Economic, Knowledge and Technological Changes

This priority mainly aims at creating a labor market that attracts capabilities, keeps abreast with changes, provides suitable job opportunities, sustainable operational solutions, an employment and qualification system, promotions and incentives based on efficiency and productivity.



The Indicators

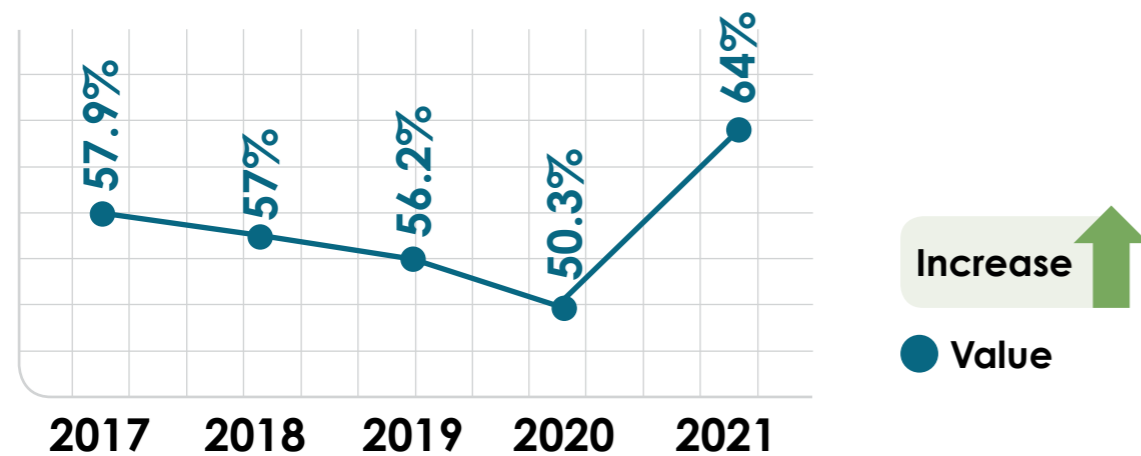
Percentage of skilled labor of total labor in the private sector

National

An indicator that measures the proportion of skilled workers out of the total employment in the private sector. (The category of skilled workers includes specialists, technicians, professional workers and skilled labor, regardless of their educational levels).



Sultanate of Oman Rank/Value

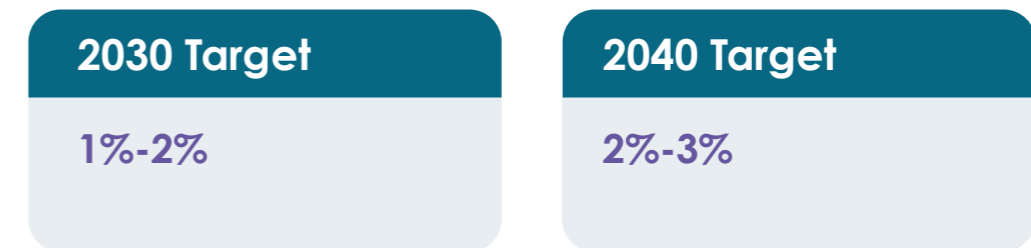


*The report does not include all updates related to the indicators, as some of them are published later in the year.

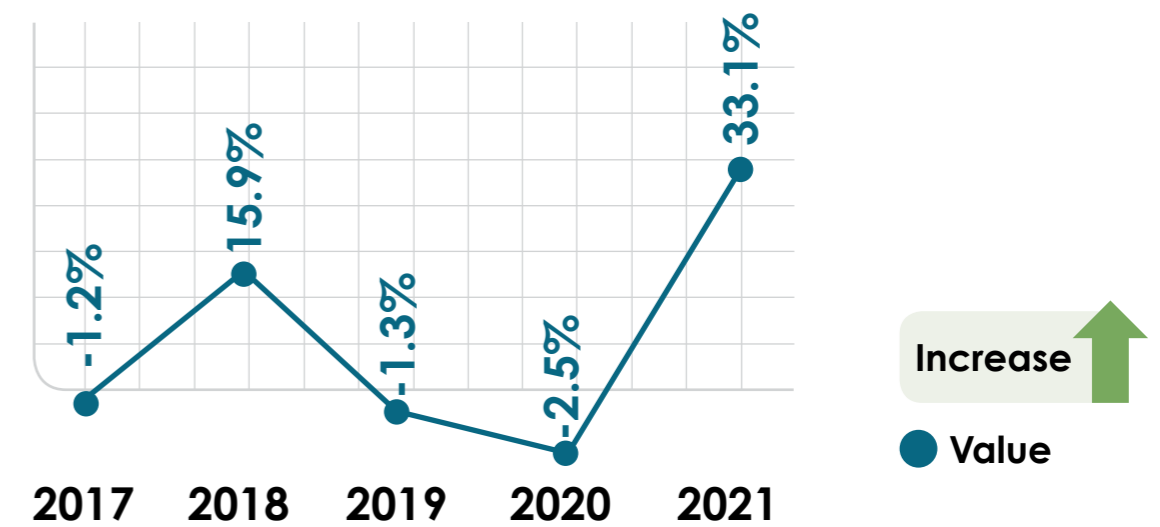
Labor Productivity Growth Ratio

National

An indicator that measures the annual percent change of labor productivity (calculated by dividing GDP by the total labor force).



Sultanate of Oman Rank/Value



Remark: The huge increase in the value is a direct result of the increase in GDP.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Labor Market and Employment



The Indicators

Omanis employment share of total jobs created in the private sector

National

An indicator that measures the percentage of Omani workforce in the private sector.

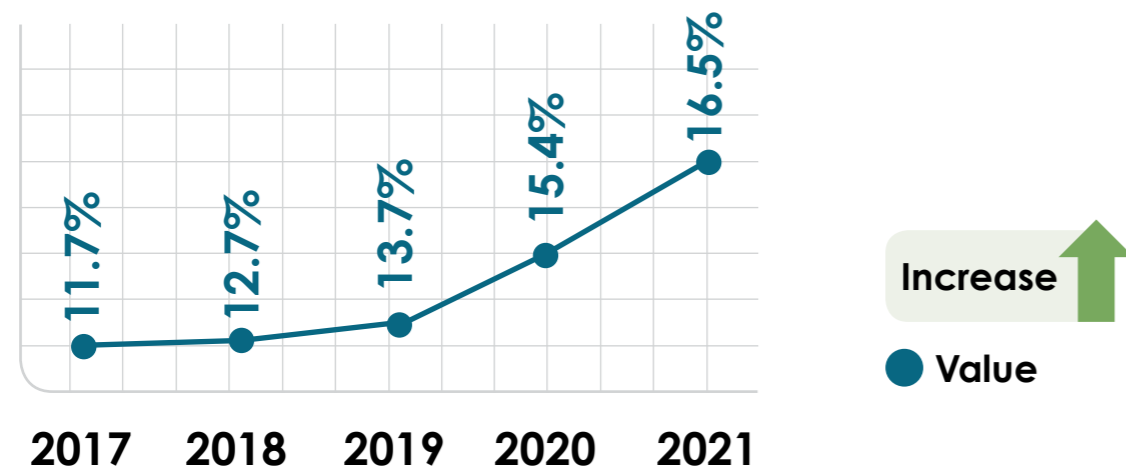
2030 Target

35%

2040 Target

40%

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: 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

This priority mainly aims at creating an empowered and competitive private sector that leads the economy, in addition to increasing the independent investment at all levels.



The Indicators

Ease of Doing Business Index

International

An index that measures regulations or laws that directly affect business and investment, and is measured through 10 different pillars.

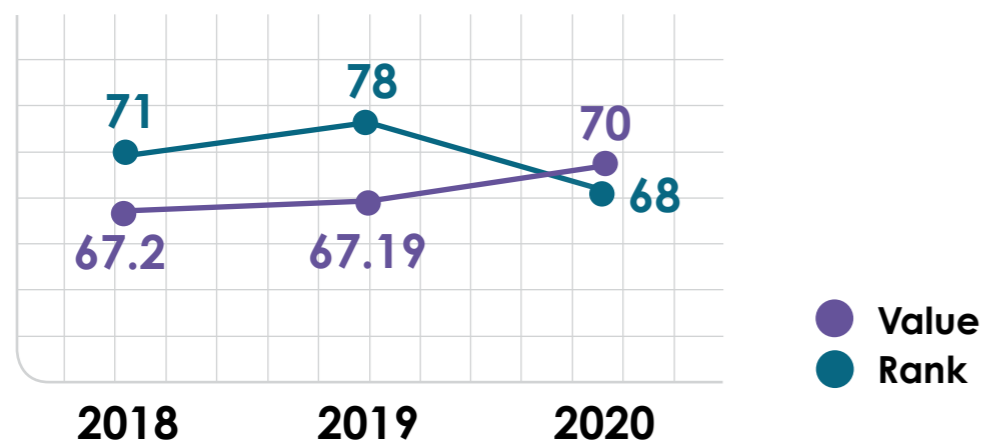
2030 Target

Value > **79.58** or
Top **20** countries

2040 Target

Value > **81.55** or
Top **10** countries

Sultanate of Oman Rank/Value



Remark: The index was suspended in 2021 by the World Bank.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Economic Freedom of the World

International

An indicator that measures the level of economic freedom through 5 pillars: volume of the administrative apparatus of the government, efficiency of the judicial system, property rights, robustness of the financial system, foreign trade freedom, and the legislative system.

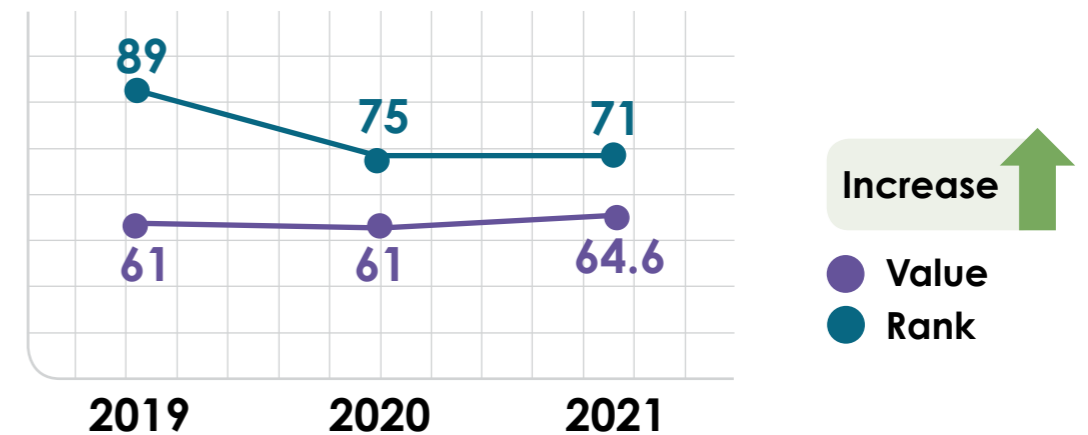
2030 Target

Value > **7.36** or
Top **50** countries

2040 Target

Value > **7.52** or
Top **40** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

Export Product Concentration Index

International

An indicator that measures whether a large proportion of a country's exports are represented by a small number of goods, or is well distributed among many goods. This can be used as a warning sign of a decline in export diversity, with consequent economic vulnerability. Its development over time can provide significant references about the changing productive structure of a country.

