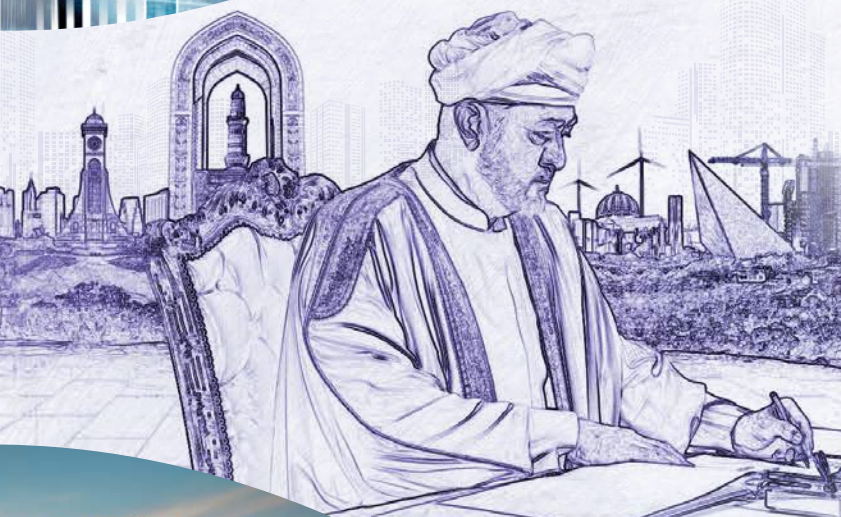




Oman Vision 2040  
Implementation Follow-up Unit



# Oman Vision 2040 Report

20 | 20  
23 | 24



Version: September 2024





Oman Vision  
2040 Report

20 | 20  
23 | 24



# Guiding Words



“ We will not hesitate to exert every effort to achieve the aspirations and objectives we have set in Oman Vision 2040. ”

His Majesty Haitham bin Tariq  
Sultan of Oman



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# Introduction

In the 1st and 2nd annual reports issued in 2022 and 2023, Oman Vision 2040 Implementation Follow-up Unit endeavored to underscore the ambitious aspirations outlined in Oman Vision 2040. The overarching objective is for the Sultanate of Oman to ascend to the ranks of advanced nations, as measured by a comprehensive suite of international indicators.

These indicators encompass global competitiveness, governance, government efficiency, innovation, environmental performance, and other pertinent indicators. Moreover, a selection of local indicators was incorporated, focusing on average per capita GDP, foreign direct investment as a percentage of GDP, the contribution of non-oil industries to GDP, the share of the Omani workforce in total new private sector jobs, and other meticulously chosen indicators to gauge the progress made towards achieving the ambitious objectives set forth in Oman Vision 2040.

The third annual report, now presented to the discerning reader, adopts a pioneering methodology meticulously designed to focus on evaluating the actual performance of government entities in achieving the objectives of

Oman Vision 2040 and the indicators adopted by the vision to position the Sultanate of Oman among the ranks of advanced nations.

This report aims to highlight the efforts exerted in various units of the state's administrative bodies during 2023 and the 1st half of 2024 to achieve the vision's objectives across various economic and development industries. The report serves as a testament to the significant strides made in the 3rd year of the vision, encompassing objectives such as fostering social well-being, fortifying the competitiveness of the national economy, elevating Oman's credit rating, stimulating economic growth, developing a robust labour market, establishing efficient economic governance, and cultivating an educational system capable of nurturing the aspirations of future generations.

This report delves into the 12 priorities that form the core of Oman Vision 2040, providing a comprehensive overview of the initiatives undertaken by government entities to realize these priorities. By providing a deeper understanding of how various government entities are translating

the vision's objectives into action, this report offers valuable insights to those following the progress of Oman Vision 2040.

Moreover, the report is replete with detailed data and up-to-date statistics that illuminate the advancements made towards achieving the vision's goals. It also serves as a testament to the robust partnership between Oman Vision 2040 Implementation Follow-up Unit and other government entities, whose collaborative efforts have been instrumental in providing the necessary information for the compilation of this document.

It is our earnest aspiration that this report will serve as a benchmark for evaluating the trajectory and accomplishments of Oman Vision 2040 in its nascent years.

As Oman Vision 2040 entered its 4th year in January 2024, we are pleased to observe Oman's significant strides in various global indicators that measure progress towards achieving the vision's objectives. For instance, the Sultanate of Oman has ascended 39 places in the 2024 Index of Economic Freedom, published by the Heritage Foundation, securing the 56th global rank, a marked improvement from its

95th position in 2023. Similarly, Oman has climbed 27 positions to secure the 11th global rank in the Global Entrepreneurship Index.

In the environmental performance index, Oman has achieved a quantum leap, rising from the 149th position in 2022 to the 50th position globally. In the realm of education, Sultan Qaboos University has made significant strides in the 2025 QS World University Rankings, ascending 92 places to secure the 362nd position.

These figures and statistics underscore the concerted efforts of various government entities in partnership with the Oman Vision 2040 Implementation Follow-up Unit, propelling us towards achieving the vision's objectives at an accelerated pace.

Following His Majesty Sultan Haitham bin Tariq's wise leadership, we remain steadfast in our commitment to positioning Oman among the ranks of advanced nations and steering the nation's economy away from the monolithic reliance upon oil, forging a new path illuminated by the twin beacons of knowledge and innovation, thereby fulfilling the aspirations of Omani citizens for development and progress.





# People and Society



## 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**

The priority of Education, Learning, Scientific Research and National Capabilities focuses on developing the educational system at all levels in a manner that equips graduates with the competencies, capabilities, and skills necessary to enter the labour market competitively, meeting the productivity and quality standards required for building a knowledge-based economy.

Efforts are being combined among numerous units of the state administrative bodies, schools, colleges, private universities, and private sector companies to achieve the strategic direction of the priority.

This collective pursuit aims to foster inclusive education, sustainable learning, and groundbreaking research, thereby cultivating a knowledge-driven society and a nation endowed with competitive capabilities.

By comprehensively enhancing the educational system at all levels and elevating the standards of both school and higher education, this initiative seeks to optimize outcomes.

Sultan Qaboos University has achieved a significant leap in the QS World University Rankings for 2025 (published by Quacquarelli Symonds), ascending 92 places—after two consecutive years of decline—from the 454th to the 362nd position.

This unprecedented leap marks the university's highest-ever ranking, a testament to its unwavering commitment to academic excellence.

The university's overall score improved from 25.2 in 2024 to 31.7 in the latest 2025 edition, driven by enhancements in sub-indicators related to academic reputation, international research network, graduate employability, and sustainability.

Sultan Qaboos University's tireless efforts to improve its ranking have been crowned with success.

Additionally, the inclusion of Sohar University as the first Omani private university in the QS World University Rankings signifies a momentous milestone in elevating Oman's higher education standing on the global stage, foreshadowing its eventual inclusion among the top 500 universities.

### Sultan Qaboos University's Improvement in QS Ranking







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



### Building the Educational System

The construction of a robust educational system serves as the cornerstone for achieving the paramount objectives of Education, Learning, Scientific Research and National Capabilities' building.

Both the Ministry of Education and the Ministry of Higher Education, Research and Innovation are diligently working within their respective spheres to enhance and optimize the educational system, encompassing pre-school, primary, and post-secondary education.

This comprehensive endeavor involves fortifying educational institutions with highly qualified faculty, modernizing infrastructure and technological resources, and curating cutting-edge curricula designed to cultivate future-ready skills and foster innovation among students.

The ultimate goal is to nurture a generation of highly skilled national cadres capable of excelling and driving innovation within their respective fields.

### Early Childhood Education

In recent years, since the inception of Oman Vision 2040, the preschool education sector has witnessed a surge in initiatives aimed at expanding access to early childhood education in both public and private institutions.

Notably, the successful implementation of the National Early Childhood Education Campaign, coupled with expedited licensing procedures for private preschools, has led to a significant increase in the number of private preschools, exceeding 1000 by the end of 2023.

Concurrently, the enrollment of preschool students has soared to over 82,000.

### Early Childhood Education Indicators:

#### Enrollment in Early Childhood Education:



**Public Schools:**  
2,743 students.



**Private Schools:**  
82,172 students.

#### Institutions Offering Early Childhood Education:



**Public Schools:**  
112 schools.



**Private Schools:**  
1,015 schools.

**%57**

**Overall Gross Enrollment Ratio in Early Childhood Education.**

**%81.5**

**Enrollment Rate of 5-Year-Olds in Early Childhood Education.**

**%93**

**Omanization Ratio in Private Early Childhood Education.**





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



### School Education

The school education sector has undergone a strategic transformation, characterized by the implementation of internationally benchmarked curricula in subjects such as Information Technology, English, Mathematics, and Science across various grade levels.

The past few years have witnessed a surge in public-private partnerships and collaborations with civil society organizations, aimed at fostering a culture of responsible citizenship and sustainable development within the educational framework. Additionally, the international benchmarking of mathematics and science education, as evidenced by the implementation of the Trends in International Mathematics and Science Study (TIMSS) for grades 4 and 8, has propelled the sector towards global standards.

Furthermore, the digital transformation of 13 textbooks into interactive digital formats has significantly enhanced the learning experience.

### Future Goals and Directions for Curriculum Development:

- Elevate the percentage of curricula aligned with future skills, national values, and identity to achieve a %70 completion rate by the end of 2024.
- Convert %62 of paper-based curricula into interactive digital formats by the end of 2024.
- Significantly improve student performance in the Progress in International Reading Literacy Study (PIRLS) for 4th grade students.
- Enhance student achievement in the Trends in International Mathematics and Science Study (TIMSS) for both 4th and 8th grade students.

- Participate in the Programme for International Student Assessment (PISA) 9th edition in 2028.
- Elevate proficiency levels in reading and mathematics for 4th, 7th, and 10th grade students (national assessments).

### School Infrastructure

The year 2023 witnessed a notable surge in attention and development of school infrastructure.

15 new school buildings were constructed to eliminate the need for evening classes.

Additionally, 22 existing school buildings were expanded, while 50 were renovated and maintained.

A significant safety and security system was installed in 800 school buses, and all school buildings were adapted to accommodate the needs of students with disabilities.

The Ministry of Education's future plans remain steadfastly focused on several strategic objectives, including standardizing teaching hours across all government schools that do not meet the required standards, reducing class sizes in government schools, ensuring adherence to safety and security standards in school transportation services, and expanding the range of educational services provided electronically.





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



### Key Indicators for government Schools up to 2023

1269 Schools	132 Schools	%2.3	%4.2
Total Number of Schools	Total Number of Evening Schools	Growth Rate of government Schools between 2022 and 2023	Growth Rate of Teaching Faculty between 2022 and 2023

The educational system has witnessed the launch of 32 diverse initiatives aimed at fostering future-ready skills among students across all grade levels.

These initiatives are part of ongoing efforts to develop studies, publications, and programs that promote civil values and sustainable development.

Furthermore, there has been a significant expansion of partnerships between the Ministry of Education, government entities, the private sector, and civil society organizations to reinforce the concepts of sustainable development and responsible citizenship within the educational framework.

These endeavours include the establishment of a national program specifically designed to identify and foster gifted students within the educational system.

This program is equipped with clear criteria for student selection and guidelines for educational supervisors to evaluate the extent to which teachers are effectively integrating the content of The National Framework for Future Skills into their teaching methods.

Over the past few years, strenuous efforts have been dedicated to enhancing the competencies of the workforce in school education, focusing on several key areas.

A concerted effort has been made to raise awareness among the educational community regarding the Omani National Qualification Framework for the Teaching Profession, which serves as the cornerstone for building and strengthening pedagogical capacities.

Additionally, a school innovation strategy has been adopted, aiming to modernize and improve educational curricula and teaching methodologies in line with global best practices.

Furthermore, vigorous endeavors have been undertaken to increase Omanization rates, thereby bolstering national capabilities and ensuring active participation from local talents in the educational process.

Future plans are centered on increasing the proportion of teachers who meet the standards outlined in the National Qualification Framework for the Teaching Profession, with the aim of ensuring alignment with the highest professional and pedagogical levels.

These plans also seek to develop an innovation and entrepreneurship ecosystem, fostering an environment that stimulates creativity and nurtures innovative capabilities.

The focus on building a culture that encourages innovation is at the heart of the educational strategy, as this environment empowers both teachers and students and contributes to the achievement of desired educational outcomes, thereby laying a solid foundation for progress and development in the education sector.





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



### Key Indicators of Competency Development in the School Education Sector

<b>%60</b>	The achievement rate of cognitive development vision
<b>%75</b>	The achievement rate of review and development of training programs offered by the Specialised Centre for the Professional Training of Teachers (SCPTT)
<b>%50</b>	The achievement rate of training employees at all levels within the Ministry of Education
<b>500</b>	employees have been empowered to pursue advanced studies
<b>13972</b>	employees have been provided with opportunities to develop their competencies through training and job rotation

### Educational Pathways

Oman Vision 2040 aims to cultivate generations equipped with the skills and capabilities to excel in various scientific and professional fields.

In line with this vision, the Ministry of Education is implementing the «Educational Pathways» program, designed to modernize the curriculum for grades 12-1 to align with global educational advancements.

The «Educational Pathways» program focuses on providing opportunities and alternatives for post-basic education students to select educational tracks that align with their abilities and interests.

This system enables students to adapt to their surrounding changes, enhancing their acquisition of the skills necessary to pursue further education beyond the basic stage and preparing them for effective and efficient integration into the job market.

To activate the «Educational Pathways» program, the past period has witnessed the adoption of a framework for the school-based technical and vocational education system.

The implementation of technical and vocational education according to the approved plan commenced at the beginning of the academic year (2024/2023).

Concurrently, a pilot initiative was launched to introduce technical and vocational education in the specializations of business administration and information technology in the 11th grade in 4 government schools.

Furthermore, Pearson granted approval for the implementation of the BTEC program for the specializations of business administration and information technology in pilot schools located in Muscat and North Al Batinah governorates.

The future plan within this framework includes expanding the scope of technical and vocational education during the academic year (2025/2024).

It is aimed to enroll 600 students, 300 from each of Muscat and North Al Batinah governorates.

Moreover, there are plans for a gradual expansion of technical and vocational education to encompass all governorates, in addition to introducing new technical and vocational specializations in partnership with various economic sectors starting from the academic year (2026/2025).





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

Additionally, new specializations in engineering and industrial fields are anticipated to be introduced, linked to the energy industry and other economic industries such as civil maintenance, engineering maintenance, mechanical manufacturing engineering, occupational health and safety, and other specializations that meet the needs of the labour market and keep pace with industrial and technological developments.

### Achievements of the Educational Pathways Program:

- Enrollment of **187** students in technical and vocational education at designated schools:
  - > **106** students in Muscat Governorate.
  - > **81** students in North Al Batinah Governorate.
- Implementation of the BETC (Business and Engineering Technology Curriculum) project in business administration and information technology specializations for the 11th grade in **4** schools.

### Future Plans for Technical and Vocational Education:

#### 1. Quality of School Education

The «Education, Learning, Scientific Research, and National Capabilities» priority seeks to develop a high-quality education system focused on preparing national competencies with advanced abilities and skills, ensuring excellence at both the local and regional levels.

In pursuit of these objectives, Royal Decree No. (2021/9) expanded the responsibilities of «Oman Authority for Academic Accreditation and Quality Assurance of Education» (OAAAQA) to include developing a national

system to ensure the quality of school education, in addition to its existing responsibility for ensuring the quality of higher education since 2010.

Leveraging its advanced experience in enhancing higher education quality, the Authority has prepared a draft of the National Quality Management System for School Education.

The Authority has based the development of this system on the latest international and regional standards and methods to ensure its high efficiency and effectiveness in improving the quality of school education.

The National Quality Management System for School Education focuses on assessing the extent to which educational institutions, whether government, private, or international schools, meet the standards set by the Authority to ensure the efficiency of the educational process.

The system includes a set of integrated procedures aimed at ensuring that schools fulfill their mission and objectives. At the same time, the system ensures that these schools meet the minimum standards set by the Authority.

The system comprises 3 fundamental axes: Quality of learning outcomes in the areas of academic achievement and personal growth, quality of the schools core processes in the areas of teaching, assessment, school climate, and learning environment, and ensuring the quality of learning outcomes and core school processes, encompassing the areas of leadership, management, and governance.

The significance of an impartial system for assessing school performance lies in its ability to reinforce the principles of accountability and transparency within educational governance.







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

Such a system contributes to identifying areas of underperformance, if any, and determining the responsibility of each stakeholder in the educational system. Furthermore, an accountability system provides opportunities to leverage diverse expertise within the educational system through the dissemination of quality practices.

The system is grounded in a unified vision of educational quality, built upon a set of rigorous standards that are informed by both national and international benchmarks, thereby ensuring a high level of quality and effectiveness in the educational process.

### 2. Features of the National Quality Management System for School Education

- The system is designed to complement government efforts aimed at enhancing the performance and outcomes of school education.
- The system is aligned with the best regional and international practices in ensuring the quality of school education and governing educational systems.
- The system promotes a culture of quality and self-assessment within school education.
- The system documents good practices in school education, contributing to the adoption of effective policies and strategies for advancing education.
- The system emphasizes student learning outcomes through a scientific and systematic examination of all factors influencing student performance.
- The system promotes transparency and accountability by periodically publishing the schools' performance assessments in newspapers and on the Authority's website.

### 3. Progress in Implementing the National Quality Management System for School Education

- A thorough analysis of relevant documents, studies, and local, regional, and international experiences.
- Development of %80 of the system's documents and policies.
- Completion of the 1st phase of local consultations and international calibration.
- Piloting the system in 10 government and private schools across 4 educational governorates.
- Introducing the system through various visual and auditory means and conducting introductory workshops in all educational governorates with the attendance of 2875 participants.
- Preparation of the national register of external reviewers for school education.

OAAAQA aims to assess 100 government and private schools in the 1st year of implementing the system during the academic year (2025/2024).

This number represents approximately %5 of the total number of schools in the Sultanate of Oman. The Authority aspires to expand the scope of school assessments on a larger scale at the beginning of the next five-year plan to enhance the quality of education across the country.

In preparation for the actual implementation of the «National Quality Management System for School Education», the Authority intends to contract with international organizations to review the system's documents as part of the international consultation process, in preparation for its approval and publication.







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



The National Quality Management System for School Education is expected to be officially launched in late 2024, with training for external reviewers, panels' directors, and quality assurance officers commencing in November 2024.

### 4. Quality of Higher Education

OAAAQA assesses the quality of higher education through 2 primary programs: the National Institutional Accreditation System, which aims to evaluate the institutional accreditation of universities, colleges, and higher education institutions comprehensively, focusing on the institutions ability to meet quality standards and comply with higher education requirements, and the National Academic Programme Accreditation System, which focuses on evaluating the quality of individual academic programmes offered by educational institutions to ensure their alignment with local and international academic standards and their ability to meet the needs of students and the labour market.

The institutional accreditation process commenced in 2010 and was divided into 2 primary phases:

- Phase One: This phase focused on conducting institutional quality audits for 65 government and private higher education institutions. This phase continued until its termination in 2023.
- Phase Two: Started in 2017 and was known as the 'Institutional Standards Assessment' (ISA). As of the end of 2023, the Authority has completed the evaluation of 26 out of 34 institutions listed in the timeline.

The institutional accreditation system encompasses a comprehensive set of procedures aimed at:

- Fulfilling Mission and Objectives: Ensuring that higher education institutions are effectively working towards their stated missions and objectives, in alignment with the quality standards established by the Authority.

- Meeting Minimum Standards: Guaranteeing that institutions meet the minimum established standards, thereby enhancing the quality of education and services provided, and ensuring their alignment with approved academic and administrative requirements.

'Institutional Standards Assessment' (ISA) is a cornerstone of the institutional accreditation system. This process is dedicated to assessing all higher education institutions, irrespective of whether they are public or private, and regardless of their classification as colleges, university colleges, or universities, against institutional standards outlined in the «ISA» manual.

The Assessment process encompasses 6 primary standards:

- Governance and Management: Evaluating the effectiveness of the organizational structure, administration, and administrative decisions.
- Academic Provision and Resources: Examining the quality of resources and services available to students and faculty.
- Students and Student Support Services: Evaluating the support and services provided to students in terms of academic and administrative needs.
- Human Resources: Verifying the competence and suitability of faculty and administrative staff.
- Research and Innovation: Measuring research and innovation activities and their impact.
- External Engagement: Evaluating the institutions engagement with the community and participation in external initiatives.

Through this process, both public and private higher education institutions are assessed for their compliance with institutional accreditation standards





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



over a five-year period. Each institution undergoes this periodic assessment to ensure the ongoing maintenance of quality and adherence to the specified standards.

According to the institutional standards outlined in the «ISA» manual, the outcomes of the assessment process are categorized into 3 classifications based on the higher education institution's performance:

1. **Accreditation:** This is granted when the educational institution meets all the standards specified in the manual, indicating a high level of quality and compliance with applicable standards.
2. **Conditional Accreditation:** This is granted if the institution fails to meet only one of the specified standards. This indicates the need for specific improvements, as the institution is given a defined timeframe to rectify the situation and fulfill the missing standard before obtaining full accreditation.
3. **On Probation:** This status is applied if the institution fails to meet two or more standards, necessitating significant corrective actions and the submission of periodic reports to monitor progress towards achieving the required standards.

An HEI that is Conditionally Accredited or placed On Probation is required to begin Institutional Standards Reassessment (ISR) up to one year after it receives the final version of the ISA Report, with a maximum of 2 attempts. After the second and final attempt:

- If the institution meets all the required standards, full accreditation is granted.
- If the institution fails to meet all the specified standards, the Cabinet and the supervisory authorities of the institution will be contacted to take the necessary actions.

In 2023, the institutional accreditation process underwent significant updates and enhancements. The Authority collaborated with an external expert to review the «ISA» manual, originally published in January 2016. The manual underwent a thorough analysis and comprehensive study in consultation with higher education, external reviewers, and the supervisory authorities of higher education institutions.

These efforts culminated in the successful launch of the second edition of the manual on February 2024, which was published on the Authority's website.

'The Programme Accreditation System' (PAS) aims to ensure that programs offered by higher education institutions and the educational services provided to students meet the standards and requirements set by the Authority, based on benchmarking against International Programme Accreditation Systems. The Programme Accreditation is based on assessment against 3 primary standards:

1. **Programme Management and Support Services:** This involves evaluating how the programme is managed and how support services are provided to contribute to achieving the programme's objectives and ensuring the quality of education.
2. **Design and Delivery of Course-Based Programmes:** This focuses on the quality of the design and delivery of academic programmes based on courses, ensuring their alignment with approved academic standards.
3. **Design and Delivery of Research-Based Programmes:** This addresses the evaluation of programs based on research, and the extent to which the design and delivery of these programs are integrated with the latest developments and innovations in the field of research.





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



Building upon the preceding stages of establishing the national academic programme accreditation system, the year 2023 witnessed several significant milestones:

- Programme Accreditation Fees: Fees associated with Programme Accreditation processes were determined.
- Launch of the Programme Accreditation System and the «Programme Standards Assessment» (PSA) Manual: The new system and the assessment manual outlining standards and mechanisms for assessing academic programs were launched.
- Scheduling of the First Batch of Higher Education Institutions (HEIs): Higher education institutions that had obtained institutional accreditation were included in the timeline for Programme Standards Assessment.
- Training of 16 Higher Education Institutions: A number of educational institutions were trained on the assessment process according to programme standards.

In 2024, a total of 9 higher education institutions (HEIs) are scheduled to undergo Programme Standards Assessment visits.

OAAAQA also focuses on scrutinizing the quality of the General Foundation Programme, aiming to provide the public with reliable information about the quality of these programmes in 4 key areas: English language, information technology, mathematics, and learning skills. The Authority also seeks to provide feedback to higher education institutions on the efficiency of their foundation programmes in preparing students for undergraduate studies. By the end of 2023, 32 out of 33 higher education institutions listed in the timeline had undergone a quality audit of their foundation programmes.

Following the launch of the Programme Accreditation System in February 2023 and the 2nd edition of the «Institutional Standards Assessment» manual in February 2024, the Authority intends to focus on developing other aspects of the higher education quality assurance systems in the Sultanate of Oman, including:

- Reengineering the quality audit procedures for general foundation programs.
- Retraining Higher Education Institutions (HEIs), External Reviewers (ER), and Review Directors (RD) on the institutional standards assessment procedures according to the new edition of the manual.
- Implementing multiple plans aimed at elevating the rankings of Higher Education Institutions (HEIs) in the Sultanate of Oman.

Through these initiatives, the Authority seeks to ensure that all stakeholders are familiar with the new amendments to the manual and the institutional accreditation system, and to enhance the quality of higher education in the country.





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



### Key achievements within the Institutional Accreditation Programme until the end of 2023:



### Future Plans for Developing Higher Education Quality Assurance Systems:

- Reengineering of quality audit procedures for general foundation programmes.
- Retraining of Higher Education Institutions (HEIs), External Reviewers (ER), and Review Directors (RD) on the Institutional Standards Assessment procedures as outlined in the February 2024 edition of the «Institutional Standards Assessment» manual.
- Revision of the «Programme Standards Assessment» manual, which was launched in February 2023.

- Continued training of Higher Education Institutions (HEIs) and External Reviewers (ER) on Programme Accreditation Procedures.
- Increasing the percentage of Omani reviewers in the Authority's Register of External Reviewers from %23 in 2021 to %25 by the end of 2024.
- Subjecting the Authority's policies governing institutional and programme accreditation procedures to another round of reviews and updates to enhance, modernize, and align them with the latest developments in Academic Accreditation Systems.
- Translation of all manuals and policies governing institutional and programme accreditation procedures.
- Continued updating of the national register of internationally recognized quality assurance agencies for Higher Education Institutions (HEIs) and related policies.

### National Qualifications Framework (NQF)

The emphasis on the «National Qualifications Framework» is aligned with Oman Vision 2040's focus on building a comprehensive and independent system for governing and assessing the education system according to national and international standards. The NQF aims to integrate the various stages and types of education, and seeks to:

- Facilitate national recognition of the skills and knowledge acquired by learners.
- Organize qualifications into a comprehensive and unified system that includes various levels, titles, and standards.





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

- Achieve equality in the recognition and respect of academic, vocational, and technical qualifications.
- Enhance quality standards and encourage lifelong learning.
- Provide a system for recognizing foreign qualifications and ensuring their compatibility with the needs of learners and employers.
- Enhance national economic performance by meeting the needs of the labour market and promoting its growth and sustainability.
- Provide a trusted reference for qualifications awarded in the Sultanate of Oman and facilitate the comparison of qualifications for different types of education.
- Increase confidence in qualifications issued in the Sultanate of Oman and provide a tool for their equivalence.
- Facilitate international recognition and comparison of qualifications by professional bodies outside the Sultanate of Oman.

The NQF is a fundamental tool for describing and classifying qualifications in all educational and training sectors in the Sultanate of Oman.

It provides a reference point for qualifications delivered and awarded in Oman, enabling the comparison of Omani and foreign or international qualifications, as well as recognition of prior learning.

### The 10 Goals of the National Qualifications Framework

- Describing, comparing and classifying all qualifications in Oman.
- Supporting the revision of existing qualifications.
- Supporting the design and development of new qualifications based on consistent standards, according to assessed learning outcomes, and ensuring their quality.
- Supporting and strengthening the ongoing development of processes for quality assurance in education and training.
- Supporting lifelong learning, by providing clarity on the routes by which learners can progress through the qualification system in Oman.
- Supporting the recognition of Foreign and International qualifications in Oman and the recognition of Omani qualifications abroad.
- Supporting the recognition of learning achievements that take place in all contexts, including formal, non-formal and informal learning.
- Supporting the recognition of a wide range of technological, professional technical and vocational qualifications.
- Supporting the recognition of learning awarded for the achievement of small sets of Learning Outcomes, such as skills courses, micro-credentials, or part-qualifications.
- Enhancing parity of esteem between the qualifications awarded in the NQF four Educational Pathways.







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



### Progress Achieved in Implementing the National Qualifications Framework:

- Development of 45 documents related to the National Qualifications Framework in both Arabic and English.
- Design of the National Qualifications Register.
- Conduct of 24 capacity-building workshops for qualification awarding bodies on the process of incorporating qualifications into the National Qualifications Framework.
- Conduct of 22 capacity-building workshops for external reviewers and vocational education and training institutions.
- Addition of 100 external reviewers to the National Register of External Reviewers.

### Research and Innovation

The Ministry of Higher Education, Research and Innovation in the Sultanate of Oman is implementing a number of programs and projects to support researchers and innovators.

These programs have been developed to align with local aspirations and global developments. The 10th Five-Year Plan includes 13 strategic programs for research and innovation, aimed at empowering national capabilities and fostering an environment that encourages research and innovation.

The year 2023 witnessed numerous efforts to support research projects and encourage innovation.

These efforts contributed to Oman's advancement of 10 places in the Global Innovation Index report issued by the World Intellectual Property Organization (WIPO), bringing its ranking to 69th globally out of 132 countries included in the index.

According to the index, the Sultanate of Oman achieved the highest performance in: (human capital, research, and infrastructure). It advanced 9 places in innovation outputs and ranked among the top 20 countries globally in 5 sub-indicators, including:

- 2nd globally in the proportion of science and engineering graduates to total graduates.
- 9th globally in government expenditure per student.
- 16th globally in the availability of information and communication technology.
- 19th globally in the ease of doing business.
- Labour productivity growth rate, where Oman jumped 93 places compared to its ranking in 2022 index.

During 2023, programs implemented to support research and innovation included funding 314 research projects for researchers from 26 research and academic institutions, amounting to 2.1 million Omani Rials, as part of the research support program known as the «Block Funding Program» (BFP) (institutional and performance-based funding).





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



### Oman's improvement in the Global Innovation Index:



### Number of researches funded under the Strategic Research Projects Program:

Year	Received research	Funded Research	Beneficiaries
2022	82	22	3
2023	169	26	6

A number of notable efforts in building research and innovation capabilities were undertaken in 2023, including:

- The organization of training workshops in robotics and drone manufacturing, with the participation of 60 students. Additionally, a training workshop for innovation specialists and teachers was organized in collaboration with the Ministry of Education, with the participation of 30 teachers and innovation specialists.
- Providing an enabling environment for researchers through the 10th Annual Research Forum, where 10 winners of the 10th National Research Award were honored. The award encompasses 6 main categories: education and human resources, information and communication systems, health and community service, culture, social and basic sciences, energy and industry, and environment and natural resources.

### Number of researches funded under the Block Funding Program (BFP):

Year	Received research	Funded Research	Beneficiaries	Cost (OMR)
2021	663	446	53	1,300,000
2022	1044	349	30	1,953,000
2023	923	314	26	2,099,000





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



In the realm of exchanging research and innovation expertise, 2023 witnessed numerous significant events:

- 2 Omani researchers participated in the 72nd Lindau Nobel Laureate Meeting, an annual event that brings together a group of Nobel laureates to discuss the latest research and innovations.
- 5 students participated in the London International Youth Science Forum (LIYSF), held annually at Imperial College London, where talented students showcase their research and innovation projects.

In the realm of nurturing and fostering the talents of young innovators, the Ministry of Higher Education, Research and Innovation announced the qualification of 3 projects for the finals of the Berlin Falling Walls Lab competition, namely:

- A project on using artificial intelligence (AI) to diagnose dementia at an early stage.
- A project on breaking the methane improvement barrier.
- A project on breaking the barrier of wasted heat in solar cells.

Moreover, in 2023, the Ministry of Higher Education, Research and Innovation launched the Scientific Publication Support Program, aimed at supporting the publication of scientific papers in top-ranked, high-quality, and indexed journals. The program aims to:

- Enhance the quality of research and its outputs, maximizing its returns.
- Enhance Oman's ranking in the Global Innovation Index.
- Raise the global ranking of Omani universities in relevant indicators.

Innovation centers spread across various governorates in the Sultanate of Oman serve as effective means of fostering an innovation culture and fulfilling the aspirations of Omani innovators. They provide a supportive environment for creative individuals and strive to enhance the overall innovation ecosystem.

Research and Innovation also enjoys growing support from the private sector through joint research projects between the public and private sectors. In the industrial sector, the «Industrial Innovation Academy» affiliated with «Madayn» plays a prominent role in:

- Promoting innovation and applied research.
- Building national capabilities in the industrial sector.
- Identifying and developing industrial investment opportunities.
- Incubating innovations and applied research to convert them into added value, empowering national capabilities, services, products, and assets, while adopting automation technologies and leveraging the Fourth Industrial Revolution (4IR).

In non-industrial sectors, research projects encompass areas such as:

- Knowledge transfer: Enhancing the exchange of information and expertise among academic, industrial, and research institutions to support innovation and achieve progress in various fields.
- Developing core skills in digital transformation and 5G technologies: Improving individuals' technical and digital competencies to enable them to address modern challenges and technologies, such as digital transformation and 5G applications.





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

- Transforming ideas into startups: Supporting innovators in turning their innovative ideas into successful business ventures, thereby fostering an entrepreneurial ecosystem and encouraging market innovation.

«Oman Innovates» platform is a vital platform and an integral part of the efforts to enhance innovation and build a knowledge-based economy. It contributes to:

- Converting ideas into direct and indirect returns through the integration of efforts, helping to transform innovative ideas into tangible projects that contribute to economic development.
- Providing an effective digital environment to support innovative activities, enhancing the ability of innovators to work and collaborate effectively within an integrated platform that enables the exchange of ideas and resources.
- Delivering fast and smart services to support innovation in the Sultanate of Oman, including providing technical and advisory support to innovators and new entrepreneurs.
- Maximizing the outputs of scientific research and knowledge production and converting them into economic returns by investing the results of research and innovations to achieve tangible benefits that contribute to economic growth.

### Research programs and projects overseen by the Industrial Innovation Academy include:

- Innovation in Omani traditional concrete.
- An artificial intelligence (AI) system for human resources management in factories.
- Improving the production of calcium carbonate from marble waste for the food industry.
- Improving the production of calcium carbonate from marble waste for the pharmaceutical industry.
- A program to link existing industries in industrial, economic, and free zones with government tenders, so that local industries, services, and products are included in government tender and procurement documents, giving them priority as products that must be used, purchased, or supplied for projects.

«Ejaad» electronic platform is another significant project in enhancing the research and innovation ecosystem.

The platform focuses on strengthening cooperation between industry and academia in research and development.

During 2023, the platform recorded 84 industrial challenges, of which 42 were transformed into joint research contracts between academia and industry.







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



### Prominent Programs and Projects Implemented by the Public and Private Sectors in the Research, Science, and Innovation Ecosystem:

- «Ejaad» Electronic Platform: This platform focuses on fostering collaboration in research, science, and development between industry and academia.
- Manufacturing Incubator: This initiative aims to empower small and medium-sized enterprises (SMEs) in the manufacturing sector and to cultivate a pool of startups with global technical and managerial capabilities in the manufacturing industry.
- «Upgrade» Program: Launched by the Ministry of Higher Education, Research, and Innovation, this initiative aims to strengthen partnerships with the private sector, support a knowledge-based economy, and encourage researchers, innovators, and graduation projects to transform ideas into value-added startups that contribute to economic development.
- Oman Makers Centre: An innovation development arm overseen by the Industrial Innovation Academy in collaboration with the Ministry of Higher Education, Research, and Innovation, this centre serves as a prototyping hub for industrial products. It works on developing prototypes that represent a pre-commercial marketing step for a project idea. The center provides open workshops and a prototyping lab for manufacturing and is equipped with a range of machinery and equipment to facilitate the creation of prototypes.
- Center of Excellence for Advanced Communications Technologies and IoT: Established in collaboration between the Ministry of Higher Education, Research, and Innovation, the Ministry of Finance through the Partnership for Development program, Ericsson Sweden, and Omantel, the center

aims to transfer knowledge and develop core skills in 5G technologies and applications, as well as develop national competencies to keep pace with global developments in digital transformation.

- Sohar Production Center: A development arm operated by the Industrial Innovation Academy, this center is a mold and spare parts manufacturing facility. It aims to achieve commercial-scale manufacturing to benefit from cost reduction, increased production, and targeting local and global markets. The center comprises 3 facilities in the fields of plastics technology, mold manufacturing, and advanced industries.

The Sultanate of Oman, through its vision for the research and innovation sector, aspires to become a regional hub for creativity and a pioneer in innovating ideas and providing new goods and services. Oman aims to enhance its research capacity to be extensive at the regional level and develop a research system that effectively responds to local social and economic needs.

In this context, the Research and Innovation Law is one of the most prominent initiatives that the Ministry of Higher Education, Research, and Innovation is preparing. This law aims to regulate and manage research and innovation affairs and promote an innovation culture on a wide scale in the Sultanate of Oman.

Future plans include activating the «National Research and Innovation System» to support the building of a knowledge-based economy. It also seeks to develop national competencies with competitive skills locally and globally, and enhance the role of science incubators in nurturing innovative projects and research outputs. These initiatives aim to transform projects into innovation- and technology-based startups capable of economic competitiveness, by providing a package of services and facilities to support these projects.





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



### Sustainable Funding Sources

#### A. Early Childhood and School Education:

The early childhood and school education sector in the Sultanate of Oman witnessed remarkable efforts in 2023 to find sustainable funding sources and support investment in this sector. Among the most prominent of these efforts:

1. Updating the regulatory framework for private schools: The regulations have been updated to include incentives for investors, enhancing the attractiveness of investing in private education.
2. Implementation of vocational and technical education: The implementation of vocational and technical education commenced in alignment with the approved plan at the outset of the academic year (2024/2023), signifying Oman's steadfast commitment to the advancement of technical and vocational education.
3. Initiatives to support the private sector:
  - Offering incentives: Incentives have been offered to investors in the private school sector, including the offering of government land for the establishment of private educational projects.
  - Facilitating loans: Coordination continued between the Ministry of Education, the Development Bank, and the Small and Medium Enterprises Development Authority to facilitate loans for private school owners.
4. Activation of Joint Committee Competencies:
  - Land Allocation Studies: The competencies of the joint committee between the Ministry of Education and the Ministry of Housing and Urban Planning have been activated to study the allocation of land for the establishment of private school facilities.