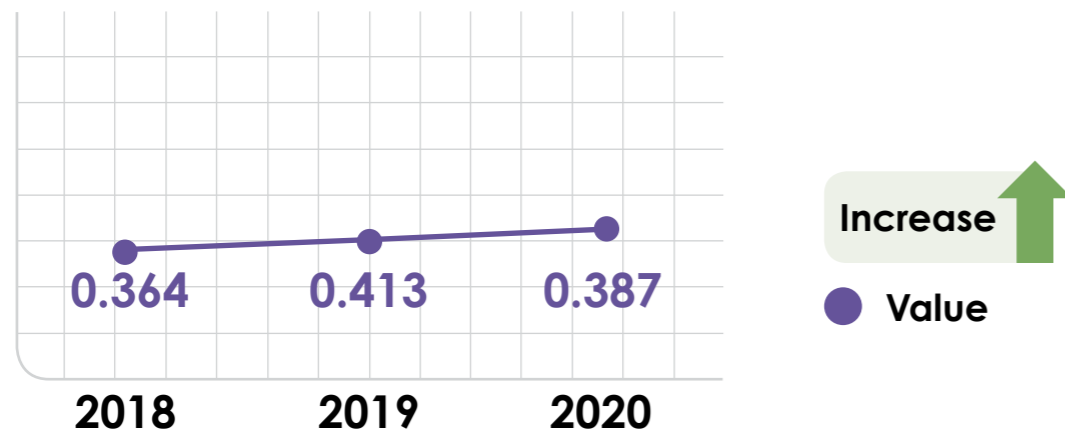
2030 Target

Value > **0.123** or
Top **30** countries

2040 Target

Value > **0.087** or
Top **10** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

HH Market Concentration Index

International

An indicator that measures the markets concentration and is used to determine the competitiveness of the market. The closer a market is to monopoly, the higher the market's concentration (and the lower its competition).

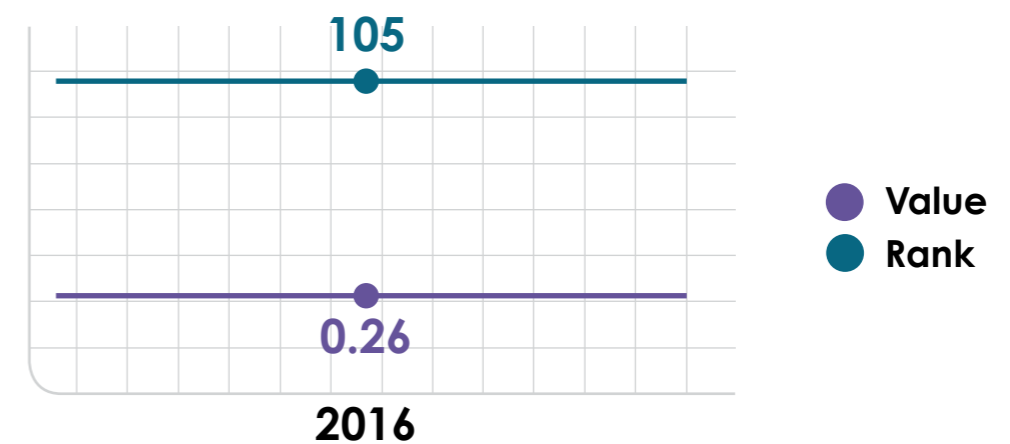
2030 Target

Value > **0.07** or
Top **30** countries

2040 Target

Value > **0.06** or
Top **20** countries

Sultanate of Oman Rank/Value



Remark: The indicator has not been calculated since 2016.

*The report does not include all updates related to the indicators, as some of them are published later in the year.



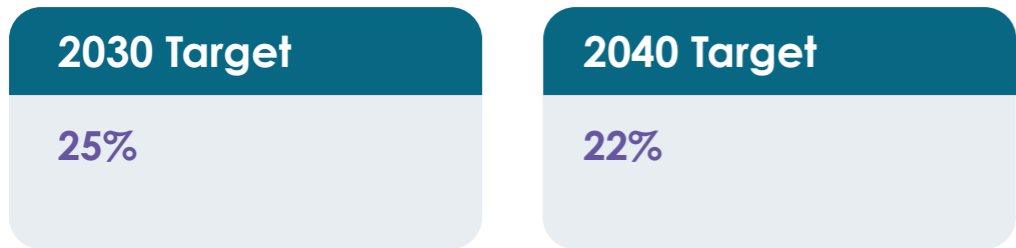
The Indicators

Gross private investment Percentage to GDP National

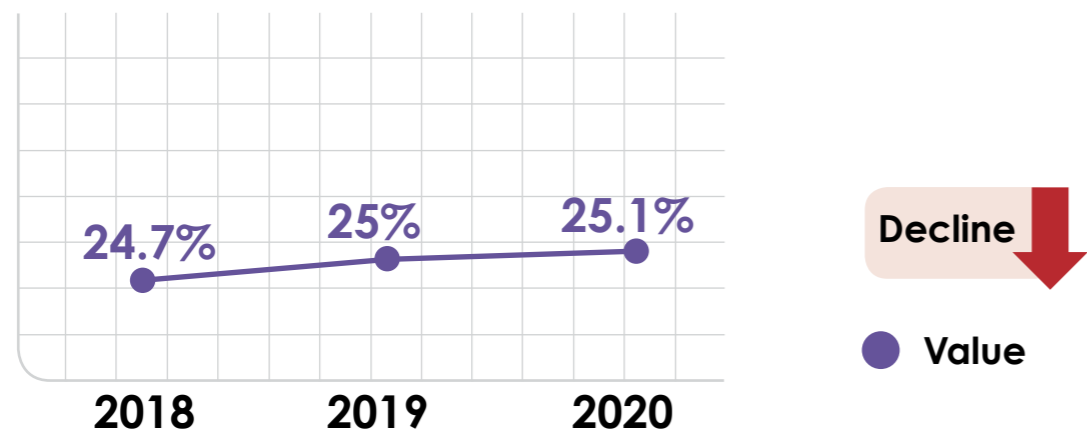
An indicator that measures the ratio of private sector investments to GDP on an annual basis to know the strength of the economy's growing reliance on non-government funds.

74

Pillar: Economy and Development



Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

FDI Net Inflow Percentage of GDP National

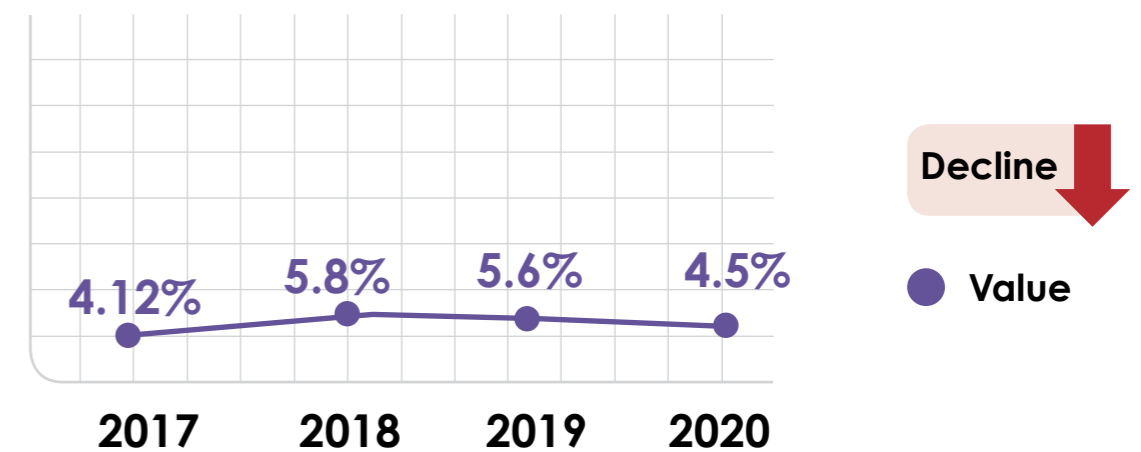
An indicator that measures the ratio of foreign investments to the GDP on an annual basis, to know the volume of foreign funds that enhance the economy, and the impact of the country's efforts and competitiveness on attracting foreign investments.

75

Priority: The Private Sector, Investment and International Cooperation



Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Development of Governorates and Sustainable Cities

Strategic Direction: Comprehensive Geographical Development through Decentralization, and the Development of Limited Urban Hubs; and the Sustainable Use of Lands

This priority mainly aims at activating decentralization by empowering service agencies in the governorates, distributing basic services in a fair manner, and developing sustainable and competitive cities at all levels.



The Indicators

Decentralization Implemented by 2022

National

Decentralization is one of the local administration methodologies, and its application contributes to granting more powers to the municipal councils in the governorates, as well as respective executive units, such as municipalities and other service sectors, which will lead to improving the level of economic and social services.

The issuance of Royal Decree No. (101/2020) regarding the promulgation of provincial and municipal affairs system, in addition to the restructuring of the state's administrative apparatus, are considered as advanced steps to achieve the indicator. The Royal Decree granted the governorates both administrative and financial independence, in addition to the formation of a Council for Provincial Affairs to organize all administrative and financial matters and to organize, monitor and supervise the performance of the governorates. The decree also defines a center for each governorate that serves as its regional capital, in which most of the administrations and service institutions are available. The indicator can be fully achieved by establishing and activating clear, sustainable and consistent governance and working mechanisms between ministries and their directorates in the governorates with regard to services, managing and following up on the governorate's priorities and quality of these services by the governor, in addition to municipal services that have become fully managed at the governorate level.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Settlement Hierarchy Implemented by 2022

National

An indicator that aims to guide sustainable urban development to accommodate population growth and provide basic services and facilities. The residential hierarchy in the governorates was included in the Urban Development Strategy issued by the Ministry of Housing and Urban Planning, and it was approved by the Council of Ministers.

The index aims to activate the hierarchy in setting/implementing development priorities, whether by activating the spatial information system, or by including it as one of the criteria for the development projects priority matrix, along with its outputs in the working mechanism of the municipal councils in the governorates when setting the priorities of development projects in every governorate.

*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

Most Livable Countries, inequality-adjusted Human Development Index

International

This indicator is a sub-indicator of the Human Development Index report issued by the United Nations Development Program. The coefficient of variation in the human development index, when taking into account the distribution of services and wealth among people, indicates that the closer the coefficient is to one, the more equal the distribution of income. Oman's position in this coefficient (IHDI) in 2018 and 2019 did not change from 0.706 and was not calculated before 2018. It is considered relatively good, as it is ranked 53 globally compared to the value achieved by Norway 0.899, which is the best globally.

Analysis of “Economy and Development” Indicators

The decline in oil prices and the consequences of Covid-19 pandemic affected the performance of the economic sectors, which was significantly reflected in the economic indicators, as the real GDP Growth Rate recorded a decrease of 3.2% by the end of 2020 compared to 2019. The calculation of the real GDP of countries is the monetary measure of the market value of all goods and services produced in a specified period of time, regardless of inflation rates of goods. The indicator of the debt to GDP ratio also recorded an increase of 34.6% for the year 2020 (67.7%) compared to 2019 (50.3%). As for the indicator of non-oil revenues to GDP, it improved slightly, as non-oil revenues achieved 9.51% in 2020 compared to 7.65% in 2019. Accordingly, more national efforts to boost non-oil revenues is required.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

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

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

This priority mainly aims at improving the efficiency of the state's administrative bodies and the quality of government work and projects.



The Indicators

e-Government Development Index

International

An indicator that gauges the development of government performance through digital government transformation. It has three main pillars: electronic services, communications infrastructure, and human resources.

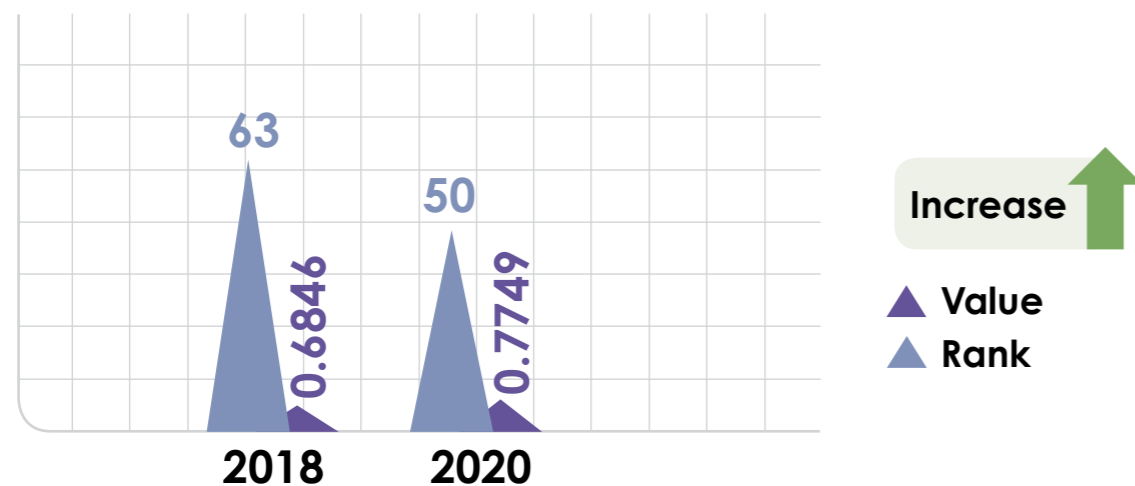
2030 Target

Value > **0.8301** or
Top **20** countries

2040 Target

Value > **0.8783** or
Top **10** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Government Effectiveness, World Governance Indicators

International

An explanatory indicator concerned with enhancing efficiency and effectiveness of government performance. It measures the quality of public services, the quality of civil services, the degree of government independence from political pressure, the quality of regulations and their application, and the credible commitment of the government to these regulations.