- Land Specifications Approval: Land specifications have been approved by the Cabinet, ranging in size from 3,000 to 15,000 sq meters, with terms and conditions set for land granted for investment in private school education.
5. Coordination with the Ministry of Commerce, Industry, and Investment Promotion:
    - Commercial Register Conversion: Efforts are underway to convert the commercial registers of private school owners into service registers, facilitating the use of «Invest Easy» platform to serve private school education.
    - New Platform Window: A window will be added to «Invest Easy» platform to submit applications for establishing private schools, adding grades, and other related services.
  6. Preparation of the Incentive Program Draft Guide: A draft guide for the incentive program and regulations to encourage investment in private school education has been finalized.

Future plans for diversifying funding sources for the pre-school and school education sector include increasing the investment rate in the private education sector, encouraging the establishment of fully-equipped private schools, providing high-quality educational opportunities, and offering diverse educational systems and programs.

These plans aim to enhance the quality of education, diversify funding sources, and provide a supportive environment for investors in early childhood and school education.



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



### Key Performance Indicators for the Private School Education in the Sultanate of Oman up to the academic year 2024/2023:



**%7.3**

**Contribution of the private school education to the total education sector in the Sultanate of Oman.**



**150,000**

**students: Total number of students enrolled in private schools.**



**%17**

**Percentage of students enrolled in private schools compared to the total number of students in Oman.**



**1015**

**schools: Total number of private schools.**



**16737**

**staff: Total number of teaching and administrative staff in private schools.**



**10**

**international curricula: Total number of international curricula implemented in private schools.**

### Sustainable Funding Sources

#### B. Secondary Education:

Diversifying funding sources for the secondary education enables greater growth and sustainability, strengthens the financial stability of higher education institutions, and empowers them to engage in long-term strategic planning to achieve their goals in terms of educational quality and outcomes. This also contributes to enhancing research and innovation projects and elevating them, thereby achieving the objectives of the «Priority of Education, Learning, Scientific Research and National Capabilities» which aims to build an effective national system for research, creativity, and innovation, thus contributing to building a knowledge-based economy and society.

In this context, the Ministry of Higher Education, Research, and Innovation is working to develop a «Center for Research Funding and Investment.» The center aims to launch initiatives that support funding and investment in this field. Work is also underway to include provisions related to funding in the draft of the Research and Innovation Law, which is currently being discussed with relevant authorities.

Ministerial Decision No. (2018/92) regarding the Investment Controls for Government Land Designated for Private Higher Education Institutions is considered one of the important legislations, as it allows higher education institutions to invest up to %15 of the total area of land allocated to the institution. This decision aims to enhance the sustainability of private higher education institutions and find diverse and sustainable sources of funding for them.

In coordination with the Ministry of Finance and the Ministry of Housing and Urban Planning, the Ministry of Higher Education, Research, and Innovation is working to update the regulations for granting land to private higher education institutions and the mechanism for commercial investment therein, with the aim of enhancing the financial sustainability of the resources of these institutions.

In vocational training, work is underway to study and identify investment opportunities in all vocational colleges to provide sustainable funding in cooperation with the banking industry. Future plans include studying the privatization of vocational colleges, marketing student products, and forming committees comprising representatives from vocational training, governorate offices, and private sector institutions to study the competitive advantage of governorates and identify investment opportunities in this sector.





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



### National Capabilities:

The priority of education, learning, research, and national capabilities aims to develop the education system at all levels and improve its outputs, ensuring that graduates are qualified to enter local and global labour markets with competitive skills and abilities that meet the productivity and competitiveness levels required to build a knowledge-based economy and enhance job security in the private sector.

In this context, both public and private higher education institutions continue to work on building an effective system that enhances human capabilities and national competencies, and provides educational outputs that align with the needs of the Omani labour market and economy in general.

Over the past period, significant efforts have been made to align higher education outputs with the needs of the labour market. This has been accomplished through the preparation, design, and development of academic and training programs to meet the aspirations of the business industry and equip graduates with the necessary skills to enter the labour market.

Vocational colleges in the Sultanate of Oman play a fundamental role in qualifying and training national cadres in accordance with national standards. These 8 vocational colleges work to diversify training programs, update existing training systems, and introduce new training systems that align with current and future trends and policies. Training pathways have also been updated and developed to ensure that training outputs possess diverse competencies and professional levels that meet the labour market's needs for qualified and well-trained manpower aligned with market requirements.

### Efforts to Align Higher Education Outputs with Labour Market Needs:

- Raising awareness of the importance of technical and vocational cadres in the job market and publicizing available opportunities in these fields.
- Developing curricula and introducing new specializations aligned with labour market demands, while terminating certain programs based on need indicators.
- Conducting studies to assess the labour market's demand for technical and vocational specializations.
- Enhancing training and qualification programs in vocational colleges.
- Collaborating with international consulting firms to prepare feasibility studies and propose training programs and curricula.
- Upgrading educational and training facilities and equipping them with the latest technological tools.
- Establishing partnerships with private sector companies to exchange expertise and support and fund training programs.
- Focusing on specialized programs that bridge the gap between available skills and required needs.



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

- Introducing specialized and tailored programs based on the actual needs of various sectors, as outlined in the student guide for the academic year 2024/2023.
- Participating in educational events and forums that serve as platforms for universities and educational institutions to showcase their academic programs and connect with potential students.
- Hosting international educational events such as the ICEF, which was held in Oman for the first time in February 2024, providing an opportunity to engage with top global universities and explore new, globally oriented specializations.
- Enhancing scholarship opportunities in strategic specializations required by the labour market.
- Signing agreements and memorandums of understanding with international institutions such as the German Academic Exchange Service (DAAD) for practical training in German companies, Campus France Studying in France for accrediting internship programs during studies, and Education Canada to facilitate student enrollment in medical specializations at Canadian universities.



### Plans of the Ministry of Higher Education, Research, and Innovation:

- **Comprehensive Curriculum Review:** Conducting a comprehensive review of specializations in higher education institutions and programs in vocational colleges to ensure alignment with labour market needs and aspirations.
- **Framework for Vocational Education and Training Review:** Developing a framework to review and update vocational education and training programs to keep pace with ongoing scientific and technological advancements.
- **Curriculum and Training Pathways Updates:** Updating educational curricula and training pathways in vocational colleges to ensure their relevance to current and future market needs.
- **Expanded Cooperation Agreements:** Broadening the scope of formal cooperation agreements with various industries to allocate scholarship programs based on actual and future needs, with the possibility of direct employment by the relevant entities.
- **Enhanced Practical Training:** Focusing on study destinations that offer comprehensive practical training and establishing memoranda of understanding with universities to facilitate students' access to practical training in local and global companies. This includes focusing on universities with strong ties to global partners and directing students towards universities with robust partnerships with global industrial institutions to provide exceptional training opportunities.



## Priority: Health

### Strategic Direction: A Leading Healthcare System with International Standards

The health priority aims to establish a leading healthcare system that meets global standards by focusing on the following key objectives:

- **Decentralized Healthcare System:** Developing a decentralized healthcare system that enhances service quality, increases transparency, and ensures equity and accountability in healthcare delivery.
- **Empowering National Cadres:** Building the capacity of qualified national cadres in the field of health research and innovation to improve the quality of healthcare and foster innovation in this sector.
- **Advanced Medical Technology:** Developing advanced medical technology systems that provide high-quality preventive and curative healthcare at all levels.
- **Sustainable Health:** Building a community that enjoys sustainable health, where the culture of «health is everyone's responsibility» is entrenched, with an emphasis on protecting the community from health hazards and threats.
- **Diverse Funding Sources:** Focusing on finding diverse and sustainable funding sources for the healthcare system to ensure the continuity and quality of health services.

These objectives aim to comprehensively improve the healthcare system, contributing to the provision of exceptional healthcare, enhancing the sustainability of the healthcare system, and developing national capabilities in this field.

### Sustainable Health

The health priority is rooted in the importance of providing comprehensive healthcare services, encompassing promotive, preventive, curative, and rehabilitative care at all levels, with a strong emphasis on universal coverage for beneficiaries. This is achieved by upholding the values of equity, transparency, and non-discrimination, and by committing to achieving goals, efficiency, and quality.

### Future Expectations and Goals:

- **Improved Health Indicators:** Sustainable health is expected to contribute to improvements in morbidity and mortality indicators related to health. It is anticipated that healthy life expectancy at birth will increase to 70 years by the end of 2040, compared to 64.7 years in 2022.
- **Investment in Preventive Programs:** Achieving a healthy society requires increased investment in preventive programs, which are crucial for reducing the burden of preventable diseases and health challenges, such as early detection of certain cancers and early screening programs for chronic and hereditary diseases.

### Key Efforts and Achievements:

- **Implementation of Preventive Programs:** The past period witnessed the implementation of numerous preventive programs and public health programs aimed at improving health indicators. These efforts include:
  - Updating guidelines, policies, and procedures for various health topics.
  - Developing a national guide for baby-friendly hospitals.





## Priority: Health



- Opening 35 nutrition counseling clinics in various governorates.
  - Providing the highest level of care and treatment for all types of wounds.
  - Organizing team and individual work for physical therapy in all governorates.
  - Updating and developing equipment in 76 clinics.
  - Early detection of oral and dental diseases and raising public awareness about preventive methods.
- **Enhancing Women's Health:** Services for women's health have been expanded to encompass all health institutions under the Ministry of Health, and specialized clinics for autism and other developmental disorders have been established in referral hospitals.

These initiatives and efforts contribute to strengthening the healthcare system by providing comprehensive and high-quality care, improving community health, and promoting health awareness.

The past period has witnessed several significant achievements in Oman's health sector, including:

- **Outsourcing of Expatriate Worker Health Checks:** A project has been approved to outsource the health screening services for expatriate workers to the private sector, along with implementing procedures for managing and treating latent tuberculosis. The UGRA test has been introduced as part of the health fitness program for expatriate workers.
- **Addressing Malaria:** A committee has been formed to develop a framework for addressing malaria and devise a strategy to prevent its re-emergence.

- **Electronic Linkage:** An electronic link has been established with Royal Oman Police to verify Medical Fitness Certificates for visa issuance purposes for expatriates.
- **Central Public Health Laboratory:** The foundation stone for the Central Public Health Laboratory was laid in 2023. This laboratory will be equipped with cutting-edge technology and equipment for laboratory testing.

### Future Plans of the Ministry of Health

- **Focus on Non-communicable Diseases:** The future plan will focus on reducing non-communicable diseases, which are a leading cause of death in the Sultanate of Oman. The National Plan for the Prevention and Control of Non-communicable Diseases (National NCD) will be updated to meet current and future requirements, in collaboration with relevant entities.
- **Surveillance of Communicable Diseases:** Efforts will continue to monitor and control communicable diseases, with an expansion of screening for early diagnosis and the inclusion of screening as part of pre-marital examinations. Coordination between government sectors, public and private health institutions will be strengthened to achieve health security.
- **Improving the Quality of Life for Kidney Failure Patients:** The Living-donor kidney transplant program has achieved remarkable success, with the number of kidney transplants at the Sultan Qaboos University Hospital increasing to 311. The hospital is expected to perform around 40 transplants in 2024, surpassing the previous annual average of 14-12 transplants.





## Priority: Health



These efforts enhance the capacity of Oman's healthcare system to provide comprehensive and integrated healthcare, contributing to improving community health and promoting long-term health sustainability.

### Preserving Achievements and Indicators Related to Development Goals:

- Over %99 of births are attended by skilled health personnel.
- %99 of pregnant women receive antenatal care.
- Declining child mortality rates.
- Improvement in the patient-to-specialist ratio.
- Complete elimination of vaccine-preventable diseases.
- Continued recognition of the Sultanate of Oman as being free of measles and rubella.
- Introduction of the Spectrum model, a program under the Joint United Nations Programme on HIV/AIDS.
- Achieving the World Health Organization's validation for the elimination of mother-to-child transmission of HIV and syphilis, making Oman the first country in the Eastern Mediterranean Region to receive this certification.
- Implementation of routine HIV testing for inpatients aged 65-16 in internal medicine departments of referral and governorate hospitals.
- Development of training programs for all healthcare workers in both the public and private sectors to improve diagnosis and enhance the quality of healthcare services.

- Opening of 14 HIV treatment clinics in all governorates.
- Implementation of awareness-raising activities in all governorates and the launch of the "Positive Vision Association" (PVA) to reach all members of society.

### Future Expectations and Goals:

The health priority focuses on enhancing the governance of the health system and restructuring the sector in a way that promotes integration and decentralization among health authorities and other sectors. This priority includes a set of goals and measures aimed at:

- Improving Governance and Transparency: Establishing the necessary policies and legislation to develop the sector, while enhancing transparency, accountability, and mechanisms for measuring the quality of health services and monitoring performance. The aim is to increase the efficiency of the health system, guide service providers to continuously improve the quality of services, and increase patient and beneficiary satisfaction.
- Restructuring the Ministry of Health: The Ministry of Health seeks to establish a clear governance framework that precisely defines roles and responsibilities at the ministerial level, and delegates tasks to central governorates, medical cities, and the private sector in accordance with their competencies. The goal is for the ministry to become a legislator and regulator through policies and legislation to ensure a decentralized, quality, transparent, and equitable health system.



## Priority: Health



### New Legislations:

- **Royal Decree No. (2024/10):** This decree determines the competencies of the Ministry of Health and approves its organizational structure. It is one of the most important legislations aimed at enhancing the Ministry's ability to lead and develop the health sector.
- **Royal Decree No. (2024/11):** This decree established the University Medical City, which aims to unify efforts and resources in providing healthcare services and training medical professionals. The medical city has obtained international accreditation from the Joint Commission International (JCI) in 2023 and 2024.

### Initiatives in Training and Qualification:

- **Oman Medical Specialty Board:** Established by Royal Decree No. (2006/31), it plays a fundamental role in elevating medical professions in the Sultanate of Oman. In 2023, a guide was issued to document and update the council's processes and procedures, and it received the award for the best government service portal in 2024.
- **Medical City for Military and Security Services:** Established by Royal Decree No. (2022/95) to unify efforts in providing healthcare services, improve spending, and allocate resources more efficiently.

These efforts aim to build a comprehensive and sustainable healthcare system characterized by efficiency and transparency, achieving significant improvements in the quality of healthcare and enhancing responsiveness to community needs.

### Enhancing Decentralization in Healthcare Service Delivery:

The year 2023 witnessed notable efforts to enhance decentralization in healthcare service delivery and improve the quality of the health system in the Sultanate of Oman. Among these efforts are:

- **Strengthening Decentralization:**

Ministerial Decision No. (2023/225): This decision reflects the Ministry of Health's commitment to delegating administrative and financial competencies and powers to the directors-general in the ministry and governorates. This delegation aims to enhance the principle of decentralization, thereby contributing to ensuring coverage and easy access to health services in all governorates.

- **Improving the Quality of Health Services:**

Establishment of the Healthcare Accreditation System: This system aims to develop and improve the quality of health services and to establish a culture of patient and healthcare worker safety. It also focuses on qualifying national cadres to implement and develop the system, ensuring its sustainability in the future.

- **Implementation of a Quality Management System:**

ISO 2015/9001: The quality management system has been implemented in 5 central directorates, with work underway to expand the project to include three other general directorates. This system aims to improve quality management and enhance efficiency in healthcare service delivery.

- **Boosting the Patient Experience:**

Patient Satisfaction Survey Project: The Ministry of Health has initiated a project to improve the patient experience when accessing healthcare services. This project involves measuring patient satisfaction with the services provided,





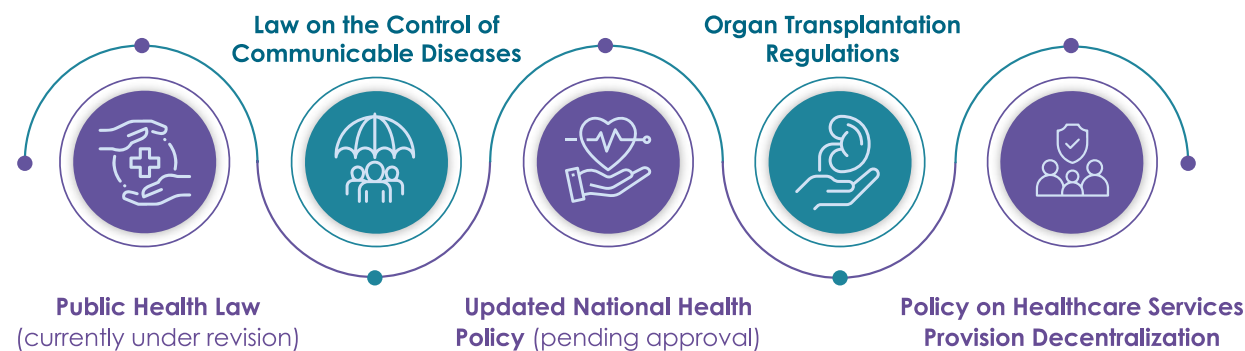
## Priority: Health



aiming to improve the quality of healthcare and better meet the needs of patients.

These efforts reflect the Sultanate of Oman's commitment to developing a more efficient and flexible healthcare system, with a focus on enhancing service quality and increasing patient satisfaction.

### Legislation, Laws, and Policies Related to Governance and Regulation of Healthcare Services Provision:



### Sustainability of Health Sector Financing:

The sustainability of health system financing aims to achieve financial balance to ensure meeting the current and future needs of the health system, supporting the achievement of sustainable development goals in the health sector, enhancing efficiency, and reducing spending.

In this context, the health sector has witnessed the implementation of numerous projects and initiatives that contribute to achieving sustainability, most notably:

- **Reducing government spending:** Through the adoption of a unified national procurement system for medicines and medical supplies, which contributes to reducing costs and improving spending efficiency. Medical prescriptions have also been rationalized to ensure their optimal use.
- **Attracting investments:** Working to attract more investments into the health sector to enhance financial resources and develop health services. This includes supporting the private health sector, which represents an important tributary in health development.
- **Developing sustainable financing mechanisms:** Adopting sustainable alternatives for financing health sector projects, such as strengthening public-private partnerships and providing an attractive investment environment. Cooperation is undertaken with entities such as the Oman Investment Authority, the Ministry of Commerce, Industry, and Investment Promotion, the Ministry of Finance, and the General Secretariat of the Tender Board, among others.
- **Managing the revenue cycle using artificial intelligence (AI):** Developing a flexible and integrated national system for managing the revenue cycle, using artificial intelligence to reduce human intervention and enhance system efficiency.
- **Strengthening communication with the private sector:** Enhancing cooperation with the private sector to finance the construction, expansion, and maintenance of health institutions, which contributes to improving the quality of services and providing a developed health infrastructure.
- **Activating the health insurance project:** One of the most important future plans that will significantly contribute to reducing spending on healthcare services provided to insured citizens and residents. The project aims to provide comprehensive coverage for health services in government healthcare institutions, thereby reducing the financial burden on the health system.



## Priority: Health



Through these initiatives, the Ministry of Health seeks to achieve sustainability of financing and enhance efficiency in providing health services, contributing to building a health system capable of meeting the needs of society and achieving sustainable health goals.

### Investment in the Health Sector:

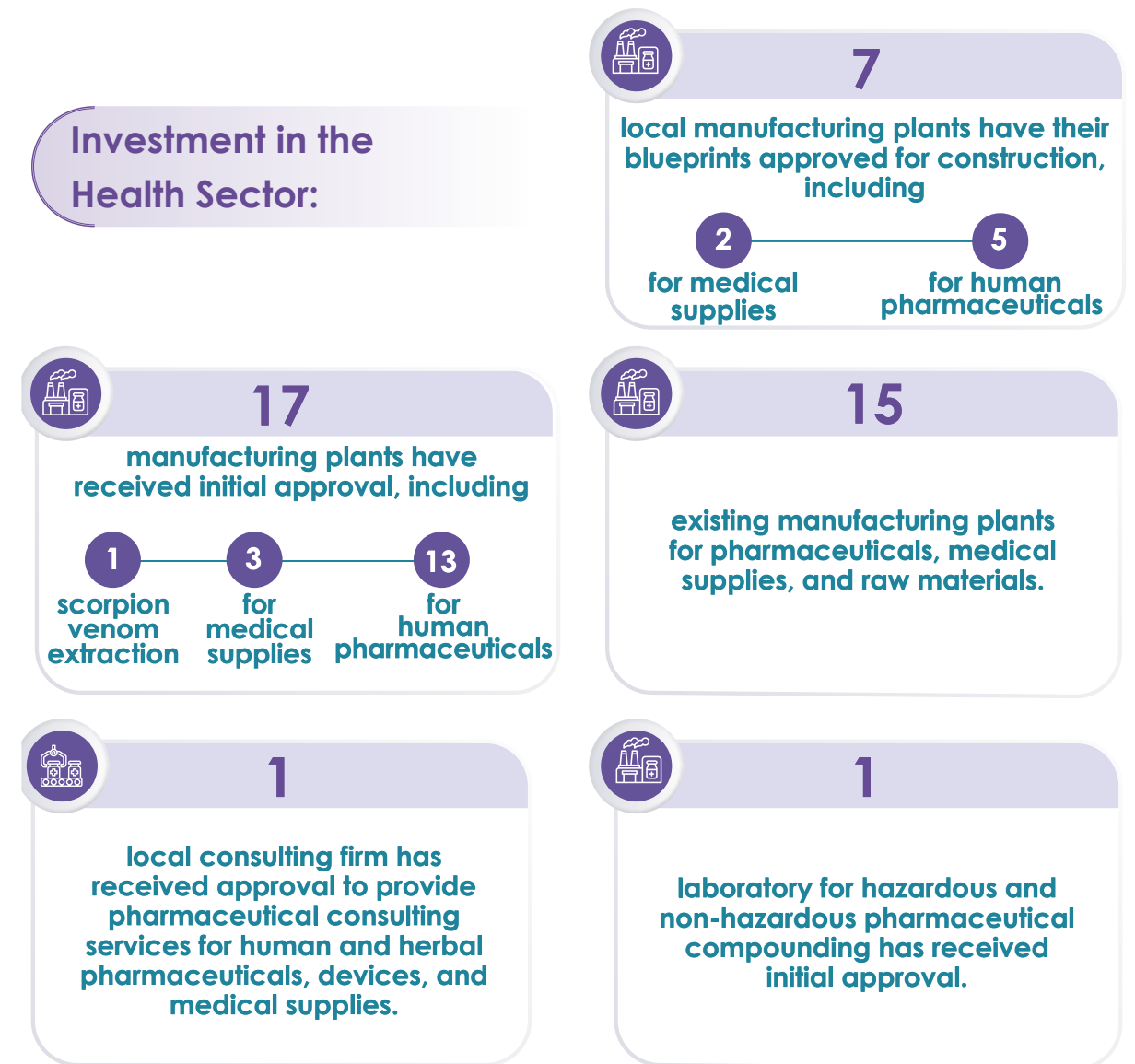
The total investment value of projects in the health sector in 2023 reached approximately OMR 506.6 million, according to the latest report from the National Program for Investment and Export Development «Nazdahen». This year witnessed the meeting of 191 investors in the health sector and the conduct of 86 transactions through the Ministry of Health's representative at the «Invest in Oman» hall.

Major investment projects in the health sector included:

- **Biopharmaceutical and Vaccine Manufacturing Plant:**
  - > Phase two of the plant located in Khazaen Economic City.
  - > Investment value: OMR 60 million.
- **Multi-specialty Hospital:**
  - > Location: Seeb Governorate.
  - > Investment cost: OMR 64 million.
  - > Developer: Thimar Investment Company in cooperation with Ersa Company.

The Ministry of Health, in cooperation with Oman Vision 2040 Implementation Follow-up Unit and «Nazdahen» program, endeavors to cultivate the Sultanate of Oman into an attractive environment for investment in the health sector, aiming to secure investments worth OMR 610 million by 2025.

### Investment in the Health Sector:







## Priority: Health



### Public-Private Partnership:

The health sector in 2023 witnessed the implementation of numerous programs and initiatives reflecting the success of public-private partnership. The following are the most prominent of these initiatives:

- **Partnership in managing the rehabilitation center in Sohar:**
  - Project: A partnership project has been launched to manage and provide services for the rehabilitation center.
  - Objective: To appoint a qualified and specialized operator from the private sector to provide drug addiction treatment and rehabilitation services.
  - Expectations: The project is expected to be awarded in 2024.
- **Support for Private Sector Initiatives:**
  - Medical Operations: Conducting medical procedures in private healthcare institutions funded by private sector companies.
    - › Ophthalmic surgeries: Funding 1000 surgeries.
    - › Ear, nose, and throat surgeries: Funding 1000 surgeries.
    - › Equipment procurement: Purchasing medical equipment and devices.
    - › Pediatric ophthalmology facilities: Establishing specialized facilities for children.
  - Objective: Empowering the private health sector to be an effective partner in improving quality and reducing patient waiting lists in government healthcare institutions.

- **Partnership Initiatives for Operation and Upgrading:**

- Rehabilitation Department at Masirah Hospital: A study on partnering to operate the department.
- Diagnostic Service Centers: A study to partner in upgrading and operating radiology and laboratory centers to improve diagnostic services in several health centers.

- **Cooperation with Civil Sector Institutions:**

- Physician Fellowships: In cooperation with the Al Jisr Charitable Foundation, Oman Medical Specialty Board has sent 17 physicians in various specialties on fellowships.
- Objectives: Supporting the achievement of the Board's five-year objectives aligned with «Oman Vision 2040» and strengthening partnerships with the private sector to develop the healthcare system and advanced medical education in the Sultanate of Oman.

These initiatives embody the commitment of the government and private companies to enhancing the quality of healthcare and improving access to services, thereby contributing to the development of the healthcare system and strengthening its capabilities.



## Priority: Health



### Medical Services and Technological Systems in the Health Sector:

The Ministry of Health is working to improve and enhance the quality of medical services through the application of information technology and digitalization, in addition to expanding the scope of available medical services. This is reflected in the updating of medical services applications, the digitization of procedures, and the expansion of the health infrastructure to meet the needs of society more effectively. The Ministry focuses on improving and developing medical services provided to citizens and residents through several key axes:

- **Digital Transformation and Upgrading Digital Services:**
  - «Shifa» App Update: A digital platform provided by the Omani Ministry of Health aimed at improving the healthcare delivery experience by integrating a range of electronic services into a single application. The App provides a variety of features that contribute to facilitating access to healthcare and managing medical information.
  - Additional Services: Includes vital signs, laboratory tests, medications, immunizations, surgical procedures, external referrals, self-registration, requesting medical reports, electronic payment, chatting with the treating physician, and organ donation.
  - Appointment Booking: Available for 66 healthcare institutions through the «Shifa» App.
  - Virtual Clinics: Activated in Sultan Qaboos Hospital, Khoula Hospital, and Masirah Hospital.
  - Digitization of Services: Using digital technology to improve and facilitate the delivery of healthcare services.

- Feedback: Digitizing feedback to monitor beneficiary satisfaction.
- Self-Registration: For medical examinations, certification of medical reports for workers, renewal of licenses for medical cadres and healthcare institutions, issuing health notices and sick leaves.
- Artificial Intelligence Project:
  - > Detection of Diabetic Retinopathy: For diabetes patients.
  - > Analysis of Chest X-rays: Assisting in reading and analyzing X-rays.

- **Expansion of Medical Services:**

- Laying the Foundation Stone for Central Public Health Laboratory in 2023.
- Establishment of Hospitals and Health Centers
- Completion of Expansion Plan: The Ministry is working to complete its expansion plan to increase the number of hospitals and health centers in line with the overall development and expansion plan.

The Ministry of Health is continuously striving to improve and develop the healthcare infrastructure to provide high-quality medical care and enhance access to health services throughout the Sultanate of Oman. The healthcare system encompasses an extensive network of health centers and hospitals, aiming to provide comprehensive and integrated healthcare to citizens and residents in all governorates.

- **Health Centers:**

The Sultanate of Oman has 192 health centers distributed across various governorates, including 22 health complexes that offer a range of medical specialties to ensure the provision of integrated services to patients.





## Priority: Health



- Hospitals:

The Sultanate of Oman has 50 hospitals, categorized as referral, governorate, wilayat, and local hospitals:

- › Referral Hospitals: 4 hospitals located in Muscat Governorate.
- › Governorate Hospitals: 10 hospitals spread across different governorates.
- › Wilayat Hospitals: 5 hospitals covering the needs of wilayats.
- › Local Hospitals: 31 hospitals distributed locally to meet the needs of communities.

- Specialized Medical Services:

- › Dialysis Units: Oman has 27 dialysis units to meet the needs of patients requiring this vital service.
- › Blood Banks: Oman has 13 blood banks to ensure the availability of blood for patients in various emergency and non-emergency medical situations.

The year 2023 witnessed significant progress in developing medical services provided to patients in the Sultanate of Oman, with the implementation of several important initiatives aimed at improving the quality of healthcare and reducing waiting times.

- Expansion of Hospitals and Appointment Facilitation:

Efforts have been made to reduce patient waiting times in referral hospitals by expanding facilities in hospitals such as Sohar and Nizwa, and by adding new slots to the appointment system to accommodate a larger number of patients. As a result of these measures, the first visit appointment for most patients has been reduced to less than 6 weeks.

- Introduction and Development of Specialized Services:

A number of specialized services have been introduced in hospitals such as cardiology clinics, endoscopy services, urology, pediatric surgery, oncology, stroke unit, and interventional neuroradiology. Additionally, some specialties are provided through visiting physicians, including pediatric neurology, nephrology, and pediatric endoscopy.

- Expansion of Surgical Procedures and Improvement of Emergency Services:

The scope of orthopedic surgeries has been expanded in some hospitals, and an initiative to improve emergency services has been launched.

- Establishment and Updating of Registries and National Guidelines:

A national sickle cell disease registry has been established, and the national guidelines for coronary artery disease have been updated.

- University Medical City:

The University Medical City has witnessed significant progress in specialized services, with the opening of the 1st phase of Oman National Center for Hematology and Marrow Transplantation. New equipped operating rooms have been opened, and the 1st 4 successful mitral valve replacement surgeries using new techniques have been performed at Sultan Qaboos University Hospital, in addition to performing an orbital floor fracture reconstruction surgery for the 1st time in Oman. 3 Specialized clinics within the Department of Child Health have been expanded to operate during evening hours, thereby mitigating patient waiting times. Novel medications have been introduced to treat certain rare diseases. Additionally, radiology services pertaining to cardiothoracic surgery have been streamlined, and evening MRI appointments have been made available.



## Priority: Health



Extracorporeal phototherapy has been provided to treat complications of bone marrow transplantation, and chronic disease medications have been provided with a prescription renewal system.

- Accreditation of Oman Medical Specialty Board:

Oman Medical Specialty Board has obtained international accreditation (ACGME-I) in 2023 and 2024, enhancing the quality of medical training and its outcomes.

These initiatives and achievements reflect the ongoing efforts to improve health services and provide high-quality medical care to citizens and residents in the Sultanate of Oman.

### Research, Innovation, and Medical Technology:

The health sector in the Sultanate of Oman witnessed significant advancements in 2023, driven by innovation and modern medical technologies, which contributed significantly to improving the quality of healthcare and enhancing the efficiency of the health system. Key developments include:

- Research and Innovation at the University Medical City:

The University Medical City achieved remarkable milestones in research and development, conducting approximately 450 research studies in 2023, in addition to 94 studies in the 1st quarter of 2024, highlighting its commitment to innovation and scientific progress. The city also witnessed several important developments, including:

- > The first pediatric endoscopic ureteral reimplantation surgery.
- > The provision of a new treatment using repetitive Transcranial Magnetic Stimulation (rTMS).

- > Completion of preparations for the expansion of the radiology and nuclear medicine department.
- > The city won the National Medical Research Award and participated in globally funded research in child health, reflecting its leadership in developing healthcare and improving medical services.

- Artificial Intelligence and Modern Technologies:

Artificial intelligence technologies have been introduced in 5 healthcare institutions for the early detection of breast cancer. Additionally, healthcare services have been provided through 5 virtual clinics, including:

- > Evolutionary medicine
- > Neurology clinic for adults and children
- > Pediatric endocrinology
- > Occupational health

- Simulation and Innovation Center:

Oman Medical Specialty Board has established a «Simulation and Innovation Center» to enhance the skills of healthcare professionals through training, research, and evaluation. The center has won two awards in the categories of «innovation» and «3D printing» at the «Future Skills and Human Resources Development» conference. It also won the best initiative award in «innovation and the use of cutting-edge technologies» at the «Comex Global Technology Exhibition» in May 2024.

These developments reflect Oman's commitment to innovation and the use of modern technologies to improve healthcare and enhance the efficiency of the health system, contributing to the provision of advanced and integrated medical services to citizens and residents.



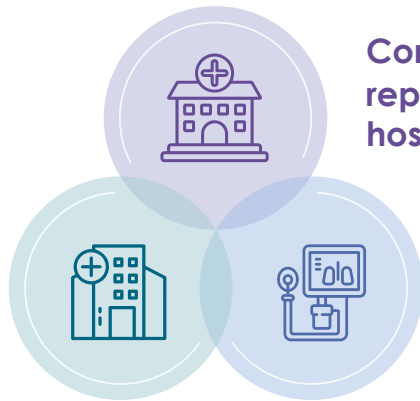


## Priority: Health



### New Health Projects:

Construction and replacement of **14** primary healthcare centers



Construction and replacement of **9** hospitals

Establishment of **9** dialysis units

### National Cadres and Capabilities in the Health Sector:

The «Cadre Development and Capability Building Program» within Oman's health system witnessed significant progress in 2023. The program aimed to enhance the sustainability of the health system by improving the quality of healthcare and developing the skills of healthcare professionals. It sought to achieve sustainability by relying on national human resources aligned with the actual needs of the health system, ensuring equitable distribution of cadres, providing the necessary qualification and competence for effective practice, and delivering high-quality and impactful healthcare, which in turn would increase productivity, develop technical skills, enhance the efficiency of cadres, and improve services provided to patients and the community.

The «Cadre Development and Capability Building Program» focuses on encouraging continuous research and development to contribute to achieving advanced and sustainable healthcare for all, while promoting innovation and attracting local and international investments in the manufacturing of products and the provision of health services.

- Key Achievements in 2023:
  - › Leadership Development Program for Healthcare Institutions: This program aimed to develop leadership and management skills for hospital directors and assistant directors-general, as well as a select group of future leaders in the health sector. A total of 39 individuals participated in the program. The program focused on enhancing leadership and management skills, and providing practical tools and methods to address various challenges in the health system. Through this training, the program seeks to improve the effectiveness of management in healthcare institutions and provide innovative solutions to improve the quality of healthcare and services provided.

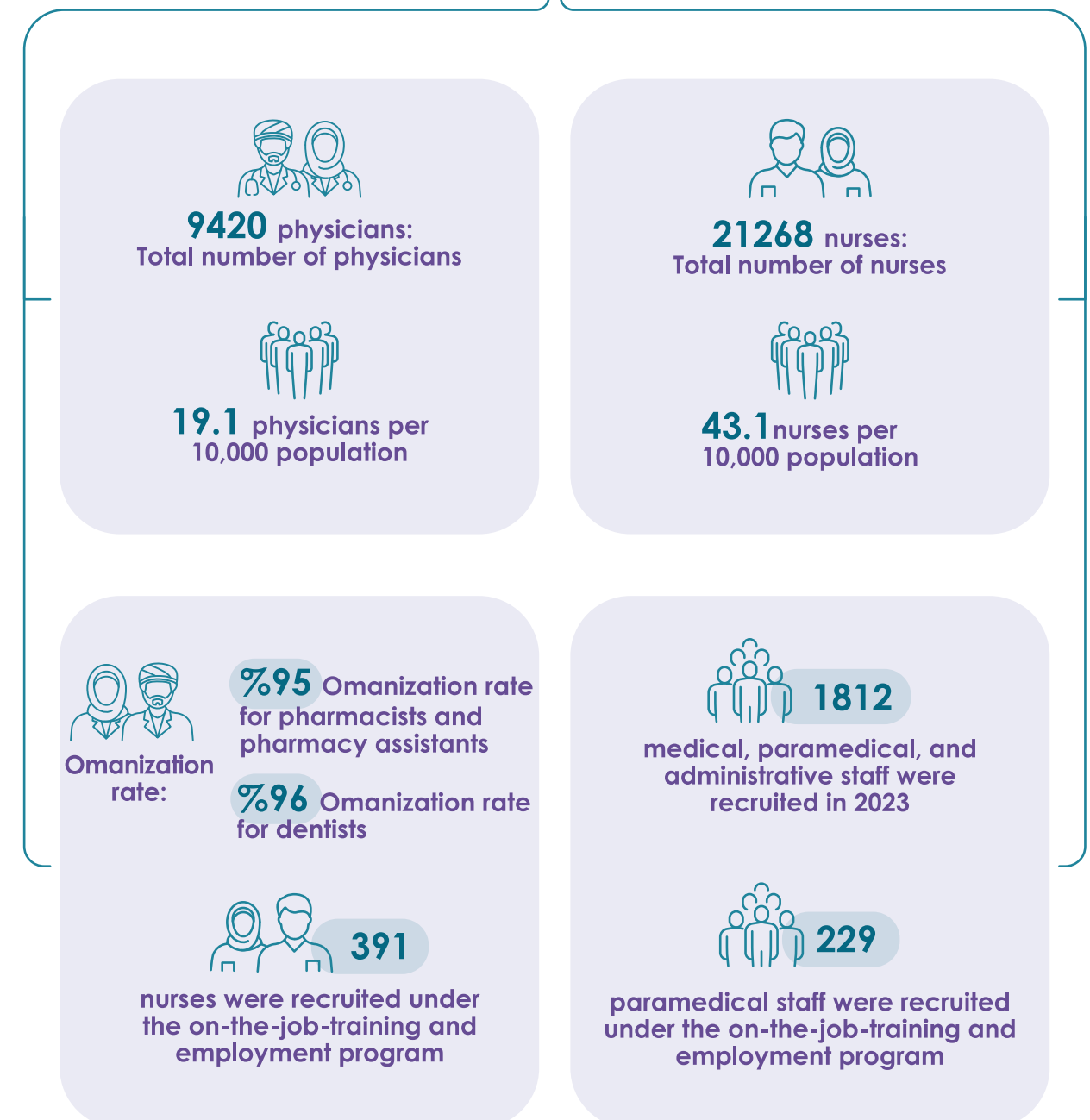


## Priority: Health



- > Expansion of Specialty Fellowship Programs: In collaboration with Oman Medical Specialty Board, the board oversaw more than 1000 fellowships abroad from 2009 to 2024, with approximately 200 physicians sent in 2023 and 2024 in various specialties to enhance their skills and develop their medical expertise. This cooperation aims to improve the efficiency of Omani physicians and provide advanced healthcare to the community.
- > Adoption of New Programs and Certifications: In 2023, the «Advanced Pediatric Cardiopulmonary Resuscitation» program was accredited by the American Heart Association, and 67 certified trainers were accredited for various American Heart Association programs. The «Continuing Professional Development Center» was also accredited as the first accredited center in the stroke program in the Sultanate of Oman, becoming one of the first 4 countries to adopt this program in the East Asia and Africa region.
- Future Plans for 2024:  
12 initiatives and projects were implemented in 2024, including the National Human Resources Platform for Health, which aims to enhance the skills and capabilities of Omani healthcare workers.