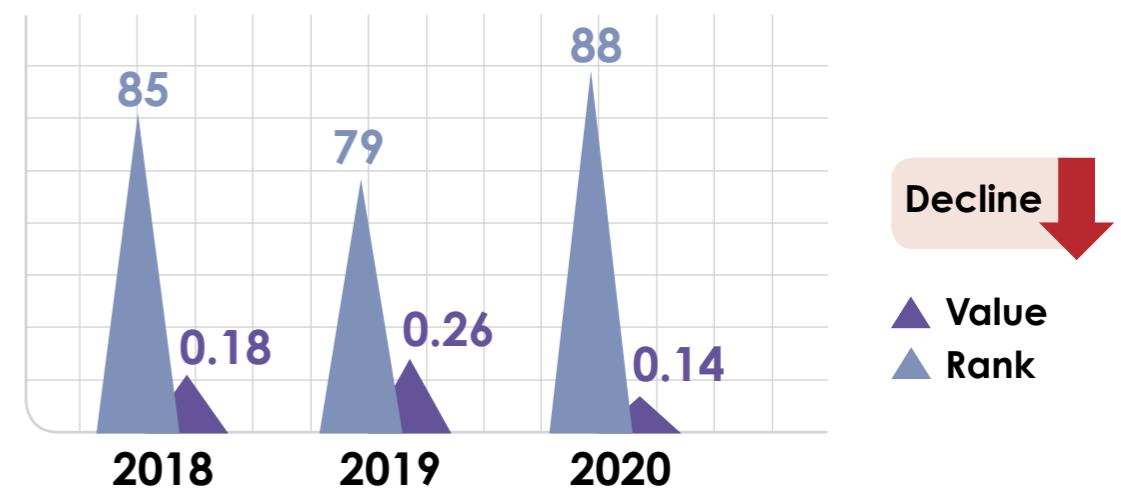
2030 Target

Value > **1.26** or
Top **30** countries

2040 Target

Value > **1.8** or
Top **10** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

Rule of Law, World Governance Indicators **International**

An explanatory indicator that measures people's confidence in: the government's implementation of laws - the quality and application of contracts - property rights - the police system - the judiciary system and their impression of the level of crime and violence in a country.

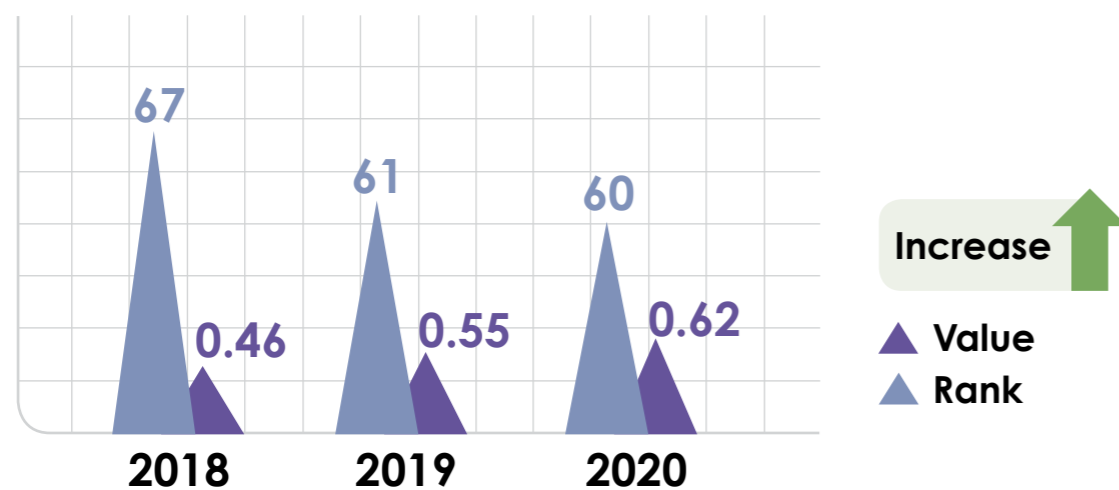
2030 Target

Value > **1.2** or
Top **30** countries

2040 Target

Value > **1.8** or
Top **10** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Priority: Legislative, Judicial and Oversight System

Strategic Direction: Participatory Legislative System; Independent, Competent and Swift Judicial System; and Effective and Transparent Oversight

This priority mainly aims at creating an integrated legislative system that keeps pace with future changes, an effective oversight system based on accountability and liability, achieving the rule of law, and preserving rights and public security, through a judicial system characterized by integrity and independence.



The Indicators

Corruption Perception Index CPI

International

An index that ranks countries “on the basis of their perceived level of governmental sector corruption, as determined by expert assessments and opinion polls.” It is generally defined as “the abuse of entrusted power for private gain”.

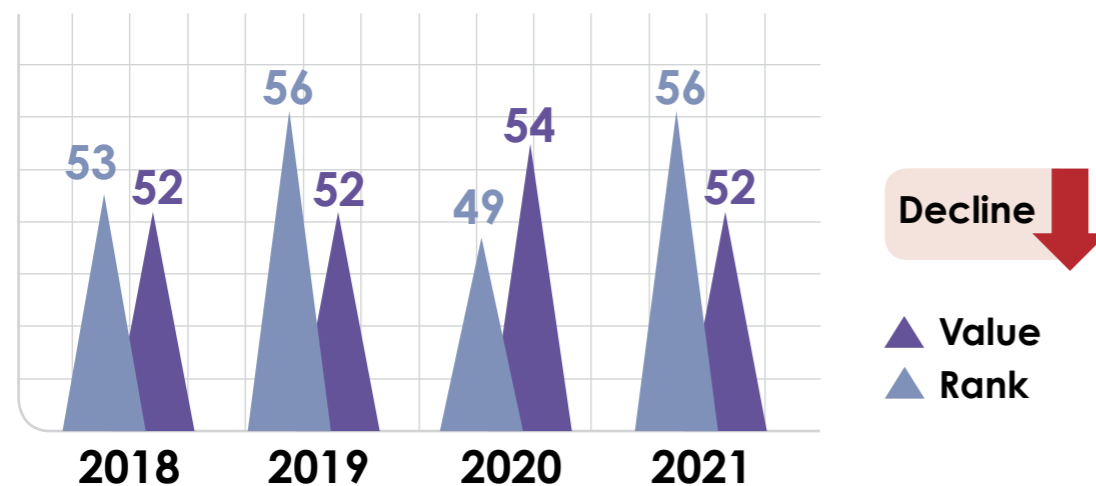
2030 Target

Value > **63** or
Top **30** countries

2040 Target

Value > **73** or
Top **20** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

Judicial Independence, Global Competitiveness Index

International

The judicial independence is the mainstay of a properly functioning judicial system. It allows judges to make impartial decisions based on law and evidence only, and protect them from inappropriate foreign influence, whether from other branches of government, the private sector, or the public.

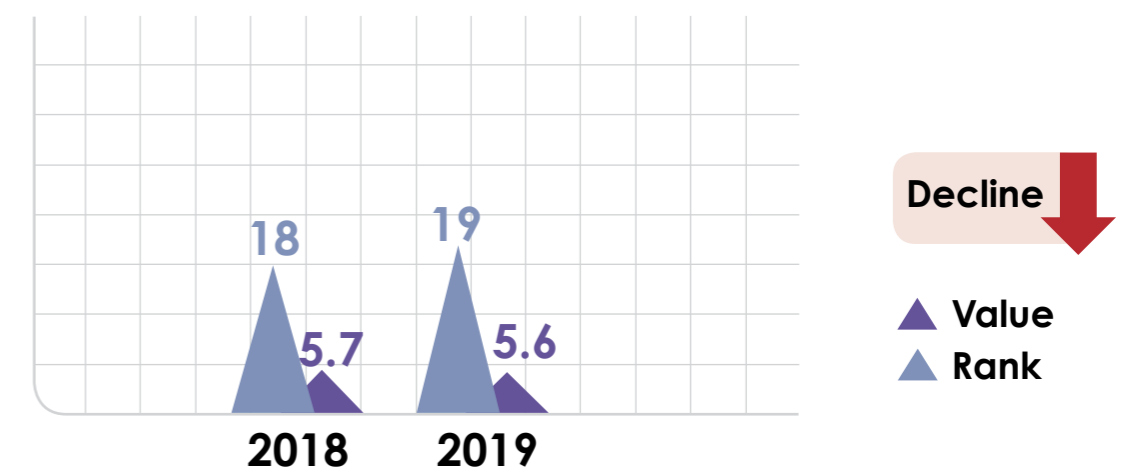
2030 Target

Value > **6.446** or
Top **5** countries

2040 Target

Value > **6.446** or
Top **5** countries

Sultanate of Oman Rank/Value



Remark: The Global Competitiveness Index was not calculated for the Sultanate of Oman in 2020 and 2021 due to Covid-19 pandemic.

*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

Quality of Judicial Processes, Ease of Doing Business Index International

An indicator that measures the quality of judicial processes through several pillars: court structure and procedures, case management, court automation, and alternative dispute resolution indicators. The index ranges from 0 to 18. The higher values indicate better and more efficient judicial processes.

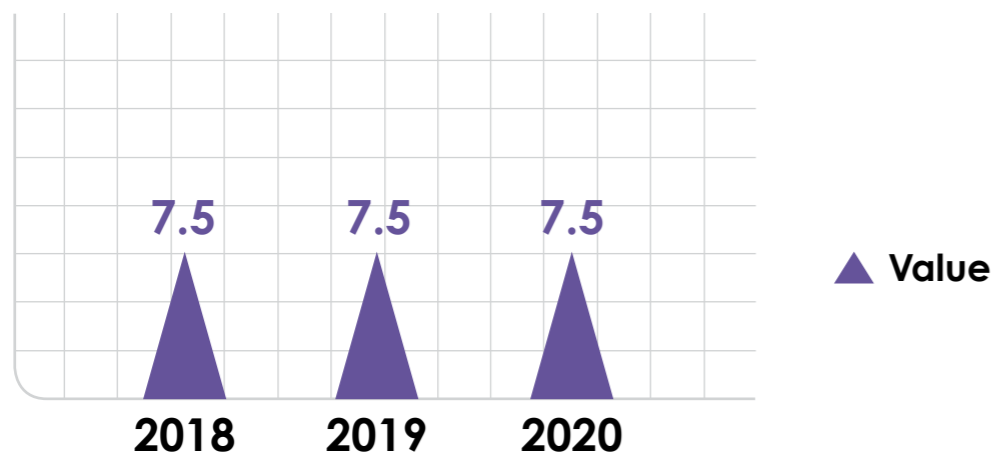
2030 Target

Value > **13** or
Top **20** countries

2040 Target

Value > **14** or
Top **10** countries

Sultanate of Oman Rank/Value



Remark: The index was suspended from the World Bank due to some irregularities.

*The report does not include all updates related to the indicators, as some of them are published later in the year.

Voice and Accountability, World Governance Indicators International

An indicator that measures the extent to which a country's citizens are able to participate in the election process of their government, and have the freedom of expression, freedom of association, and freedom of the press, so that the government can promote and achieve improvements in society.