### Indicators of cadre development and capability in the health system:





# Priority: Citizenship, Identity and National Heritage and Culture

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

Amidst the contemporary global flux, today's youth are facing significant challenges related to their perspectives on their societies, belonging, and cultural identity. Globalization and industrial revolutions are among the most influential factors in this context, as they can lead to significant changes in traditional values and cultural paradigms, thereby posing hurdles to the preservation of cultural and human heritage.

«Citizenship, Identity and National Heritage and Culture» is one of the fundamental priorities of Oman Vision 2040. The vision endeavors to fortify these values to ensure that Omani society evolves into a community that is "proud of its identity and culture and committed to its citizenship.» This strategic direction reflects the importance of preserving cultural and national identity as a means of realizing the vision's aspirations to connect contemporary generations with their cultural identity.

While Omani society aspires to seamlessly integrate into the era of advanced science and technology, Oman Vision 2040 emphasizes that commitment to citizenship and the preservation of heritage, identity, and national culture are indispensable elements for societal success. These factors contribute to fostering harmony among community members, participating in nation-building, and augmenting its diverse resources, thereby contributing to its development and sustainability.

## Fostering National Culture:

The Ministry of Culture, Sports, and Youth has endeavored to reinforce the strategic directions outlined in Oman Vision 2040 by prioritizing «Citizenship, Identity and National Heritage and Culture». The ministry has executed a diverse array of programs, activities, and events aimed at cultivating a society capable of contributing effectively to economic and social development while safeguarding national and cultural constants. The ministry has been

diligent in spotlighting Oman's unique identity through its participation in local, Gulf, Arab, and international forums, thereby enhancing Oman's presence on the global cultural stage.

The ministry has organized a multitude of cultural events that contribute to strengthening the cultural identity of Omani society. These events encompass cultural festivals, art exhibitions, and educational workshops that reflect the rich heritage of Oman and facilitate its dissemination and promotion. These initiatives serve to support and reinforce national cultural identity, fostering a society that is cognizant of its cultural and heritage values. Additionally, they empower youth and the community to actively participate in sustainable development, thereby strengthening national identity and realizing the strategic aspirations of Oman Vision 2040.

The year 2023 witnessed the implementation of numerous events aimed at solidifying national culture and enhancing Omani identity at various levels. Notable among these events are:

- **Hosting Cultural Events:** The Sultanate of Oman hosted several cultural events that introduced participants to Oman's rich heritage and culture. These events also provided opportunities for exchanging ideas and perspectives with participants from around the world, thus enhancing Oman's cultural presence on the international stage.
- **Organizing Local Cultural Events:** The Ministry of Culture, Sports, and Youth organized numerous cultural events in various governorates, helping to connect youth with their culture and identity and strengthen their national belonging.
- **Cultural Publications and Initiatives:** In 10 ,2023 research studies in the cultural field were published, 4 manuscripts were printed, 281 cultural activities and events were implemented, and Oman participated in 15





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

international book fairs. Additionally, 6 cultural initiatives were launched to support and enhance national culture.

- **Cultural Achievements:** The Sultanate of Oman achieved 43 accomplishments in the cultural, literary, and artistic fields, including 25 achievements in theater, 11 achievements in literature, and 7 achievements in arts.
- **Intangible Cultural Heritage Registration:** In partnership with the Kingdom of Saudi Arabia and the United Arab Emirates, the Sultanate of Oman successfully registered the dish «Harees» on the Representative List of the Intangible Cultural Heritage of Humanity on December 2023 ,8.

These initiatives and achievements are part of ongoing efforts to strengthen national cultural identity, deepen the connection between new generations and their cultural heritage, and foster a sense of national belonging.

### Fostering National Culture:

Oman's commitment to strengthening citizenship and national identity stems from the fundamental principles upon which Omani society has been built for millennia. The priority of «Citizenship, Identity and National Heritage and Culture» aims to cultivate a generation that takes pride in its Omani identity, preserves its heritage and timeless history, and is capable of safeguarding the nation's achievements while contributing to its development and advancement, without assimilating into other cultures.

Recognizing its role in empowering the younger generation to overcome the challenges facing the moral and cultural framework and to counter destructive ideologies targeting our culture and national heritage, the Ministry of Education, in 2023, implemented a number of programs, initiatives,

and training workshops aimed at instilling values of citizenship and national identity in school students. These activities included:

- **Educational programs and initiatives:** Designed to foster national values among students and encourage them to respect and belong to the national heritage.
- **Studies and research:** These included studies such as «Ways of Promoting National Identity Among Omani Youth» and «The Extent of Incorporating Digital Citizenship Concepts in Social Studies Textbooks for Grades 12-10.»

In the higher education sector, the Ministry of Higher Education, Research and Innovation launched the «We Are Oman» educational program, targeting higher education students. The program includes various events and activities aimed at:

- **Strengthening national belonging:** The program seeks to strengthen students' connection to the homeland by enhancing their knowledge of its achievements and the details of the state's components and objectives, thereby supporting their sense of belonging and national commitment.
- **Raising awareness of Oman Vision 2040:** Informing students about the objectives of Oman Vision 2040 and the programs and initiatives emanating from it.

Future plans for the Ministry of Education include increasing the use of social media to promote citizenship values, increasing the number of studies related to citizenship education, implementing 3 new programs and initiatives, in addition to a citizenship education bulletin, and conducting 5 training programs and workshops.

In the higher education sector, the future plans of the Ministry of Higher Education, Research and Innovation include implementing various initiatives







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

and programs to empower Omani youth to understand the state's policies and orientations, thereby enhancing their level of enlightenment, education, and interaction with them. Similar programs are also included for Omani students studying abroad. These efforts contribute to building a generation capable of facing contemporary challenges while preserving Omani cultural and heritage values and strengthening national belonging.

### Programs and Initiatives Implemented to Foster Citizenship and Identity among School and Higher Education Students:

- Training Program: «Citizenship Education and Virtual Museums»
- Workshop: «Digital Citizenship and its Activation Means in Curricula»
- Activation of the Citizenship Education Document issued from the Ministry of Education
- Initiative to Support Omani Digital Content on Omani Crafts
- «We Love Oman: The land of frankincense» Initiative
- «My School, Rising with Oman» Program for school students
- Inventory of Studies and Research on Citizenship Education for School Students
- Launch of the «We Are Oman» Educational Program directed at students of higher education institutions

### Investing in Heritage:

Sustainable investment in heritage plays a pivotal role in strengthening national identity and culture. This type of investment offers an opportunity to showcase Oman's civilization throughout the ages, contributing to the preservation and safeguarding of cultural heritage. Additionally, investment in heritage can enhance the sector's contribution to economic activity, increase job opportunities, and support small and medium-sized enterprises (SMEs) linked to heritage.

Investing in heritage can transform cultural products into investable assets, foster partnerships between the public and private sectors, and maximize investment opportunities in local value-added. It also supports the adoption of innovation and entrepreneurship in managing cultural heritage, and diversifies tourism attractions by offering unique experiences to attract international and regional tourists, integrating them with local community cultures.

Efforts of the Ministry of Heritage and Tourism:

The Ministry of Heritage and Tourism in the Sultanate of Oman is implementing a wide range of initiatives and programs aimed at promoting the sustainability of cultural heritage, preserving national identity, and supporting economic growth through heritage investment. Within the 10th Five-Year Plan (-2021 2025), the Ministry of Heritage and Tourism is implementing numerous heritage investment projects with the aim of benefiting from the sector in economic growth and strengthening national identity. The ministry's efforts include the following areas:



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

- **Updating and Developing the Museum System:**
  - › Establishing new museums and developing existing ones: This includes the establishment of a Maritime History Museum, the development of the Land of Frankincense Museum, the modernization of the Sohar Fort Museum, and the rehabilitation and maintenance of the Omani-French Museum.
  - › Implementing museum halls in forts and castles: To increase visitor benefit from historical landmarks and introduce them to the historical and archaeological treasures they contain.
  - › Supporting Museums and Private Heritage Houses Projects: Supporting projects facing difficulties in completion and efficient operation.
- **Preserving and Maintaining Archaeological Sites:**
  - › Restoration and maintenance of historical landmarks: Including the restoration of 42 historical landmarks to ensure the preservation of their cultural and archaeological value. These efforts also include initiating projects to establish visitor centers at important historical sites such as the city of Qalhat and the Bat archaeological site, as well as other archaeological sites in the Wilayat of Daba in the Governorate of Musandam.
  - › Rehabilitation and development of World Heritage Sites and Tentative List Sites: Preparing for the maintenance and development of 4 approved sites.

- **Registration, documentation, and study of Omani antiquities:**
  - › Conducting archaeological surveys and excavations: Attracting 28 missions from international universities and institutions, and working to prepare a visitor center for the geological park as the first geological park in the Hajar Mountains.
  - › Specialized publications: The Journal of Oman studies and other publications in the field of heritage.
- **Developing and Operating Heritage and Historical Sites:**
  - › Investing in heritage sites: Offering heritage sites and old neighborhoods for sustainable tourism investment by the private sector, where 16 archaeological landmarks were invested in by the private sector in 2023.

These efforts reflect the Ministry of Heritage and Tourism's commitment to sustainable investment in heritage, contributing to strengthening cultural identity, supporting the economy, creating job opportunities, and preserving the national heritage for future generations.







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

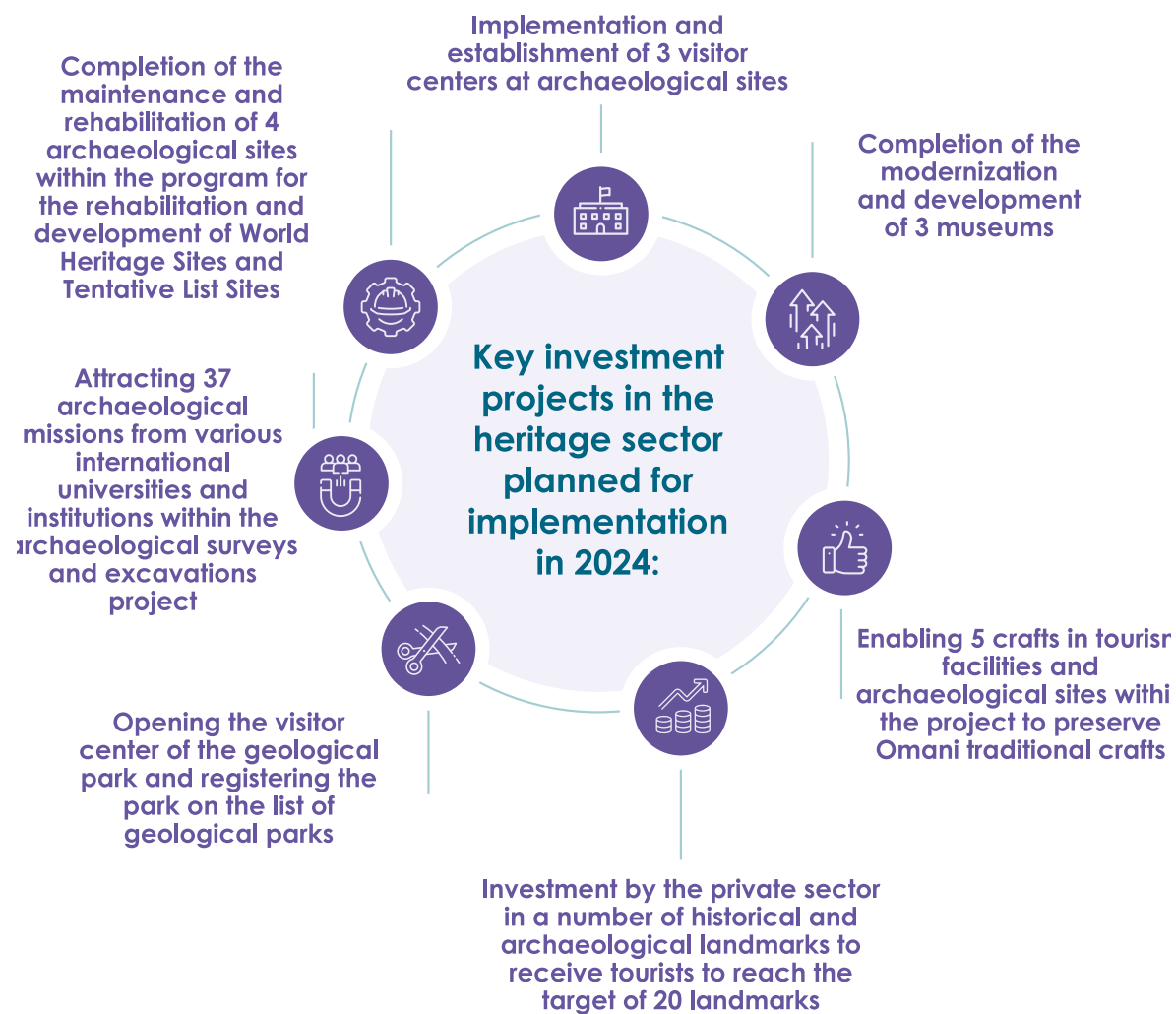
### Media as a Catalyst for Social Awareness:

The Sultanate of Oman serves as a distinctive paradigm in safeguarding its national identity, encompassing its myriad components and nuances.

This achievement is attributable to its adeptness in harmonizing tradition with modernity, even as it maintains an expansive openness to the global community and strides in tandem with the latest technological advancements and worldwide developments. The Sultanate of Oman has successfully preserved its cultural heritage and national identity, which persist as vibrant forces within the hearts of Omanis, influencing their conduct and interactions within their milieu. This equilibrium between technological progress and the preservation of cultural heritage and national identity distinguishes Oman and elevates it to the status of an exemplary model.

The realization of such an accomplishment would have been inconceivable without the presence of a discerning and enlightened media that comprehends the significance of the cultural and national message, and firmly adheres to the values of Omani society and the methods of preserving, enhancing, and inculcating them across generations. The media has made a substantial contribution to spreading and rooting citizenship values within Omani society through the diversity of the media content it purveys. Such content includes:

- Printed media: Such as articles and journalistic investigations that highlight aspects of national identity and enhance public understanding of the values of citizenship.





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



- Audio media: Through radio programs that discuss cultural, heritage, and historical topics, contributing to raising awareness of Omani citizenship and identity.
- Visual media: Through television programs that address Omani culture and heritage, and showcase experiences and contributions that enhance pride in national identity.
- Digital media: Such as artistic works and content provided through digital platforms, which contributes to disseminating cultural and heritage values through social media and electronic platforms.

As part of its efforts to foster citizenship and national identity, the Ministry of Information implemented a series of initiatives and programs in 2023 and 2024:

- «House of Wonders» Documentary: This documentary, launched in early 2024, is composed of 3 parts exploring the «Omani presence in Zanzibar and East Africa» and highlights Oman's civilizational role in these regions. A book bearing the same name was also published, documenting this role.
- Oman Radio and Television: Produced a wide range of media content aimed at deepening the concept of citizenship, with a focus on national culture and heritage. These programs include:
  - › «Moving Forward with Confidence»: Focuses on Oman Vision 2040, aiming to increase awareness and confidence in the vision and its objectives.

- › «From the Vision»: Highlights the national goals and executive programs of Oman Vision 2040.
- › Youth Radio Programs: Target youth to promote citizenship and heritage values, and to counter negative influences from social media.
- › Holy Quran Radio: Promotes the concepts of moderation and tolerance in Islam, rejecting extremism, and fostering love for the homeland and belonging.
- › English Radio: Plays a role in introducing Omani culture and spreading Omani values.
- › Oman TV: Presents a variety of documentary and recorded programs that enhance national identity, alongside broadcasting cultural seminars and lectures on topics related to heritage and Omani identity during various broadcasting hours on the Cultural Channel and Oman Live.
- Press Sector:
  - › Oman Daily: Publishes materials aimed at consolidating and enhancing the values of citizenship and national identity through news, reports, and articles, and publishes cultural supplements reflecting these values.
  - › Oman Observer: Contributes to enhancing identity and citizenship through news and reports in English.





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

- › Digital Platforms: Recognizing the importance of digital platforms in raising awareness of the values of citizenship, identity, heritage, and national culture among segments of society, the «Ayn» platform produces and broadcasts a wide range of works related to disseminating these values and connecting with platform followers.

Future plans of the Ministry of Information within its efforts to enhance citizenship, identity, and national culture include launching a project titled «Towards a National Framework for Dealing with Social Media.» The ministry has also included several projects in its annual plan for 2024, including:

- Producing and broadcasting approximately 5,000 media products aimed at increasing public confidence in government performance.
- Implementing an initiative to host international thinkers and speakers to deliver lectures on topics of importance to the Sultanate of Oman.
- Launching an advertising and media campaign through global networks to introduce the Sultanate of Oman and its various components, and promote tourism and investment aspects.

### A Diverse Array of Content Provided by Official Media to Foster Social Awareness of National Identity:

 <p><b>Oman Television:</b> Educates viewers about Omani culture, heritage, and civilization</p>	 <p><b>Oman Radio:</b> Deepens the understanding of citizenship and Omani societal values through a wide range of radio programs</p>
 <p><b>Youth Radio:</b> Disseminates and reinforces the values of citizenship, identity, and national culture among the youth</p>	 <p><b>Holy Quran Radio:</b> Promotes the concepts of moderation, tolerance, and fosters love for one's homeland and belonging</p>
 <p><b>English Radio:</b> Introduces Omani culture and disseminates its authentic values</p>	 <p><b>Oman Daily Newspaper:</b> Reinforces and strengthens the values of citizenship and identity for domestic readers and introduces these values to international audiences</p>
 <p><b>Oman Observer:</b> Enhances identity and citizenship through news and reports in English</p>	 <p><b>"Ayn" Platform:</b> Produces a broad range of works and connects followers</p>





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

### Harmony, Coexistence, and Peace:

The harmonious coexistence of understanding, tolerance, and peace constitutes a deeply ingrained fabric within Omani society, contributing significantly to the fortification of national unity and the attainment of security and stability.

These values foster a social milieu characterized by mutual trust and respect, thereby supporting development and progress, attracting investments and tourists, and encouraging the exchange of expertise and ideas. The global promotion of these values serves to elevate Oman's standing on the international stage and boost its image as reflected in international indicators and reports, such as the Global Peace Index, the Global Terrorism Index, and the Religious Freedom Report.

In the year 2023, the Ministry of Endowments and Religious Affairs undertook numerous initiatives to promote and reinforce the values of harmony, coexistence, and peace. As an integral component of these endeavors, the Sultanate of Oman aspires to disseminate its noble humanitarian values on a global scale, thereby strengthening its position as a beacon of harmony and peace. The Ministry organized various domestic and international activities, including:

#### International Activities:

- "Oman's Message of Peace Exhibition": The Ministry organized 2 international stops for this exhibition.
  - > The first stop was at the United Nations headquarters in New York from June 2023, 23-19, coinciding with the UN's 3rd edition of Counter Terrorism Week. Approximately 600 visitors attended, and 38 paintings were displayed with 6 live performances.
  - > The second stop was at the UNESCO headquarters in Paris from July 2023, 7-3, with around 500 visitors, 29 paintings, and 3 live performances.

#### Domestic Activities:

- Closed Seminar: Titled "Towards United Human Values: Preventing Conflict to Save Lives and Protect Human Rights", coinciding with the International Day for Tolerance.

#### Special Programs:

- The first program targeted 57 children from 50 nationalities, who participated in creating artwork displayed during the opening of the closed seminar, reflecting Oman's role in inspiring generations to communicate based on shared human values.
- The second program, titled «Peace Prevails», targeted international researchers and experts in peacemaking and peace negotiations to experience Oman's approaches to addressing social issues and providing harmonious solutions through the principles of reconciliation and mediation.







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

- Youth training course, involving 22 young people from 20 nationalities aimed to inspire them with Oman's legacy in peace and dialogue, and to qualify them to become ambassadors of peace across cultures.

Future plans of the Ministry of Endowments and Religious Affairs, within its efforts to disseminate the values of harmony, coexistence, and peace in society and the world, include:

- Organizing 5 international exhibitions annually for the «Oman's Message of Peace» exhibition, with each stop aiming to attract around 500 visitors.
- Participating with the United Nations in celebrating the International Day of Tolerance on November 16th each year by organizing an international conference focused on promoting the values of tolerance, harmony, and peace, with the participation of 25 international speakers and 200 envoys from Oman and other countries.
- Organizing 7 programs and events annually, in addition to 3 training courses aimed at disseminating and reinforcing the values of understanding, coexistence, and peace.

### Initiatives Implemented by the Ministry of Endowments and Religious Affairs in 2023:

- The «Oman's Message of Peace» Exhibition at the United Nations headquarters in New York
- The «Oman's Message of Peace» Exhibition at the UNESCO headquarters in Paris
- A Closed Seminar held in conjunction with the International Day for Tolerance, titled «Towards United Human Values: Preventing Conflict to Save Lives and Protect Human Rights»
- A Collaborative Artwork created by 57 children from 50 different nationalities
- Organizing the «Peace Prevails» Program, engaging international researchers and experts to explore Oman's unique approach to conflict resolution, emphasizing the principles of mediation and reconciliation.
- A Youth Training Course on Intercultural Dialogue with the participation of 22 youths from 20 nationalities
- A Training Program titled «The Voice of Images» with the participation of 12 youths from 5 nationalities and different religious backgrounds



# Priority: Well-being and Social Protection

Strategic Direction: A Decent and Sustainable Life for All



Since the dawn of its modern renaissance in 1970, the Sultanate of Oman has been dedicated to ensuring a dignified life for its citizens. Numerous projects implemented across the nation's urban and rural landscapes stand as testament to this unwavering commitment. Oman Vision 2040 reinforces this trajectory with its prioritization of «Wellbeing and Social Protection,» a strategic direction that emphasizes the creation of «a dignified and sustainable life for all.» The objectives of this priority underscore the pursuit of a socially secure community, underpinned by an effective, sustainable, and equitable social safety net. The vision also prioritizes the socio-economic empowerment of women, children, youth, people with disabilities, and the most-needy groups of society.

Furthermore, the objectives of the «Wellbeing and Social Protection» priority aim to provide comprehensive social protection and foster effective partnerships between the government, private sector, and civil society in the realm of social development. Additionally, the vision seeks to encourage active civil society participation in sustainable development and create a supportive environment for sports.

Several government entities, including the Social Protection Fund, the Ministry of Social Development, and the Ministry of Culture, Sports, and Youth, are actively working to realize the objectives of the «Wellbeing and Social Protection» priority. Collaborations with the private sector and various civil society sectors complement these efforts.

## The Social Protection System:

The year 2023 marked a significant milestone in Oman with the promulgation of several pivotal legislations designed to fortify the nation's social protection system. These groundbreaking decrees include:

- Royal Decree No. 2023/50: Promulgating the System of the Social Protection Fund.
- Royal Decree No. 2023/51: Promulgating the System of the Military and Security Services Pension Fund.
- Royal Decree No. 2023/52: Promulgating the Social Protection Law.

These legislative instruments collectively lay the foundation for the implementation of a comprehensive social safety net, commencing in early 2024. The programs encompassed within this system are strategically designed to align with the nation's priority of enhancing the wellbeing and social security of its citizens. The diverse range of benefits offered extends to all segments of society.

## The Social Protection Branches:

- Childhood Benefits
- Old Age Benefits
- Widows and Orphans Benefits
- Disability Benefits
- Family Income Support Benefits





## Priority: Well-being and Social Protection



### The Social Insurance Branches:

- Old-Age, Disability, and Death Insurance
- Work Injuries and Occupational Diseases Insurance
- Maternity and Sick Leaves Insurance
- Employment Security Insurance

### The system also includes a Savings Program and Supplementary Programs

This robust framework significantly contributes to achieving the nation's overarching goals of Wellbeing and Social Protection. By providing comprehensive social security coverage and targeted support to vulnerable groups, the system empowers individuals to become self-reliant and contribute meaningfully to the national economy. Moreover, it facilitates the delivery of advanced social services and programs tailored to meet the evolving needs of society, fostering effective partnerships between the public and private sectors in social development.

The Social Protection Fund serves as the central authority overseeing the implementation of various social protection programs. The Fund's key responsibilities include:

- Enforcing the provisions of the Social Protection Law and related legislation.
- Collaborating with relevant entities to implement programs focused on protection, empowerment, and socioeconomic integration.
- Enhancing the quality of life by providing comprehensive social protection benefits.

- Fostering investments in society through the development and implementation of innovative social policies and programs.
- Monitoring the sustainability and efficiency of social protection programs, assessing their alignment with national goals and vision, and evaluating their impact on social cohesion and intergenerational equity.

As part of its future plans, the Social Protection Fund is committed to expanding the scope and sustainability of its programs. Key initiatives include:

- **Maternity and Paternity Leave Insurance:** Effective July 2024, all Omani and non-Omani workers within Oman will be eligible for maternity and paternity leave benefits.
- **Sick and Unusual Leaves Insurance:** Effective July 2025, covering all Omani and non-Omani workers.
- **Savings Program for Non-Omani Workers:** Implementation of a savings scheme for non-Omani workers prior to July 2026.
- **Occupational Injuries Insurance for Non-Omani Workers:** The extension of occupational injuries insurance coverage to non-Omani workers after July 2026.



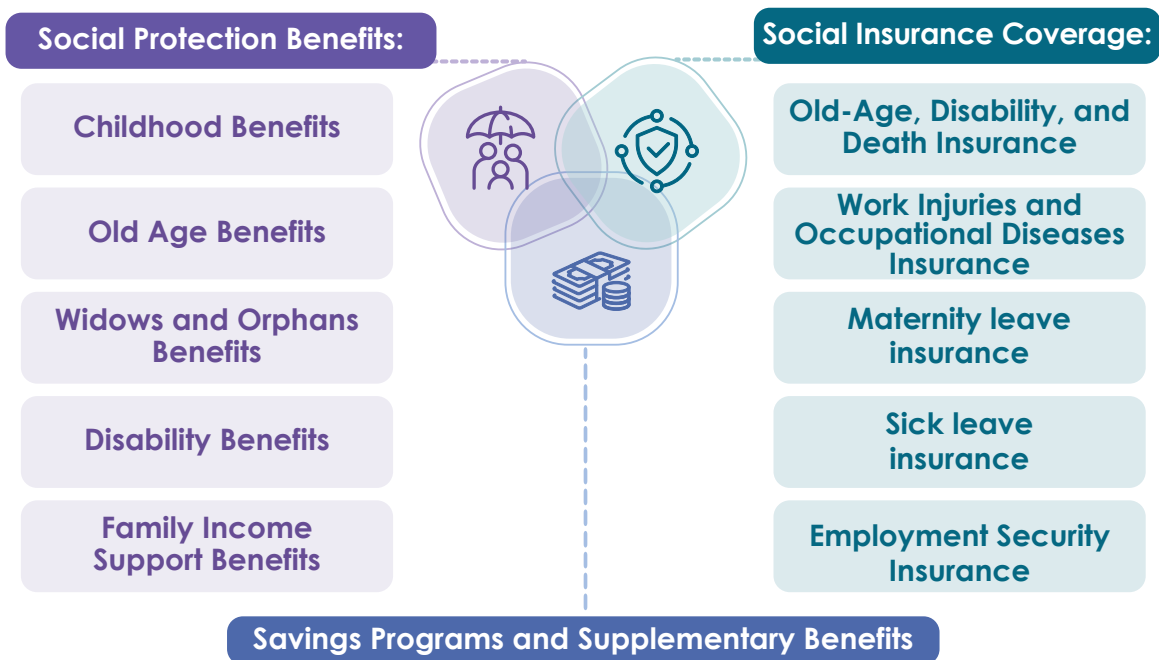
# Priority: Well-being and Social Protection



## Legislation Governing the Social Protection System

<b>Royal Decree</b> No. 50/2023: Promulgating the System of the Social Protection Fund, issued on July 17, 2023	<b>Royal Decree</b> No. 51/2023: Promulgating the System of the Military and Security Pension Fund, issued on July 17, 2023	<b>Royal Decree</b> No. 52/2023: Promulgating the Social Protection Law, issued on July 17, 2023	<b>Ministerial Decision</b> No. C/7/2023: Issuing the Executive Regulation of the Social Protection Law, issued on December 31, 2023
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## Benefits Offered by the Social Protection System



## Public-Private Partnerships and Social Responsibility

The collaboration between the public and private sectors is a cornerstone for achieving sustainable development and enhancing the quality of life within communities. This partnership is fostered through projects and programs designed to address the needs of targeted groups and promote corporate social responsibility. In this context, the Ministry of Social Development has launched the «Loyal to the Community» guide, under its newly established Social Responsibility Programs Department, which outlines numerous initiatives that private sector companies can support.

- **Programs and Projects in the «Loyal to the Community» Guide:**
  1. Supporting Targeted Groups:
    - Education: Providing educational support to young individuals from social security families facing financial difficulties.
    - Vocational Training: Equipping individuals from low-income households and social security families with the skills to start small businesses and secure sustainable livelihoods.
  2. Providing In-Kind Donations: Improving the living conditions of low-income families by providing essential appliances and resources to meet their daily needs.
  3. Constructing and Equipping Social Centers:
    - Center Establishment: Contributing to the construction and equipping of centers that provide social services to target groups identified by the ministry.





## Priority: Well-being and Social Protection



### 4. Funding Research:

- Research and Development: Financing research aimed at developing social systems and programs to address developmental challenges.

### ■ Future Plans of the Ministry of Social Development:

The ministry's future plans revolve around implementing a governance project for social responsibility programs, aimed at fostering sustainable local development through several key steps:

#### 1. Establishing a Legislative and Institutional Framework:

- Regulating Corporate Social Responsibility: Developing a legislative and institutional framework to regulate and guide corporate social responsibility initiatives.
- Defining Roles: Clarifying the roles and responsibilities of various stakeholders, including the government, private sector, and civil society, to ensure effective collaboration in the development process.

#### 2. Studying and Evaluating Development Projects:

- Needs Survey: Conducting comprehensive assessments of the needs of local communities to identify priority development projects.
- Project Evaluation: Evaluating the effectiveness of sustainable development projects to optimize resource allocation.

#### 3. Developing a Standards and Guidelines Manual:

- Funding Guidelines: Developing a manual outlining the criteria and guidelines for funding and supporting community development projects, including prioritizing project types and geographic distribution.

#### 4. Establishing a Monitoring, Evaluation, and Review System:

- Monitoring Mechanism: Creating a monitoring and follow-up system to ensure the efficient and effective implementation of programs and projects.
- Periodic Evaluation: Conducting regular evaluations to measure the achievement of objectives and identify areas for improvement.

#### 5. Enhancing Technical Capacities:

- Training and Development: Improving the technical and administrative capacities of those responsible for community programs through training programs and workshops.
- Skill Development: Providing the necessary tools and knowledge to ensure successful management of programs and projects.

#### 6. Developing a Package of Incentives:

- Incentives for Participation: Developing incentives to encourage institutions to engage in social investment projects and strengthen their commitment to corporate social responsibility.

#### 7. Establishing Clear Procedures for Submitting Applications and Proposals:

- Application Procedures: Establishing a clear and transparent system for submitting applications and proposals from relevant parties, facilitating access to support and participation in projects.

#### 8. Establishing an Electronic Platform:

- Governance Management: Developing an electronic platform for managing the governance of social responsibility programs, facilitating communication, data management, and project management.

Through these initiatives and plans, the Ministry of Social Development aims to strengthen partnerships between the public and private sectors and civil society, and to develop programs that contribute to sustainable development and improve the quality of life for the most-needy groups.



## Priority: Well-being and Social Protection



### Key Transformative Social Responsibility Programs in partnership between the public and private sectors in 2023:

- Providing financial assistance to underprivileged university students from low-income families and social security beneficiaries to facilitate their academic pursuits.
- Distributing essential appliances, Ramadan food supplies (Ramadan baskets), and school supplies to alleviate the burdens of low-income families and social security beneficiaries.
- Constructing and equipping Al-Wafa Centers to provide comprehensive rehabilitation services for individuals with disabilities across multiple governorates.
- Deploying mobile rehabilitation buses to deliver essential therapeutic and rehabilitative services directly to individuals with disabilities.
- Providing skills-based on-the-job-training for individuals with disabilities.
- Promoting community awareness and fostering family cohesion through interactive workshops and discussions.
- Supporting community celebrations and social events.
- Implementing support programs for civil society enterprises.

### Enhancing the Quality of Life for Persons with Disabilities in Oman

Oman has demonstrated a steadfast commitment to fostering an inclusive society for persons with disabilities. The nation has implemented a comprehensive range of policies and programs aimed at safeguarding their rights, providing equal opportunities, and enhancing their quality of life.

Throughout 2023, numerous initiatives, events, and activities were undertaken to further integrate individuals with disabilities into society. These efforts encompassed:

#### 1. Facilitating Educational Inclusion:

- Partial Integration: Successfully integrated 38 students with disabilities into primary schools and 9 into kindergartens.
- Follow-up Support: Conducted regular follow-up visits to the 17 students that were integrated into schools during the 2022-2021 academic year.

#### 2. Forums and Events:

- Inaugural Forum: Hosted the 1st Forum of Persons with Disabilities (Integration and Empowerment) in May 2023.
- A laboratory for the development of services and programmes for persons with disabilities: Convened in December 2023.

#### 3. Agreements and Initiatives:

- Rehabilitation Center Enrollment: Facilitated the enrollment of 819 individuals into rehabilitation centers.





## Priority: Well-being and Social Protection



- Family Guide: Developed a comprehensive guide for families caring for individuals with disabilities.

#### 4. Awareness and Training Programs:

- Coping Skills: Conducted awareness programs on managing stress for families of individuals with Autism Spectrum Disorder (ASD).
- Stress Management: Implemented training programs for mothers of individuals with ASD to equip them with effective stress management techniques.

#### 5. Center Upgrades and System Modernization:

- Workshops: Completed the equipping of woodworking and metalworking workshops at the Vocational Training and Rehabilitation Center.
- Electronic Diagnosis System: Implemented the system in North and South Al Sharqiyah Governorates in collaboration with the Ministry of Health.

#### 6. Marketing Products of Persons with Disabilities:

- «Azm» Brand: The Ministry of Social Development launched the “Azm” brand to promote products manufactured by people with disabilities.
- Sales Outlet: Signing an agreement to establish a sales outlet at the Arab Open University.

#### 7. Digital Service Automation:

- Digital Transformation: Automated services provided to persons with disabilities.

- Parking Permits: Integrated a guide for obtaining parking permits into the Ministry of Social Development's website.

#### 8. Training Programs:

- Specialized Training: Conducted an intermediate training program for 25 specialists at the National Autism Center, along with other clinical programs led by international trainers.
- International Board Certification: Implemented an advanced training program to obtain the International Behavior Analyst (IBA) certification.
- Training and Accreditation: Prepared a program for 27 employees at the National Autism Center to obtain international accreditation from the International Accreditation Council.

#### 9. Recruitment and Human Resources:

- Specialist Recruitment: Hired 124 specialists in the fields of autism rehabilitation, physical therapy, occupational therapy, speech therapy, and vocational rehabilitation.

### Future Directions

The future vision for persons with disabilities in Oman is centered around the principle that «all persons with disabilities, irrespective of gender or age, are entitled to health, education, employment, and active participation in society.»

To achieve this vision, Oman is focusing on implementing the outcomes of the «The Development of services and programmes for persons with disabilities Lab», which generated 33 initiatives and projects. Detailed plans for these initiatives are now finalized and will be implemented in the coming period to



## Priority: Well-being and Social Protection

enhance the participation of persons with disabilities in society and improve their quality of life across all domains.

These initiatives will focus on improving access to health and educational services, enhancing employment and training opportunities, and developing programs and projects that support the inclusion of persons with disabilities and promote their active participation in society.

### Future Targets for Caring for Persons with Disabilities:

- A %10 annual increase in the number of individuals undergoing pre-marital screening (Ministry of Health).
- A %25 increase in the number of persons with disabilities accessing diagnostic and health services by 2027 (Ministry of Health).
- A %5 annual increase in the participation of persons with disabilities in cultural, sports, and recreational programs (Ministry of Social Development).
- A %10 annual increase in the number of persons with disabilities enrolled in inclusive education programs in both public and private schools (Ministry of Education).
- A %65 increase in the number of beneficiaries of rehabilitation programs at specialized centers by 2027 (Ministry of Social Development).
- A %25 increase in the employment rate of persons with disabilities by 2027 (Ministry of Labour).