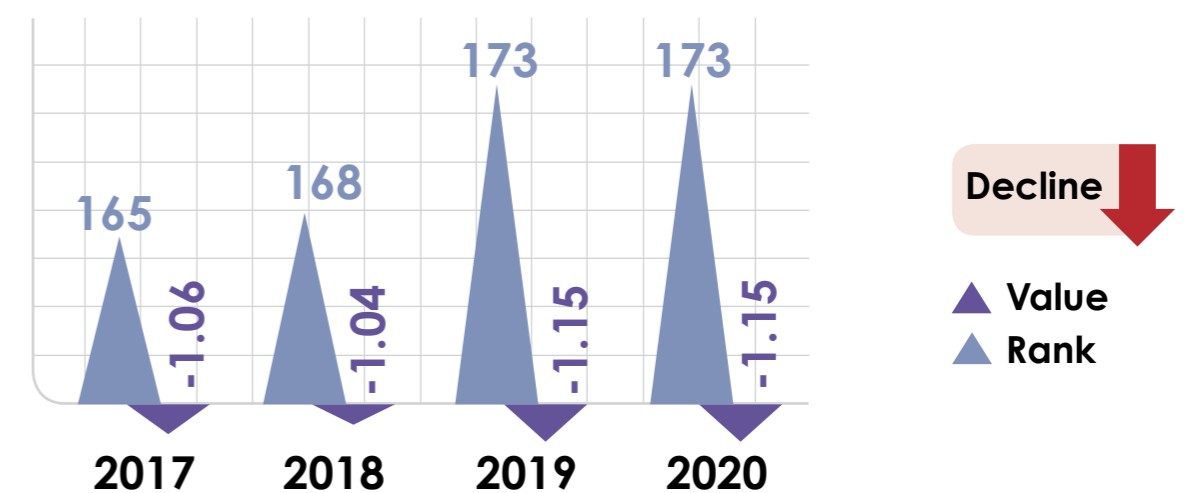
2030 Target

Value > **0.88** or
Top **50** countries

2040 Target

Value > **1.14** or
Top **30** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

The World Justice Project “Rule of Law Index: Open Government” **International**

After studying the index, it appeared that most of its important sub-indicators are included in other indicators of the vision, therefore, it is being analyzed as part of the comprehensive review of vision indicators.

Analysis of “Governance and Institutional Performance” Indicators

The Corruption Perception Index dropped by two points from 54 in 2020 to 52 in 2021, which requires greater national efforts to make a progress, given its importance in enhancing Oman competitiveness and improving its reputation. As for the e-Government Development Index, Oman has made a good progress, rising from 63rd place in 2018 to 50th in 2020.

Looking into the World Governance indicators listed in this pillar, the Government Effectiveness indicator witnessed a decline in Oman's ranking from 79 in 2019 to 88 in 2020 (before the restructuring of the government, which might contribute to improving the indicator in the future). Moreover, Oman's ranking in the Rule of Law indicator improved from 61 in 2019 to 60 in 2020. However, Voice and Accountability indicator witnessed a consistent ranking for Oman at 173, which is considered low and requires more efforts to be improved.

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Priority: 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

This priority mainly aims at creating a sustainable environment free of pollution, optimizing the use of natural resources, diversifying renewable energy sources, rationalizing energy consumption, and achieving food security.



The Indicators

Environmental Performance Index

International

An indicator that determines the extent to which countries are committed to global environmental policies and their approach to an environmentally sustainable future. Under this index, there are 32 sub-indicators that measure biodiversity, fluids, air quality, climate, energy, water, sanitation, fisheries, water resources, and exposure to environmental risks.

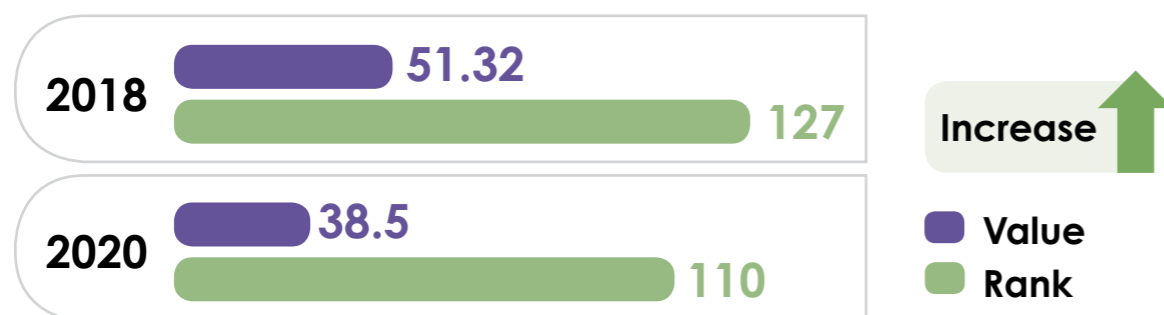
2030 Target

Value > **65.46** or
Top **40** countries

2040 Target

Value > **74.69** or
Top **20** countries

Sultanate of Oman Rank/Value



*The report does not include all updates related to the indicators, as some of them are published later in the year.

GDP per Unit of Energy Use

International

An indicator that measures GDP per unit of energy use (PPP USD per kg of oil equivalent of energy use).

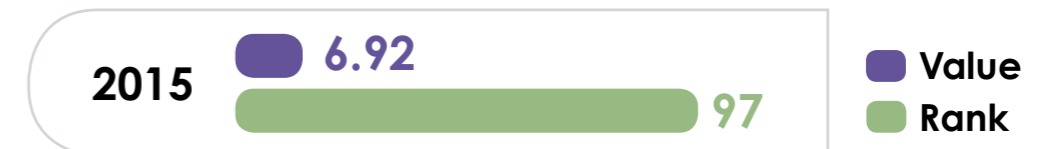
2030 Target

Value > **14.57** or
Top **20** countries

2040 Target

Value > **17.3** or
Top **10** countries

Sultanate of Oman Rank/Value



Remark: No data for the Sultanate of Oman in this regard at the World Bank since 2015.

*The report does not include all updates related to the indicators, as some of them are published later in the year.



The Indicators

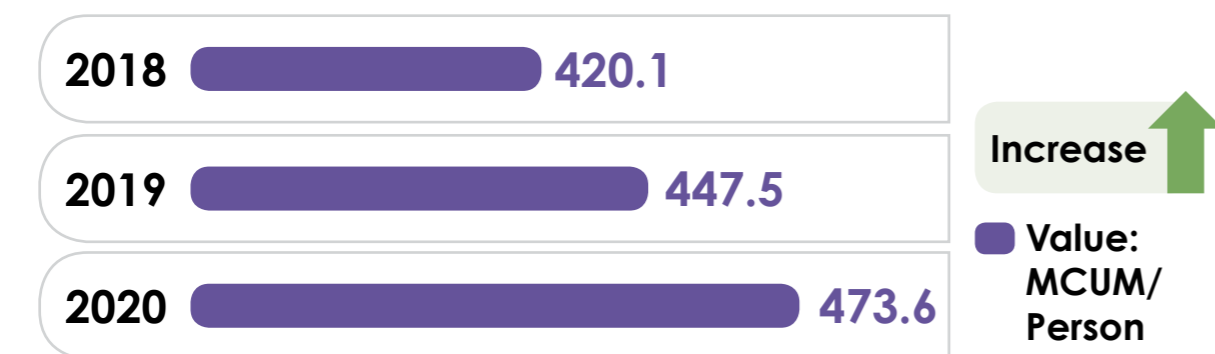
Oman Water Index

National

An indicator that calculates the amount of water produced in the Sultanate of Oman annually, whether from desalination plants or wells.



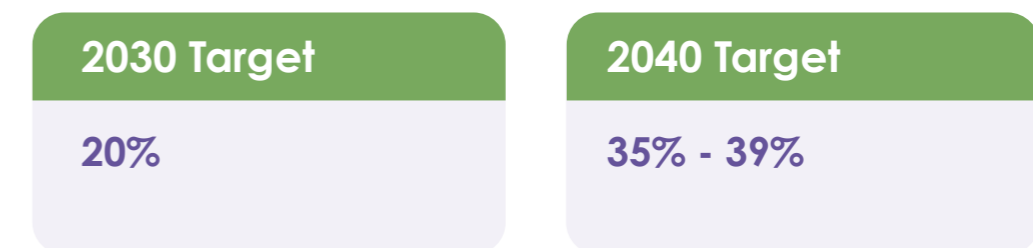
Sultanate of Oman Rank/Value



Renewable Energy Consumption Percentage of Total Consumption

National

An indicator that measures the percentage of electricity consumption from renewable energy (such as wind and solar energy) of the total electricity consumption on an annual basis.



Sultanate of Oman Rank/Value

The ratio of electricity consumption from renewable energy to total electricity consumption is still close to zero until the end of 2020, but will begin to rise gradually with the use of wind and solar energy from new plants.

Analysis of the “Sustainable Environment” Indicators

Most of the indicators of this pillar show an improvement in general. The Sultanate of Oman made progress in the Environmental Performance Index by 6 ranks for the year 2020, to reach the 110th place globally, compared to the 116th place in 2018.

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National Indicators Under Development

Oman Vision 2040 document contained a group of new indicators that require formulation. The unit started working on them in cooperation with the National Center for Statistics and Information (NCSI) and relevant entities, however, due to the requirements of the current stage and having to review all indicators of the vision, these indicators are also being reviewed to come up with an integrated list of the vision's new indicators.



Pillar: People and Society

Priority	Indicator Under Development
Education, Learning, Scientific Research and National Capabilities	Number of Graduates from Programs or Institutions for Gifted Students (at all education levels) out of Identified Gifted Students
Citizenship, Identity, National Heritage and Culture	Culture and Values Index
Well-being and Social Protection	Living Standards Index
	Accessibility Index for the most-needy groups
	Civil society contribution to welfare and social protection
	Number of Omani athletes or teams that win medals or trophies in local and international sports competitions

Pillar: Economy and Development

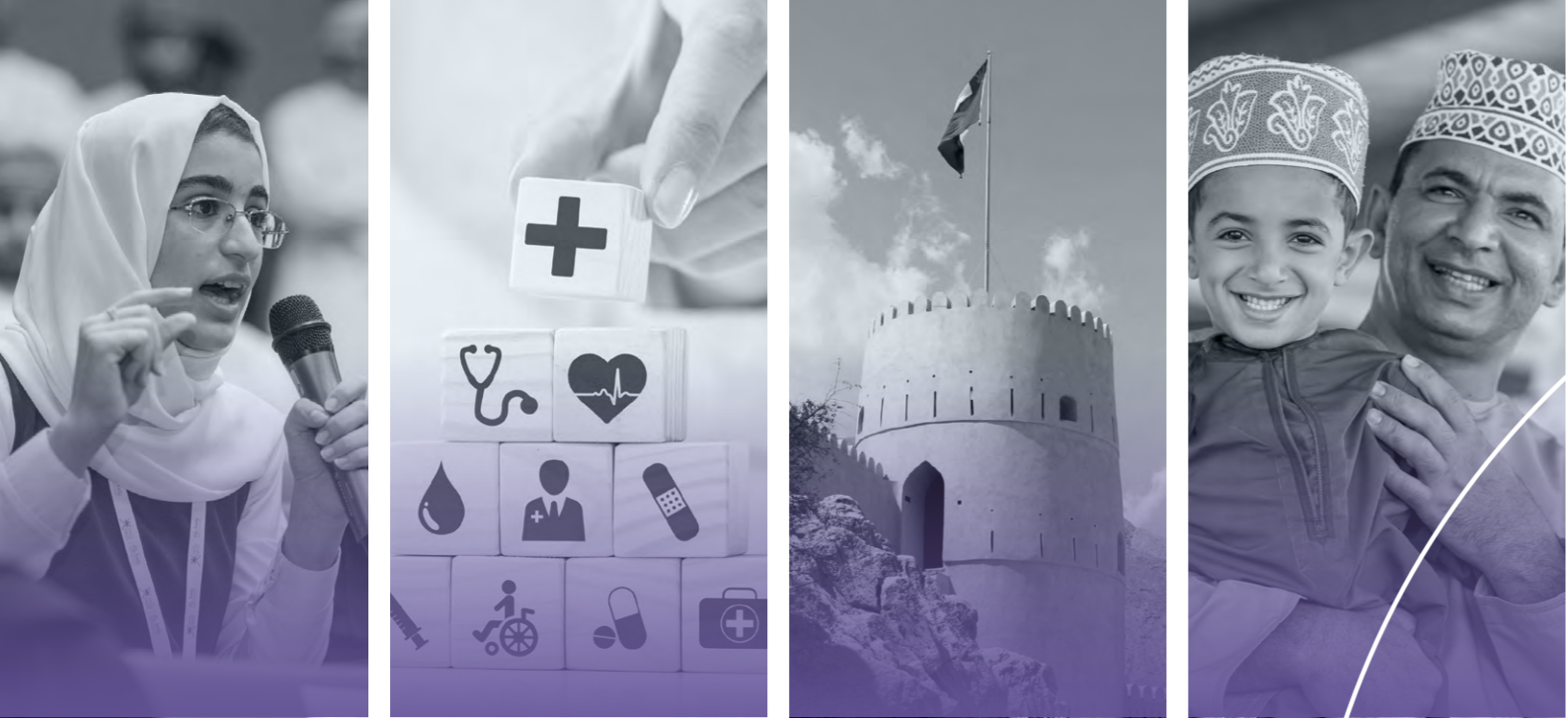
Priority	Indicator Under Development
Economic diversification and fiscal sustainability	Percentage of GDP Output of the Knowledge economy of Total GDP
The private sector, investment and international cooperation	Private Sector Contribution to GDP
	Providing an Infrastructure for public-private partnerships