### Early Childhood Development

The Ministry of Social Development's strategy in Oman prioritizes comprehensive early childhood development, with several key initiatives:

#### ▪ Establishing Early Childhood Development Centers:

- Establishing centers in Omani Women's Associations and other community institutions to ensure equal cognitive development for children in their early years.
- Improving health, education, and behavioral outcomes for children through integrated programs that support their growth and development.

#### ▪ The Importance of Early Childhood:

- Recognizing the profound impact of early childhood on shaping a child's personality, Oman places a strong emphasis on this critical period.
- Through its five-year plans, Oman is developing programs and projects that meet the needs of children as fundamental rights that both the state and families must uphold.

#### ▪ Role of the Ministry of Social Development:

- The ministry plays a pivotal role in child-rearing, in addition to its responsibilities in protecting and developing families.
- It contributes to the development of early childhood programs by coordinating efforts across different sectors.





## Priority: Well-being and Social Protection



### ▪ Investing in Early Childhood:

- Investments in early childhood development are made through legislation, policies, and initiatives that enhance the quality of services in this field.
- Legislation ensures that education is accessible and compulsory for all children until the completion of basic education, with a focus on early childhood education.

### ▪ Ministry of Social Development Strategies:

- The Social Work Strategy (2025-2016) prioritizes early childhood development with government support, dedicated resources, and cross-sectoral coordination mechanisms.
- The National Child Strategy (2025-2016), developed in collaboration with UNICEF, focuses on ensuring quality education for all children and providing equal opportunities for those in difficult circumstances, within a child-friendly, stimulating, and participatory learning environment.

Through these initiatives, Oman aims to create a supportive and inclusive environment for early childhood development, laying a strong foundation for children's futures and ensuring their active participation in society.

### Prominent Child Care Projects and Programs

- Implementing a project to enhance the standards and quality of nurseries.
- Developing and implementing a comprehensive National Standards Guide for nurseries in Oman.
- Conducting training sessions on the National Standards Guide for 57 representatives from the Ministry of Social Development and 337 representatives from nurseries.
- Conducting training sessions on a Healthcare Guide for supervisors and caregivers in nurseries.
- Developing a comprehensive framework for early childhood development centers, including specialized multi-sector workshops and benchmarking visits to international schools.
- Participation in the United Nations Committee on the Rights of the Child review of Oman's national report, followed by discussions with relevant stakeholders.
- Implementation of training programs on the Convention on the Rights of the Child and its optional protocols for judges, prosecutors, officials, and child protection committees.



## Priority: Well-being and Social Protection



### Family Empowerment Projects

The Ministry of Social Development in Oman prioritizes the wellbeing and social protection of Omani families, focusing on enhancing their economic and social capacities. The ministry implements various initiatives and programs aimed at empowering individuals and families. These efforts are designed to improve the living standards of Omani families and foster self-reliance, thereby contributing to sustainable development and social welfare.

#### ▪ Empowering Individuals and Families:

- Developing programs to equip individuals and families with the skills necessary for self-sufficiency.
- Promoting self-employment and providing administrative, technical, and financial support for small and micro-enterprises.

#### ▪ «Tamkeen» Program:

- The Ministry is working to develop the «Tamkeen» program and adopt diverse approaches to achieve the goals of Oman Vision 2040, specifically increasing the percentage of families benefiting from income support through economic empowerment.
- The program aims to increase the proportion of productive families that achieve economic empowerment among the total beneficiary families.

#### • Partnership with the Arab Gulf Program for Development (AGFUND):

- Implementing the «Economic Empowerment Partnership targeting the Needy Families» project in collaboration with AGFUND, which supports productive families in improving their economic and knowledge levels.

#### ▪ Activities and Programs in 2023:

- Implementation of various programs to empower families and individuals, including providing opportunities for productive families to participate in local and international exhibitions to market their products.
- Signing numerous agreements and memoranda of understanding and organizing forums to support economic and social empowerment programs.

#### Future Plans:

- Activating and improving economic empowerment programs in line with the goals of Oman Vision 2040 and the executive plan of the social work strategy to enhance the participation of women and family members in economic, social, and political life.
- Finalizing the «Economic Empowerment Partnership» project, which includes developing an operational guide for empowerment programs, establishing an empowerment academy, and empowerment and training centers.
- Signing agreements with private sector companies for on-the-job-training.
- Completing the readiness of the «Maksab» platform, which supports economic empowerment.
- Conducting a field study to identify the current status of economic empowerment in Oman and mechanisms for its development.





## Priority: Well-being and Social Protection



### Programs and Initiatives Implemented in 2023 to Empower Omani Families:

- Empowered 42 citizens to start home-businesses with a support of 24,000 Omani rials
- Launched the "Maksab" electronic platform to support productive family projects
- Conducted a number of lectures and workshops to introduce the "Tamkeen" program
- Opened temporary sales outlets for 86 productive families through participation in local marketing exhibitions
- Established a comprehensive database of productive families in Oman, including 1,700 families
- Organized evaluation exhibitions to assess the products of productive families registered in the database
- Organized an exhibition for productive families titled "Empowerment and Advancement" with the participation of 59 productive families
- Participated in 2 international exhibitions with the participation of 9 productive families
- Signed 3 cooperation agreements and memoranda of understanding with private sector companies and civil society institutions to support economic and social empowerment programs for families
- Collaborated with a group of institutions such as the Ministry of Agriculture, Fisheries, and Water Resources and the Female Taxi to conduct introductory workshops on empowerment projects

- Implemented a training program for 60 employees and volunteers in the "Tamkeen" program as part of the partnership for economic empowerment in cooperation with AGFUND
- Conducted 9 virtual meetings for "Tamkeen" skills employees to present the achievements of family development departments in all governorates and review the services of supporting and partner entities
- Organized partnership and empowerment seminars in the governorates of Al Dhahirah, North Al Sharqiyah, and Al Dakhiliyah, with the participation of 252 partners of the "Tamkeen" program, project owners, and social security beneficiaries

### Volunteerism: Governance and Organization

Volunteerism is a fundamental aspect of community development, fostering civil engagement, solidarity, and social connections. In Oman, volunteerism aligns with the nation's culture and identity, reflecting its diversity and evolution in response to societal changes.

The Ministry of Social Development is committed to achieving the objectives of Oman Vision 2040 in this area through various initiatives and strategic plans. These initiatives aim to promote a culture of volunteerism and organize it in line with national goals, contributing to community development, teamwork, and social solidarity.



## Priority: Well-being and Social Protection



### Initiatives and Programs Implemented in 2023:

- **Launch of the «Jood» Platform and Empowering Charitable Teams:**
  - The platform serves charitable societies and teams, facilitating electronic donations, enhancing transparency, and increasing donations for charitable activities.
  - The number of charitable teams increased to 64, with over 6,600 volunteers.
  - A service was provided to open non-profit commercial registrations for charitable teams, benefiting 44 teams.
  - Charitable teams were trained on using the «Jood» platform, and workshops were conducted on financial and administrative procedures for teams in collaboration with the Internal Audit Department of the Ministry of Social Development.
  - Technical teams were formed to monitor financial and administrative procedures and provide necessary recommendations.
- **Participation in Regional Meetings:**
  - Attendance at the first meeting on joint charitable work for the Gulf Cooperation Council countries.
  - Signing the «Oman Volunteers» agreement to establish, manage, and operate the volunteering portal.
- **Assistance Provided:**
  - Charitable teams provided approximately 22.6 million Omani rials in assistance.

Future plans in the volunteerism field include amending the regulatory bylaw for the work of social development committees issued by Ministerial Decision No. (2016/140) and issuing a civil work law that will regulate volunteer work and enhance governance.

### Civil Society and Non-Governmental Organizations

The Ministry of Social Development in Oman is working to create a supportive environment for the work of civil society organizations and NGOs, aiming to enhance their sustainability and efficiency. The ministry continues to support and strengthen volunteer work and civil society institutions, contributing to achieving national goals and promoting sustainable community development. The ministry has taken several steps to achieve this goal:

- **Drafting a New Law for NGOs:** Updating the legislative framework to facilitate the registration of associations and institutions and ensure their effective organization.
- **Accelerating and Facilitating Registration:** Simplifying procedures to encourage civil and community work.
- **Legislative Framework for Volunteer Teams:** Aiming to regulate the work of volunteer teams and manage the increasing demand for their formation.
- **Supporting and Sponsoring Civil Society Institutions:** Supporting associations with various structures and objectives to ensure the provision of effective services.

The Ministry of Social Development also seeks to enhance the role of civil society institutions by registering NGOs, supervising associations, and focusing on developing and improving their work. Additionally, the ministry focuses on developing the legal frameworks that regulate the work of civil society





## Priority: Well-being and Social Protection



institutions, providing effective assistance in developing their plans and strategies. The ministry's plans focus on activating the roles of civil society and NGOs, aiming to create a responsible, independent, and capable civil sector that can shape a strong and effective community awareness.

Furthermore, an agreement was signed to develop a governance guide for NGOs, which reached the final draft review stage at the end of 2023. The guide aims to enhance the working environment of NGOs and reduce the challenges they may face, thereby enhancing public trust and enabling the ministry to monitor and evaluate their performance.

Additionally, a performance evaluation form for NGOs was prepared. This form is based on specific criteria and indicators to measure the level and efficiency of these associations and prepare a report on their performance. A messaging system was also launched as a means of communication with associations.

The «Maksab» platform was launched to showcase the products of associations, and the «Jood» platform was launched to serve associations and charitable volunteer teams in the area of donations from individuals and institutions. Additionally, a development lab for Omani women's associations was implemented, resulting in 19 initiatives.

### ■ **Statistics and Achievements for 2023:**

- Omani Women's Associations: 62 associations with 6 branches.
- Professional Associations: 33 professional associations with 8 branches.
- Social Clubs: 15 social clubs with 8 branches.

### ■ **Future Plans:**

- Empowering Associations and Strengthening Civil Society to create a responsible and independent civil sector capable of shaping strong and effective community awareness.
- Developing Legislation and Systems to enhance the regulatory framework for civil society institutions and supporting them in developing their plans and strategies.
- Partnerships through Signing agreements with private sector companies for training and developing digital platforms.

### ■ **Future Plans and Directions to Enhance the Role of Civil Society:**

- Drafting a Civil Work Law.
- Preparing a governance guide for NGOs .
- Implementing the recommendations and outcomes of the development lab for Omani women's associations.
- Providing exemptions and privileges for civil society institutions.
- Automating the process of general assembly elections in community clubs.
- Developing an application for Board of Directors' elections in NGOs.

### **1. Youth Empowerment (Youth Centers and Talent Development)**

Youth empowerment is a cornerstone of Oman Vision 2040, recognizing young people as the driving force of the present and the architects of the future. The priority of wellbeing and social protection underscores the importance of enhancing youth capacities and increasing their engagement within society. This commitment is evident in the annual celebration of Omani Youth



## Priority: Well-being and Social Protection



Day on October 26th, highlighting the significance of this demographic as a valuable human resource.

Youth centers represent a pioneering initiative in youth empowerment, offering comprehensive support to foster holistic and sustainable development. These centers provide creative and safe environments that encourage young people to develop their skills and realize their full potential, preparing them for a promising future.

In 2023, a significant agreement was signed with Oman Liquefied Natural Gas (Oman LNG) to establish a new youth center branch in Sur, South Sharqiyah Governorate. This project, involving a substantial investment of 3 million Omani rials, encompasses a range of advanced facilities such as creative spaces, training halls, and laboratories. The primary objective is to enhance the capabilities and talents of young people across Oman, thereby supporting their personal and professional growth.

### ▪ **Activities and Programs in 2023:**

- «Tawasul» Short Film Competition: This competition aimed to refine youth skills in filmmaking and promote innovation in this field. The 1st edition witnessed the participation of 35 short films and 193 young people, focusing on topics such as balanced dialogue, future skills, and freelancing.
- Youth Excellence Award: The 4th edition of the award featured 39 projects across 5 categories, including individuals, youth initiatives, youth organizations, civil society organizations, and private sector companies. The areas covered included digital economy, digital media, environment, work, and entrepreneurship.
- Youth Initiatives Support: 83 youth initiatives were supported in 2023, with 61 initiatives receiving full support and 22 receiving partial support.

- Youth Skills Development Camp: The 2nd edition of the camp focused on providing a non-traditional training environment that included creative and critical thinking, life skills, and cultural and recreational activities.
- Dialogue Sessions and Exhibitions: Youth activities in 2023 included dialogue sessions at Muscat International Book Fair and participation in workshops to formulate the National Youth Strategy (2040-2023). Research studies were also conducted on various sectors including health, engineering, education, information technology, and artificial intelligence.

### ▪ **Future Plans:**

The future plans include the completion of a number of legislations supporting youth empowerment, such as the Youth Care Law, the Bylaw for Youth Initiatives, and the regulatory bylaw for youth committees in sports clubs. The ministry is expected to continue implementing events and activities targeting youth, including the Youth Excellence Award, supporting youth initiatives, and the Youth Ambassadors program, which aims to build the capacity of young national cadres for effective participation in regional and international forums.

### ▪ **Strategic Objectives of the Youth Center:**

- Contributing to building a youth community capable of participating effectively and efficiently in achieving the goals of Oman Vision 2040.
- Discovering, developing, and nurturing the skills and talents of youth and providing necessary consultations.
- Providing spaces that meet the needs of youth in various fields and interests.





## Priority: Well-being and Social Protection

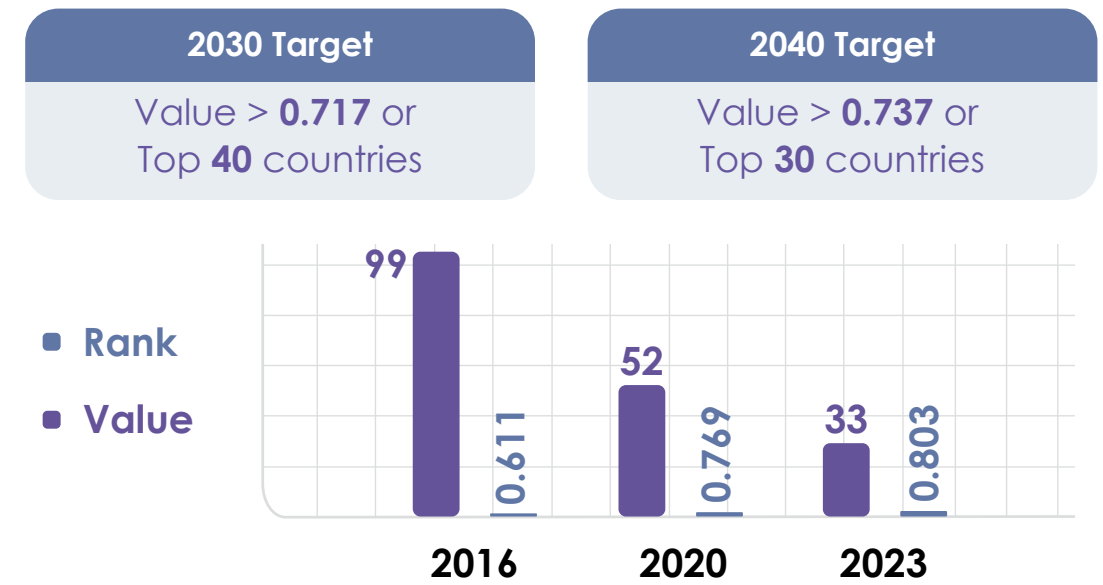
- Enhancing youth participation in various projects, initiatives, and diverse events and implementing programs and initiatives that contribute to honing youth skills and talents.
- Developing the knowledge and expertise of youth in the fields of creativity and innovation.
- Integrating with government, private, and civil society institutions to support and develop the youth sector in various fields.
- Strengthening and developing cooperation with local, regional, and international youth institutions.

Data indicates that Oman has made significant progress in the Youth Development Index compared to the last reading in 2020. Oman's ranking rose to 33rd globally in 2023, improving by 19 places from its previous ranking of 52 in 2020. The index value also saw a significant improvement, rising from 0.769 in 2020 to 0.803 in 2023.

This improvement reflects Oman's achievement of one of the key objectives of Oman Vision 2040, which is to reach the target value of the index by 2030. This progress is attributed to improvements in sub-indicators related to equality, inclusion, peace, and security.



### Improvement in Youth Development Index (YDI):



### Youth Activities Implemented in 2023

**65 youth activities and events**  
Total Activities Implemented

**4,500 young men and women**  
Total Number of Participants in Youth Activities

**3 Asian Countries** with Which Memoranda of Cooperation and Implementation Programs Were Signed

**87 young men and women**  
Number of Youth Participants in International Forums

**5 Agreements**  
Signed within the Framework of Research Studies as Part of the Youth and Future Skills Project

**6 events**  
Youth Events Hosted

**27 camps**  
Implemented for Youth Skills Development

**83 initiatives**  
Youth Initiatives Supported



## Priority: Well-being and Social Protection



### Promoting Sports: Projects and Activities

The priority of wellbeing and social protection seeks to foster a stimulating sports environment that contributes to the economy and competes globally. Within this framework, the Ministry of Culture, Sports, and Youth focuses on enhancing sports activities and implementing projects that contribute to achieving the goals of Oman Vision 2040 in this vital sector.

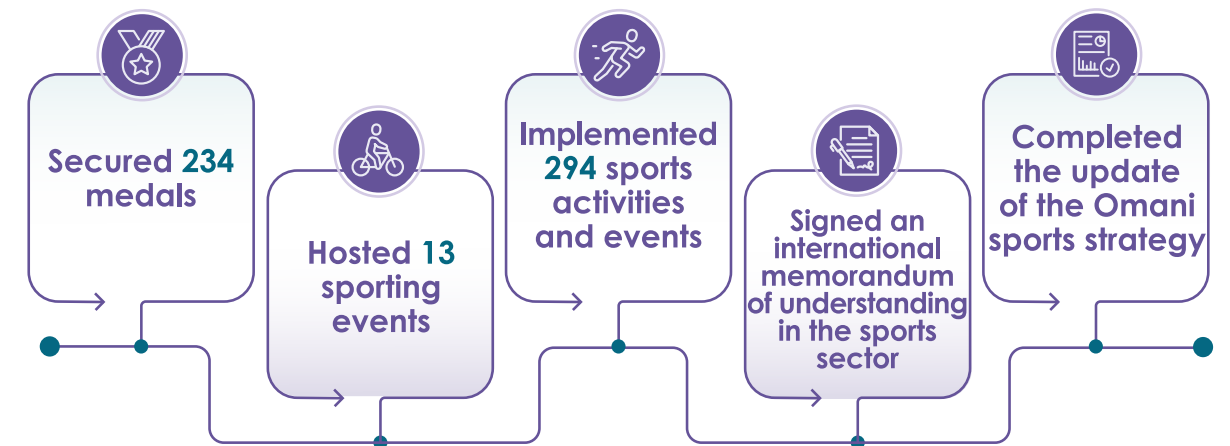
In 2023, the Sultanate of Oman achieved remarkable sporting accomplishments, securing 234 medals and hosting 13 sporting events. The ministry implemented 294 sports activities and events, benefiting approximately 49,000 individuals. The Omani sports strategy was successfully updated with the signing of contracts to establish an athlete preparation center in collaboration with Oman Handball Association, Oman Rugby Committee, and Oman School Sports Association.

The ministry launched the 1st edition of the Sports Projects Competition titled «Share the Change,» aimed at fostering a culture of initiative, creativity, and innovation, and increasing physical activity levels in society. A total of 184 projects were submitted, with 125 being approved. Additionally, the 1st edition of the Governorates Marathon was organized to develop the concept of sports in Oman and create a suitable environment for runners of all ages. Sports days were also held in various governorates. Other activities included the Sports Spark event, the Traditional Games Festival for Schools, the Athletics Festival in several governorates, and the 4th annual festival for persons with disabilities.

The Leadership Development Center organized a series of courses and seminars to qualify sports leaders, including a training course in sports media that addressed the roles and responsibilities of sports journalists and the skills of conducting media interviews.

In 2024, the ministry's plan includes implementing a new edition of the «Share the Change» sports projects competition, targeting community teams, civil society institutions, and small and medium-sized enterprises (SMEs). The plan also includes implementing the athlete preparation system project, supporting promising athletes and external participations, supporting regional and international participations of sports clubs, and establishing training centers in sports clubs to discover and develop sport talents in cooperation with sports

### Key Sporting Achievements in 2023:







# Economy and Development



# Priority: Economic Leadership and Management

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

The Sultanate of Oman is diligently working to cultivate a cadre of dynamic economic leaders within a comprehensive institutional framework, aimed at achieving the developmental objectives outlined in Oman Vision 2040. This vision places particular emphasis on bolstering economic facets across diverse sectors, including investment, industry, commerce, tourism, and infrastructure, which collectively form the backbone of the national economy.

Central to this endeavor is the priority of «Economic Leadership and Management.» This priority is strategically positioned at the apex of the economy and development pillar. Its primary objective is to nurture qualified and capable Omani leaders who can confidently steer the Omani economy towards broader horizons, aligning with the strategic directions and national priorities articulated in Oman Vision 2040.

This priority is dedicated to ensuring a continuous supply of rejuvenated senior management, underpinned by competencies capable of keeping pace with market dynamics and rapid change. Moreover, the economic legislative framework is undergoing modernization to align with evolving circumstances, with the ultimate goal of constructing a competitive economy that can adapt to both domestic and global transformations.

The priority of Economic Leadership and Management endeavors to facilitate effective coordination among economic, fiscal, monetary, trade, investment, industrial, and environmental policies, as well as labour market policies. This coordination aims to ensure seamless integration between the public and private sectors, avoiding overlap in their roles within the economic system. Such integration contributes to fostering sustainable economic development and realizing the strategic objectives of Oman Vision 2040.

## The role of Economic Leadership and Management priority among the Economy and Development priorities



It is noteworthy that the Sultanate of Oman has made significant strides in enhancing its global standing in the Worldwide Governance Indicators, particularly in the «regulatory quality» pillar, according to the latest 2022 index. This improvement follows a decline in the index in 2021 and reflects enhanced performance in sub-indicators that measure regulatory quality in investment-related areas.





## Priority: Economic Leadership and Management



### Governance Indicators - Regulatory Quality



### The Role of the Economic and Financial Committee in Overseeing National Programs

The Economic and Financial Committee of the Cabinet has demonstrated a pivotal role in establishing a solid foundation for achieving the objectives of the “Economic Leadership and Management” priority in alignment with Oman Vision 2040. The Committee has exerted a profound influence on the fundamental areas of economy, development, and sustainable environment.

The Committee has assumed comprehensive oversight responsibilities for the performance of key national programs, including: the National Program for Fiscal Sustainability and Financial Sector Development, the National Program for Economic Diversification, the National Program for Investment and Export Development, the National Employment Program, the National Program for Carbon Neutrality, and the Government Digital Transformation Program.

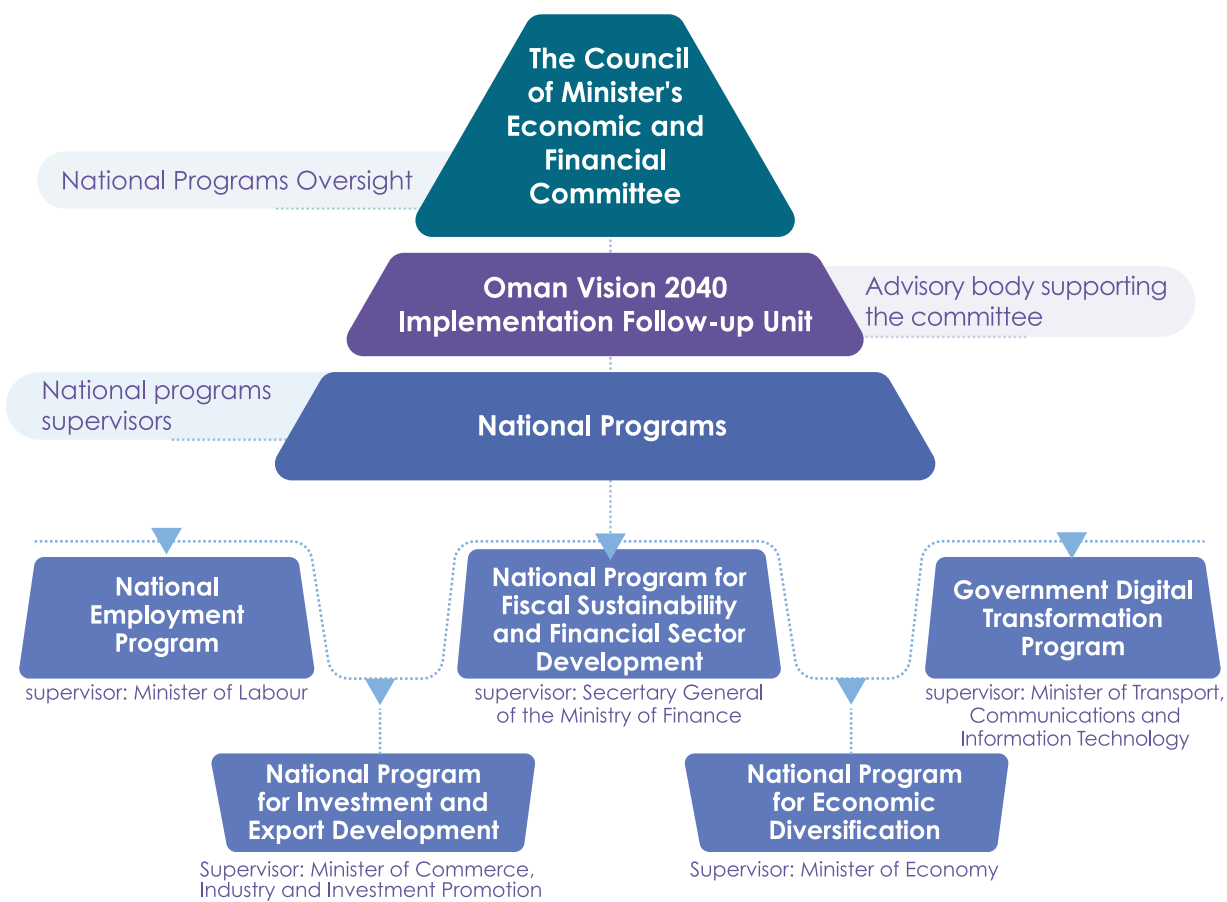
The Committee's decisions in 2023 have resulted in a boost to the initiatives and projects associated with these national programs, contributing to the advancement of the economic pillar's priorities. Moreover, Oman Vision 2040 Implementation Follow-up Unit, guided by the Committee's directives, has developed suitable governance mechanisms to coordinate planning and implementation processes within the national programs, thereby enhancing the effectiveness of efforts and improving the performance indicators of the economic priorities.



# Priority: Economic Leadership and Management



## Governance of National Programs Oversight

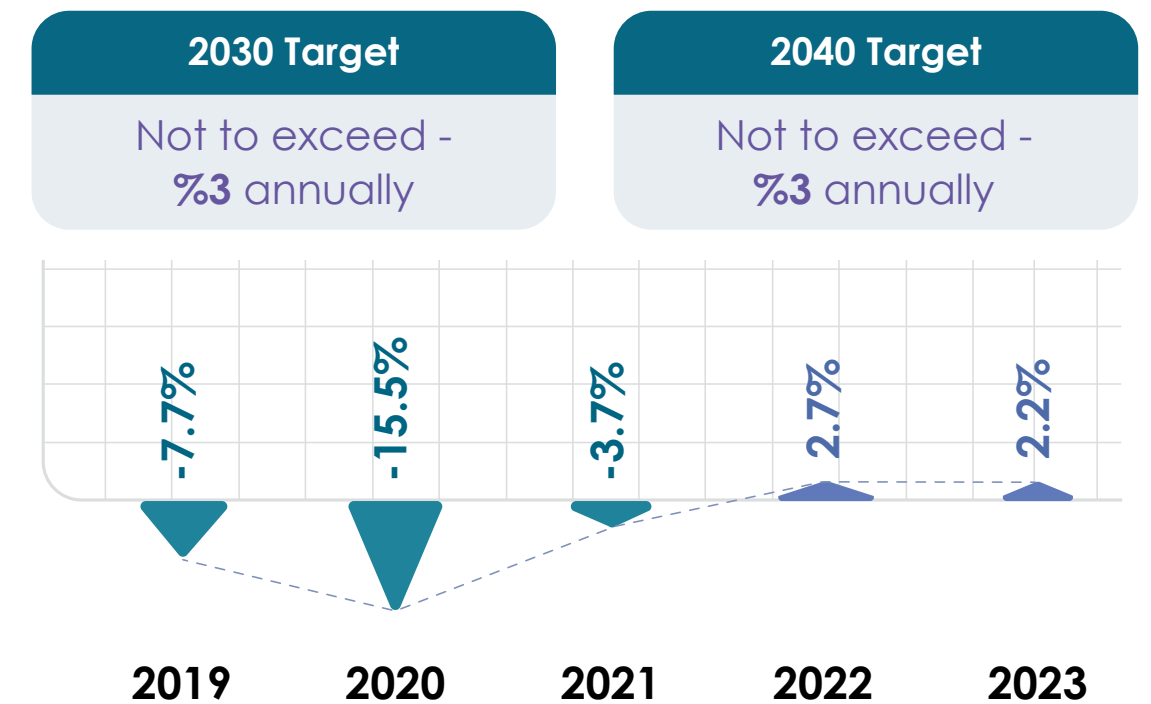


The fiscal balance-to-GDP ratio, a critical indicator within the (Economic Leadership and Management) priority, has demonstrated remarkable resilience, achieving a surplus of %2.2 of GDP for the second consecutive year.

The fiscal surplus in 2023 reached approximately 932 million Omani Rials. Notably, the indicator has shown a significant improvement, shifting from a deficit of %15.5- in 2020 to achieving a surplus in both 2022 and 2023.

This positive trajectory aligns with the aspirations of Oman Vision 2040, which seeks to cap the fiscal balance-to-GDP ratio at %3, thereby reflecting the nation's commitment to sound fiscal management and the attainment of broader strategic goals.

## Budget deficit/surplus to GDP ratio:



The real GDP growth rate has also demonstrated a robust performance, achieving an average growth of %4.5 since the launch of Oman Vision 2040. This growth trajectory is well-positioned to meet the Vision's ambitious target of %5 real GDP growth. The substantial progress made thus far is a testament to the nation's commitment to economic development and its capacity to achieve its strategic objectives.





## Priority: Economic Leadership and Management



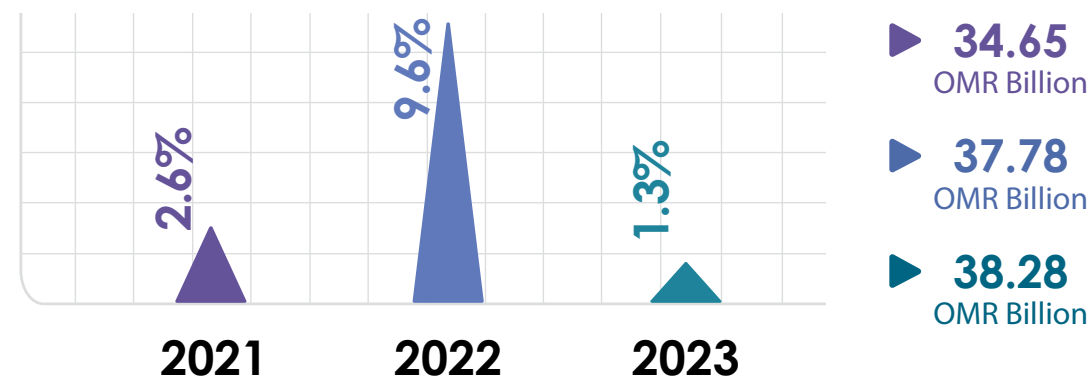
### Real GDP Growth Rate Index

**2030 Target**

**5% annually**

**2040 Target**

**5% annually**



### Developing National Leadership

The empowerment of national leaders for economic development is a fundamental objective of the «Economic Leadership and Management» priority within Oman Vision 2040. These leaders play a pivotal role in implementing strategies and programs within government administrative units and public and private sector companies, significantly contributing to economic growth and the attainment of development goals.

In this context, the Royal Academy of Management (RAM), established by Royal Decree No. (2022/2), is actively contributing to the development of administrative leaders. Through a range of programs and initiatives aimed at building qualified leaders capable of making impactful decisions, the university is enhancing institutional performance in both the public and private sectors, thereby reflecting its commitment to achieving the developmental goals of Oman Vision 2040.



## Priority: Economic Leadership and Management



The year 2023 witnessed numerous achievements in this field. The Academy implemented specialized programs for developing government leaders, including:

- **The National Program for Developing Leaders and Future Foresight.**
- **The Master of Leadership and Management.**
- **The Certified Trainer Training Programme.**
- **The Public policies and Strategic Planning Programme:** The programme includes two pathways, one designed for Their Excellencies the Undersecretaries and their equivalents in the government sector, and another pathway for Directors General and their equivalents in the government sector

A total of 247 participants from 60 entities participated in these programs.

In the business sector, the Academy implemented 3 executive programs:

- **The Economic Leadership Programme**
- **The State-Owned Enterprises Chairpersons Programme**
- **The Etimad Programme**

A total of 338 participants from 96 entities benefited from these programs.

In local governance, the following were implemented:

- **The National Initiative for the Development of Local Governance**
- **Governors Programme (their Excellencies the Governors, Muscat Municipality Chairman, and Dhofar Municipality Chairman)**
- **Walis Programme**

This program encompassed all 11 governorates. Additionally, the Academy organized an introductory program for members of the Council of Oman, with the participation of esteemed members of the State Council and the Shura Council.

These initiatives and developments underscore Oman's commitment to developing leaders capable of driving economic growth and enhancing institutional performance across all sectors.





## Priority: Economic Leadership and Management



### Beneficiaries of the programs implemented by the Royal Academy of Management in 2023:

 <b>Government Sector</b>	<ul style="list-style-type: none"> <li>• Their Excellencies the Undersecretaries and their equivalents in the government sector</li> <li>• Directors General and their equivalents in the government sector</li> <li>• Directors of Directorates and their equivalents</li> <li>• Heads of Departments and Project Managers and their equivalents</li> </ul>
 <b>Private Sector</b>	<ul style="list-style-type: none"> <li>• Strategic Leadership</li> <li>• Senior Leadership</li> <li>• Middle Management Leadership</li> </ul>
 <b>Local Governance</b>	<ul style="list-style-type: none"> <li>• Their Excellencies the Governors, Muscat Municipality Chairman, and Dhofar Municipality Chairman</li> <li>• Walis</li> <li>• Municipal councils</li> </ul>
 <b>Council of Oman (Majlis Oman)</b>	<ul style="list-style-type: none"> <li>• The State Council (Majlis A'Dawla)</li> </ul>

### Target groups and programs implemented in 2023

Target audiences	Number of programmes, initiatives and dialogue sessions	Number of participants	Number of beneficiaries
Government leaders	17	247	60
Business sector	12	338	96
Local administration	11	44	11 governorates
Council of Oman	5	176	2

## 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.**

The priority of «Economic Diversification and Fiscal Sustainability» aims to build a robust and diversified economic base that contributes to achieving the strategic objectives of Oman Vision 2040. This is accomplished by focusing on creating a competitive economy driven by innovation and knowledge.

This priority seeks to leverage modern technologies to enhance economic growth and increase sustainability. The strategy also encompasses strengthening the production and export base, expanding trading partners, deepening investment in high-value-added sectors, and enhancing the non-oil sectors contribution to the Gross Domestic Product (GDP).

Additionally, the priority focuses on developing local capabilities in innovation and creativity, and implementing integrated and sustainable fiscal, monetary, and economic policies. It also aims to create an attractive business environment for both domestic and foreign investments, thereby contributing to achieving sustainable economic development and national objectives.

### Economic Diversification

Economic diversification plays a significant role in reducing reliance on oil and creating diverse and sustainable job opportunities for citizens. To achieve this goal, the Sultanate of Oman has taken several strategic steps focused on enhancing economic diversification through several key areas:

- **Encouraging domestic and foreign investment:** Oman seeks to attract investment from both domestic and foreign sources to boost economic activity and develop new sectors. These investments aim to support the growth of non-oil sectors and stimulate innovation and growth in the national economy.

- **Strengthening key sectors:** Within the 10th Five-Year Plan (2025-2021), the Sultanate of Oman is focusing on improving the performance of strategic sectors, including:
  - **Manufacturing:** Encouraging the development of diverse manufacturing industries to enhance the value-added of local resources and diversify industrial production.
  - **Transportation and logistics:** Improving infrastructure and enhancing transportation and logistics services to boost competitiveness and increase the capacity to attract investment.
  - **Tourism:** Developing the tourism sector as a key driver of economic growth, including developing tourist destinations and enhancing unique tourist experiences.
  - **Mining:** Leveraging Oman's mineral resources to enhance the mining sector and increase its contribution to the economy.
  - **Food security:** Enhancing food security through agricultural development and food production to ensure the sustainability of food supplies and reduce reliance on imports.