Pillar: Governance and Institutional Performance

Priority	Indicator Under Development
Governance of State's Administrative Bodies, Resources and Projects	Number of Co-created or/and Delivered Smart Government Solutions with the Private Sector
	Number of Government Services Privatized/ Total Number of Government Services

Pillar: Sustainable Environment

Priority	Indicator Under Development
Environment and Natural Resources	Domestic Material Consumption (DMC)
	Self Sufficiency Ratio (The Coverage of Total Consumption from Local Components for Food)



Efforts to Achieve Oman Vision 2040

The government's efforts to achieve Oman Vision 2040 are divided across two major tracks:

First:

The general track, which includes programs, initiatives, and projects in various national priorities.

Second:

The national programs track, which is of an acceleration nature, and designed in accordance with the intensive follow-up methodology, to achieve Oman Vision 2040's national priorities.



Efforts in the National Priorities

Tireless efforts are being made to achieve the national priorities of Oman Vision 2040, whether by royal decrees, directives and instructions, or initiatives and projects, or regulations and laws, as briefly detailed below:

Priority: Education, Learning, Scientific Research and National Capabilities



- Establishment of the University of Technology and Applied Sciences (UTAS).
- Royal directives on the application of vocational and technical education in post-basic education.
- Initiatives to encourage investment in the education sector.
- Public-Private Partnership to build schools.
- Initiatives to develop national capabilities with the skills required in the investment and economic fields.

Priority: Health



- Initiatives to support private investment in health sector.
- Project to enhance ICV in the health sector.

Priority: Well-being and Social Protection



- Social Protection Initiative
- Establishment of the Job Security System.
- Establishment of the National Fund for Emergency.
- Providing appropriate financial support to Omani women's associations and disability rehab centers.


Priority: Citizenship, Identity, National Heritage and Culture



- Initiatives to encourage investment in the sports/ youth/ art sectors



Priority: Economic Leadership and Management



- Topics of programs and initiatives related to economic and financial priorities of Oman Vision 2040 are discussed by the Council of Ministers' Financial and Economic Committee.

Priority: The private Sector, Investment and International Cooperation




- Launching the first package of the projects and initiatives of the National Program for Investment and Export Development "Nazdahir".
- Implementation of a number of government projects/services within PPP framework.

Priority: Labor Market and Employment



- Initiatives under development within the National Employment Program «Tashgheel».
- Royal directives to finance entrepreneurship programs and SMEs.

Priority: Economic Diversification and Financial Sustainability



- Several initiatives and projects have been developed within the National Program for Fiscal Balance.
- Developing a program to enable economic diversification sectors.
- Creating an integrated system for specifications and standards.

Priority: Development of governorates and Sustainable Cities



- Initiatives to develop Musandam Governorate.
- Al Buraimi Governorate Development Project.
- Initiatives to promote investment in the real estate development and municipal services sectors.
- Royal directives to raise the financial allocations for the Governorates Development Program from OMR 10 million to OMR 20 million for each governorate.



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



- Royal decrees related to the restructuring of the state's administrative bodies.
- Royal directives to establish a unit to support and make decisions.
- Royal directives to set up an independent unit reporting to HM the Sultan to measure the performance of government institutions.
- Individual Performance Measurement and Institutional Excellence System (Ejada).
- Initiatives to simplify and digitize government services.
- A project to privatize some government companies.
- Initiative to develop the Tender Board to include (Local Content/Strategic Procurement/Follow-up of Government Projects/Tenders).
- The annual plans program for the entities and the development of their performance indicators.
- Launching the National Program for Digital Economy.

Priority: Legislative, Judicial and Oversight System



- Initiatives to improve and streamline government procedures related to the legislative and judicial system.

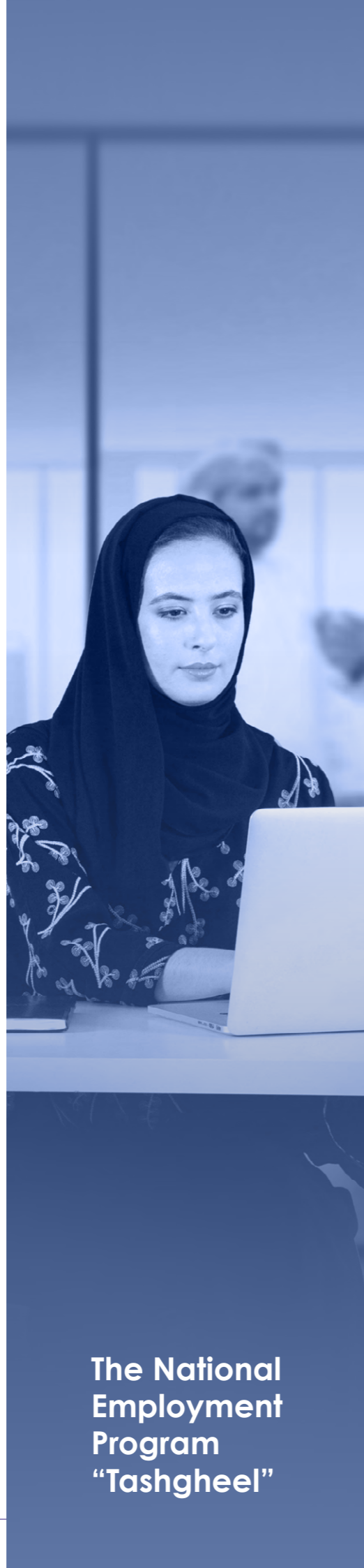
Priority: Environment and Natural Resources



- Develop policies and procedures to reduce carbon dioxide emissions .
- Projects to utilize renewable natural resources to produce energy.
- Managing the waste sector and transforming it into an economic sector.
- Initiatives to promote food security (Food Security Lab Outcomes).
- Royal directives to establish Khor Kharfout Archaeological Reserve in Dhofar Governorate.
- Green Hydrogen projects.



The National Program for Financial Sustainability



The National Employment Program "Tashgheel"



The National Program for Investment and Export Development "Nazdaher"



Government Digital Transformation Program

National Programs

National programs are short or medium-term comprehensive programs, that are developed based on the stage requirements and the objectives of the five-year development plans in order to fulfill Oman Vision 2040's targets, with clear governance that achieves integration among stakeholders. These programs are regarded as a key driver of Oman Vision 2040's national priorities, as each national program encompasses a set of initiatives and projects that fall within the majority of the pillars of Oman Vision 2040 and serve several priorities. The implementation of the national programs is monitored by the relevant entities in each sector.

Given the conditions and challenges that have arisen since the vision's inception, such as public debt inflation, Oman's declining credit ratings, low and volatile oil prices and the effects of Covid-19 pandemic, the unit decided that the first phase of the vision's lifespan should be focused on financial and economic sustainability, in accordance with the targets of the 10th Five-Year Development Plan (2021-2025). As a result, the unit submitted to His Majesty -may Allah protect and preserve him- a proposal to implement two national programs: the National Program for Financial Sustainability, and the National Program for Investment and Export Development, both of which His Majesty blessed and praised.

The National Program for Financial Sustainability



The National Program for Financial Sustainability

Oman Vision 2040 strives to achieve financial sustainability, without affecting the government's ability to implement the economic and social objectives of the Vision, which requires alignment between financial policies and the requirements of economic growth. It was agreed to continue the work of the National Program for Fiscal Balance "Tawazun" - launched in 2019 – until its objectives are fully achieved, while developing a more comprehensive national program concerned with the development of the financial sector through developing initiatives and projects aimed at promoting and strengthening the role of the banking sector and financing solutions, as well as fostering the role of the Capital Market in financing and investment, to achieve integration among financial, monetary and economic policies.

The financial sector is one of the most important enablers required during the economic growth. It is a major requirement for investment and economy, which will enhance the sustainability of public finance and ensure continuity of all development programs.

The National Program for Fiscal Balance "Tawazun"

The economic conditions since mid-2014 have led to the deterioration of the financial situation in the Sultanate of Oman. Despite the government's attempts to respond to the changes, a national program had to be established for the aim of containing the annual fiscal deficit and public debt against the GDP, and within safe levels.

By September 2019, the National Program for Fiscal Balance began its preparatory work, and was able to achieve its objectives of implementing the initiatives and procedures approved in the Medium Term Fiscal Plan (2020-2024), based on the royal directives of His Majesty - may Allah protect and preserve him. The National Program for Fiscal Balance is expected to continue until the end of 2022.

The program has achieved positive results since its inception, based on the approved performance indicators. Through the implementation of the Medium Term Fiscal Plan, the government was able to reduce government spending from **OMR 13.2 billion** in 2019 (before implementing the plan) to **OMR 12.4 billion** in 2021, according to the data of the initial closure of the state's general budget, achieving a decrease of **OMR 800 million**, or **6%**. It is worth mentioning that the fiscal plan assumed financial liabilities outside its framework. The most important of which was disbursing urgent funds to combat Covid-19 pandemic, providing social and economic incentive packages, including some fee and tax exemptions, providing support to some economic sectors, as well as reorienting the government subsidy of electricity and water, in addition to the dues to be paid to the private sector.

The efforts culminated in a number of achievements, coinciding with the surge in global price of oil, the credit rating of the Sultanate of Oman was upgraded to "BB-", according to Standard & Poor's credit rating agency, with a stable outlook for the first time since 2015. Oman's economic outlook was also improved, according to other credit rating agencies.

Moreover, loans worth **OMR 2.85 billion** have been repaid, and the public debt has dropped to **OMR 19.46 billion** by the end of April 2022. Through Oman Investment Authority, the return rate on government investments to bolster government revenues has increased. This reflects the positive impact of the program in controlling the state's fiscal deficit and public debt, and getting the financial situation back on track.


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* The national programs, their timeline, initiatives and projects are subject to continuous review and assessment.

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The National
Program for
Investment and
Export Development
"Nazdaher"



The National Program for Investment and Export Development “Nazdaher”

The National Program for Investment and Export Development is one of the accelerators of the first phase of the executive plan. It is closely associated with the pillar of “Economy and Development” in Oman Vision 2040, and considered as the largest national program in terms of project number, with 135 projects listed in the dashboard.

The program was launched in March 2021 with the goal of enhancing and enabling the private sector’s role in driving economic development by creating an inviting investment environment, which is the strategic direction of the “private sector, investment and international cooperation” priority. In November 2021, the Program Management Office was activated in order to enable the program with specialized teams dedicated to leading the investment system by developing investment trends for economic sectors, improving the business environment, addressing challenges, and developing appropriate enhancement mechanisms.

The program includes Oman’s various investment sectors, such as energy, mining, manufacturing, transport, aviation, tourism, information and communication technology, and food security, containing a list of investment initiatives and projects undertaken by the relevant entities. The program aims to assure their completion within the specified time-frame.

Within the program’s future packages are investment opportunities for 2022, developed in collaboration with the relevant entities in other sectors such as education, health, sports, culture, and youth, in order to enable such sectors to attract domestic and foreign private investments.

A set of enabling programs has been designed to ensure the achievement of the program’s goals, including planning and developing investment and export development tools, simplifying and digitizing government investment services, and developing legislation, laws, and judicial regulations related to the investment environment and its attractiveness.

The initiatives and projects of the National Program for Investment and Export Development (Nazdaher) are divided into two streams:

First: Business Environment

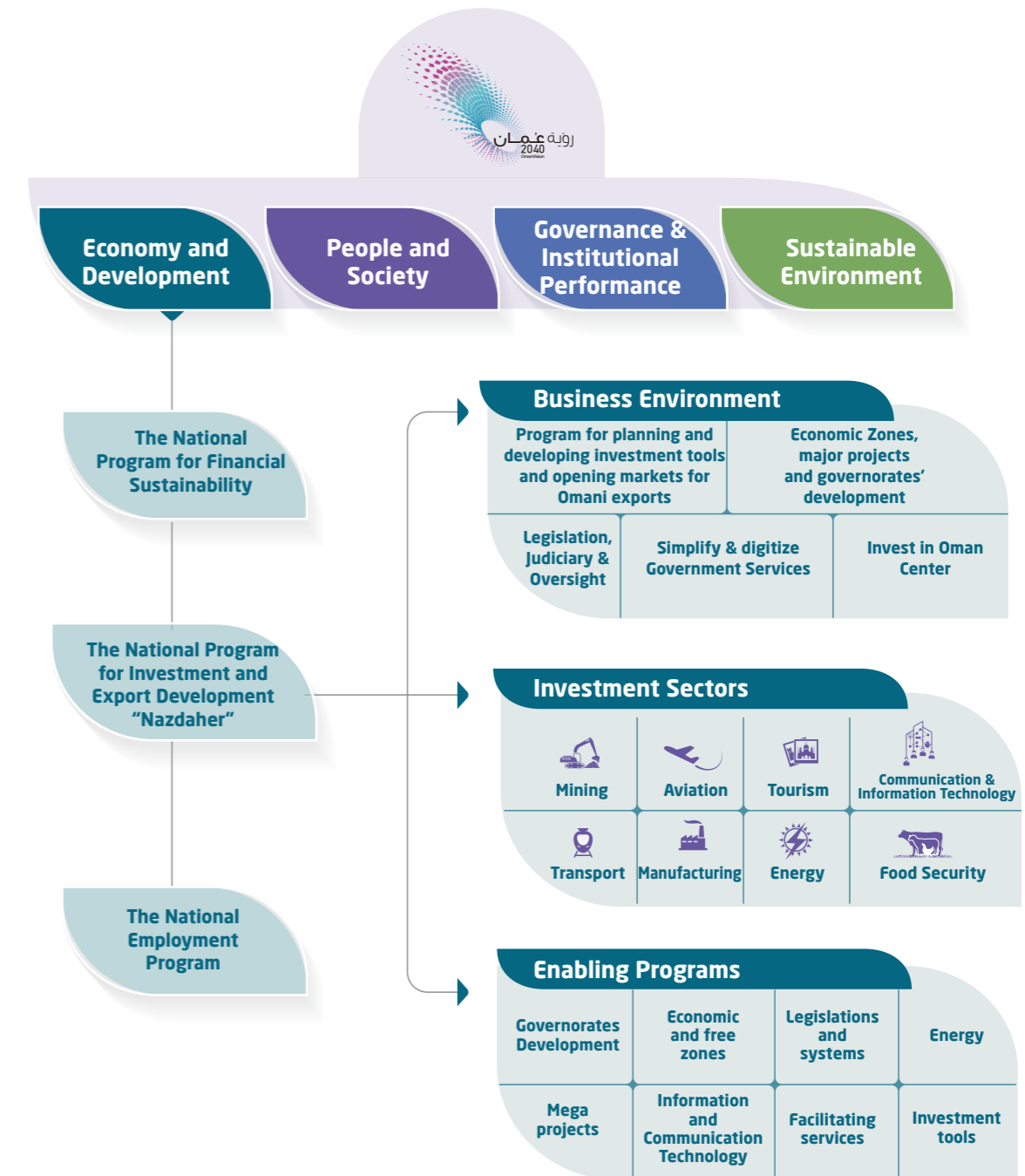
This stream is concerned with investment planning and investigating the challenges confronting the Sultanate of Oman’s investment system and preventing the completion of efforts to attract investments, as well as developing the necessary plans to attract investments, and aligning them with the legislative system. It includes initiatives that focus on the investment system’s readiness and verify the compatibility of all regulations, systems, procedures, and processes in order to boost the attraction of investments.

* The national programs, their timeline, initiatives and projects are subject to continuous review and assessment.

Second: Investment Sectors

This stream aims to establish a diversified investment portfolio for economic sectors, monitor the implementation of investment projects in coordination with the relevant entities, and boost non-oil industries’ contribution to the development of a sustainable economy.

مخطط برنامج نزدهر



* The national programs, their timeline, initiatives and projects are subject to continuous review and assessment.

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Business Environment Initiatives:



Business Environment

1. Fast Track
2. Foreign Investor Residency
3. Investment Opportunities
4. Investment Incentives Guide
5. National negotiation team
6. The national investment strategy
7. Promotion of Omani exports
8. The investment map
9. Preparation of the unified national promotion plan
10. "Invest in Oman"



Judiciary

1. Strengthening judicial integrity
2. Mobile notary
3. Mobile labor departments
4. Establishment of specialized investment judicial departments
5. Digitizing notary services
6. Qualifying national judicial competencies
7. Developing and harmonizing legislation and judicial laws
8. Electronic transformation
9. Network architecture and information security
10. Electronic Judgement Enforcement Services Center
11. Oman Commercial Arbitration Centre


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Legislation

1. Small and Medium Enterprises Law
2. Special Economic Zones and Free Zones Law
3. Fiscal Law
4. Tax and Fee Collection law
5. Public Debt Law
6. Commercial Register Law
7. One-Stop
8. Industry Promotion Law
9. Trade Law

Investment Sectors Initiatives:



Energy

1. North-South Interconnector Project (Phase 1):
 - Construction of 400 kV high voltage lines from Sweihat station to Barik station and from Barik station to Naheda station
 - Construction of Duqm station with a voltage of 33/132/400 kV and Mahout station with a voltage of 33/400 kV
 - Construction of two power stations: Barik station with 400/132 kV and Sweihat station with 400/132 kV
 - Construction of 400 kV high voltage lines from Sweihat station to Duqm station and from Duqm station to Mahout station
2. Development of electrical appliances standards (heaters, refrigerators, washing machines, lights)
3. Wind Energy Project
4. Manah Solar Power Plant
5. National Environmental Policy for the Energy Sector (NEPES)
6. Implementing Climate Change Adaption and Mitigation Strategy

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Mining

1. Ghuzayn Copper Mining Project
2. Copper ore mining and condensation - Al Washihi (Majaza) Mine
3. Development of Salt ore for industrial purposes
4. Innovation in mining
5. Shaleem Industrial Minerals Project
6. Dolomite - Kunooz Oman Holding
7. Exploration and mining of Yanqul Copper and Gold ores (Block 10)
8. Developing the Mining Concession Agreement Form for Mining Blocks
9. Smart control using modern technologies - Adopting a proposal for the mechanism of applying smart control
10. Issuing a list of the regulations and standards for the rehabilitation of mining sites, while defining the general direction for amending the financial guarantee associated with the mining site
11. Bid opening and awarding of the ready public sites (first package)
12. Preparing public sites of marble ore and building materials that are ready for bidding (second package)
13. Preparing concession areas for metallic and non-metallic minerals (Phase 2)



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Manufacturing

1. Application of the results of the first phase of studying the local content of health, electricity and water services, and waste management related to them.
2. Development of the electronic issuance of certificates of origin
3. Implementation of the industrial survey of data for the year 2020
4. Compliance system development
5. Listing of the industrial sector investments
6. Establishment of Thumrait Industrial City on an area of approximately 4 million sqm
7. Construction of the sixth building in the Knowledge Oasis Muscat
8. Establishment of an integrated commercial center to serve investors in Samail Industrial City
9. Construction of infrastructure works for Ibri Industrial City
10. Infrastructure Project for Blocks 5A- 5D- Commercial Square in Sur Industrial City
11. Development of infrastructure projects for Nizwa Industrial City (third and fourth phases)
12. Omanisation of several professions in companies in the industrial cities
13. Development of a digital transformation strategy
14. Madayn Vehicle Complex - Motcar
15. Completion the development of the fourth phase of Raysut Industrial City
16. Development of infrastructure projects for Al Buraimi Industrial City (first and second phases)
17. Provision of alternative energy solution services in the cities of the Public Establishment for Industrial Estates- Sohar Industrial City project



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Transport



1. Road Asset Management System (RAMS)
2. Facilitation package for the postal sector: improving the business environment associated with the express mail sector
3. Duplication and lighting of the road (Thumrait - Al Mazyoona)
4. Track licenses for water taxi activity in Musandam Governorate
5. Construction of roads for tourism, social and economic purposes:
 - Construction of a road linking Al Batinah South Governorate to Al Jabal Al Akhdar
 - Construction of the truck road (Al Maabilah - Thumaid)
6. Establishment of a berth for Qatar Company to export rocks and raw material
7. Establishment of a multi-purpose port in the Wilayat of Sadah
8. Management, Operation and development of Khasab Port
9. Management, Operation and development of Shinas port
10. Providing marine services in Omani ports
11. Establishment of small and medium marine industrial zones
12. Road weight monitoring system
13. International Ship Registration (Al-Nu'man Project)
14. Maritime Recruitment

Aviation



1. Full compliance with international requirements for civil aviation security and facilitation
2. AL Haitham program for capacity building of the aviation affiliates, and its enabling programs:
 - A digital portal that serves as a search and coordination engine of training and qualification service providers for all aviation industry affiliates
 - The strategic bond between Oman's aviation training service providers
3. Operation of the aircraft maintenance building at Muscat International Airport

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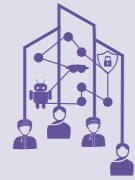
4. Development and operation of amphibious aviation
5. Development of numerical forecasting models and weather and maritime monitoring stations (Early Warning System)
6. Airspace Restructuring
7. Installation of solar panels at Oman airports
8. Enhancement of aviation safety in the Sultanate of Oman
9. Development and licensing of Khasab Airport
10. Transition to Flight Information Management System (FIMS)

Tourism



1. Diar Ras Al Hadd Project - Phase 1 (Resort)
2. Al Dakhiliyah Governorate Tourism Development Plan (Priority Projects)
3. Ash Sharqiyah South Governorate Tourism Development Plan (Priority Projects)
4. Dhofar Governorate Tourism Development Plan (Priority Projects)
5. Al Musannah Fort Investment
6. Bahla Fort Investment
7. Dibba Fort investment
8. Investment of Muttrah Fort and Al Bait Al Kabeer
9. Development of beach tourism services
10. Zunairah Villas - Al Mouj Muscat
11. Golf Beach Residences - Al Mouj Muscat
12. Ghadeer Villas - Al Mouj Muscat
13. Murooj Lanes - Al Mouj Muscat
14. Juman 2 - Al Mouj Muscat
15. Al Mouj Golf Business Park - Al Mouj Muscat
16. Khasab Gate (Phase 1: Zipline)
17. Sifah camp
18. Jabal Khanzour resort
19. Ghub Ali resort
20. Pedi beach resort

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Information and Communication Technology