## Priority: Economic Diversification and Fiscal Sustainability



### Economic diversification sectors in the 10th five-year plan (2025-2021)

Sector	Key efforts
<b>Manufacturing</b>	<ul style="list-style-type: none"><li>Empowering Omani factories towards the Fourth Industrial Revolution</li><li>Inauguration of the Duqm Refinery</li><li>Developing a roadmap to enhance the competitive environment in the pharmaceutical, medical devices, and supplies sector</li></ul>
<b>Transportation and logistics</b>	<ul style="list-style-type: none"><li>Launch of the Executive Program for Oman Logistics Center</li><li>Announcement of OMR 1.6 billion worth of investment projects in maritime, air transport, and logistics</li></ul>

<b>Tourism</b>	<ul style="list-style-type: none"><li>A surge in passenger traffic at Muscat International Airport, reaching 11.5 million passengers in 2023 compared to 7.6 million in 2022</li><li>A remarkable rise in hotel occupancy (3 to -5star) in 2023 to approximately 2.1 million guests, compared to 1.6 million in 2022</li><li>Hotel revenue experienced a notable uptick in 2023, reaching OMR 229.2 million, compared to OMR 185.7 million in 2022</li><li>Hotel occupancy rates in 2023 increased to %48.9, up from %44.9 in 2022</li></ul>
<b>Mining</b>	The signing of 12 agreements, resulting in a total concession area of 21,480 square kilometers
<b>Food Security</b>	A substantial increase in cultivated land to over 276,000 acres, accompanied by more than %10 growth in agricultural production

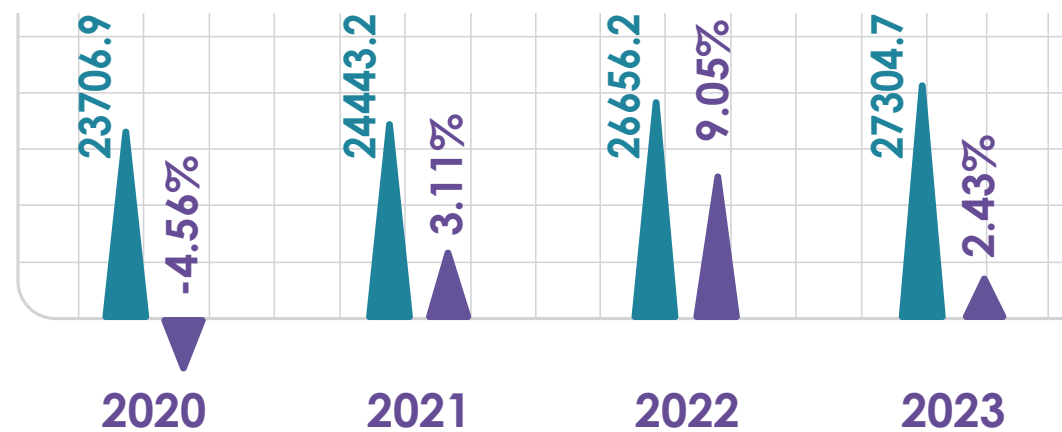


## Priority: Economic Diversification and Fiscal Sustainability



### Development of the contribution of non-oil activities to GDP at constant prices

#### Development of the contribution of non-oil activities to GDP at constant prices



- ▶ Value added of non-oil activities at constant prices / million Omani Rials.
- ▶ Annual growth rate

Source: Monthly bulletins of the National Center for Statistics and Information preliminary data -

The National Program for Economic Diversification (Tanweea), overseen by the Ministry of Economy, is a cornerstone initiative of the 10th Five-Year Plan (2025-2021). The program aims to accelerate economic diversification in the Sultanate of Oman through a multi-faceted strategy focused on fostering sustainable growth and achieving the goals of Oman Vision 2040. Key objectives include:

- **Addressing Challenges and Strengthening the Productive Base:** Tanweea focuses on resolving challenges faced by various economic sectors and strengthening the productive base to ensure robust growth across diversified sectors.
- **Deepening the Concept of Economic Diversification:** The program seeks to establish economic systems that foster interconnections between various sectors. These systems enhance cooperation and integration among economic activities, contributing to the desired diversification.
- **Achieving Economic Targets:** Tanweea assists relevant entities in achieving targets related to increasing the contribution of non-oil activities to the Gross Domestic Product and raising the proportion of non-oil commodity exports in total exports. It also aims to expedite the achievement of indicators linked to the priority of economic diversification and financial sustainability.

Tanweea aligns seamlessly with other national programs to accelerate the realization of Oman Vision 2040's objectives. This is achieved through the establishment of clear performance indicators and complementary roles that ensure non-overlapping efforts, thereby enhancing implementation effectiveness and achieving the desired economic objectives through:

- **Setting Strategic Directions:** The program defines strategic economic directions and identifies priority sectors and activities, ensuring that other national programs align with these directions.





## Priority: Economic Diversification and Fiscal Sustainability

- **Planning and Analysis:** Tanweea plays a planning role by providing necessary outputs for other programs based on data analysis and coordination with relevant entities.
- **Challenges, Solutions, and Opportunities:** The program has identified, analyzed, and addressed challenges, gaps, and opportunities in key areas such as the macroeconomy, economic sectors, and intersectoral linkages. Solutions and initiatives have been developed to address these challenges, thereby enhancing Oman's economic diversification efforts.

Through these strategies, the National Program for Economic Diversification (Tanweea) aims to achieve sustainable economic development goals and enhance Oman's capacity to realize economic diversification within the framework of Oman Vision 2040.

### 1. Economic Diversification Policies:

Economic diversification policies represent a set of national directives that outline strategic pathways at a comprehensive level. These policies necessitate the utilization of various tools, mechanisms, and procedures to achieve specific economic objectives.

The primary goal of these policies is to foster economic growth by creating new job opportunities and reducing reliance on economic sectors that are highly susceptible to global economic fluctuations. Through these endeavors, the nation aims to construct a more sustainable and resilient economy, thereby enhancing its capacity to confront global economic challenges and achieve sustainable development.

### Proposed Policies from Tanweea Program:

Maximizing the economic value of downstream minerals: Gradually increasing the domestic processing of raw minerals according to a well-defined timeline.



Maximizing the economic return from fishery exports.

Prioritizing the supply of natural gas and green hydrogen to domestic industrial projects, and imposing relative export quotas on gas aligned with the requirements of local industries, with the possibility of importing gas from international markets.

Supporting strategic and enabling activities/sectors with high economic multipliers (such as air transport and energy) that maximize economic value in other activities and empower them, rather than viewing them solely as profit-generating sectors and activities.

It is worth noting that the expected impact of these policies lies in maximizing the added value of various economic activities and increasing their contribution to the Gross Domestic Product, expanding industries based on economic diversification sectors, enhancing local content and increasing job opportunities, as well as creating competitive investment opportunities.



## Priority: Economic Diversification and Fiscal Sustainability

### 2. Executive Initiatives for Economic Diversification:

Initiatives related to economic diversification encompass programs and quick wins aimed at improving Oman's economic performance. These initiatives encompass various economic sectors and are fundamental factors in developing the national economy and raising the standard of living. The initiatives focus on:

- Stimulating economic growth: By supporting innovation and investment in new sectors, thereby enhancing the economy's capacity for growth and sustainability.
- Creating new job opportunities: By providing the necessary support to small and medium-sized enterprises and stimulating investments, contributing to the creation of diverse new job opportunities.
- Improving economic performance: By enhancing the efficiency of various economic sectors and stimulating new investments, contributing to overall improved economic performance.

These initiatives aim to achieve comprehensive economic diversification, reducing reliance on traditional sectors and enhancing the economy's ability to withstand challenges and achieve sustainable development.



### Proposed Initiatives of «Tanweea» Program for Economic Diversification:

#### Streamlining the Sale and Purchase of Minerals:

Implementing direct marketing strategies for minerals in international markets to significantly boost the mining sector's contribution to the Gross Domestic Product (GDP).



#### Forging International Economic Partnerships:

Developing strategic alliances to position Oman as a global hub for mineral trade in the future.



#### Diversifying Sources of Basic Food Imports:

Implementing measures to mitigate risks associated with supply chain disruptions or price fluctuations of essential food commodities.



#### Integrating Land, Sea, and Air Ports:

Consolidating these transportation modes under a unified framework to enhance operational sustainability, efficiency, and the competitiveness of Omani ports.



#### Establishing 5 Integrated Economic Clusters:

Creating interconnected economic zones encompassing key sectors outlined in the 10th Five-Year Plan.







## Priority: Economic Diversification and Fiscal Sustainability

### 3. Integrated Economic Clusters:

Integrated economic clusters represent a strategic approach adopted globally to accelerate growth and diversify economies. These clusters comprise interconnected industries and sectors within a specific geographic area, sharing value chains, services, and products. They provide a structured framework that optimizes resource allocation, fostering collaboration and competitiveness among various entities.

Oman's implementation of this model marks a significant step towards enhancing economic growth and diversification. By addressing challenges faced in previous smaller-scale initiatives, this model aims to maximize value addition through increased competitiveness, innovation, and global reach. The government plays a crucial role in developing these clusters by providing support, creating favorable regulations, and fostering a conducive business environment.

The proposal for economic clusters was informed by the findings of the program's initial phase, which included a comprehensive analysis and benchmarking. The results underscored the benefits of economic clusters in strengthening interconnections between economic activities and increasing value addition. The proposed clusters include governance frameworks, value chain analyses, identification of investment opportunities and required infrastructure, as well as performance indicators to measure economic returns.

A detailed value chain analysis was conducted for the 5 proposed economic clusters aligned with the economic diversification sectors. This analysis identified key challenges, opportunities, and potential investment avenues.

### Expected Economic Impacts of Integrated Economic Clusters:

- Job creation
- GDP growth
- Balanced trade
- Enhanced added value
- Economic diversification
- Reduced production costs
- Concentration of resources, expertise, and technology
- Attraction of foreign investment and stimulation of local investment
- Economies of scale
- Fundamental transformation of the development model

### Proposed Integrated Economic Clusters:

#### 1) Shaleem Integrated Economic Cluster:

Oman is developing a comprehensive economic system in the Shaleem Industrial Minerals Block, in collaboration with Oman Investment Authority and The Public Establishment for Industrial Estates «Madayn». Shaleem zone is one of the most promising areas in the minerals sector, thanks to its strategic geographical location on regional sea lanes, and its richness in geological resources, such as gypsum, limestone, and dolomite.



## Priority: Economic Diversification and Fiscal Sustainability

The cluster aims to stimulate growth across various sectors, strengthen interconnections, and expand the production and export base, thereby increasing the region's contribution to the GDP.

### Key Activities of the Initiative:

- Mining: Developing facilities and projects related to the exploitation of mineral resources.
- Industry: Establishing and expanding industrial facilities that leverage local resources.
- Fisheries: Improving the fishing sector and developing infrastructure related to fisheries.
- Tourism: Developing the tourism sector to enhance the region's attractiveness and attract visitors.
- Logistics: Enhancing the logistics infrastructure to support various economic activities and facilitate the movement of goods.

The initiative aims to achieve integration among these diverse sectors, thereby promoting sustainable development and maximizing the utilization of the region's natural resources and economic potential.

### 2) Integrated Economic Cluster in Ad-Dakhiliyah Governorate:

«Tanweea» program aims to establish and develop integrated economic clusters in Ad-Dakhiliyah Governorate, focusing on 4 primary sectors: tourism, agriculture, industry, and logistics. The program seeks to achieve the following objectives:

- Stimulate economic growth across all economic sectors in the governorate.

- Enhance sectoral linkages by improving connectivity between various economic sectors to increase integration and maximize resource utilization.
- Develop the tourism sector to increase its contribution to the Gross Domestic Product (GDP).
- Support and empower the «Governorate Development Program» to enhance the management and development of rural areas.
- Provide a successful model that can be replicated and applied in other regions and governorates in the future.

By achieving these objectives, «Tanweea» program aims to foster sustainable economic development in Ad-Dakhiliyah Governorate and provide a benchmark model for stimulating growth in other governorates.

### 3) Duqm Cold Chain Economic Cluster:

This cluster aims to develop and enhance the cold chain system within the Special Economic Zone at Duqm. The initiative focuses on improving the quality and efficiency of cold chain management, encompassing both the backstream (such as fish, agricultural products, and other food industries) and the frontstream (services related to the cold chain), through:

- Enhancing Export Quality: Improving cold chain performance to enhance the quality of exported products and ensure their sustainability in markets.
- Developing the Backstream: Improving production aspects such as fishing, agriculture, and food industries, contributing to enhancing the quality and efficiency of the cold chain. Similarly, the frontstream will be enhanced by improving cold chain-related services to ensure efficient transportation and distribution.







## Priority: Economic Diversification and Fiscal Sustainability

- Transforming Duqm into a Regional Cold Chain Hub: Enhancing infrastructure, providing attractive incentives, and positioning Duqm as a regional focal point for the cold chain.
- Stimulating and Enhancing Economic Growth: Improving interconnectivity and integration between various economic industries.
- Expanding the Production and Export Base: Increasing the contribution of sub-sectors to the Gross Domestic Product (GDP).
- Establishing Attractive Legislation and Incentives: Improving the business environment and attracting investments in the cold chain sector.
- Strategies to Achieve the Objectives:
  - Enacting laws and incentives to attract investments in the cold chain, including tax incentives and exemptions.
  - Investing in infrastructure and improving refrigeration, transportation, and distribution facilities to ensure the efficiency of the cold chain.
  - Providing training programs to enhance competencies, knowledge, and skills in cold chain management.
  - Encouraging innovation in cold chain technologies to improve efficiency and product quality.

By achieving these objectives, the initiative seeks to enhance Duqm's capacity to become an advanced regional center for the cold chain, contributing to economic growth and enhancing competitiveness in global markets.

### 4) Integrated Economic Cluster in Najd Region:

This cluster aims to develop and enhance the agricultural region in collaboration with the Najd Development Office. The region benefits from its strategic location and suitable climate for year-round cultivation of various crops. The initiative aims to:

- Stimulate and enhance economic growth across various sectors to achieve comprehensive development.
- Strengthen interconnections and improve linkages and integration between agricultural, industrial, and logistics sectors to increase efficiency and maximize resource utilization.
- Expand and increase production and export capacity to meet domestic and global market demands.
- Empower and enhance the role of the agricultural and industrial sectors in the national economy, increasing their contribution to the Gross Domestic Product (GDP).
- Bridge the food gap and improve local production to achieve food security and reduce reliance on imports.
- Support the development of local industries and increase the diversity of products and services to meet market needs.
- Establish and develop an integrated economic system encompassing all agricultural, industrial, and logistics facilities, forming a comprehensive and efficient economic system.
- Provide a successful model that can be leveraged and applied in other regions and governorates in the future.



## Priority: Economic Diversification and Fiscal Sustainability

- Strategies to Achieve the Objectives:
- Develop infrastructure and improve agricultural facilities, such as irrigation and storage systems, to increase productivity and efficiency.
- Attract investments in agricultural processing industries such as food processing and packaging.
- Improve infrastructure and develop logistics networks, such as roads, ports, and warehouses, to ensure efficient transportation and distribution.
- Implement development and training programs for farmers and workers to improve skills and increase productivity.
- Encourage innovation and technology, and support the adoption of modern technologies in agriculture and industry to improve quality and increase efficiency.
- Develop policies and legislation that support economic growth and facilitate investment.

By achieving these objectives and strategies, the integrated economic cluster in Najd seeks to improve the local economy, enhance production capacity, and provide a model that can be leveraged in other regions in the future.

### 5) Integrated Economic Cluster for Aluminum Industries in Sohar:

This cluster aims to achieve integration among the various aspects of the aluminum industry by linking the upstream (primary aluminum production) with the downstream (higher value-added industries). The cluster focuses on fostering growth and providing a comprehensive infrastructure to support the sector through the following objectives and strategies:

- Linking Upstream and Downstream Aluminum:
  - › Expanding and increasing the production capacity of primary aluminum and enhancing conversion processes to manufacture higher value-added products.
  - › Establishing and developing new downstream processing industries to improve value addition and increase product innovation.
- Enabling the Growth of the Aluminum Industry:
  - › Supporting, developing, and enhancing the growth of the industry, increasing its competitiveness through improved efficiency and productivity.
- Improving Intersectoral Integration:
  - › Developing supply chains and integrated logistics solutions to ensure efficient transportation and distribution between factories.
  - › Providing innovative storage solutions to support industrial operations and ensure effective inventory management.
- Providing Shared Services:
  - › Establishing laboratories for quality control and developing production standards.
  - › Providing training programs to qualify and improve the skills of industry workers.
  - › Developing marketing channels to promote products and achieve wider market access.







## Priority: Economic Diversification and Fiscal Sustainability

- **Strengthening Integration Between Factories:**
  - › Providing ample space for factory integration so that they can maximize the benefits of resources and services available in the region.

### Strategies to fulfill the above objectives:

- **Expanding the Production Base:**
  - Increasing investment in primary aluminum production technologies and value-added manufacturing processes.
  - Supporting research and encouraging innovation to improve aluminum products and manufacturing techniques.
- **Improving Logistics Integration:**
  - Developing infrastructure and improving logistics facilities and expanding them to meet the needs of the aluminum sector.
  - Establishing integrated logistics solutions including transportation and storage to ensure coordination between different factories.
- **Enhancing Shared Services:**
  - Developing specialized laboratories for quality control and improving production standards.
  - Providing advanced training centers to improve workers' skills and enhance efficiency.



- **Improving the Business Environment:**

- Providing investment incentives to encourage companies to enter the aluminum sector.
- Facilitating administrative and technical procedures to support growth and investment in the sector.

- **Expanding Marketing Networks:**

- Improving marketing strategies to increase the reach of products to local and international markets.
- Building strategic trade partnerships to enhance presence in global markets.

### Local Value Addition:

Local content or local value addition is a vital component in strengthening and localizing national industries. It plays a pivotal role in increasing the economic value of domestic raw materials and fostering economic growth.

Local content is defined as the value added to the national economy resulting from the use of domestic factors of production such as labour, national products, fixed assets, and the development of small and medium-sized enterprises (SMEs).

- **The Importance of Local Content:**

- Supporting and Strengthening Existing Industries by increasing the utilization of local materials and services.



## Priority: Economic Diversification and Fiscal Sustainability

- Encouraging Investments and Localizing New Industries, thereby contributing to sustainable economic development.
  - Establishing New Processing Industries based on local raw materials, thereby increasing their economic value.
  - Increasing the Economic Value of Local Raw Materials by transforming them into higher value-added products through utilization in local industries, strengthening the local economy.
- **Strategic and Executive Plans of The General Secretariat of the Tender Board:**
- Addressing challenges related to the lack of appropriate infrastructure, workforce qualification, and a supportive environment for local investment.
  - Developing laws and regulations that support the use of local content and enhance its implementation in national projects.
  - Implementing programs aimed at increasing the local content percentage in projects and tenders.
  - Ensuring the success of future plans in accordance with Oman Vision 2040 by activating and implementing the «National Local Content Policy,» which encourages increased use of local content in all sectors.
  - Implementing the «The National Product Loyalty Program» and encouraging individuals and families to purchase local products, in addition to developing marketing and promotional programs to raise consumer awareness of local products and encourage their support.
  - Completing programs related to local content governance and

improving governance mechanisms through the implementation of legislative and procedural programs to ensure maximum benefit from local content and enhance the effectiveness of policy implementation.

▪ **Strategies for Enhancing Local Content:**

- Supporting local industries and providing incentives for local companies to increase their competitiveness in the market.
- Developing and improving the skills and competencies of the local workforce through specialized training and educational programs.
- Encouraging and supporting research and development in local industries to innovate new products and improve production processes.
- Encouraging partnerships between government agencies and private companies to strengthen cooperation and investment in local content.

Through these efforts and plans, Oman aims to achieve sustainable economic development and enhance the competitiveness of local industries, contributing to the goals of Oman Vision 2040 and strengthening the national economy.

### Efforts exerted to boost Local Value Addition:

- Issuance of the Local Content Regulation.
- Issuance of the mandatory list to support SMEs, which includes obligating contractors with government entities to purchase products and services from national factories or local suppliers.







## Priority: Economic Diversification and Fiscal Sustainability

- Establishment of the «Mueenak» program by The General Secretariat of the Tender Board to be a platform for knowledge management between volunteer experts and SMEs.
- Building a culture of local content through a set of events, programs, and training workshops implemented by The General Secretariat of the Tender Board.
- Exemption from the temporary bank guarantee in tenders issued by government agencies and private sector companies and institutions.
- Exemption of SMEs from registration fees with the Tender Board.
- Amending Omanization ratios in awarded tender contracts to be qualitative rather than quantitative.
- Adding the local content strategy to all documents related to national manpower.
- Integration between the public and private sectors in implementing cooperation programs in the fields of training, financing, and studying investment opportunities.
- Contribution of government projects and purchases to supporting national products with an amount of 14.6 million Omani Rials, and the disbursement of salaries to Omani workers amounting to 4.9 million Omani Rials.



### Indicators for empowering small and medium enterprises:

Item	2022	2023
<b>Number of government tenders and purchases awarded to SMEs.</b>	<b>388</b> Tenders	<b>1783</b> Tenders
<b>Value of work awarded to SMEs.</b>	<b>1,759,548</b> Omani Riyals	<b>53,452,879</b> Omani Riyals
<b>Percentage of value of government contracts awarded to SMEs out of total awarded contracts.</b>	<b>%0.7</b>	<b>%7</b>

### Financial Sustainability:

Financial sustainability is a key national priority that the Omani government seeks to achieve to ensure the stability and sustainable growth of the economy. Financial sustainability aims to efficiently and effectively manage financial resources, achieve a balance between public revenues and expenditures, reduce reliance on oil resources by diversifying the economy, promoting investment, improving government spending efficiency, and managing public debt.



## Priority: Economic Diversification and Fiscal Sustainability

### Objectives of Financial Sustainability in the Sultanate of Oman:

- Efficient management of financial resources to achieve a balance between public revenues and expenditures and ensure the stability of the financial situation.
- Reducing reliance on oil resources through economic diversification.
- Supporting investment in new non-oil sectors to enhance sustainable economic growth.
- Improving the efficiency and management of government spending to increase the effectiveness of the use of financial resources.
- Reducing the ratio of public debt to gross domestic product to ensure financial sustainability.

### Results of Efforts to Improve Financial Indicators:



**Improved Credit Rating:** The Sultanate of Oman's credit rating was upgraded by Moody's in December 2023 to Ba1 with a stable outlook, compared to Ba3 in 2019. Similarly, Standard & Poor's revised its outlook for Oman in March 2024 from stable to positive while affirming the BB+ rating.



**Budget Surplus:** The general state budget achieved a surplus of OMR 931 million in 2023, compared to a deficit of OMR 2.6 billion in 2019.



**Reduced Public Debt:** The public debt portfolio decreased to OMR 15.1 billion by the end of March 2024, compared to OMR 20.8 billion in 2021.



**Launch of the Social Protection System** through unifying the pension systems and merging the funds.







## Priority: Economic Diversification and Fiscal Sustainability

### Main Tracks of the National Program for Financial Sustainability and Financial Sector Development “Estidamah”

These initiatives and plans contribute to improving financial sustainability, strengthening the stability of the national economy, ensuring its sustainable growth in the long term, and enhancing Oman’s ability to achieve its economic and social goals within the framework of Oman Vision 2040.

#### A. Track of Completing Public Financial Sustainability Initiatives:

- Improving the efficiency of development spending and enhancing the use of financial resources in development projects.
- Preparing and implementing a guide for pricing government services to enhance transparency and equity.
- Restructuring the General Secretariat of the Tender Board to improve the effectiveness of tender management.
- Implementing a unified purchasing system to achieve efficiency and cost savings.
- Implementing a social protection system to improve support for needy families.
- Redirecting electricity and water subsidies to include low-income families (less than 1250 Omani Rials).

#### Achievements in the Path of Financial Sustainability:

- Improved Credit Rating: The Sultanate of Oman’s credit rating was upgraded by Moody’s in December 2023 to Ba1 with a stable outlook, compared to Ba3 in 2019. Similarly, Standard & Poons revised its outlook for Oman in March 2024 from stable to positive while affirming the BB+ rating.
- Budget Surplus: The general state budget achieved a surplus of OMR 931 million in 2023, compared to a deficit of OMR 2.6 billion in 2019.
- Reduced Public Debt: The public debt portfolio decreased to OMR 15.1 billion by the end of March 2024, compared to OMR 20.8 billion in 2021.
- Launch of the Social Protection System through unifying the pension systems and merging the funds.

#### B. Track of the Financial Sector Development:

- Enhancing the Role of the Development Bank in financing small and medium-sized enterprises.
- Developing a Financial Solvency System, thereby empowering financial institutions to offer various financing tools to target groups based on creditworthiness.
- Establishing a Venture Capital Fund which is supported by banks and is aimed at various segments.





## Priority: Economic Diversification and Fiscal Sustainability

- Creating a Market Maker and Liquidity Provider.
- Establishing a Promising Companies Market in the Muscat Stock Exchange.
- Encouraging the listing and inclusion of companies in the capital market.
- Developing the domestic debt instruments market.
- Establishing the National FinTech Incubator.
- Preparing a sustainable sovereign financing framework.
- Achievements in the Financial Sector Development Path:
  - Launch of the Financial Sector Development Plan.
  - Signing a memorandum of cooperation with the UK embassy to study the idea of establishing an Omani business growth fund with the participation of several commercial banks operating in the Sultanate of Oman.
  - Preparation of the initial draft of the «Insolvency Law» with executive regulations as a systematic regulatory framework for the insolvency of natural persons.
  - Central oversight of initiatives related to the green and sustainable financing system.

### Financial sector development initiatives targets:

Pillar	Strategic indicators	Baseline 2022	Target 2025	Target 2030	Target 2040
Providing financing options for small and medium enterprises.	Loan-to-Value Ratio for SMEs out of total bank lending portfolio	%3.7	%5.5	%9.7	%30
Directing financing to targeted sectors.	Loan-to-Value Ratio for Targeted Sectors out of total bank lending portfolio	%10	%15	%20	%35
Enhancing attractiveness for foreign investments.	Foreign Direct Investment (FDI)	%22	%24	%27	%35





## Priority: Economic Diversification and Fiscal Sustainability



Activating the role of the capital market.	Stock market contribution to GDP.	%19.5	%23	%30	%50
	Contribution of debt instruments market to GDP	%11	%14	%20	%60
	Stock Turnover Ratio	%10.4	%15	%20	%25
Developing a sustainable green financing system.	Proportion of Green and Sustainable Financing to Total Green and Sustainable Project Financing Required	Less than %1	%50	%67	%100
Finance technology.	Number of non-cash transactions (million Omani Rials).	11	25	100	100

### Fiscal and Monetary Policies and Credit Ratings

Fiscal and monetary policies constitute a cornerstone of the Sultanate of Oman's strategic approach to achieving financial stability and fostering economic growth. In light of global and domestic economic challenges, Oman has adopted a comprehensive strategy that encompasses fiscal and monetary tools and policies, centered on the effective management of financial resources and the coordination of various policies.

#### ■ Fiscal Policies

- **Fiscal Discipline:** The government has introduced a medium-term (2025-2021) fiscal plan to balance revenue and expenditure, thereby reducing the budget deficit.
- **Enhanced Spending Efficiency:** Focus has been on improving the effectiveness of government spending, streamlining taxation, and diversifying government revenue streams.
- **Financial Stability and Sustainability:** The goal is to invigorate the economy and optimize its performance, ultimately contributing to overall financial stability.

#### ■ Monetary Policies

- **Fixed Exchange Rate:** The Omani Rial is pegged to a stable currency to maintain economic stability.
- **Monetary Management:** The Central Bank of Oman actively manages the money supply and domestic liquidity, supported by substantial foreign exchange reserves.
- **Policy Coordination:** Monetary and fiscal policies are closely managed to achieve common economic objectives.

#### ■ Boosting Monetary Policy Efficiency

- **Comprehensive Framework:** A comprehensive framework has been adopted for the active management of domestic liquidity.
- **Institutional and Legal Framework:** Strengthening the Central Bank's role as a lender of last resort.



## Priority: Economic Diversification and Fiscal Sustainability





- Market Efficiency: Improving the domestic money and foreign exchange markets to support the fixed exchange rate system.
- Enhanced Forecasting: Strengthening national capabilities in economic forecasting to inform policy decisions.

### ■ Impact on Credit Ratings

- Improved Ratings: The implementation of these policies has led to an upgrade in Oman's credit rating, boosting investor confidence and attracting more foreign investment.
- Economic Diversification: The improved credit rating has facilitated economic diversification and sustainable growth.



## Measures to Enhance National Economic Performance and Fiscal Sustainability

			
Strengthening Fiscal Position	Reducing Public Debt through utilizing surpluses to pay off public debt	Improving Spending Efficiency	Revenue Diversification





## Priority: Economic Diversification and Fiscal Sustainability



### Credit rating of the Sultanate of Oman:

Authority	Rating	Rate date
Fitch Ratings	BB Positive Outlook	April 2023
	BB+ Stable Outlook	September 2023
	BB+ Stable Outlook	May 2024

MOODY'S	Ba2 Positive Outlook	May 2023
	Ba1 Stable Outlook	December 2023
S&P Global	BB Positive Outlook	March 2023
	BB+ Stable Outlook	September 2023
	BB+ Positive Outlook	March 2024

# Priority: Labor Market and Employment

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

The priority of labour market and employment focuses on enhancing the quality of the market and attracting national talent through several key strategies. This priority aims to create an attractive and stable work environment that supports the interests of all stakeholders and provides new job opportunities. It focuses on the following key areas:

- **Developing the Legislative Framework:** Updating labour laws and regulations to ensure their efficiency and adaptability to rapid changes in the labour market.
- **Improving the Administrative and Institutional Framework:** Enhancing the effectiveness of entities responsible for the labour market to provide an organized and stable work environment.
- **Keeping Pace with Future Job Trends:** Monitoring the latest global trends in work and innovation to meet the needs of the future market.
- **Developing Employee Skills:** Providing training and qualification programs to improve the skills of the workforce to meet market demands.
- **Increasing Productivity:** Increasing work efficiency and quality by improving working conditions and enhancing individual and collective performance.
- **Promoting a Positive Culture:** Building a stimulating and encouraging work environment that fosters a spirit of cooperation and belonging.
- **Building an Attractive Employment System for Youth:** Developing programs and initiatives that attract Omani youth and provide them with suitable and ambitious job opportunities.

These efforts are expected to enhance the efficiency of the labour market and increase the percentage of Omani workers in the private sector, thereby improving productivity and increasing the number of skilled workers.



## Labour Market Indicators in 2023:

 <p>The issuance of the Labour Law under Royal Decree No. (2023/53).</p>	 <p>The launch of Labour Market Needs Survey in private sector institutions.</p>	 <p><b>853,000 Omani</b> workers in both the public and private sectors.</p>	 <p><b>1.8 million</b> expatriate workers in both the public and private sectors.</p>
 <p><b>A %6.4</b> Growth Rate of Omani Workers in both the public and private sectors.</p>	 <p><b>A %7</b> Growth Rate of Expatriate Workforce in both the public and private sectors.</p>	 <p>Issuance of <b>707,000</b> work permits.</p>	 <p>Registration of <b>634,000</b> employment contracts for Omanis and expatriates.</p>
 <p>Training of <b>9,300</b> young Omani cadres through various training programs.</p>	 <p>Handling <b>18,000</b> individual and collective labour complaints.</p>	 <p>Conducting <b>1,281</b> inspection visits to verify compliance with occupational safety and health regulations.</p>	





## Priority: Labor Market and Employment



Royal Decree No. (2023/53) Promulgating the Labour Law represents a significant step in regulating the labour market in the Sultanate of Oman, reflecting the government's efforts to improve the work environment and enhance workers' rights. The law addresses a range of fundamental aspects of labour relations, including the regulation of employment contracts, working hours, workers' rights, and employers' obligations.

Ministerial Decision No. (2023/299) on the Wage Protection System (WPS) is another notable development, aimed at ensuring that workers receive their wages regularly and transparently. The decision mandates employers to transfer workers' wages to licensed local banks within 7 days of the due date. This measure aims to ensure that employers comply with timely wage payments and strengthens the protection of workers' financial rights.

These legislations are part of efforts to improve the labour market in Oman by regulating labour relations and ensuring the application of fair and equitable rules for both workers and employers.

### Objectives of the New Labour Law:

- The law aims to respond to emerging developmental trends and future requirements for economic diversification.
- The law seeks to improve productivity and strengthen the competitiveness of the labour market.
- The law aims to increase profitability and contribute to business expansion.
- The law seeks to prevent work stoppages, labour strikes, and business closures.
- The law aims to equip the national workforce with the necessary skills for private sector jobs.

- The law seeks to enhance skills, develop competencies, and increase productivity.
- The law aims to improve working conditions and enhance job security for workers.
- The law aims to help establishments achieve qualitative development in the jobs held by the national workforce.
- The law aims to comply with decent work standards and improve wages and the living standards of workers and their families.
- The law aims to increase Omanization rates in the private sector at various administrative, professional, technical, and specialized levels.
- The year 2023 also witnessed many notable initiatives and achievements in the field of labour market and employment development in the Sultanate of Oman.

### Key Initiatives and Achievements in 2023:

#### 1. Establishment of Sectors Skills Units (SSU):

3 new units have been established under the National Strategy for Occupational Standards:

- Fisheries SSU
- Engineering SSU
- Information Technology SSU

These units aim to enhance the skills of the workforce within these sectors, foster a well-organized labour market aligned with international standards,



## Priority: Labor Market and Employment

and facilitate collaboration among employers, industry representatives, human resources professionals, and academic institutions.

### 2. Labour Market Needs Survey:

This project, initiated as part of the National Employment Policy, aims to measure and determine the labour market's requirements for various jobs and skills, and to anticipate future needs. The survey contributes to improving planning and recruitment aligned with the actual needs of the market.

### 3. Replacement Training:

In 9,300, 2023 young Omani cadres were trained through various programs such as on-the-job training, training linked to employment, training linked to self-employment, and entrepreneurship training. The goal was to enhance personal and professional skills and build capacities.

### 4. Launch of the «Marsad» Platform:

The «Marsad» platform is an initiative aimed at improving labour market indicators and facilitating the employment of Omani youth in both the public and private sectors. The platform provides detailed data on the labour market, job seekers, and students, contributing to better alignment between educational outputs and labour market needs.

### 5. Aligning Higher Education Outputs with the Labour Market:

27% of the «National Capacity-Building and Talent Management System» project has been completed, contributing to improving the alignment of higher education outputs with the labour market needs.

### 6. Increasing Sectors Attracting Omani Youth:

The National Employment Program has expanded to include new sectors such as mining, logistics, health, information and communication technology,

tourism, food security, and manufacturing industries. The program has analyzed the availability of services in these sectors, conducted value chain analyses, and provided subsidized licenses for universities and colleges to enable students to join global companies and increase pre-graduation training opportunities.

These initiatives collectively represent significant efforts to improve the labour market, enhance employment, and develop the skills of the Omani workforce.

### Efforts to Align Higher Education Outputs with Labour Market Needs:

- Introducing vocational education in Ministry of Education schools after completing basic education.
- Connecting scholarship programs, funding, and admissions to higher education institutions with the employment rates of graduates from government or private universities.
- Implementing training and qualification programs linked to employment to bridge the skills gap aligned with employers' expectations.
- Encouraging policies to expand vocational education.
- Expanding specialized training required by the labour market, such as training coupled with obtaining professional certifications.
- Developing career guidance through the «Khuta» platform, providing interactive electronic services and quality services for students and job seekers.







## Priority: Labor Market and Employment



The Ministry of Labour's future plans, related to improving the labour market, include developing detailed implementation plans for 4 programs:

- Completing the National Employment Policy Project by %55.
- Completing the National Strategy for Occupational Standards Project by %49.
- Completing the project to develop and enhance labour market policies by %65.
- Implementing the Replacement Training program for 11,000 training opportunities.

### Employment System - Sectoral Governance:

Developing an employment system is crucial as it provides the foundation for building a comprehensive database and conducting integrated studies. This allows for a thorough assessment of the current labour market and forecasting future job requirements, aligning with various sectoral strategies.

This includes setting short, medium, and long-term goals through well-designed educational and training programs capable of meeting future labour market needs and enhancing performance efficiency in this sector. Developing an employment system is expected to contribute to the improvement of several key indicators, positively impacting the economy and the labour market. These indicators include:

- Unemployment Rate: By improving training and educational programs, the number of job seekers can be reduced by increasing suitable employment opportunities and developing the skills of the workforce.

- Percentage of Omani Workers in the Private Sector: Increasing the percentage of Omani workers strengthens economic and social stability by enhancing the role of local cadres in the private sector.
- Percentage of Omani Workers in Technical, Specialized, and Leadership Positions: Improving training and qualification leads to an increase in the percentage of Omanis in these vital positions, thereby enhancing the competitiveness of the local market.
- Growth Rate of Technical Jobs Offered to Omanis: By developing the skills of the workforce, more opportunities will be created in the required technical specialties, helping to reduce the gap between supply and demand in these fields.
- Percentage of Omani Workers Enrolled in Pension Systems: Improving the employment system leads to an increase in the percentage of Omanis enrolled in pension systems, contributing to social security and financial stability for workers.

Focusing on these indicators is part of a broader strategy to achieve sustainable development in the labour market. The concerned authorities seek to improve the work environment and provide advanced training and educational opportunities that align with the current and future needs of the market.



## Priority: Labor Market and Employment



### Total number of Omani workforce in the public and private sectors:

Sector	2022	2023	Change Percentage (%)
<b>Government</b>	363438	376856	%3.7
<b>Private</b>	381325	397847	%4.3
<b>Family</b>	55198	76545	%38.6
<b>Community</b>	1822	1921	%5.4
<b>other</b>	32	35	%9.3
<b>Total</b>	<b>801815</b>	<b>853204</b>	<b>%6.4</b>

Source: National Center for Statistics and Information - Monthly Statistical Bulletin, April 2024

### Total number of Expatriate workforce in the public and private sectors:

Sector	2022	2023	Change Percentage (%)
<b>Government</b>	44056	44178	%0.3
<b>Private</b>	1353654	1448342	%7
<b>Family</b>	303476	328900	%8.3
<b>Community</b>	5214	4866	%6.6-
<b>other</b>	908	962	%5.9
<b>Total</b>	<b>1707308</b>	<b>1827248</b>	<b>%7</b>

Source: National Center for Statistics and Information - Monthly Statistical Bulletin, January and April 2024





## Priority: Labor Market and Employment



The year 2023 witnessed the implementation of several significant initiatives aimed at developing the employment system and enhancing job opportunities. Notable among these initiatives are:

- **Enhancing Job Opportunities in the Private Sector:** This initiative aimed at creating new job opportunities and improving working conditions in the private sector. As a result, 13,242 job seekers were placed in private sector establishments for the first time. Additionally, 29,668 former private sector employees were re-employed (job rotation), indicating the efforts made to reintegrate and rotate the workforce within this sector.
- **Enhancing Job Opportunities in the Public Sector:** This initiative sought to improve employment opportunities in the government sector, resulting in the appointment of 17,910 job seekers in public sector institutions.

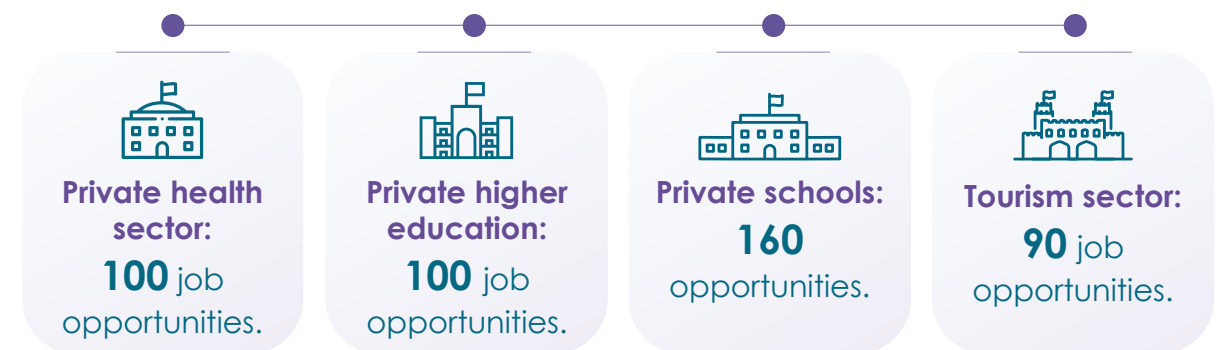
These initiatives significantly contributed to enhancing employment and meeting the needs of the labour market, leading to improved job stability and increased employment opportunities for citizens in both the public and private sectors.

### Employment opportunities provided in 2023:



A number of other initiatives were implemented to facilitate the systematic replacement of suitable jobs for Omanis in sectors such as higher education, tourism, private schools, and the health sector. Joint committees were formed between the Ministry of Labour, relevant ministries, and private sector representatives to discuss the challenges faced by these sectors and propose job initiatives for job seekers. A total of 450 job opportunities were targeted for job seekers in these 4 sectors.

### Targeted job opportunities for job seekers within the initiatives of systematic replacement of suitable jobs for Omanis:



The year 2023 witnessed significant progress in the efforts to develop the employment system, through the implementation of important strategic initiatives; focused on improving employment, facilitating procedures, and enhancing localization (Omanization).

The most prominent of these efforts are:

- **Governance of Sectors Initiative:**

The «Governance of Sectors» initiative was launched to manage the employment issue in economic sectors. This initiative aims to organize the



## Priority: Labor Market and Employment

process of finding employment opportunities and providing the necessary enablers. These enablers include monitoring training and employment opportunities through various means such as freelancing, employment, training coupled with employment, and business opportunities aimed at purchasing Omani products and services. The initiative also aims to organize Omanization in specialized and supervisory professions through the formation of sectoral governance committees. (7) sectoral committees were formed out of (16) committees planned to be formed in the future. These committees specialize in sectors such as tourism, food security, transportation and logistics, communications, higher education, public services, and technology.

### ▪ **Launching the «Tawteen» Platform:**

To facilitate the monitoring of sectoral performance and increase job opportunities, the «Tawteen» platform was established. The platform automates processes by registering companies, their products, services, and employees, up to calculating local content and Omanization rates. The platform also displays performance indicators that enable decision-makers to develop supportive employment legislation.

### ▪ **Activation of the National Framework for Occupational Competences:**

The second phase of the «National Framework for Occupational Competences» project was launched. This project aims to enhance the skills and knowledge required by occupants of supervisory and non-supervisory positions in the government sector. Efforts included conducting 9 training workshops for 250 employees and organizing 10 introductory seminars for the project for government agencies.

### ▪ **Future Plans of the Ministry of Labour:**

- **Enhancing Job Opportunities:** The ministry aims to enhance job opportunities in the government sector by 10,000 jobs and in the private sector by 16,000 jobs.

- **Improving Employment Procedures:** Completing the project to improve employment procedures in the government sector by %68 and in the private sector by %66.
- **Enabling Employment of Persons with Disabilities:** Completing the project to enable the employment of people with disabilities by %35 and completing the project to implement the legal provisions for the employment of people with disabilities by %100.

These initiatives represent important steps towards improving the work environment and enhancing employment in the Sultanate of Oman, contributing to achieving sustainable economic and social development.

## Employment System - Qualification:

Human resources in both the public and private sectors enjoy numerous training and qualification opportunities. The Ministry of Labour focuses on enhancing the competencies of the workforce in both sectors, aiming to empower them to perform their tasks efficiently and proficiently. The ministry seeks to invest in human capital and provide them with the necessary training and qualification to develop their skills in all fields, in line with the rapid global developments and changes.

In this context, the ministry aims to equip individuals to face future challenges through integrated and innovative training strategies. This includes enhancing the ability to respond quickly and flexibly to global changes, as well as making the most of these changes to achieve the highest levels of performance and productivity.

The Ministry of Labour has made significant progress in developing the employment and qualification system during 2023, by providing







## Priority: Labor Market and Employment

comprehensive training and development opportunities for human resources in both the public and private sectors. Efforts have been directed towards improving performance efficiency and productivity by equipping employees with the skills needed to keep pace with global developments. Among the most prominent of these efforts are:

### Human Capital Enhancement and Development Project:

- Training Public Sector Employees: The project aimed to train approximately 17,000 employees in government administrative units, which contributed to enhancing their professional competencies and capabilities.
- Placement Training: 9,300 young men and women were trained in various training programs aimed at qualifying them for the labour market and enhancing their employment opportunities.

### Launching Initiatives and Programs:

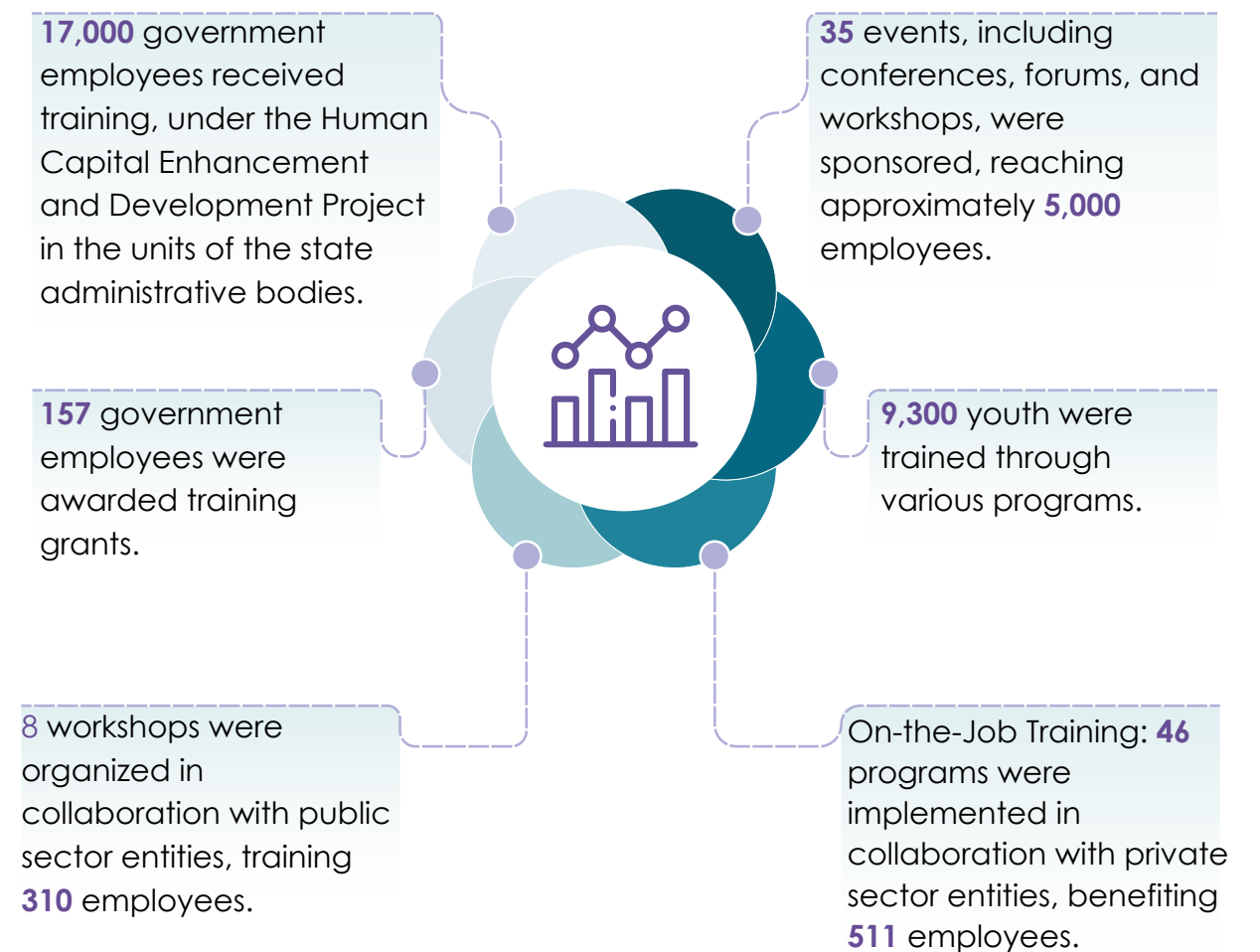
- The Ministry of Labour launched several initiatives and programs in cooperation with the public and private sectors, contributing to the development of employees' skills and providing diverse training opportunities.

### Future Plans:

- Completing the Human Capital Enhancement and Development Project: The Ministry of Labour aims to complete this project by %77, which will enhance the training and qualification of public sector employees.
- Implementing the Placement Training Project: It is planned to implement an additional 11,000 training opportunities, contributing to increasing training and employment opportunities for Omani youth.

These initiatives and future plans focus on enhancing the workforce's efficiency, supporting adaptation to global changes, and contributing to achieving the highest levels of performance and productivity.

### Training and Qualification Indicators in 2023:





## Priority: Labor Market and Employment



### Number of beneficiaries of training programs:



Project to enhance and develop human capital in the state administrative bodies units: **17,000 employees.**



Government Sector Employees Training Grants: **157 employees.**



On-the-job training programs implemented in cooperation with private sector institutions: **511 employees.**



Training workshops implemented in cooperation with public sector institutions: **310 employees.**



Conferences, forums, seminars and workshops sponsored: **5,000 employees.**



Replacement Training project: **9,300 young people.**



Training program linked to employment in nursing and medical assistant jobs: **620 job seekers.**



Specialized training programs in the technology sector: **4,000 young people.**



State Foundations Program implemented in cooperation with the Ministry of Foreign Affairs: **46 employees** from the category of Directors General and their equivalents.

### Institutional and Individual Performance:

The individual and institutional performance measurement system aims to bring about a qualitative shift in government performance by enhancing the quality of job performance and fostering a culture of excellence. This involves the use of effective tools and standards to build a culture of outstanding performance, improve performance evaluation systems, and link productivity to incentives and rewards. The system also aims to establish a national system for identifying high-performing employees, which will serve as a reference for making decisions related to filling supervisory positions in various government units.

#### Actual Implementation:

The system was fully implemented on January 2023, and applied to 67 government units. In 2023, over 14 million data points were analyzed, including data on fixed indicators, employee responses to surveys related to the impact of administrative practices and job satisfaction, and responses from unit managers to a survey measuring the level of cooperation between government units (G2G). Data was also collected from 170,000 service recipients through 780 service delivery points.

#### Results and Statistics:

- Economic Sector:
  - Support for SMEs: The amount of funding allocated to small and medium-sized enterprises (SMEs) increased significantly, exceeding 72.2 million Omani rials, reflecting the government's commitment to providing greater support to these enterprises listed with the Public Authority for Small and Medium Enterprises and holding the «Riyada» card.





## Priority: Labor Market and Employment

- **Innovation Support:** The total amount spent on supporting innovation was approximately 17.8 million Omani rials, reflecting the government units' attention to the importance of innovation in enhancing the ability to achieve development and support sustainable development.
- **Partnerships and Cooperation:**
  - The average number of partnerships and cooperation agreements that enhance sectoral performance reached 773, indicating the government units' interest in improving performance and strengthening cooperation with local and international entities.

These efforts contribute to enhancing individual and institutional performance, positively impacting various economic sectors and enhancing the effectiveness and efficiency of government performance.

### Key Indicators of Institutional Excellence System Activation in 2023:

<b>185</b>	<b>170</b>	<b>67</b>
employees participated in a survey on the impact of administrative practices and job satisfaction in the second half of 2023.	beneficiaries evaluated government services in a customer satisfaction survey.	government units began full implementation of the system upon its launch on January ,1 2023.



<b>180</b>	<b>%47</b>	<b>5,174</b>
workshops and meetings were organized to introduce the system.	of supervisory positions were found to be qualified and undergoing further qualification.	supervisory positions were undergoing qualification or were qualified for a second qualification.
<b>%67</b>	<b>99402</b>	<b>72.2</b>
of employees had opportunities for skill development.	employees benefited from skill development opportunities.	million Omani rials were allocated to small and medium-sized enterprises holding the "Riyada" card.
<b>17.8</b>	<b>837</b>	<b>%85</b>
million Omani rials were allocated to support innovation.	initiatives and partnerships were activated to support innovation.	of government services were documented and announced in the beneficiary guide.



## Priority: Labor Market and Employment



<b>14048</b>	<b>95809</b>	<b>50</b>
activities, programs, initiatives, and partnerships were implemented to educate and serve the community.	media publications were issued to the public or stakeholders regarding plans, results, achievements, and challenges.	million total followings across all government unit social media platforms.
		<b>1199</b>
		decisions were made with community participation, representing %79 of the total.

### Future Plans for Developing the Individual and Institutional Excellence System:

- **Enhancing Employee Capacity:** Continuously train and develop government employees to effectively implement the system.
- **Developing and Governing the Electronic System:** Add and develop 50 new features to «Ejada» platform to improve its functions and efficiency. Additionally, improve and enhance the development of the support and assistance platform by %90 to provide better support and improve the user experience.
- **Artificial Intelligence:** Introduce and develop AI applications within the platform to improve data analysis and provide accurate recommendations.

- **Enhancing System Implementation Efficiency:** Strengthen and develop the efficiency of system implementation to ensure the achievement of defined objectives and increase effectiveness.
- **System Integrity Indicator:** Introduce a new indicator to measure the integrity of system implementation within the institutional excellence indicators to ensure sound performance and system reliability.
- **Field Visits:** Organize approximately 20 field visits to government units to monitor and evaluate the implementation of the system and provide necessary guidance and support.
- **Guidelines:** Issue 7 new guidelines and disseminate them to government units to provide necessary guidance and enhance the effective implementation of the system.

These plans contribute to enhancing the effectiveness of the individual and institutional excellence system and improving government performance by providing advanced tools and resources to ensure the highest levels of quality and productivity.

### Self-Employment:

Oman Vision 2040 prioritizes 3 key sectors in the labour market and employment: the public sector, the private sector, and the self-employment sector. The latter focuses on entrepreneurs and the self-employed. The vision aims to strengthen this sector by empowering and increasing the number of Omani self-employed individuals, creating opportunities for them to develop their businesses and providing necessary training and benefits. This includes providing the necessary support for establishing small and medium-sized enterprises through various incentives and facilities.





## Priority: Labor Market and Employment



### 2023 Efforts to Promote Self-Employment:

#### ■ Training and Qualifying Job Seekers:

- An agreement was signed with the «Musalih» platform to train 600 job seekers in maintenance and repair fields, including electrical and plumbing installations and air conditioning maintenance, through specialized training programs.
- The training project qualified over 2,000 young men and women in training-cum-freelancing programs focused on freelancing and entrepreneurship.

#### ■ Encouraging Freelancing:

- In cooperation with the Central Bank of Oman, a circular was issued to banks and financing companies to facilitate the opening of bank accounts for freelancers, a significant step in supporting this category and enhancing their financial capabilities.

#### ■ Legislation and Regulations:

- A working group was formed to draft a regulatory bylaw. The group included representatives from the Ministry of Justice and Legal Affairs, the Ministry of Commerce, Industry, and Investment Promotion, the Ministry of Labour, and Oman Chamber of Commerce and Industry. The bylaw aims to address the legislative and legal challenges facing the freelance sector.

#### ■ Future Plans for Promoting Self-Employment:

- Adding New Economic Activities: The National Employment Program, in cooperation with the Ministry of Commerce, Industry, and Investment Promotion, seeks to add new economic activities in the field of freelancing.
- Incentive Initiatives: Developing new initiatives in cooperation with government units to encourage Omani youth to engage in freelancing as an additional employment option, providing diversity in income sources and serving various segments of society.

These efforts support Oman Vision 2040 by enhancing individual capabilities and providing a conducive environment for freelancers, contributing to developing the national economy and increasing employment opportunities and financial independence.



## Priority: Labor Market and Employment



### Programs Implemented to Promote Self-Employment:



### Employment Security Fund

The Employment Security Fund was established to mitigate the negative impacts resulting from the termination of employment of Omani workers for reasons beyond their control, such as unfair dismissal or mass layoffs. The fund aims to provide a temporary income for workers during their job search.

The fund is overseen by a committee composed of several government entities, including the Social Protection Fund, the Ministry of Labour, and the Ministry of Finance.

Government entities strive to sustain employment, reduce the number of layoffs and job seekers, and provide social protection for workers, mitigating their suffering through programs to improve the conditions of private sector workers and address layoff cases.

In 2022, a committee was formed to address the situation of those who had their services terminated and were receiving the employment security benefit.

The committee includes representatives from the Ministry of Labour, the General Federation of Oman Workers, Oman Chamber of Commerce and Industry, and the Social Protection Fund.





## Priority: Labor Market and Employment

The committee is tasked with studying and proposing appropriate solutions to address the situations of those who have had their services terminated. The committee's tasks include:

- Providing the Ministry of Labour with a list of terminated employees and beneficiaries of the employment security benefit.
- Matching job opportunities with available positions based on salary, qualifications, gender, and experience.
- Nominating candidates who meet the job requirements.
- Conducting interviews and tests for eligible candidates.
- Following up with institutions to finalize contract procedures.

As of December 2023, 31, the total number of beneficiaries of the employment security benefit reached 17,027.

These initiatives contribute to providing protection for individuals affected by job termination, enhancing their financial stability while searching for new opportunities, which in turn contributes to stabilizing the labour market and achieving job security for Omani workers.

### Number of beneficiaries of the employment security benefit until December 2023:

Termination Reason	Male	Female	Total
Termination	9571	4028	13599
Contract Expiry	2304	1096	3400
Training Completion	4	-	4
Liquidation	12	12	24
<b>Total</b>	<b>11891</b>	<b>5136</b>	<b>17027</b>



# 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**

The private sector plays a vital role in fostering economic development, attracting investments, and generating job opportunities in countries worldwide. In this context, the priority of the Private Sector, Investment, and International Cooperation is focused on improving the business environment and empowering the private sector to play a pivotal role in achieving balanced economic development and increasing the contribution of export sectors to the gross domestic product.

This priority aims to realize an ambitious vision of transforming Oman into a global investment and commercial hub. To achieve this goal, the priority seeks to support and strengthen partnerships between the Omani private sector and the international business community, attracting foreign investments and establishing more projects in various economic sectors.

## The Private Sector

Oman places great emphasis on the private sector as a primary engine for economic growth and development. To achieve this goal, the strategic direction of the «Priority of the Private Sector, Investment, and International Cooperation» focuses on enhancing the capabilities of the private sector, making it a cornerstone of the Omani economy and integrating it with the global economy.

Oman is working to enhance the capabilities of the private sector through supportive legislation, providing incentives and facilities that encourage investors and entrepreneurs to establish economic projects, and granting bank loans and financing facilities. Additionally, the government is enhancing its investment spending to support private sector activities and drive its growth.

## Efforts and measures taken in 2023 include:

- **Strengthening Legislation and Regulations:**
  - Omani Labour Law: This law was enacted to regulate the labour market, enhancing the growth of the private sector and facilitating its expansion.
  - Legislation for Small and Medium Enterprises: A set of incentive laws was issued to support the growth of these enterprises and enable them to transition to higher classifications.
- **Supporting Economic Projects:**
  - Providing incentives and facilities to encourage investors and entrepreneurs to establish new projects, as well as improving access to bank loans and financing facilities.
  - Enhancing government investments that support private sector activities and drive its growth.
- **«Pricing» Program:**
  - The Ministry of Finance, in cooperation with government units, implemented the «Pricing» program to review and adjust government service fees, contributing to addressing challenges faced by the private sector.
  - Program Results: By the end of 2023, over 2,600 fees were reviewed, leading to the merger, cancellation, and reduction of 1,144 fees, improving the business environment and facilitating access to government services.



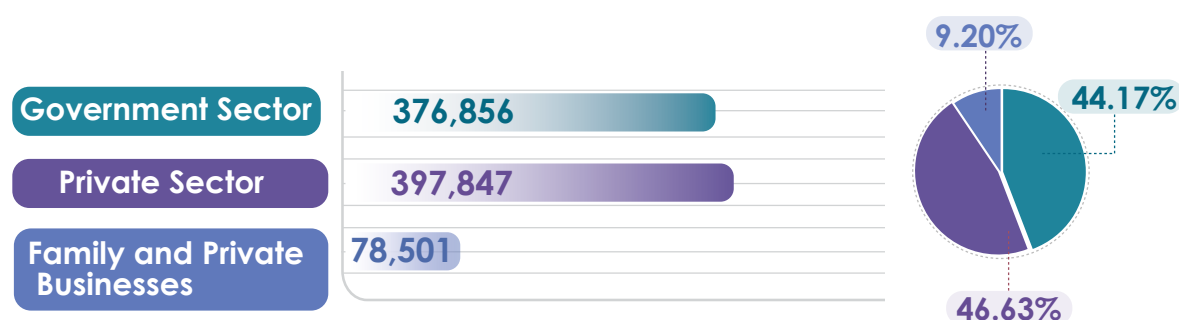
## Priority: The Private Sector, Investment and International Cooperation

### Employment in the Private Sector:

- Growth in the Number of Omani Employees: In 2023, the number of Omanis working in the private sector increased by %4.3, reaching approximately 398,000 employees, compared to 381,000 at the end of 2022.
- Distribution of the Omani Workforce: Employees in the private sector represent %46.6 of the total number of Omani employees, while those in the government sector represent %44.1. Omani workers in family and private businesses account for approximately %9.2.

The facilitations and efforts exerted have led to an increase in job opportunities in the private sector, contributing to reducing pressure on government sector jobs and enhancing economic stability. Oman is also striving to enhance the role of the private sector as a primary driver of economic growth through an improved business environment and supportive legislation.

### Number of Omanis working in various sectors until the end of December 2023:



Source: National Center for Statistics and Information, Monthly Statistical Bulletin: April 2024

### Investment Sectors

The Sultanate of Oman boasts a diverse economy that enhances its attractiveness as an investment hub. Government agencies are continuously striving to promote investment opportunities, provide incentives and facilities, and regularly review various legislations.

Oman has identified several promising economic sectors as prime targets for both domestic and foreign investment, including: manufacturing, food security, mining, sports, tourism, health, energy, aviation, logistics, and information and communication technology.

A comprehensive and up-to-date database has been developed to assist decision-makers in determining the targeted investment size as set by the National Investment and Export Development Program «Nazdahen». This program aims to attract investments and enhance the business environment in Oman, contributing to achieving a competitive position in global trade.

### The Ministry of Commerce, Industry, and Investment Promotion's plans for 2024 include:

- Implementing the Unified National Investment Strategy in collaboration with «Nazdahen» program, aiming to attract more investments in targeted economic sectors.
- Adopting Special Incentives for Investments which will contribute to generating national returns, further enhancing Oman's attractiveness as an investment destination.
- Participating in Global Events in order to increase awareness of investment opportunities in Oman and strengthen efforts to attract foreign investments.





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

- Forming a Market and Company Targeting Team in order to facilitate direct communication with investors and improve the level of support provided to them.

These plans are part of a broader effort to strengthen Oman's position as a strategic investment destination and provide a stimulating environment to attract investments and promote economic growth.

### The Business Environment

Oman Vision 2040 is focused on transforming Oman into a global investment destination by providing a competitive and attractive business environment. This objective is being activated through the «Priority of the Private Sector, Investment, and International Cooperation». The Ministry of Commerce, Industry, and Investment Promotion, in cooperation with «Nazdah» program, the Public Authority for Special Economic Zones and Free Zones, and Oman Investment Authority, is contributing to the realization of this vision by promoting both domestic and foreign investments.

The Ministry of Commerce, Industry, and Investment Promotion is working to improve the investment environment, enhance the investment aspect, and create a sound environment to attract large foreign investments in strategic priority sectors through the Investment Services Center (ISC) and the «Invest in Oman» Hall. This contributes to attracting foreign investments to strategic sectors. Numerous significant steps have been taken to facilitate investment procedures, including the preparation of an «Investment Incentives Guide» and the simplification of procedural processes related to investment licenses and investors residency.

The investment sector witnessed several facilities and incentives in 2023, including reducing the commercial registration fee for foreign investors to

be treated the same as Omani investors, and allowing more than 1,700 economic activities to be practiced with %100 ownership. Additionally, 836 government services were merged, and commercial registration fees for foreign investors were reduced, provided they employ an Omani employee one year after establishing the company or commercial registration.

This decision came into effect in early April 2024, reflecting the ministry's commitment to improving the investment environment and attracting foreign investments to Oman.

Furthermore, during 2023 and 2024, the Ministry of Commerce, Industry, and Investment Promotion identified and prepared more than 70 investment opportunities in strategic sectors such as logistics, tourism, manufacturing, aviation, food security, and technology.

Land has been allocated for these opportunities in cooperation with the Public Authority for Special Economic Zones and Free Zones, and they have been presented on the «Invest in Oman» platform.

The Public Authority for Special Economic Zones and Free Zones is also working to improve the investment environment in the areas under its supervision, which include approximately 25 investment zones, of which 8 new zones were announced in 2023 and are under construction or under study and planning.

These include the integrated economic zone in the Governorate of Dhahira, the free zone at Muscat International Airport, and the economic zone in the Wilayat of Rawdah in the Governorate of Al Buraimi.

By the end of 2023, the total committed investments in special economic zones, free zones, and industrial cities reached approximately 19 billion Omani Rials.



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

To improve the investment environment, the Public Authority for Special Economic Zones and Free Zones has taken several important steps:

- **Unifying Incentives and Benefits:** Incentives and benefits provided to investors have been unified to enhance the attractiveness of investment.
- **Activating Automatic Licensing and One-Stop Shop:** The automatic licensing system and one-stop shop have been activated, allowing investors to obtain licenses for their projects within only 15 minutes and providing all necessary supporting services such as licenses, certificates, and approvals.
- **Reducing Fees:** Fees for more than 80 services in various areas under the authority's supervision have been determined, with reductions in some service fees reaching %90 of previous fees, while fees for services provided to small and medium-sized enterprises have been reduced by %50.

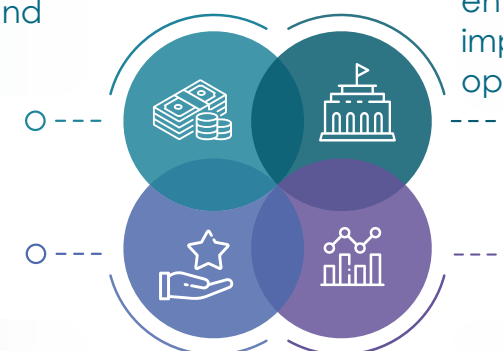
Future plans in Oman focus on strengthening its position as a prominent global investment destination. These plans aim to expand foreign investment, focusing on sectors that align with global economic shifts, such as renewable energy, artificial intelligence, technology, and sustainable tourism. To achieve this goal, specialized technical teams will study and evaluate incoming investments based on their economic impact and added value to the national economy.

Additionally, future plans include evaluating and reviewing the «Foreign Capital Investment Law» promulgated under Royal Decree No. (2019/50). This review aims to address challenges faced by investors, attract more foreign investments, facilitate company establishment procedures, provide land for investment, and enhance economic diversification in Oman.

### The plans followed and the incentives provided to enhance the investment aspect and improve the investment environment:

A total of **19** billion Omani Rials has been allocated as commitments in investments within special economic zones, free zones, and industrial estates

Establishing a center concerned with foreign trade as a one-stop shop to improve the business environment related to import and export operations.



Preparing **71** investment opportunities in various economic sectors and displaying them on the Invest in Oman platform.

**%94** satisfaction rate with the services provided, facilities, incentives and investment and business environment.



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

### Investment advantages and incentives in special economic zones, free zones and industrial zones:

- The political stability enjoyed by the Sultanate of Oman and its distinguished trade and political relations with various countries of the world.
- Exemption from income tax for a period of up to 30 calendar years.
- Exemption from customs duties on exports and imports.
- Exemption from the minimum capital.
- Allowing foreign investment at a rate of 100 percent.
- Providing integrated industrial and logistics complexes, developed lands and equipped warehouses in many regions.
- The distinguished geographical location on the Sea of Oman and the Arabian Sea, and close to consumer markets in the continents of Asia and Africa.
- Diversity of available investment areas between industrial, commercial, tourism, real estate development projects, logistics, renewable energy, and others.
- Providing services to investors through a one-stop shop according to procedures characterized by efficiency, speed, and transparency.
- Ease of linking the regions to local, Gulf, and global markets, whether through ports, airports, or the land transport network.
- Issuing the necessary licenses for the residence of investors from the foreign workforce according to procedures characterized by speed, efficiency, and within a short period.

### Government Investment - Oman Investment Authority

Oman Investment Authority (OIA) plays a pivotal role in realizing the objectives of Oman Vision 2040 by fostering investment and achieving sustainable economic development. The OIA effectively manages and invests Oman's assets, enhancing financial stability and economic growth.

By diversifying investments geographically and sectorally, the OIA mitigates risks associated with the domestic economy and generates sustainable financial returns. Through both domestic and international investments, the OIA contributes to raising the gross domestic product and strengthening various economic sectors, including industry, logistics, tourism, and technology.

### Key Achievements of Oman Investment Authority in 2023

- **Asset and Profit Growth:**
  - Assets increased to 19.2 billion Omani Rials by the end of 2023, compared to 17.9 billion Omani Rials at the end of 2022.
  - Investments generated profits exceeding 1.7 billion Omani Rials.
  - The OIA supported the state's general budget with 800 million Omani Rials, bringing the total support since 2016 to over 6 billion Omani Rials.
- **Debt Reduction:**
  - Approximately 300 million Omani Rials of loans from OIA subsidiaries were repaid ahead of schedule, contributing to the improvement of Oman's credit rating.





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

### Investments and Partnerships:

- **Foreign Investments:** The OIA invested in 13 global funds covering various sectors such as industry, chemicals, and infrastructure.
- **Domestic Investments:** Investment spending in domestic sectors reached around 2.1 billion Omani Rials, and six national projects were completed at a cost exceeding 4 billion Omani Rials.
- **International Partnerships:** Strategic partnerships were strengthened with Saudi Arabia and Qatar, attracting investments worth 180 million Omani Rials. The second Omani-Spanish Fund and the third Omani-Indian joint Fund were also launched, boosting economic cooperation and increasing joint investments. The OIA supported the Ministry of Foreign Affairs' efforts to strengthen international relations with several countries, including the United States, Germany, the United Kingdom, and Saudi Arabia, through opening trade offices and enhancing economic cooperation.

### Supporting Innovation and Entrepreneurship:

- Oman Future Fund was launched in partnership with the Ministry of Finance to stimulate bold investments and support small and medium-sized enterprises.
- The OIA awarded contracts worth 68.5 million Omani Rials to more than 496 small and medium-sized enterprises.
- Training and development programs were launched to enhance the efficiency of local institutions and boost local value addition.
- The OIA contributed to enhancing local value addition by encouraging the manufacturing of products instead of imports, promoting research,

development, and innovation within its subsidiaries, and focusing on developing new technologies in various fields such as green hydrogen and energy storage.

These achievements reflect the significant efforts undertaken by Oman Investment Authority to strengthen the national economy and achieve sustainable development, in line with Oman Vision 2040, which aims to transform Oman into a globally attractive investment destination.

## Financial and Economic Performance



### Achieving sustainable financial returns:

- The Authority's assets grew to **19.2 billion Omani Rials** by the end of 2023, compared to **17.9 billion Omani Rials** at the end of 2022.
- The Authority achieved profits exceeding **1.7 billion Omani Rials** and contributed **800 million Omani Rials** to the state's general budget.



### Debt Reduction:

- Approximately **300 million Omani Rials** of loans from the Authority's subsidiaries were repaid ahead of schedule in 2023.



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

### Domestic and Foreign Investments



#### • Foreign Investments:

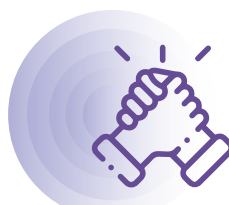
- Investment in **13 global funds**, including Platinum Investment and **Global Infrastructure Fund**.
- Direct investments in global companies such as the American “**Our Next Energy**” and the Australian “**Haystax**”.



#### • Domestic Investments:

- Investment spending in the domestic sectors of the National Development Portfolio reached approximately **2.1 billion Omani Rials**.
- **6** geographically and sectorally diverse national projects were completed at a cost exceeding **4 billion Omani Rials**.

### Strategic Partnerships



#### • Strengthened Partnerships:

- Attracted investments worth **180 million Omani Rials** by strengthening partnerships with Saudi Arabia and Qatar.
- Launched the second Omani-Spanish Fund following the success of the first.
- Agreed with the Indian side to launch the third Omani-Indian Joint Fund after the first and second funds achieved significant returns.

### Supporting Innovation and Entrepreneurship:



#### Supporting SMEs:

Launched Oman Future Fund in partnership with the Ministry of Finance.

Awarded contracts and purchase orders to more than 496 small and medium-sized enterprises.

Launched training and development programs, such as the “Pioneers of Oman” overseas scholarship program for outstanding students.

### Invest in Oman Hall

«Invest in Oman» Hall is a strategic initiative aimed at providing integrated services to investors through a unified window. The hall aims to simplify procedures and provide all the necessary requirements for establishing and operating investment projects in the Sultanate of Oman.

In cooperation with the Investment Opportunities Department at the Ministry of Commerce, Industry, and Investment Promotion, the hall offers well-studied investment opportunities in all investment sectors, along with packages of incentives and facilities for investors.

The hall brings together 22 representatives from relevant government and private sector entities, enabling efficient and rapid issuance of approvals and licenses.



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

### Key Achievements and Activities

#### Investment Applications

- In 2023 and during the first half of 59 ,2024 projects were submitted through «Invest in Oman» hall, representing a total investment value of 3.2 billion Omani Rials.
- Of these projects, 29 were localized with investments totaling 1.2 billion Omani Rials, including notable projects such as the polysilicon plant in Sohar Free Zone with an investment exceeding 520 million Omani Rials, expected to open in 2025.

#### Real Estate Investments

- The hall contributed to attracting significant investments for the development of Sultan Haitham City, with investments reaching 439 million Omani Rials, through cooperation with the Ministry of Housing and Urban Planning.

#### Project Attraction

- 27 projects were attracted in various sectors with a total cost of 293 million Omani Rials.
- The expected investment volume in 2024 is estimated to reach 1.44 billion Omani Rials through direct targeting.

#### Digital Platform

- A digital platform was established as the first point of contact for investors, the «Invest in Oman» platform, aiming to guide investors through the business and investment environment and provide a self-service for completing transactions electronically.

#### Investor Relations Manager

- The hall provides an «Investor Relations Manager» for each investor and investment project, who follows up on the investors journey, tracks applications, responds to inquiries, and regularly updates project data.

#### Implementation of the National Investment Strategy

- The hall played a pivotal role in implementing the National Investment Strategy by attracting and encouraging high-quality investments. 3 main pillars were addressed:
  - > Target market reach plan
  - > Sector governance
  - > Mechanisms to accelerate localization (Omanization)
- The focus was on target sectors, forming technical working groups in cooperation with relevant ministries, and identifying potential investments, eligibility criteria, and national incentives.

In 2023, the foundation was laid for securing suitable investments in record time through technical working groups and targeting companies in the targeted sectors, leading to significant gains in project localization in a smooth and rapid manner.