1. The Sultanate of Oman: investment hub for ICT
2. Legislative environment for technical investment and stimulating start-up businesses
3. Technological Zones
4. Incentive package to attract technological investments

Food Security



Fish Sector

1. Tuna fattening through floating cages (pilot project)
2. National Shrimp Quarry Project
3. Khuwaima shrimp farming project
4. Qurun Shrimp Farming Project
5. Al Jazer Shrimp Farm (Phase 1)
6. Pilot project to develop traditional fishing through modern boats
7. AquaSite salmon farming project
8. Large pelagic fishing project
9. Small pelagic fishing project
10. International Marine Products Company: Integrated Seafood Canning Project in Duqm
11. Fish Collection Center Project in Haytam



Agriculture and Livestock

1. National Veterinary Vaccine Company NVVCO
2. Manufacture and sale of veterinary medicines
3. Management, operation and maintenance of laboratories, clinics and quarries of the Ministry of Agriculture, Fisheries and Water Resources
4. Poultry feed production
5. Poultry Products Manufacturing
6. Musandam fresh chicken
7. An integrated poultry farming project in Adam (Rima Poultry)
8. The central market for livestock in As Suwaiq
9. Increasing and fattening of Omani goats to produce red meat
10. Breeding and fodder cultivation in Mahdah (Anaam Livestock)
11. Integrated farm for the production of camel dairy



Water Resources

1. Soil Project - Siltation in dams
2. Wadi Dayqah Dam Tourism Development
3. Development of the national water strategy
4. The use of treated water in the farms of Shakhakhit in Barka

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The National Employment Program “Tashgheel”

The National Employment Program “Tashgheel”

The National Employment Program is an independent operational national program responsible for managing the job seekers' file with the aim of creating sustainable employment solutions and job opportunities for Omanis. The program includes training and qualification initiatives for Omani job seekers and fresh graduates, with a focus on identifying job opportunities in supply chains in various economic sectors, in order to ensure their readiness for immediate employment, in line with the requirements of various sectors of the labor market.

The program was launched in July 2021 as one of the most important national initiatives stemming from Oman Vision 2040. During the early months of the program, the executive management focused on developing internal capabilities and work strategies in order to accurately diagnose the various components of the employment system.

The program was designed to complement the government's efforts (the Ministry of Labor and other government bodies), with the program team developing work mechanisms that focus on diagnosing, improving, and giving direct assistance to these efforts. At the same time, the program aims to detect each component of the employment system and analyze the flaws that require focused solutions to overcome them, whether in relation to the stream of the job seekers journey from school seats to before entering the labor market and in line with the entrepreneur's journey, or in relation to the stream of creating a job opportunity and the stages it goes through, as well as diagnosing the mechanisms that connect the two sides (the job seeker and the job) in order to reach sustainable solutions.

In accordance with the overall diagnosis, the employment system, considering both supply and demand, lacks a cohesive vision connected to economic and investment activities. The brainstorming sessions, which brought together a group of experts and professionals, identified a number of challenges and gaps, as well as their implications on labor market, and suggested several solutions to bridge them. The program's team investigated these suggestions and converted them into action plans and initiatives with defined performance indicators.

The assessment concluded that these challenges must be addressed in terms of both supply and demand. Therefore, two streams were developed to work in parallel with each other, in order to improve the labor market and create sustainable job opportunities (the economic stream) for job seekers and qualify them to compete in the labor market (the capacity building stream):

First: The Economic Stream

Job opportunities at enterprises arise as a result of the enterprise's market position and the nature of its activity. The enterprise is either a sector developer, a B2B “Business-To-Business” service provider, or a B2C “Business-To-Consumer” Service Provider:

- **Sector Developer:** When the enterprise emerges as a sector developer, it adheres to the regulations and legislation of the government body overseeing that sector. Through diagnosing the stages associated with this component, it is evident that there is a relative degree of efficiency in the procedures of creating opportunities and job stability. The program focuses on building a real-time initiative that works with sector developers to generate job opportunities.
- **A “Business-to-Business” Service Provider (B2B):** the business owner might prepare his corporation to become a service provider for other companies that may fall under it, including tenders, or working in the service providers agreed-upon terms of reference. Job opportunities here are often related to contracts and their sustainability.
- **A “Business-To-Consumer” Service Provider (B2C):** This category constitutes a large proportion of enterprises in the Sultanate of Oman, which are the enterprises providing services and selling products to consumers. According to the analysis of this category, the job appears to be connected to the size of the market and the volume of demand for the product or service.

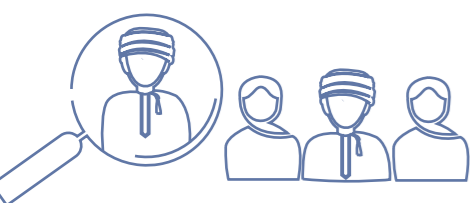
Second: The Capacity Building Stream

This stream focuses on aligning education and training in order to provide suitable job opportunities for Omanis in the public and private sectors, including:

- A modern education system that supplies the labor market with qualified national cadres
- Qualitative training programs that ensure qualification for the labor market, particularly in the professional and specialized sectors, as well as optimal career progression to ensure compatibility between specializations and the requirements of labor market
- Flexible and dynamic policies, laws, and regulations that consider the labor market's structure
- Promote a competitive, productive, and work-values-oriented culture
- A central E-system (platform) to manage all current and forecast supply and demand data

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Program initiatives



1- Creating an integrated platform that connects supply and demand in the employment system

The goal of this initiative is to develop an integrated platform that connects supply and demand in the employment system, which, in its first phase, will be based on data from the National Center for Statistics and Information (NCSI) and other data sources related to cadre preparation and employment, such as the Unified Admission System and other government systems, so that the team can conduct comprehensive and automatic analyses that help decision makers evaluate decisions related to employment on a real-time basis.

The rest of initiatives fall under one of the two streams, as follows:

The Capacity Building Stream



2- Accelerating the vocational stream project

This initiative intends to expedite the vocational stream project implemented by the Ministry of Education. It aims to develop a vocational stream in the educational system and ensure its implementation by 2022, starting from the tenth grade.



3- Adopting "Eidaad" program and incorporating it into all public and private universities, educational systems

"Eidaad" program is a full-year internship program that targets students in their penultimate year at public and private higher education institutions. It aims to provide the student with the fundamental skills needed to join the labor market by direct involvement in the work environment.

The program has proven its efficiency, attracting the attention of a number of companies, universities, and students. As a result, the National Employment Program's team proposes the formal incorporation of "Eidaad" program into the higher education system expeditiously, so that it becomes part of the university curriculum.

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4- Developing an integrated national e-platform for career guidance

The initiative intends to develop an integrated national electronic platform for vocational guidance and counseling for all levels of education, from kindergarten to university, in order to qualify education system outputs for the labor market.

The Economic Stream



5- Activate Supply Management and ICV

Under the auspices of the General Secretariat of the Tender Board, this initiative strives to activate supply management and ICV in the Sultanate of Oman.

The initiative's ultimate purpose is to improve ICV in contracts, starting with developing an appropriate strategy and defining an evaluation mechanism before moving on to the implementation and monitoring phases, as activating the ICV role helps in creating job opportunities for Omanis both directly and indirectly. The initiative also intends to develop a national database for Omani products, and promote Omani entrepreneurs and market their products.



6- Filling investment gaps in supply chains (tourism services)

The National Employment Program is currently focusing on analyzing supply chains and services in various sectors, in order to identify investment opportunities that would generate job opportunities for Omanis.

According to the findings of the initial analysis of the supply chain in the tourism sector, clear gaps were noted for service activities that the sector needed to be more attractive and could be exploited as investment opportunities such as: leisure tourism, adventure tourism, tourism guidance and others. As a result, the focus of this initiative is creating investment opportunities for entrepreneurs as well as job opportunities for job seekers.

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7-Finding job opportunities in assessment and inspection services

This initiative aims to offer job opportunities in assessment and inspection services by building service centers run by SMEs. It also intends to promote the Sultanate of Oman's inspection system.



8-Increasing Omanisation ratio in industrial estates

This initiative intends to increase Omani employment rates in companies and factories operating within the industrial cities regulated by the Public Establishment for Industrial Estates (Madayn), by establishing a consensual replacement and twinning system aimed at middle and upper-level positions.



9- Developing entrepreneurship enhancing policies

This initiative aims to develop a policy package, as well as procedural and executive reforms in three key streams:

- 1 - Business environment and procedural system
- 2 - Business and financial opportunities
- 3 - Guidance and information availability



10- A support and motivation package for professionals and entrepreneurs

This initiative aims to create an integrated system of support and social protection targeting craftsmen, professionals and entrepreneurs in order to ensure them a stable and dignified life as well as sustainability of their projects, by providing them with their own commercial registration that allows them to obtain multiple solutions, and benefits that make entrepreneurship a desirable career option that competes with traditional jobs in terms of advantages and stability.



11-“Tawreed” program in strategic partnership with the Industrial Innovation Academy

The “Tawreed” program is one of the programs implemented in partnership between the National Employment Program and the Industrial Innovation Academy. It focuses on developing opportunities directly available in various supply chains for most economic sectors, while also providing enabling factors that help in achieving the objectives of the program.

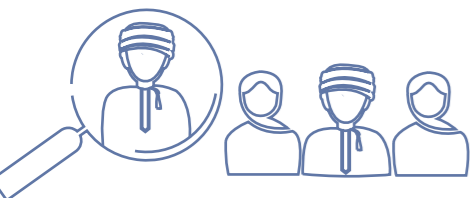
For the pilot phase, the program aims to incubate ten Omani SMEs per year in the target sectors. Three major sectors were identified as a pilot phase: tourism, communications, and energy, with the goal of eventually localizing these services. The program focuses on untapped or underdeveloped opportunities at all levels of supply chains in diverse sectors, as well as quick and rewarding opportunities that can be localized regionally or directly assigned to Omani SMEs.

This corresponds to the training and qualification of national competences in order to benefit from supply chains and investment opportunities arising from local production, based on what the labor market demands and the sectors investment opportunities.

For the implementation of the “Tawreed” program, a manual of operational procedures was created, which explains the series of procedures followed in the activation and implementation of the program, with the goal of developing a comprehensive framework and a detailed methodology for the mechanism of supply chain analysis for the sectors identified in the pilot phase of the program, and extracting the available opportunities associated with these sectors through a model that was developed within the program's work team. In addition, another document was developed that analyzes Omani SMEs operating in the sector and the possibilities available to them to take advantage of these opportunities.

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The image features a hand reaching out to touch a glowing, digital globe composed of numerous blue data points and connecting lines. The background is a dark blue with faint, out-of-focus light patterns and binary code. A white circuit-like graphic is overlaid on the left side of the image. A semi-transparent white circle highlights the text 'Government Digital Transformation Program'.

**Government
Digital Transformation
Program**

Government Digital Transformation Program

Digital transformation is the comprehensive employment of information and communication technology within entities with the aim of developing institutional performance and services, improving operational efficiency and increasing productivity, which serves the workflow within the entity and its departments, and the way it addresses the customers to improve the services and facilitate access to them to ensure saving both time and effort.

In pursuit of the objectives of Oman Vision 2040 and the strategic direction of creating Flexible, Innovative and Future-Shaping Administrative Bodies - within the priority of Governance of State's Administrative Bodies, Resources and Projects - the government digital transformation program was developed, including in its implementation plan more than 50 government institutions representing all of the main and supportive sectors of the government sector.

The program aims to improve government entities' efficiency and discover novel solutions that are efficient, transparent, and innovative, as well as to contribute in improving the work environment through the simplification of business models and developing channels and tools to optimize the benefit of rapid technology changes.

In order to ensure alignment of work between the various parties involved in the program and to draw a unified roadmap for government digital transformation, The Ministry of Transport, Communications, and Information Technology has developed standardized models to enable government entities to develop a digital transformation plan at the level of each entity, with the participation of work teams in the target entities.