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

### Initiatives launched by Invest in Oman Hall in cooperation with the relevant authorities:

Initiative	Objectives/ Actions	Beneficiaries
<b>Rapid Response Team Initiative</b>	<ul style="list-style-type: none"> <li>Identifying Projects Facing Challenges and Difficulties</li> <li>Studying and Evaluating the Reasons for Project Stalling</li> <li>Collaborating with Relevant Stakeholders to Address Project Challenges and Reintroduce Them to the Market</li> </ul>	<b>19</b> projects

<b>Investor Residency Program</b>	<ul style="list-style-type: none"> <li>Offering two residency programs to investors in various sectors through owning real estate units, commercial investments, and long-term bank deposits.</li> <li>The first program: a -5Year Renewable Residency Plan.</li> <li>The second program: a -10year Renewable Residency Plan</li> </ul>	<b>3354</b> investors
<b>Corporate Targeting Team</b>	<ul style="list-style-type: none"> <li>Developing new promotional mechanisms based on targeting specific companies in different countries of the world aligning with Oman's strategic priorities</li> <li>Expanding Target Base</li> <li>Identifying and targeting New Sub-Sectors</li> </ul>	-



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

<b>National Negotiation Team</b>	<ul style="list-style-type: none"> <li>A high-calibre government negotiation team tasked with negotiating and supporting the government in decision-making regarding strategic investment projects that contribute to economic diversification.</li> </ul>	<b>25</b> projects in the submission phase.
	<ul style="list-style-type: none"> <li>Offering carefully considered incentives in exchange for local value addition.</li> </ul>	<b>31</b> projects in the analysis and study phase with a volume of <b>18.6</b> billion Omani riyals.
	<ul style="list-style-type: none"> <li>Basing investment decisions on international best practices and the outputs of the national priority projects matrix.</li> <li>Providing natural resources and facilitating projects based on an analysis of the strategic, economic, and overall impact of the project's returns</li> </ul>	Multiple projects in the commercial contracting phase with a volume of <b>1.5</b> billion Omani riyals.

### Total volume of attracted investments, distributed across investment sectors:

	Sector	Amount (OMR)
	Industry	1,381,077,628
	Energy	729,887,500
	Real estate	539,000,000
	Health	119912508
	Tourism	75,000,000
	Logistics	46,000,000
	Oil and Gas	43,000,000
	Fisheries	23,670,000
	Trading	10,000,000
	Education	9,000,000
	Food Security	7,000,000
	Agriculture	5,205,633
	Mining	4,500,000
	Technology	1,000,000



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

### Small and Medium Enterprises (SMEs)

Small and Medium Enterprises (SMEs) in the Sultanate of Oman enjoy significant government support thanks to their vital role in the national economy. These entities serve as a primary engine for economic growth and a crucial source of innovation and technological advancement. Moreover, SMEs contribute to diversifying the production base, generating employment opportunities, improving the standard of living, strengthening the supply chains of large private sector enterprises, and providing a multitude of services to both the public and private sectors.

### Key Indicators for SMEs in 2023

<b>240,000</b>	<b>%8.7</b>	<b>185,000</b>
Total number of SMEs	Growth rate	Omani employees
<b>2.2 billion Omani Rials</b>	<b>%84</b>	<b>%3.6</b>
Value added	Market Survival Rate (3+ years)	SME financing as a percentage of total loans portfolios supervised by the Central Bank of Oman

<b>167</b>	<b>2,389</b>	<b>7,379</b>
SMEs transitioning to medium-sized enterprises	Beneficiaries of marketing programs and events	Beneficiaries of entrepreneurs training programs
<b>605</b>	<b>116</b>	<b>1,639</b>
Beneficiaries of handicraft sector training	Innovation-based startups:	Home-based licensed handicraft businesses
	<b>46.9 million Omani Rials</b>	<b>165 million Omani riyals</b>
	Value of tenders awarded to SMEs through the "Esnad" system	Estimated financial value of tenders awarded by Oman Investment Authority until June 2023





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

As the significance of small and medium-sized enterprises (SMEs) has grown, the Public Authority for Small and Medium Enterprises has initiated a multitude of programs and initiatives aimed at realizing the nation's objectives for this sector. These initiatives are designed to augment SMEs' contribution to the Gross Domestic Product (GDP), invigorate the business sector, and generate more employment opportunities for Omani nationals.

### Government Support and Initiatives for SMEs:

- Exemptions from licensing fees for the first 3 years of foundation for targeted activities.
- Exemption from registration and classification fees at the General Secretariat of the Tender Board.
- Allocating at least %10 of the total government tenders and procurements to SMEs.
- Providing land on a usufruct basis in coordination with the Ministry of Housing and Urban Planning.
- Reducing fees for expat work permit issuance and renewal.
- Exemptions from tender fees and initial security deposits for tenders issued by Oman Investment Authority.
- %50 reduction in fees for commercial registration and licenses in special economic zones and free zones.
- Allocating government purchases worth less than OMR 10,000 to small and medium enterprises in government units and companies affiliated with Oman Investment Authority.

- Allocating no less than %10 of commercial, industrial, agricultural and tourism land schemes to small and medium enterprises.
- Paying SMEs' debts (dues) within 15 working days from the delivery of the last invoice in tenders awarded by Oman Investment Authority.

The year 2023 witnessed significant strides in developing Oman's small and medium-sized enterprises (SMEs) sector, with a focus on enhancing their contribution to the Gross Domestic Product (GDP) and expanding employment opportunities for Omani nationals.

### Notable initiatives included:

The Public Authority for Small and Medium Enterprises (PASME) has launched the «SME Scaling Up Programme», aimed at upgrading the classification of enterprises registered with the authority, contributing to their continued growth and advancement to a higher classification.

The authority has also launched a program for developing local suppliers from SMEs in innovative industries for value-added initiatives, aiming to enhance the efficiency of these enterprises and ensure they secure contracts and business from procurement.

Among the prominent facilities is the «Riyada» entrepreneurship card, granted to full-time business owners to manage their enterprises, which is one of the main tools that encourages SMEs to grow and continue.

These efforts have resulted in remarkable successes in the sector, as the Sultanate of Oman has risen to the 11th position globally in the Global Entrepreneurship Index. The number of small and medium-sized enterprises has also increased to 240,000 by the end of 2023, compared to 220,000 at the end of 2022, recording a growth rate of %8.7.



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

In terms of employment, the total number of Omanis working in this sector has increased to 185,477 employees, an increase of 7,929 employees compared to 2022, with a growth rate of %4.4. Despite this growth, the value added by the SME sector has witnessed a slight decline of %1.3 from its level in 2022, reaching about 2.3 billion Omani Rials in 2023.

### Number of active private institutions, their employees and their added value in 2023 and 2022:

Enterprise type	2023			2022		
	Number of enterprises	Number of employees	Added Value (million RO)	Number of enterprises	Number of employees	Added Value (million RO)
Large	716	435,338	6,579.4	714	441,029	7,034.4
Medium	1905	155,723	681.9	1941	156,509	704.6
Small	32,085	574,669	718.6	27,022	494,285	732.9
Micro	206,059	657,930	870.7	191,846	621,584	864.8
<b>Total</b>	<b>240,765</b>	<b>1,823,660</b>	<b>8,850.6</b>	<b>221,523</b>	<b>1,713,407</b>	<b>9,336.7</b>

Source: National Center for Statistics and Information, Monthly Statistical Bulletin: April 2024, preliminary data

Incubators and business centers play a pivotal role in nurturing and motivating entrepreneurs and innovators by providing a conducive environment that facilitates the transformation of investment and commercial ideas into successful small and medium-sized enterprises. These entities offer a comprehensive suite of services encompassing administrative, consultancy, legal, accounting, and marketing support. Moreover, they provide ongoing mentorship to incubated projects, assist in developing feasibility studies and business plans, and offer funding opportunities in accordance with established procedures.

### Key Indicators for Business Incubators and Centers in 2023:

- Number of public and specialized incubators operating under the umbrella of the Public Authority for Small and Medium Enterprises (PASME): 15 licensed incubators.
- Number of SMEs incubated by the licensed incubators under PASME: 103 SMEs.
- Number of national workforce employed by incubated enterprises: 538 employees.
- Total revenue of incubated enterprises: 5.7 million Omani Rials.

To achieve a qualitative leap in the SME sector and foster innovation, the «Promising Omani Startups» program was established. Overseen by PASME in collaboration with the Ministry of Transport, Communications, and Information Technology, the Ministry of Higher Education, Research, and Innovation, the Ministry of Economy, and ITHCA Group (formerly known as Oman Information and Communication Technologies Group), the program aims to empower innovative entrepreneurs and support the establishment of



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startups, linking them to business, investment, and financing opportunities to facilitate expansion into local and global markets. The program consists of 3 main pillars:

- Capabilities Building Pillar: Focuses on developing the skills and capabilities required for startup entrepreneurs.
- Financing and Investment Pillar: Aims to provide financial support and investment opportunities for startups.
- Supportive Legislative Environment Pillar: Seeks to provide a legal and regulatory framework that encourages startup growth.

In 2023, several initiatives were launched to support startups, including the introduction of the «Entrepreneurship Card for Startups,» a digital document granting startups access to various facilities across different sectors. This card targets innovative or technology-based startups. Additionally, 6 guidelines for startups were issued to support and guide entrepreneurs in their investment journey, enhancing their chances of success in both domestic and international markets.

### Promising Omani Startups Program's Key Indicators

 **1920 ideas**

were generated

 **116 innovative**

technology-based startups were founded

 **30 startups**

benefited from the investment facilitation program

 **500 individuals**

participated in training camps





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

The Small and Medium Enterprises Development Authority has outlined several key initiatives to further bolster the SME sector:

- **Enabling Policy Development:** Creating and updating policies to foster SME growth and provide a conducive business environment.
- **Strategy Implementation:** Continuing to implement the SME Strategy (2025-2023) to achieve its objectives.
- **Diversified Financing:** Expanding financing options for SMEs, including increasing bank lending.
- **Alternative Financing:** Enhancing access to alternative financing sources like crowdfunding and venture capital.
- **Market Access:** Improving market access for SMEs both domestically and internationally.
- **Craft and Individual Professions:** Providing technical and financial support for the development of traditional crafts and individual professions.

Through these plans, the Authority aims to foster sustainable growth within the small and medium-sized enterprises sector, increase its contribution to the national economy, and enhance its competitiveness both domestically and internationally.

### Boosting Exports:

Oman's strategic focus on the private sector, investment, and international cooperation is aimed at significantly increasing the contribution of export sectors to its Gross Domestic Product (GDP). The country's exports are primarily divided into 4 categories: oil, natural gas, non-oil products, and re-exports.

To boost these exports, the government has undertaken various initiatives. Among the prominent projects in this sector is the «Duqm Refinery», which was officially opened on February 2024, 7, under the patronage of His Majesty Sultan Haitham bin Tariq Al Said, and in the presence of His Highness Shaikh Meshaal Al Ahmad Al Jaber Al Sabah, the Amir of the State of Kuwait. The refinery's production capacity is (230) thousand barrels per day, which brings the total production capacity of Omani refineries to about (500) thousand barrels per day.

To promote non-oil exports, the government regularly organizes international exhibitions and provides essential financial support to exporters through institutions like Credit Oman. Moreover, Omani ports facilitate increased export volumes and re-exports. Oman Exports platform serves as a digital marketplace, connecting Omani exporters to a global network of service providers, thereby enhancing the competitiveness of Omani products on the international stage.

### Key Initiatives to Boost Omani Exports

#### ■ Oman Exports Platform Initiative:

- Establishment of a specialized foreign trade center serving as a one-stop shop to enhance the business environment related to import and export operations.
- Aims to boost foreign trade growth by improving export and import efficiency, facilitating access to international markets, and creating new opportunities for import-export ready companies.
- Seeks to improve local policies and procedures related to foreign trade, thereby enhancing local and global indicators related to this sector.



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### Comprehensive Export and Import Guide Initiative:

- Aims to develop a comprehensive electronic export guide that consolidates efforts from various entities and streamlines procedures, considering additional export service facilitation.
- Includes classifying exporters and improving current procedures to facilitate export and import processes.

### Exporter Registration on Electronic Platforms Initiative:

- Aims to register trained and qualified Omani companies on suitable e-commerce platforms for their products, as part of the «Tadreeb ) Training( Initiative.»
- Aims to expand the scope of Oman Exports platform to include exporter registration on these platforms, increasing opportunities to access international markets.

### Global Export Promotion Initiative:

- Seeks to target new export markets by entering into new trade agreements and participating in international exhibitions and forums.
- Focuses on studying and analyzing potential target markets, as well as integrating the «Incentives for Exporters Initiative» to provide facilities for increasing exports and import substitution.
- The expected impact is to increase access to global markets by identifying potential target markets for exports, qualifying exporters to suit these markets, improving global and local indicators related to exports, and attracting foreign investments in local institutions.

### Exporter Training and Empowerment Initiative:

- Aims to enhance the ability of Omani companies to enter global markets and increase the competitiveness of their products.
- Includes organizing specialized training programs and workshops focusing on three main tracks: market analysis, product journey, and exporter journey.
- Targets different categories of exporters: emerging (new and without a project), beginner (existing but has not previously exported), and advanced (previously exported).

### Future Plans of the Ministry of Commerce, Industry and Investment Promotion include:

- Omani Export Development Strategy: Developing a comprehensive strategy to identify target markets and promising products, along with launching incentives to support Omani companies in increasing their export capacities.
- Encouraging SMEs: Providing support and encouragement to small and medium-sized enterprises to export their products, thus enhancing the diversity and expansion of Oman's export base.

These initiatives and plans reflect Oman's commitment to fostering export growth, contributing to achieving economic development goals, and enhancing the competitiveness of Omani products in global markets.



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

### Value of Omani exports from 2020 to 2023 (million Omani riyals):

Item	2023	2022	2021	2020
Crude Oil Exports	9,834	11,656	7,184.8	5,053.6
Refined Oil	1,350	1,846	1,182.1	632.1
LNG	2,577	3,053	1,664.6	1312.2
Non-Oil Exports	7,442	7,524	5,218.6	3030.2
Re-Exports	1,487	1,318	1,318.5	1,706.6
<b>Total Omani Exports</b>	<b>22,690</b>	<b>25,397</b>	<b>16,568.6</b>	<b>11,734.7</b>

Source: National Center for Statistics and Information, Monthly Statistical Bulletin: March 2023 ,2022, January and April 2024.

### Investment Financing

Oman Vision 2040 places significant emphasis on «Investment Financing». It aims to integrate financing programs and develop an investment ecosystem that effectively meets the needs of the private sector and stimulates its growth. This includes providing flexible financing options that align with global trends and cater to the requirements of various investment projects.

To achieve this, the Vision focuses on «integrating financing programs and developing the investment ecosystem» by enhancing coordination between various government and private financing programs, simplifying lending procedures and required guarantees, and eliminating barriers to accessing finance through streamlined processes and reduced requirements. This will ensure that the private sectors needs are effectively met.

The vision also concentrates on «enhancing and diversifying the lending portfolios for the private sector,» creating a diverse range of financing solutions, and establishing a special loan guarantee program. These initiatives are designed to cater to the needs of various investment projects, with a particular focus on small and medium-sized enterprises.

In line with this, the Small and Medium Enterprises Development Authority has launched 7 different financing programs from its lending portfolio. These programs are tailored to enable small and medium-sized enterprise owners to access both traditional and non-traditional financing facilities, thereby enhancing their ability to succeed in the market.





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

### The Small and Medium Enterprises Development Authority, in collaboration with other government entities, has launched the following SMEs' Financing Programs:

- Local Value Addition Program
- Industrial and Service Projects Financing Program
- Working Capital and Fixed Assets Financing Program
- Incubated and Accelerated Businesses Financing Program
- Artisanal Products, Home-Based Businesses, Mobile Vendors, and Mobile Commercial Activities Financing Program
- Contract Financing Program
- Financing Program for SMEs with Contracts from Oman Investment Authority Subsidiaries

In 2023, The Small and Medium Enterprises Development Authority provided soft loans from its lending portfolio to 260 enterprises, with a total cost of 24.8 million Omani Riyals. The Authority has also implemented several initiatives to enable SMEs to access both traditional and non-traditional financing facilities in coordination with relevant authorities.

One of the key funds supporting this sector is Oman Future Fund, established by Oman Investment Authority with a capital of 2 billion Omani Riyals over 5 years (10% of the fund's capital has been allocated to finance SMEs).

The Small and Medium Enterprises Development Authority, in collaboration with the Central Bank of Oman, is working to address the challenges faced by SMEs in accessing soft loans from commercial banks. Additionally, the Authority, in collaboration with the National Programme for Financial Sustainability and Financial Sector Development (Estidamah), is studying the need to establish a «Guarantee Fund for SME Loans» through the Development Bank.



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

In the area of crowdfunding platforms, a number of companies have been licensed to expand financing options for SMEs until the end of 2023, enabling them to access funding from a broad base of local and foreign investors. Crowdfunding platforms activated in Oman since November 2021 represent a qualitative shift in the sector, relying on «innovative financing» and offering 4 financing options: donation-based, product-based, equity-based, and peer-to-peer lending.

The Estidamah program, in collaboration with a number of government entities, is implementing initiatives to enhance liquidity directed towards supporting private sector investments. This includes working with the Central Bank of Oman to establish the «National FinTech Incubator,» aimed at stimulating innovation in the financial technology sector by supporting and accelerating innovative projects. The program is also focused on developing a «Unified FinTech strategy» aimed at making Oman a FinTech hub, enhancing the infrastructure for this sector, and improving the experience of entrepreneurs and investors.

Other initiatives undertaken by Estidamah in collaboration with the Central Bank of Oman include the establishment of a «Venture Capital Fund» that targets various segments with contributions from banks. This fund is modeled after the UK Growth Fund and aims to provide alternative financing suitable for SMEs with high growth potential that require capital support. Through this

fund, entrepreneurs and SMEs will be able to access the necessary financing to expand their businesses, enhancing their competitiveness and supporting economic growth in Oman.

Estidamah is also focused on developing Malaya Center system, which aims to enhance financial inclusion and provide various financing tools for target sectors based on creditworthiness. In addition, the program is working with the Development Bank to enhance its role in financing SMEs, contributing to the effective allocation of government funding to support projects with economic impact and local value addition.

In 2023, Royal Decree No. 2023/84 was issued to restructure the Development Bank and increase its capital to 500 million Omani Riyals. This amendment enables the bank to support the business sector and expand financing for private sector projects, thus strengthening Oman's economic diversification plans.

The financing ceiling provided to a borrower has been set at 5 million Omani Riyals per project, with the possibility of increasing it to 7.5 million Omani Riyals for certain qualitative projects. Additionally, the bank provides interest-free soft loans to small investors to finance projects in areas related to development plans.



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

### Economic Diplomacy

The Ministry of Foreign Affairs and Oman embassies abroad are undertaking intensive efforts to promote economic diplomacy, in line with the royal directives of His Majesty Sultan Haitham bin Tariq, may God protect him. This aligns with Oman Vision 2040, which prioritizes expanding economic diplomacy.

The Ministry of Foreign Affairs, through its missions abroad, focuses on investment. Heads of missions highlight Oman's investment climate, foreign investment regulations, and key economic projects and infrastructure supporting investments.

Key responsibilities of Omani embassies abroad include guiding potential foreign investors by showcasing Oman's economic performance and investment opportunities, as well as exploring opportunities to strengthen economic partnerships with other countries.

Joint committees with friendly countries are crucial tools for enhancing economic diplomacy. These committees contribute to strengthening economic cooperation and follow up on the implementation of memoranda of understanding and economic agreements. Oman has a total of 30 joint committees with other countries, of which the Ministry of Foreign Affairs chairs 13. These committees initiate cooperation between Oman and other countries in various fields and follow up on their implementation according to specific timelines.

### The Ministry of Foreign Affairs' Efforts in Activating Economic Diplomacy:

- Holding annual visual meetings between His Excellency the Minister of Foreign Affairs and the heads of Omani missions abroad to reinforce the concept of economic diplomacy, introduce incentives and investment opportunities in Oman, and present them to investors and leading companies in friendly countries.
- Holding regular meetings between heads of Omani missions abroad and units of the state administrative bodies concerned with investment to familiarize them with investment legislation, facilities, incentives, and plans to promote foreign investments and Omani products.
- Holding meetings with Their Excellencies the Ambassadors of friendly countries accredited to the Sultanate of Oman to explain Oman's concept of economic diplomacy and economic policy.
- Focusing on the concept of economic diplomacy and the economic plans of the Sultanate of Oman during the meetings of the Ministry of Foreign Affairs officials with the official delegations and ambassadors of friendly countries accredited to the Sultanate of Oman.



# 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**

Oman Vision 2040 places sustainable development at the heart of its strategies by establishing smart cities, developing governorates, and empowering them to attract investments. The vision aims to achieve comprehensive and balanced development encompassing all governorates of the Sultanate of Oman, with a focus on administrative and economic decentralization to enhance efficiency and ensure equitable distribution of resources. These strategies are designed to create an enabling environment for investment and sustainable development across Oman.

Through this strategic direction and defined objectives, priority is given to sustainable land use, including the establishment of urban and rural areas that value Oman's natural and cultural heritage. These areas are characterized by resilience and adaptability to climate change, contributing to environmental preservation and resource sustainability. Additionally, the vision promotes the construction of smart and sustainable cities that are vibrant and offer high-quality living, working, and leisure environments. These cities will feature advanced and sustainable infrastructure capable of supporting diverse and accessible transportation options, thereby enhancing the integration of urban development and transportation.

## Administrative and Economic Decentralization

The activation of administrative and economic decentralization is a fundamental step towards achieving the objectives of prioritizing the development of governorates and sustainable cities within the framework of Oman Vision 2040. This approach aims to enhance community participation and empower governorates to make decisions, thereby contributing to the equitable distribution of wealth and opportunities among governorates and promoting social and economic stability.

## Key achievements in the implementation of decentralization include:

- Royal Decree No. 2022/36: This decree establishes a system for governorates and reflects the government's commitment to strengthening local governance and empowering governors.
- Increased financial allocations for governorates: The allocations for the Governorate Development Program have been increased from 10 to 20 million Omani Riyals per governorate, enhancing transparency, accountability, and community participation in development decision-making.
- Leadership development programs: Several programs have been launched to build economic leadership in governorates, such as the Royal Academy of Management's programs targeting various leadership levels, including governors and walis.

Developing local governance skills is a core part of efforts to enhance administrative decentralization and achieve sustainable development. Numerous training programs have been organized for local staff, and partnerships have been established with universities and educational institutions to provide specialized training programs for local government employees.

The strategy for developing governorates and attracting investments focuses on leveraging the spatial advantages of each governorate and activating its specific economic aspects. This approach aims to enhance economic activity in all 11 governorates and achieve comprehensive and sustainable economic development at the national level.

The activation of municipal councils plays a significant role in strengthening





## Priority: Development of Governorates and Sustainable Cities



local governance and community participation in decision-making. The «Tanmia» application has been launched to enhance communication, transparency, and trust between individuals and institutions, and the allocations for municipal council members have been increased. Additionally, an introductory workshop was held for council members on their developmental and community roles, in accordance with the amendments to the Municipal Councils Law, with the aim of contributing effectively to the development of governorates.

To further drive the implementation of the administrative and economic decentralization approach, several programs will be implemented by the Royal Academy of Management. Within the National Initiative for Developing Local Governance, the Academy has identified 3 programs directed at local governance: the Walis Program, the Capacity Building Program for Planning and Economics in Governorates, and the Municipal Council Members Program.

Numerous central units are working to implement plans and initiatives to grant more authority to their branches in governorates and local administrations, thereby enhancing the application of decentralization.

As part of its «All of Oman» communication program, Oman Vision 2040 Implementation Follow-up Unit is conducting visits to governorates, focusing on highlighting the competitive advantages of each governorate and empowering the local community. These visits include workshops to transfer knowledge about streamlining procedures with government unit employees in the governorates. 4 governorates have been visited, and the remaining visits are scheduled for completion up until mid 2025.

### Key Efforts to Enhance Decentralization:

#### Launch of the Local Governance Program within the National Initiative for Developing Local Governance:

- Walis Program
- Capacity Building Program for Planning and Economics in Governorates
- Municipal Council Members Program

**20**  
million

Omani Riyals allocated for the development of governorates and sustainable cities

**"Tanmia"**

application to activate the roles of councils and enhance communication, transparency, and trust between individuals and institutions to achieve sustainable development.

Visits to **4** governorates through the "All of Oman" initiative.

- Training approximately 800 government employees at the administrative division level of governorates to enhance employee efficiency and develop their capabilities in project management, streamlining procedures, and services.
- Meeting with 500 university and college students in higher education institutions in the governorates to enhance their knowledge of Oman Vision 2040 and exchange experiences.
- Training and knowledge transfer to approximately 350 government employees in streamlining internal government services using the Lean continuous optimization methodology.



## Priority: Development of Governorates and Sustainable Cities



### Urban Strategy and Master Plans for Major Cities

The Urban Strategy launched in 2021 provides a comprehensive framework for guiding urban growth in the Sultanate of Oman over the next 2 decades. This strategy aims to balance social, economic, and environmental dimensions of development, making it a fundamental enabler for achieving Oman Vision 2040. The strategy is also aligned with the United Nations Sustainable Development Goals 2030 and ensures the competitiveness and resilience of Omani cities.

The Urban Strategy defines suitable locations for living and working, appropriate job opportunities in governorates, transportation patterns, and the natural environment that must be preserved. It has been developed at both national and governorate levels with the participation of various segments of society, including the public and private sectors and civil society organizations.

The Urban Strategy focuses on addressing urban challenges and issues through a comprehensive urban planning framework that emphasizes sustainable urban development for thriving communities.

The strategy includes the implementation of the structural plan for Greater Muscat and the preparation of master plans for 14 other cities, including 3 major cities: Greater Sohar, Greater Salalah, and Greater Nizwa, as well as

11 other cities: Ibri, Haima, Rustaq, Sur, Buraimi, Ibra, Mudaybi, Sinaw, Saham, Khaburah, and Suwaiq. In 2023, significant efforts were made to complete the preparation of master plans for these cities, including addressing the outputs of the master and detailed plans for North and South Al Batinah Governorates. The master plans also cover North Al Batinah Governorate (Suwaiq, Khaburah, Saham, Shinas) and South Al Batinah Governorate (Barka, Mussanah).

Future plans of the Ministry of Housing and Urban Planning include completing the preparation of master and detailed plans for major cities and other cities distributed across all governorates. These plans include:

- Approval of 3 detailed plans within Masirah structural plan.
- Approval of the master and detailed plan for North Al Batinah Governorate.
- Commencement of the 2nd phase of land planning on both sides of the Batinah Coastal Road in North and South Al Batinah Governorates.

The plans also include an urban renewal initiative aimed at improving the quality of life, developing cities and communities, and enhancing environmental, social, and economic sustainability in 5 governorates: Muscat, Dhofar, Buraimi, Musandam, and South Al Batinah.





## Priority: Development of Governorates and Sustainable Cities



### Key efforts to achieve the Cities' Structural plans:

City	2023	2024
<b>Greater Muscat Master Plan</b>	<ul style="list-style-type: none"> <li>Receipt of Initial detailed design drafts.</li> <li>Comprehensive review of the project's implementation plan and finalized design by the project team.</li> <li>Finalization of the Structural Plan.</li> <li>Blessings from His Majesty the Sultan and approval of the master plan on October 30.</li> </ul>	<ul style="list-style-type: none"> <li>Launching the executive program through the executive bodies approved by the Council of Ministers.</li> <li>Launching a broad media campaign to define the identity of Greater Muscat.</li> <li>Commencing the implementation of detailed plans (Action Plans).</li> </ul>

<b>Greater Salalah master-plan</b>	<ul style="list-style-type: none"> <li>Conducting site visits by the team and studying the effects of the fall season.</li> <li>Holding meetings with stakeholders from the public and private sectors and investors to obtain insights and determine priorities.</li> <li>Completing the data collection phase for the fall period.</li> <li>Holding technical workshops to prepare the initial concepts for the master plan.</li> <li>Receiving and reviewing the draft reports of the initial concepts and data analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Completion of data collection and analysis.</li> <li>Developing the features and visions of the master plan.</li> <li>Holding workshops with government and private entities.</li> <li>Receiving the final reports of the master plan.</li> <li>Receiving detailed plans for the priority areas in the master plan</li> </ul>
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## Priority: Development of Governorates and Sustainable Cities



<p><b>Greater Nizwa master-plan</b></p>	<ul style="list-style-type: none"> <li>▪ Receiving the final report on the results of data collection.</li> <li>▪ Holding meetings with development partners and stakeholders.</li> <li>▪ The team concluded that the project area needs to be expanded to include other areas that will contribute to improving the quality of planning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preparing the final master plan and implementation plan.</li> <li>▪ Preparing detailed area plans (Action Plans).</li> <li>▪ Completing and handing over the project</li> </ul>
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### Smart Cities .. Sultan Haitham City, and Model Cities

Smart and sustainable cities hold significant importance in the context of development and urban planning. They effectively utilize technology and innovation to enhance quality of life and promote comprehensive development. Smart cities contribute to environmental sustainability by reducing environmental impact and promoting sustainable practices.

Additionally, they improve urban services through artificial intelligence and the Internet of Things.

Smart cities are a cornerstone of the «Development of Governorates and Sustainable Cities» priority, focusing on improving the lives of urban residents, integrating technology into all aspects of urban life, and enhancing the efficiency of transportation systems to reduce congestion and improve the movement of people and goods while ensuring sustainable land use.

Sultan Haitham City serves as a model for future smart cities in Oman. This sustainable gift from His Majesty Sultan Haitham bin Tariq- May Allah Protect him- to future generations commenced construction in 2023. The city aims to provide a high-quality living environment for its residents, spanning an area of 14.8 million square meters and accommodating 100,000 people. The city will consist of 19 integrated neighborhoods, developed in 4 phases extending to 2045. The city's design prioritizes easy access and mobility through a network of roads facilitating entry.

Beyond Sultan Haitham City, several model neighborhoods and cities are being developed in various governorates. Through the Sorouh Initiative for Integrated Residential Neighborhoods, projects such as Al Naseem neighborhood in Barka, Al Luban neighborhood in Halban, Al Ahed neighborhood in Al Amerat, and Majd neighborhood in Sohar are underway.

Additionally, 3 locations for integrated residential neighborhoods are being developed in Bidbid, Salalah, and Khasab. Furthermore, 4 investment sites have been launched on the «Tatween» platform in Ibra, Samail, Sur, and Buraimi.



## Priority: Development of Governorates and Sustainable Cities



The Ministry of Housing and Urban Planning's future plans in this regard include completing 1051 housing units in Al Naseem neighborhood in Barka, allocating 5300 housing units to beneficiaries in 6 neighborhoods under the Sorouh initiative in Halban, Salalah, Sohar, Bidbid, Al Amerat, and Khasab, and assigning 4 new sites in Ibra, Samail, Sur, and Khasab. Additionally, 2 sites will be allocated for Sorouh plans in each governorate.

In 2023, Al Jabal Al Akhdar Front project final plan, which received the approval of His Majesty Sultan Haitham bin Tariq- May Allah protect him- was completed. The 2024 plan includes approving the final project plan, finalizing commercial agreements with real estate developers and hospitality projects, and supporting relevant authorities in assigning South Batinah - Al Jabal Al Akhdar Road project, as well as proceeding with the architectural designs for some of the iconic assets within the project.

In addition to smart cities and integrated residential neighborhoods, work is also underway on the agricultural cities project, which will be implemented in collaboration with the Ministry of Agriculture, Fisheries, and Water Resources.

The project aligns with Oman Vision 2040, Oman National Spatial Strategy (ONSS), and the Sustainable Agriculture and Rural Development Strategy.

In May 2023, a joint team was formed between the 2 relevant entities under the Office of Urban Strategy. After studying approximately 30 sites, the team

proposed 3 locations in North Al Batinah, Al Dhahirah, and Al Najd in Dhofar Governorate for establishing the agricultural city on an area of approximately 50 square kilometers. The team held several meetings with local, regional, and international companies. In 2023, a tender was issued for the detailed plan of agricultural cities, and offers from 10 international consulting firms were explored.

In 2023, the Ministry of Housing and Urban Planning also implemented a project to enhance sustainability in existing cities through the «Vibrant Public Places» initiative. This initiative aims to complement the ministry's programs related to humanizing cities to make them vibrant, in collaboration with relevant authorities to improve the quality of public spaces by reducing the prevalence of concrete structures.

The initiative targets increasing the per capita share of public spaces in Muscat Governorate from 2 to 4 square meters and transferring the experience to residential neighborhoods in 4 other governorates: North Al Batinah, South Al Batinah, South Al Sharqiyah, and North Al Sharqiyah. The Amlak platform now includes a service for planting trees in the front and back yards of residential neighborhoods. Additionally, mandatory afforestation percentages have been established for usufruct lands.

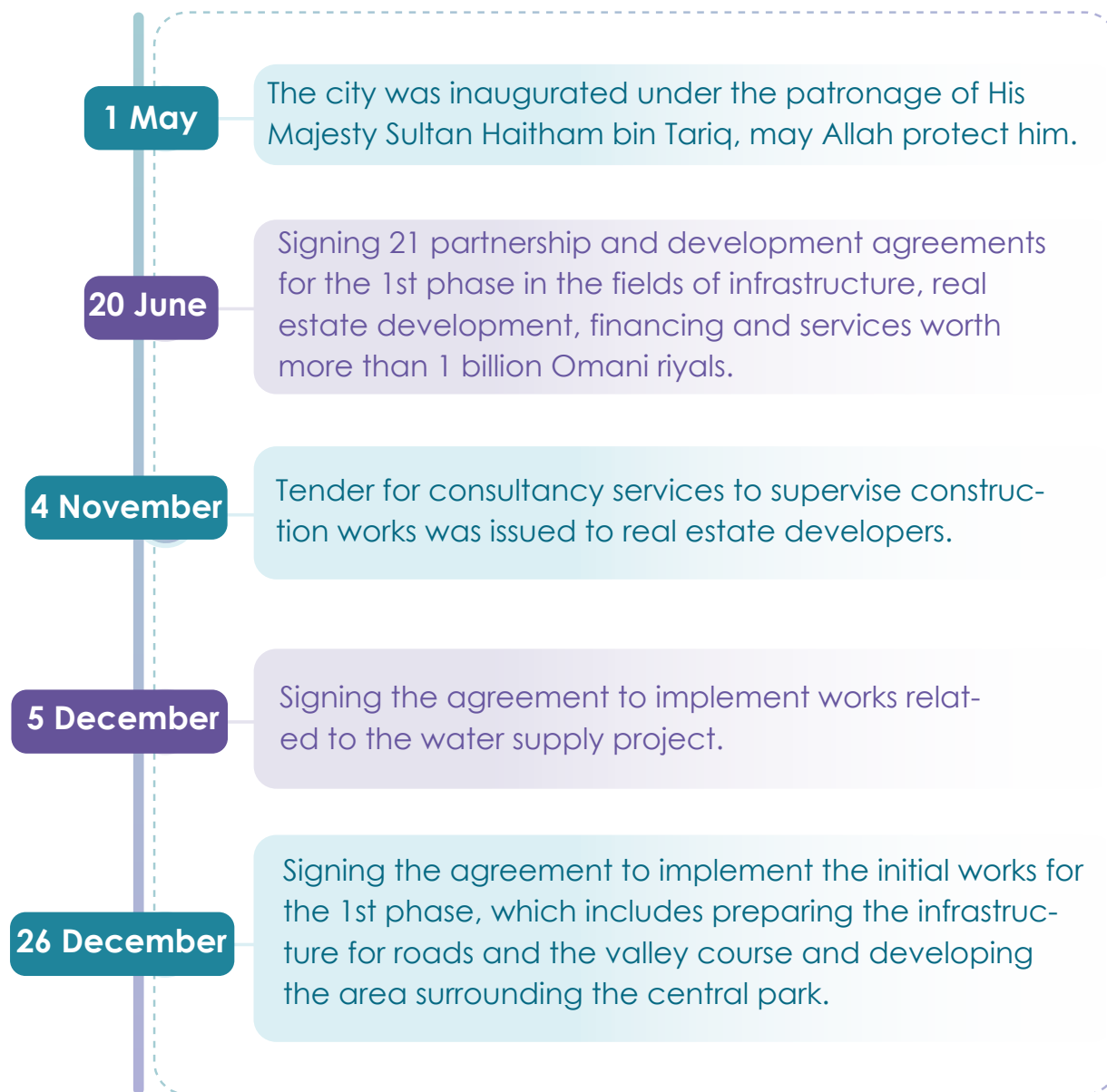




## Priority: Development of Governorates and Sustainable Cities



### Key achievements in Sultan Haitham City during 2023:



### Neighborhoods announced under the “Sorouh” program until the end of 2023:

Neighborhood/ location	Area (thousand square meters)	Number of residential units
Al Naseem neighborhood, Barka	335	1100
Al Luban neighborhood, Halban, Nakhal	637	1300
Ahed neighborhood, Al Amerat	445	1065
Majd neighborhood, Sohar	400	1058
A neighborhood in Bidbid, Al Dakhiliyah Governorate	286	630
A neighborhood in Salalah, Dhofar Governorate	321	550
A neighborhood in Khasab, Musandam Governorate	403	NA



## Priority: Development of Governorates and Sustainable Cities



### Objectives of Agricultural Cities

- Adoption of smart and innovative agriculture: Implementing advanced agricultural techniques such as hydroponics, aeroponics, and aquaculture.
- Conducting research in food science.
- Conducting food safety and quality research.
- Innovating in water management.
- Innovating in integrated agricultural economics and managing agricultural and non-agricultural waste.
- Promoting urban and tourism-based agriculture.
- Encouraging family farming, post-harvest projects, and light manufacturing.
- Providing job opportunities for Omanis.

### National Transportation System and Major Transport Projects

The transportation sector is a crucial component of Oman's urban strategy. It determines the suitability of the transport network for population centers, its capacity to accommodate increasing traffic, and the activation of a hierarchical system of population centers through the development, construction, and improvement of the road network. This contributes to opening new horizons for the development and growth of governorates.

The Transportation and Logistics Strategy (2025-2021), implemented by the Ministry of Transport, Communications, and Information Technology, focuses on providing an enabling internal infrastructure and regulatory framework to meet current and future needs. In 2023, significant efforts were made to

develop the national transportation system, including the construction of roads connecting governorates and wilayats, roads connecting the logistics system (ports, free zones, and industrial areas), and tourist roads, as well as railway and metro projects.