The ministry's team analyzed the digital transformation plans for entities, which were developed by more than 260 participating employees from all targeted government entities, to complete the process of establishing an integrated program for government digital transformation 2021-2025. The ministry's executive team sought to align between all plans by holding over 200 workshops and meetings to discuss the plans with the entities. The team also worked to align the program with Oman Vision 2040 priorities and the 10th five-year development plan, as well as to study the projects and initiatives proposed by entities, including their estimated budgets, to ensure the integration of work in developing digital projects and avoiding duplication. As a result, 159 million Omani Riyals were saved after aligning all plans.

The government's digital transformation roadmap and implementation plan were developed and submitted to the Council of Ministers that approved them in July 2021.

Four practical streams were developed to help achieving the program's vision and national directions by identifying the strategic objectives and appropriate initiatives for each stream.

First: Excellence in Digital Services

This stream intends to improve digital services for citizens and entrepreneurs, employ the "user journey" methodology, and facilitate access mechanisms for data and service via digital channels. It also focuses on developing smart and mobile channels, as well as enhancing Oman's E-Government and Mobile Services ranking in the Indicator of Maturity of E-Government and Mobile Services. Furthermore, it contributes to increasing transparency and providing services that are customized to the requirements and aspirations of the recipients.

Second: Competence in Infrastructure and Digital Solutions

This stream focuses on increasing the internal efficiency of administrative systems and boosting performance in the administrative bodies through providing creative solutions and advanced digital infrastructure, and employing new technology to achieve optimal use of resources.

The stream also includes the development of basic systems and the integration and centralization between the common systems, as well as the creation and development of specialized systems to enable entities to keep up with technological changes, facilitate remote work, develop employee-related services, and improve the employee's experience as a major partner in delivering services.

Third: Empowering National Capabilities and Change Management

This stream focuses on equipping the entities' leadership with the tools they need to manage change and accomplish institutional transformation, in order to keep up with technological changes and support the employment of new digital technologies. It is also concerned with developing and strengthening human capabilities in the government sector with the future skills required for creativity and innovation, as well as developing a supportive environment to utilize the specialized national skills to facilitate the implementation and contribute to the digital transformation journey.

Fourth: Community Participation and E-services Awareness

This stream attempts to enhance electronic participation and improve communication and collaboration between the government and the citizen/beneficiary in order to deliver citizen-centered e-services, achieve community engagement in designing services, simplifying procedures, developing policies and making e-government decisions.

The stream will strengthen the Sultanate of Oman's performance in the service development and e-participation indicator, as well as contribute to the design of digital tools that will assist the government in bridging the digital gap and boosting e-participation in various sectors.

*The Government Digital Transformation Program is one of the implementation programs under the National Program for Digital Economy

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Program Projects and Initiatives



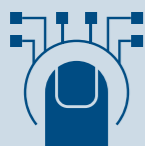
1-Digitization of basic services for citizens and business sector

This initiative intends to facilitate cross-institutional collaboration, enhance the business environment, and collaborate in digitizing fundamental services and making them available electronically to satisfy beneficiaries' requirements and expectations.

Progress Made

- 80 e-services were launched in the government sector as part of this initiative.
- A tender for the development of a visual verification system for the Public Prosecution has been launched.
- The unified digital system of the Ministry of Labor for assessing individual performance and institutional competence has been developed.
- A tender has been launched to develop the digital system for customer management and the one-stop shop for investment management in the regions under the Public Authority for Special Economic Zones and Free Zones.
- The pilot phase of the central system for correspondence and electronic document management (Wusul) has been completed.
- Requirements were studied for separating and improving the Minister of State and Governor of Musandam Office's ICT infrastructure.

Among the most important projects under this initiative is:



• Launching the digital services system for Dhofar Municipality

A system has been developed to issue building permits and control construction digitally, as part of the Dhofar Municipality's attempts to accomplish digital transformation in municipal work services, in order to facilitate and simplify operations and fulfill the municipality's strategic objectives. The system contributes to accelerating the completion of transactions and facilitating the beneficiaries' access to the service with ease and flexibility, without having to visit the municipality headquarters.

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The system automates the process of issuing major and minor construction permits, as well as licensing for the Building Control Department, such as supplying electricity and water to new facilities. In addition to permits for fencing, repair, demolition, modification, and cadastral markers, the new digital version includes the issuing of construction completion certificates for various facilities and the filing of technical reports for various building conditions.

Progress Made

- The system was launched in September 2021.
- 13,000 municipal license transactions were finalized within 330 days.
- 20,740 lease contract transactions were finalized within 330 days.
- 2446 building permit applications were finalized within 100 days of launching the system.



2-Classification and development of the central digital system for indexing and managing government services

This initiative seeks to build a digital system that documents the details of government services and their requirements, as well as providing guidelines for government services and their digital level.

Progress Made

- 90% of government services were classified.
- 66% of government services documentation has been achieved.
- Preparations are made for the issuance of the Unified Guide of Government Services in April 2022.



3-Partnership initiative to enable digital transformation

This initiative seeks to enable the government digital transformation program's implementation through holding a set of government, strategic or investment partnerships to support the implementation of the program's practical tracks.

Progress Made


- The work mechanism and study models for implementing digital transformation projects through partnership with the private sector have been completed.

*The Government Digital Transformation Program is one of the implementation programs under the National Program for Digital Economy

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- An agreement was signed with Oman Vision 2040 Implementation Follow-up Unit to support government institutions in facilitating government services procedures.
- The Omani Communications and Information Technology Group, on behalf of Oman Investment Authority, signed a strategic and investment collaboration agreement.
- Partnership with the British Digital Services Management Office to develop a unified national framework for controlling disbursement in digital transformation projects and initiatives.



4- The unified national portal for e-services

The goal of this project is to create a unified national portal for e-services, in addition to improving the digital user experience.

Progress Made

- A current status assessment was done, gaps were identified, and a plan for implementation was created.
- The best international practices were investigated, the British government's experience was reviewed, and the portal's strategic and long-term approach was determined.
- A plan to organize a lab for the portal was approved, with the goal of reviewing tendencies and gathering feedback.



5- Strengthening government relations and community participation


This initiative aims to improve communication, coordination and cooperation between government institutions in the field of digital transformation. It also focuses on e-participation, increasing the cooperation between the government and the citizen/beneficiary, attaining community engagement in service design, and making digital transformation decisions.

Progress Made

- The central communication and awareness strategy for the government's digital transformation program has been approved.
- 10 meetings were conducted with heads of government units, digital transformation teams, private sector representatives, specialists, experts, and individuals.

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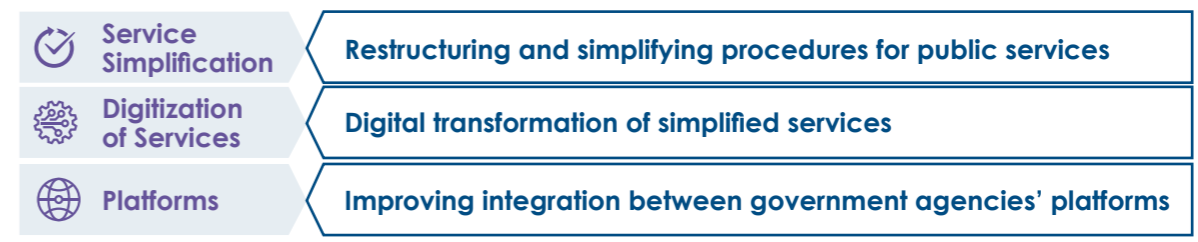
- 4 specialized workshops were organized for government institutions in cooperation with the British Digital Services Management Office in the field of standardizing service design and improving user experience.
- 9 introductory workshops on the government services classification methodology were organized for 200 participants from more than 50 government institutions.
- The requirements of the United Nations e-government development report in the official portal for electronic services for the year 2022 have been completed.
- In collaboration with the Ministry of Finance, a framework for delivering government digital transformation initiatives utilizing the partnership model with the private sector (ICT PPP) has been developed.
- In collaboration with the Royal Oman Police and the National Center for Statistics and Information (NCSI), controls for data exchange related to the provision of government services have been developed.
- A group of digital transformation project managers in government institutions have been trained to use tools and apply digital transformation project management models.



Streamlining and Digitizing Government Services

The Unit launched an initiative to streamline and digitize government services. In the unit, a specialized team has been formed to work alongside the program team from the Ministry of Transport, Communications, and Information Technology on this initiative.

The initiative's scope is divided into three main streams:



The initiative aims to digitize 80% of basic government transactions by 2025. 88% of investment licenses were activated as automatic licenses in 2021, in addition to simplifying commercial activity classifications, standardizing and simplifying fees for commercial activities related to the municipal sector, simplifying 80 government services, and holding knowledge transfer sessions for more than 15 government agencies on "Lean" methodology to simplify procedures. Moreover, three government agencies have accomplished the simplification stage for all their services provided to the public.

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Conclusion

The Annual Report 2021 was developed in order to share with the society all updates related to the international and national indicators of Oman Vision 2040, the efforts made in various national priorities and programs, in addition to the methodologies of work and the follow-up system adopted by Oman Vision 2040 Implementation Follow-up Unit. This is to ensure the continuous adoption of community engagement approach, as all segments of society participated in developing Oman Vision 2040 from the early stages of its preparation until its launch, and became aware of their role and responsibility in making this vision a tangible reality in various sectors.

Regarding vision indicators, all indicators are being reviewed to verify their effectiveness in measuring and evaluating the achievement of the vision, and to come up with clear targets for every five years (2025, 2030, 2035 and 2040), in addition to identifying the targets of government institutions relevant to vision priorities and indicators.

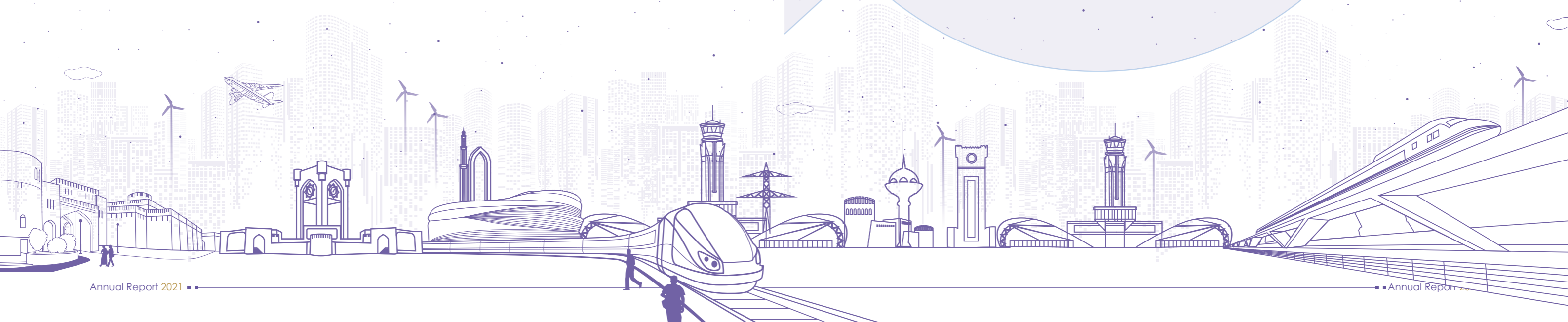
As for the national programs, and in addition to the ongoing development of existing national programs by incorporating new streams and sectors, The National Program for Financial Sustainability, which focuses on ensuring the sustainability of "Tawazun" program achievements and enhancing the role of the banking sector and the Capital Market, is being developed to find flexible funding solutions. Also, The Economic Diversification Program is being developed as a continuation of The National Program for Enhancing Economic Diversification "Tanfeedh", with a focus on deepening the integration of economic sectors and improving economic planning mechanisms.

It is worth mentioning that the upgraded version of the vision programs and initiatives monitoring dashboard has been launched recently, which is designed to monitor the achievement of efforts in order to accomplish the vision priorities. Also, the vision indicators dashboard proposal is being finalized, aiming to create a dynamic mechanism for following up on key results and their impact on vision priorities.

The unit will continue following up on the efforts, programs and initiatives related to Oman Vision 2040, as well as the indicators that display the desired effect of focusing on the four pillars of the vision and its national priorities. In addition, the unit will continue issuing annual reports and publishing updates on its various platforms.

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