In 2023, an agreement was signed for the design and implementation of the Dibba-Lima-Khasab road project in Musandam Governorate. Construction began at the end of the year, and the 96-kilometer road, upon completion, will open new areas for urban, economic, and commercial development in the governorate and stimulate tourism.

The work related to adding the 3rd and 4th lanes on Al Dakhiliyah - Muscat Road (from Rusayl to Bidbid) has also been completed, and at the same time, the dual carriageway of the (Adam - Haima - Thumrait) Road is being completed after tenders were issued to implement the remaining 3 parts of the project, starting from the Wilayat of Haima to the Wilayat of Thumrait, with a length of (400) kilometers; thereby enhancing the traffic flow between Muscat and Salalah.

During 2023, work was also awarded on the remaining parts of the 1st phase of (Al Batinah Coastal Road) project, which enhances movement between the coastal regions in the North and South Al Batinah Governorates. During 2023, a tender was issued to implement the remaining works of Al Sharqiyah Expressway Project (Part Two - Phase Two) from the Wilayat of Al Kamil Wal Wafi to the Wilayat of Sur, with a length of (52) kilometers. The project was awarded in early 2024.

During 2023, the logistics sector witnessed the tendering of the 1st phase of Rub' al-Khali road dualisation project (6 km). Simultaneously, work commenced on integrating Khazaen Economic City with the Al Batinah Expressway and completing the remaining tasks of the Sohar Free Zone Link project, which bridges Al Batinah Expressway with Sohar Port and the Free Zone.



## Priority: Development of Governorates and Sustainable Cities



In the tourism sector, several projects are being implemented to improve and enhance connectivity to tourist sites, aiming to boost tourism and encourage visitors to explore tourist areas comprehensively. In this context, the Ministry of Transport, Communications, and Information Technology, in coordination with the Ministry of Housing and Urban Planning, completed a preliminary feasibility study for the construction of an additional road to Al Jabal Al Akhdar via South Al Batinah Governorate.

The study resulted in the identification of several route options, and a tender for consultancy services for the project was issued. Additionally, the analysis of the tender for the Raysut – Al Mughsayl road dualisation project in Dhofar Governorate and the analysis of the tender to complete the remaining works of the Saih Qatna road in Al Jabal Al Akhdar were completed.

The offers submitted for the implementation of Jabal Shams road project were also analyzed to complete the connectivity between the various villages in the area and enhance tourism connectivity.

In parallel with these projects, preparatory work for the railway project connecting Oman to the United Arab Emirates began in 2024. In 2023, several works were completed, such as updating the project route (from Sohar to Abu Dhabi), engineering designs, and issuing tenders for civil and construction works packages.

The Oman-UAE railway project is a significant addition to the transportation sector, serving as a catalyst for various industrial sectors and economic activities. The project connects Sohar Port to the United Arab Emirates national railway network, spanning 303 kilometers, for both passenger and freight transport. Passenger trains will operate at speeds of up to 200 kilometers per hour, enabling travel between Sohar and Abu Dhabi in 100 minutes and between Sohar and Al Ain in 47 minutes. Each train can accommodate approximately 400 passengers.

The Muscat Metro project is one of the most prominent future public transportation projects. In 2023, a specialized team was formed to manage and oversee the project and its related studies. The team prepared a preliminary feasibility study that included an examination of financing strategies and alternatives.

Collaboration with the Greater Muscat Master Plan team focused on the proposed initial general characteristics of Muscat Metro system. The outputs and recommendations were presented to the Ministerial Committee for Muscat Metro in November 2023. The 2024 plan includes equipping Muscat Metro team with the necessary personnel and expertise and appointing a project management consultant to complete the technical requirements.

The plan for developing the national transportation system includes regulating the land transport sector and increasing sector revenue by %20 annually until the end of the 10th five-year plan in 2025. By December 2023, the implementation of the executive regulations of the Land Transport Law was %100 complete. The regulations are part of the strategic approach to regulating the sector.

In 2023, more than 163,000 new operating licenses for land transport were issued, compared to 33,000 in 2022. Approximately 5,500 licenses for conducting land transport activities were issued, and a smart weighbridge was installed on Al Batinah Expressway. Additionally, 13 services were added to the «Naql» platform, and the executive regulations were revised, with exemptions canceled and vehicle and driver requirements enforced.

A taxi operating license was issued without requiring the owner to be a taxi owner exclusively for companies providing taxi services. The decision to regulate taxis through smart applications was also implemented. The ministry launched a tender for managing and regulating modes of transport.





## Priority: Development of Governorates and Sustainable Cities



The 2024 plan includes completing work on legislation, regulating the sector, determining the requirements for using electric vehicles, and working on an electronic transport document.

To ensure transparency and fairness in the distribution of road projects across governorates and to achieve the economic and social development goals of the governorates with clear governance, a «Road Projects Prioritization Matrix» was launched. This matrix serves as a reference and guide for prioritizing the implementation, construction, and rehabilitation of roads, facilitating decision-making in this regard

The matrix includes 6 main criteria applied to projects under the jurisdiction of the Ministry of Transport, Communications, and Information Technology: strategic, economic, social, technical or engineering, environmental, and construction and maintenance costs. Sub-criteria have also been included and linked to the objectives of each criterion.

The matrix assigns weights to each criterion, facilitating the prioritization of projects before submitting them to the relevant planning and financial authorities. By the end of %90 ,2023 of the project to prepare a draft road law and review it with relevant authorities was completed.

### Initiatives Planned for Implementation in the Land Transport Sector in 2024:

- Approval of regular transport routes, determining the number of operators on each route, and subsequent competitive bidding process.
- Approval of service levels and fares for regular public transport on each route and identification of subsidized categories.
- Organizing the establishment of public transport stations in Muscat, Nizwa, Salalah, and Sohar.
- Enforcing driver competency requirements and implementing executive regulations.
- Enforcing technical inspection requirements, installing tracking devices on buses, and setting an operational age for irregular transport buses.
- Linking -15passenger bus routes with regular public transport buses.



**Governance  
and Institutional  
Performance**

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

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

The strategic direction of the priority of «Governance of State's Administrative Bodies, Resources and Projects» aims to establish a flexible, innovative, and future-oriented administrative apparatus based on the principles of good governance. Oman Vision 2040, in this context, aims for a state administrative bodies characterized by productivity, flexibility, and efficiency. It should be built on sound foundations in planning, organization, follow-up, evaluation, and development.

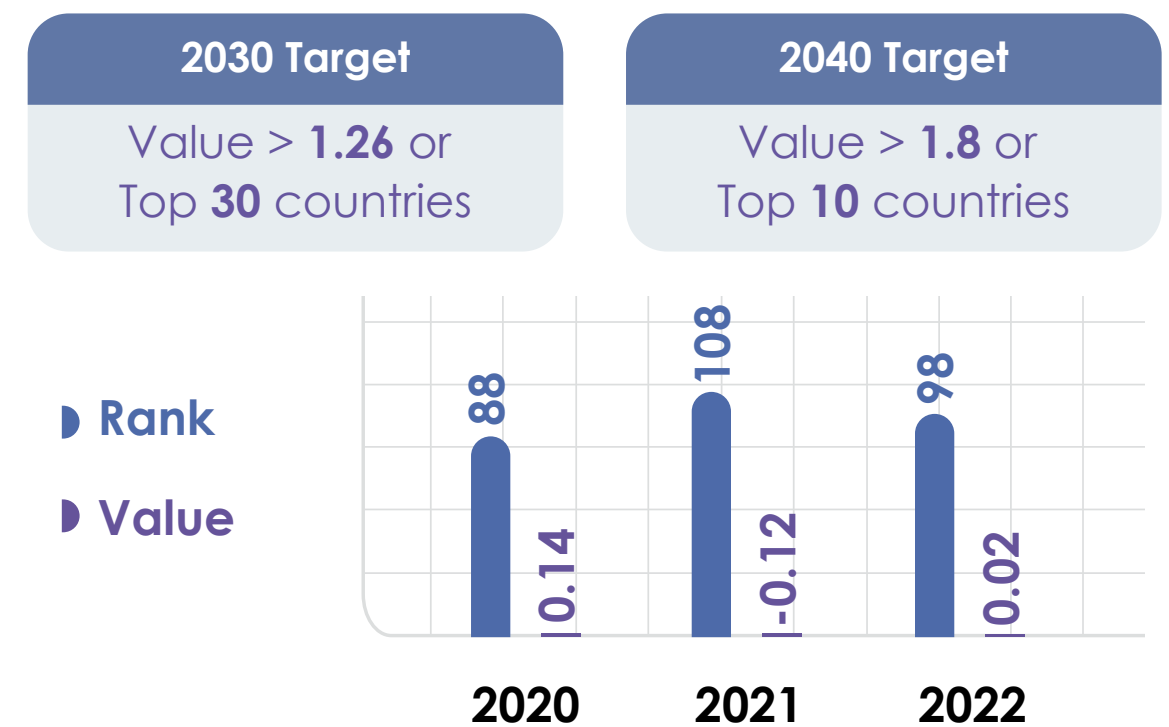
The apparatus should be capable of setting priorities, aligning the objectives of different government entities, controlling spending, and improving the sources of self-generated revenue for the public treasury, through the governance of government projects and their distribution across the governorates of the Sultanate of Oman in a just, efficient, and effective manner.

In the latest edition of the Governance Index for 2022, Oman has improved its ranking in the government efficiency pillar, moving up from 108th in 2021 to 98th in 2022 after a two-year decline.

The index relies on data from various sources, including public opinion polls and assessments by global experts. Oman has shown improvement in 2 out of the 4 sources from which the index gathered data. This improvement was evident in sub-indicators measuring government direction, as well as the level of coordination and efficiency in resource utilization. Additionally, Oman has improved in sub-indicators related to the quality of bureaucracy and institutional effectiveness.



## Oman's improvement in Governance Index – Government Efficiency Pillar:



## Digital Transformation Program

Oman's digital transformation program is a key enabler for achieving the goals outlined in Oman Vision 2040, particularly in creating a flexible, innovative, and future-oriented government. To align government efforts with the objectives of the Executive Plan of Government Digital Transformation Program (2025-2021), the main and technical committees for digital transformation, represented by the executive team at the Ministry of Transport, Communications, and Information Technology, have been working to enhance coordination with all targeted government entities.





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

This is aimed at removing obstacles and accelerating the implementation of joint, central, and independent government digital transformation projects and initiatives, which are executed according to the nature and specialization of each institution.

The government digital transformation program currently targets 59 government institutions and comprises 4 main tracks that collectively form the elements of the digital transformation journey: Excellence in Electronic Government Services; Efficiency in Internal Systems; Human Resources Empowerment; and Community Engagement.

According to statistics, the overall performance of the government digital transformation program reached %53 at the end of 2023. The average performance of government institutions in achieving the requirements of government digital transformation was %72 compared to %65 at the end of December 2022. The maturity level of digital services increased to %69 compared to %63 at the end of 2022, and the readiness for digital transformation improved from %66 at the end of 2022 compared to %74 at the end of 2023.

In 2023, a total of 578 services were simplified, representing %75 of the target. The «Manjam Labs» for simplifying government procedures accounted for %41 of the total simplified services during the year. The Ministry of Transport, Communications, and Information Technology developed 39 electronic platforms and portals in 2023, and a total of 207 services were digitized exceeding the target of 200 services in 2023.

Additionally, digital channels for providing government services were launched, such as the Muscat Municipality Portal, the Digital Platform for Transport Services in the Sultanate of Oman (under the Ministry of Transport, Communications, and Information Technology), the self-registration service for medical fitness tests for residents (under the Ministry of Health), and the

Public Authority for Special Economic Zones and Free Zones Portal.

In the area of preparing digital infrastructure and platforms, 40 electronic sites were added to the government network in 2023, and 272 million electronic transactions were executed through the integration platform in the same year.

In 2023, the project to develop the «Unified National Portal for Electronic Government Services» was also awarded, and activities were provided to empower national competencies in the government sector through «Manjam Labs» for simplifying government procedures.

Over 150 employees from various government entities participated in these initiatives. Additionally, the second edition of the Digital Transformation Project Management Camp was organized.

The Ministry of Transport, Communications, and Information Technology launched the National Initiative for Digital Competencies, «Makeen», as part of the initiatives of the executive program for the digital industry within the national digital economy program.

The initiative aims to equip Omani youth with the latest in-demand digital skills in the job market.

It also seeks to provide Omani youth with income-generating opportunities in the digital sector by 2025 as one of the ministry's targets in the 10th five-year plan.

Through this initiative, 4864 Omani youth were qualified in 5 different tracks, including training camps, micro-credentials for advanced technical skills, professional specialization, support for professional certifications, and technical competitions.





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

Future plans of the Ministry of Transport, Communications, and Information Technology include raising the percentage of automated government services from the total of priority basic government services to %73 in 2024, as well as raising the percentage of simplified government procedures for priority basic services to %88.

Additionally, the ministry plans to launch the «Unified National Portal for Electronic Government Services» project and implement a set of national initiatives and projects supporting the government digital transformation program, such as the national information technology and digital transformation infrastructure project, the creation of a generative AI model for Omani content (Oman GPT), the digital excellence award in the government sector, and the upgrade of the electronic certification system, among many other projects and initiatives.

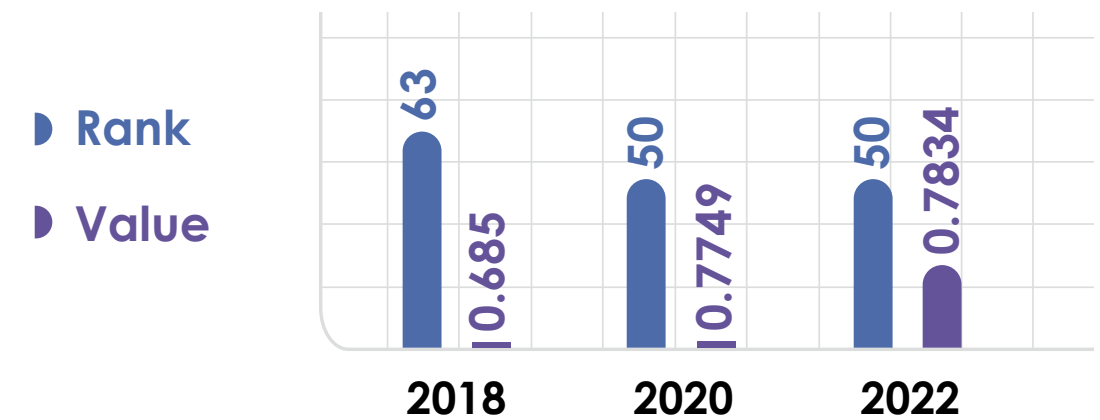
The latest readings of the e-Government Development Index show a slight change in value and stability in the ranking at 50th globally for both 2020 and 2022, driven by the sub-indicators (telecommunications infrastructure index + human capital index).

This index measures the evolution of government performance through its digital transformation and has 3 main axes: electronic services, telecommunications infrastructure, and human capital.

It is issued every 2 years as part of the United Nations report on e-governments.



### Oman's Improvement in the E-Government Development Index:



### Performance indicators of the government digital transformation program in 2023:

- Overall performance of the government digital transformation program: %53.
- Average performance of government institutions in achieving government digital transformation requirements: %72.
- Digital services maturity perspective: %69.



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- Digital transformation readiness perspective: %74.
- Simplified Services Procedures: 578 services.
- Developed Electronic Platforms and Portals: 39.
- Digitized Services: 207 services.
- Websites that have been added to the government network: 40.
- Electronic transactions that have been implemented through the integration platform: 272 million transactions.

### Performance-Based Budgeting

The Ministry of Finance is striving to enhance and improve the efficiency of public spending, achieve the goals of sustainable development in light of Oman Vision 2040, and develop a public financial management system by transitioning from a line-item budget to a performance-based budget.

This is a more advanced tool for financial planning, prioritizing public spending, and linking it to achieving goals and activities that serve the community.

It involves planning, preparing, and monitoring the implementation of the general budget as an integrated budget that combines the current budget and the development budget.

From 2021 to 2023, significant efforts have been made to transition to performance-based budgeting. 124 foundational programs were implemented to enable government units to apply performance-based budgeting, and 265 discussion sessions and meetings were held with work teams in government units to discuss the implementation of performance-based budgeting.

By the end of 2023, a total of 60 government entities had started implementing performance-based budgeting, and the overall program achievement rate reached %77.

Future plans of the Ministry of Finance to activate performance-based budgeting include a gradual transition from the empowerment phase to the quality improvement phase for a number of government units implementing the program. In 2024, the focus will be on empowering work teams in governorates to transition to performance-based budgeting through foundational programs and discussion sessions to provide technical support.

The budget preparation document for programs and activities will also be updated in preparation for the 2025 budget circular.

The 2024 plan also includes publishing and distributing the «Performance-Based Budgeting Guideline» to all government units implementing the program. In addition, there will be cooperation with the Unified Government Financial System project team «Maliyah» in the system building and pilot testing phase for some government entities regarding performance-based budgeting.







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### Performance-Based Budgeting Objectives:

- Achieving the maximum possible efficiency in allocating available resources.
- Achieving high levels of performance, control and accountability.
- Contributing to monitoring and measuring indicators and results and preparing performance reports.
- Monitoring the development of revenue movement and analyzing it by comparing the volume of revenues for previous years with the plan.
- Improving the efficiency of public spending management and its effectiveness for government programs.
- Achieving geographically balanced development in accordance with the strategic priorities of Oman Vision 2040.
- Enabling government units to establish a clear relation between budget allocations and national goals.
- Enabling government units to estimate the cost of their financial policies and procedures for one year or several years.
- Enabling entities to calculate the amount of savings or rationalization of expenditures by analyzing the volume of expenditures for previous years compared to the plan.

### Achievement Indicators in the Performance-Based Budgeting in government entities (2023-2021):





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### Governance of Government Projects

Oman has been witnessing the launch and awarding of a large number of government projects and tenders annually. Given the importance of managing government spending effectively to achieve its development goals in various aspects, the priority of «Governance of State's Administrative Bodies, Resources and Projects» has focused on the governance of government project management. This is done through establishing a framework that ensures transparency and participation in decision-making related to government projects, better allocation of resources, and reduction of waste. This, in turn, leads to achieving the desired results of government projects in a more efficient and economical manner.

The General Secretariat of the Tender Board, in cooperation with a number of government and private sector entities, has reviewed the engineering of the procedures followed for implementing government projects over the past period. More than 100 workshops and meetings were held, and a new «documentary cycle» was agreed upon

This cycle is characterized by streamlining and unifying procedures, automating data and procedures, enhancing governance and defining responsibilities, and increasing transparency. The new documentary cycle is expected to reduce the tendering and contracting period.

The «Government Projects Regulation» issued by the General Secretariat of the Tender Board promulgated by Decision No. (2023/169) is one of the most prominent legislations issued in 2023 in the field of government project management governance. The regulation aims to create an effective framework that enhances the efficiency of government projects, ensures rapid implementation, reduces change orders, and adheres to approved budgets.

The regulation addresses all aspects related to the tendering of government projects through 7 stages, starting from the «initiation» stage and ending with the «closure» stage.

In 2023, many efforts were made in the field of governing government projects. In addition to adopting a «new documentary cycle» and issuing the «Government Projects Regulation», a «Government Project Management Manual» was issued during the year. This manual provides data and information that clarifies the procedures and processes required to manage the scope of government projects in the concerned entities at various stages.

The manual includes the schedule, cost, available resources, and risks.

During 2023, the General Secretariat of the Tender Board held numerous meetings with units of the state administrative bodies to discuss the technical challenges associated with projects.

It also organized meetings and field visits to monitor stalled projects, discuss the challenges they face, and assess the financial and technical capabilities of consultants and contractors. As a result, the Secretariat updated the execution and timeline plans, proposed technical solutions to complete the remaining work, accelerated the pace of work, mitigated risks, and selected the best strategies to finish the remaining tasks. Furthermore, the Secretariat addressed some of the issues related to contractor dues.

In the same year, there was also a focus on strengthening the unified contracts system through coordination and cooperation between the General Secretariat of the Tender Board and specialists from the Ministry of Finance and other concerned sectors to study and develop 6 new contracts that keep pace with the requirements of new government projects.

Several meetings were held, and workshops were implemented to organize



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procedures and paths of public services, and to study the list of government permits required for various government projects. During 2023, a strategy was completed to develop specifications and standards and prepare a timetable for its implementation.

The procedures followed in the government projects governance led to achieving many positive results. The number of change orders decreased during 2023 to (71) change orders compared to (88) change orders in 2022, recording a decrease of (%24).

With regard to the efficiency of government spending, financial savings of (15.9) million Omani riyals were achieved compared to savings of (5.5) million Omani riyals in 2022. The purchasing cycle was also reduced by a percentage ranging between (%40) and (%50) through the use of the operational model and an electronic system to manage requests for approved categories.

In 2023, significant financial savings were realized through framework contracts. The contract for printing school textbooks, encompassing 382 curricula, resulted in savings of 840,000 Omani riyals. 12 local printing presses were awarded the project, valued at 3.4 million Omani riyals. Additionally, a framework contract for vehicle purchases generated savings of 1 million Omani riyals.

5 agencies were awarded this contract, leading to the purchase of 152 small cars, 378 four-wheel drive vehicles, and 22 buses, totaling 54 purchase orders from 27 government entities, valued at 6.8 million Omani riyals. Ongoing efforts include developing framework contracts for air conditioning devices and furniture.

The future plans of the General Secretariat of the Tender Board include further development to improve the system of managing government contracts and projects.



### Efforts Exerted in Government Project Management Governance in 2023:



The General Secretariat of the Council issued the Government Projects Regulation.



Issuing a comprehensive Government Project Management Manual.



Adopting a streamlined and automated new document cycle to enhance governance and transparency in project execution.



Holding over 100 workshops and meetings to review and improve the procedures followed in implementing government projects.



Organizing workshops to optimize procedures and pathways for public services.



Boosting the system of unified contracts and developing 6 new contracts to address the evolving needs of government projects.



Finalizing the strategy for developing and implementing new standards and specifications.



Review of Government Permits required for various projects was undertaken.



Conducting field visits to monitor stalled projects, identify challenges, and develop solutions.





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### Future Foresight

Foresight enables the Sultanate of Oman to respond strategically and flexibly to factors that may impact the course of its national plans and programs. In today's rapidly changing world, 3 key characteristics stand out: the rapid change, the interconnectedness of factors influencing strategic planning and foresight, and the global interconnectedness of events with far-reaching economic, political, and social impacts.

Given these circumstances, there is a pressing need for a national foresight system that empowers Oman to provide alternative plans and pathways for sectors most vulnerable to future changes, identify the forces shaping priority national sectors, and leverage its competitive advantage in a dynamic global environment.

In this context, the Ministry of Economy has undertaken a comparative study of international experiences in establishing foresight systems and their structures. It has also explored the most suitable options for governing a foresight system in Oman and identified the national needs for such a system. A preparatory committee for governing the foresight system has been formed to explore the most suitable options for the system.

Additionally, the ministry has initiated the process of establishing a national foresight office, which will report to a ministerial steering committee. The office will be responsible for monitoring and analyzing future variables, building scenarios for the expected future of national development paths and sectors, and building national capacities in the field of foresight.

### Human competencies in the government sector

The Administrative Body of any nation serves as its backbone, a fundamental pillar upon which all development efforts are built. It is the common denominator in all economic and social activities. To achieve its economic and social development goals, the Sultanate of Oman has implemented numerous development and training programs aimed at enhancing the capabilities of its public sector employees. These initiatives are designed to strengthen the roles of government entities in economic, investment, and various service sectors.

The Royal Academy of Management is a key institution supporting government agencies in fulfilling their roles in economic and social development. Through the implementation of various development programs and initiatives, the Academy positively impacts the development of the state's administrative bodies and enhances the skills of the human capital working in the public sector.

In addition to its role in preparing economic leaders for both the public and private sectors, the Royal Academy of Management implements numerous programs to enhance the capabilities of the human capital in the public sector. The Academy 2024 programs aim to expand the scope of its programs to cover the priority of developing sustainable governorates and cities, as well as the priority of economic leadership and management.

At the program level, several programs will be dedicated to women, civil society, strategic planning, project management, and risk management. At the level of development initiatives, the initiative of successful experiences at the governorate level will be launched, as well as a local governance forum. In addition, there will be dedicated thought sessions and structured dialogues for 3 tracks, including: the future of higher education, the future of economy, and the future of governments.



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Meanwhile, the Ministry of Labour is implementing a number of programs and plans aimed at honing the skills of human capacities in the government sector. The ministry is completing the project of the national integrated system for building national capacities and managing talents in government units.

In this context, the ministry participated in 2023 in the «Manjam Labs» of the system with the aim of identifying and streamlining the services provided in the field of capacity building and talent management in relevant government units. 14 institutions from the public and private sectors were also involved in identifying the system's requirements.

In the field of enhancing and developing human capital in the state administrative bodies, the Ministry of Labour reviewed and studied 36 training and qualification plans submitted by government agencies, targeting approximately 17,000 employees in 2023. Additionally, a circular was issued to list the needs and types of qualification required for 74 government units. The ministry conducted 38 field visits to government entities to provide technical assistance and organized 8 training workshops in cooperation with public sector institutions, benefiting 310 employees. Furthermore, 157 of the 560 government employees who applied for training scholarships were granted.

### Efforts to Enhance Human Capital in the Government Sector in 2023:

- The ministry reviewed and studied 36 training and qualification plans submitted by government agencies, targeting approximately 17,000 employees.
- 157 training scholarships were awarded to government employees from a pool of 560 applicants.

- 8 training workshops were organized in collaboration with public sector institutions, benefiting 310 employees.
- The 1st batch of the Strategic Planning Program, conducted by The Royal Academy of Management, trained 47 individuals.
- The 1st batch of the Project Management Program, conducted by The Royal Academy of Management, trained 50 individuals.

### Institutional Excellence System (Ejada)

On January 2023, the Sultanate of Oman commenced the practical implementation of the Institutional Excellence System across 67 government units.

This initiative aims to bring about a qualitative shift in the performance of all government units by providing suitable tools for performance development, establishing a guiding reference and standardized criteria to measure the progress of government units in achieving optimal results, fostering a culture of excellence, developing knowledge of policies and tools to improve service delivery, incentivizing and rewarding outstanding performance in the government sector, encouraging a spirit of innovation and creativity at the level of government units, identifying excelling entities in various fields, and transferring knowledge and successful practices to other units.

The Individual Performance Measurement and Institutional Excellence System (Ejada) contributes to activating the objectives of the priority «Governance of State's Administrative Bodies, Resources and Projects» by focusing on creating clear competitive standards for filling leadership positions in the





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government sector and its affiliated institutions, and establishing an effective government sector in the areas of planning, organization, follow-up, and evaluation, which possesses a sectoral structure and has a vision for the future.

In 2023, numerous efforts were made to achieve the goals of the excellence system, positively impacting the performance of the government sector. Over 14 million data points were analyzed, distributed between fixed indicator data and employee responses to the administrative practices impact and job satisfaction survey, and responses of unit managers to the survey measuring the level of cooperation between government units. The number of beneficiaries who evaluated government services in the beneficiary satisfaction survey exceeded 170,000 beneficiaries in more than 50 government units through 780 service delivery outlets.

The Individual Performance Measurement and Institutional Excellence System has had a positive impact on various economic sectors. Statistics show a significant increase in the amount of funding allocated to small and medium-sized enterprises (SMEs), exceeding 72.2 million Omani Rials in 2023. This increase can be attributed to government entities' commitment to providing greater support to SMEs listed with the Small and Medium Enterprises Authority and holding the «Riyada» card.

Additionally, the total amount spent on supporting innovation reached approximately 17.8 million Omani Rials, reflecting government units' recognition of the strategic importance of innovation in enhancing the sectors ability to achieve development and progress, and supporting sustainable development. The average number of partnerships and cooperation agreements to enhance sectoral performance reached 773, indicating a strong focus on improving sector performance and fostering collaboration with local and international entities.

Future plans to activate and develop the Individual Performance Measurement and Institutional Excellence System include auditing the accuracy of government units' implementation of the system, reviewing the experiences of various government units in institutional performance measurement, developing a performance indicator description file and improving performance monitoring mechanisms by modifying the description of 31 indicators in detail and clarifying new baselines for their measurement, replacing 4 previous indicators with new ones that align with the future directions of the state's administrative bodies, and adjusting the calculation method for 3 indicators based on observations made until the end of 2023.

### Key Indicators of Institutional Excellence System Activation in 2023:

- 14 million data points were analyzed in 2023.
- 185,000 employees participated in a survey on the impact of administrative practices and job satisfaction in the second half of 2023, and 162,000 participated in the first half.
- 170,000 beneficiaries evaluated government services in a customer satisfaction survey.
- 67 government units began full implementation of the system upon its launch on January 2023 ,1.
- 180 meetings and workshops were organized to introduce the system.
- %47 was the average performance of the government sector in terms of the percentage of supervisory positions undergoing second-line qualification and training.







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- The total number of supervisory positions undergoing second-line qualification and training was 5,174.
- %67 of employees had opportunities to develop their competencies.
- 99,402 employees benefited from competency development opportunities.
- %85 of government services were documented and announced in the beneficiary's guideline.
- A total of 14,048 activities, programs, initiatives, and partnerships were implemented to educate and serve the community.
- A total of 1,199 decisions were made with community involvement, representing %79 of the total.

### Planning, Follow up, and Evaluation System for Government Entities and Their Annual Plans

Within its strategic objectives, the priority aims to have an effective government sector in the areas of planning, organization, follow-up, and evaluation. This is considered one of the essential foundations for ensuring the productivity and efficiency of administrative bodies.

The planning, follow-up, and evaluation system has undergone developmental stages aimed at improving the efficiency and effectiveness of the system, starting with the governance of monitoring the preparation and approval of annual plans and linking them to government entity indicators, and ending with performance evaluation and the management of changing objectives/ indicators.

### Annual Plans of Government Entities

Annual operational plans hold significant importance within the planning system as they serve as the short-term planning tool. These plans are used to implement entity indicators, monitor and develop initiatives and projects aimed at driving these indicators, and track budgets allocated to initiatives and projects.

A ministerial committee, chaired by the General Secretariat of the Council of Ministers, has been formed to oversee the annual approval of government entities' annual plans before the beginning of the following year. In this regard, an annual guidance manual is issued for government entities to keep pace with system improvements.

The 2024 annual plans guidance manual includes an updated template for annual plans, which uses entity indicator cards as a primary reference for annual planning processes. The annual plans for 55 government entities have been approved, with an adherence rate of %98 to the approved timeframe.

It is worth noting that the General Secretariat of the Council of Ministers, in cooperation with Oman Vision 2040 Implementation Follow-up Unit, has held numerous knowledge transfer workshops on preparing annual plans to enhance the technical capacities of government entities.

### The Entity Indicator Cards

Oman Vision 2040 Implementation Follow-up Unit has defined the roles of government entities in achieving the vision by supporting them in developing the entity indicator cards. These cards encompass the most important indicators for each entity related to its roles in realizing Oman Vision 2040, as well as setting targets aligned with its competencies. The «Entity Indicator





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Cards» also includes a set of shared indicators aimed at identifying intersections in the roles of government entities to drive shared initiatives. These indicators form the foundation upon which government entities build their annual plans, ensuring consistency across all planning processes. In 2023 and 55 ,2024 entity indicator cards were developed, including those for governorates.

### Evaluating the Achievement of Entity Indicators:

The integration and linkage between government entities' annual plans and their indicator/objective cards have significantly enhanced the ability to assess the efforts of government entities and the impact of these efforts on moving their indicators.

Oman Vision 2040 Implementation Follow-up Unit, in collaboration with the General Secretariat of the Council of Ministers, has developed an evaluation methodology that considers measuring both the effort exerted and the achieved impact of these efforts.

To strengthen this integration, a joint technical team was formed between the General Secretariat of the Council of Ministers and Oman Vision 2040 Implementation Follow-up Unit, tasked with integrating the roles of approving, evaluating annual plans, and assessing the extent to which the entity indicators are achieved.

The technical team has prepared a guidance manual (the Guidance Manual for the Planning, Follow-up, and Evaluation System related to Government Entity Indicators and Annual Plans), which outlines the requirements and methodologies followed in the evaluation processes. Workshops have been held with government entities to explain the components of the guidance manual and reach a consensus on evaluation requirements.

### Entity Indicators Change Management:

The Entity Indicator Cards are expected to serve as the primary reference for developing annual plans and determining the future directions of government entities. To ensure the reliability of the entity indicator cards in charting the course of future planning, they must be updated with the latest stage-wise indicators, accompanied by targets that align with the ambitions of the vision and the priorities of the current phase.

To achieve this, the unit has developed a mechanism for managing change related to the entity indicators, and these mechanisms have been included in the guidance manual for working with vision indicators in entities.

### Vision Offices in Government Entities:

Vision Offices in government entities represent a valuable tool for these entities in supporting the achievement of the objectives and priorities of Oman Vision 2040. These offices serve as a technical arm aimed at ensuring the integration of planning with implementation and guaranteeing the success of execution.

Vision Offices have actively participated in developing and improving the annual plans of government entities. In the past period, Vision Offices have acted as the focal point between units concerned with planning, follow-up, evaluation, and internal divisions within government entities and national programs. The number of active Vision Offices reached 56 in 2023 and 2024.



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Oman Vision 2040 Implementation Follow-up Unit supports the establishment of Vision Offices in government entities, ensuring knowledge transfer and monitoring their activation. The Royal Academy of Management, in cooperation with Oman Vision 2040 Implementation Follow-up Unit, has developed a strategic planning training program targeting those concerned with planning and follow-up, including Vision Offices in entities. The first batch of 50 employees has completed the program.

The planning, follow-up, and evaluation system is expected to ensure the continuous improvement of the administrative bodies' efficiency. The system has made significant strides in building an institutional culture concerned with planning, follow-up, and evaluation, and in developing human capacities and enabling tools. The integration of roles related to planning and evaluation between the General Secretariat of the Council of Ministers and Oman Vision 2040 Implementation Follow-up Unit lays the foundation for

further integration with units concerned with planning and empowerment. The General Secretariat of the Council of Ministers, in cooperation with the relevant entities, is working to develop a technological platform to facilitate planning, follow-up, and evaluation processes.

### Key Efforts in Improving the Planning, Follow-up, and Evaluation System:



Development of an Updated Annual Plan Model, which relies on government entity indicators as the foundation for annual planning processes.



Activation of 56 Vision Offices in government entities.



Completion of Indicator Cards for 55 government entities to serve as their reference for annual planning.



Approval of Annual Plans for 55 government entities with a %98 adherence rate to the established timeframe.



Development of a Comprehensive Guidance Manual for the planning, follow-up, and evaluation system.



Launching a Strategic Planning Training program in collaboration with the Royal Academy of Management and Oman Vision 2040 Implementation Follow-up Unit.





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



### Quality Management and Government Excellence:

The strategic direction of Oman Vision 2040, with its priority of Governance of State's Administrative Bodies, Resources and Projects, aims to create a flexible, innovative, and future-oriented administrative bodies. To achieve the strategic objectives of this priority, Oman Vision 2040 Implementation Follow-up Unit, in line with its competencies in this regard, has developed guidance manuals aimed at fostering a culture of quality and government excellence, developing an innovation culture, and supporting government entities in implementing best practices for continuous improvement in simplifying government services.

### Quality Management and Institutional Excellence Manual:

Oman Vision 2040 Implementation Follow-up Unit has issued a guidance manual entitled «Quality Management and Institutional Excellence».

This manual aims to foster a culture of meeting stakeholder needs, provide an environment that encourages prosperity and sustainable development, enhance service efficiency, and promote continuous improvement in government processes.

It's worth noting that quality, in its comprehensive sense, has been a central theme in many of the strategic directions and objectives of Oman Vision 2040.

Key priorities that emphasize quality include governance of the State's Administrative Bodies, Resources, and Projects, Wellbeing and Social Protection, Private Sector, Investment, and International Cooperation, Development of Governorates and Cities, and Health.

### Lean Continuous Improvement Methodology Implementation Manual:

The Lean Continuous Improvement Methodology Implementation Manual represents a significant addition to the journey of developing government services in various service institutions. This manual aims to support government efforts in simplifying and improving services provided to beneficiaries, by leveraging best global practices in continuous improvement.

The manual is based on the «Lean methodology» to provide a comprehensive framework for ensuring the achievement of desired objectives, quality, and excellence in government services, as well as delivering simplified and detailed services that can be automated later.

The manual also outlines the implementation mechanism of the continuous improvement methodology, which will be applied through digital transformation and process simplification teams in government institutions, with the support of Oman Vision 2040 Implementation Follow-up Unit.

The guide for implementing the continuous improvement methodology is a valuable tool not only for improving government services provided to beneficiaries, but also for enhancing institutional excellence in general.

This is achieved by applying the «Lean methodology» to internal work procedures by those concerned with planning and quality departments and their equivalents. The manual includes a comprehensive explanation of the stages of implementing the methodology, as well as important templates for simplifying and reengineering procedures to ensure the quality of implementation of the 5 stages.



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### Quality Management and Government Excellence Manuals:

#### Institutional Innovation Manual:

Oman Vision 2040 Implementation Follow-up Unit has also issued a manual for institutional innovation. This task was assigned to a specialized company in this field to ensure that the manual meets the aspirations of the vision and addresses the requirements of the work.

This manual provides a comprehensive framework for government entities by addressing the fundamental elements of innovation, including the definition of institutional innovation, the institutional innovation system, and the importance of innovation teams and how to establish them.

By following the principles outlined in this manual, government entities will be able to develop an innovation culture that drives their success and growth.



#### Quality Management and Institutional Excellence Manual:

This manual focuses on establishing a culture that prioritizes meeting stakeholder needs, promoting sustainable development environment, enhancing service efficiency, and continuous improvement: Fostering a culture of ongoing learning and improvement.

#### Lean Continuous Improvement Methodology Implementation Manual:

This manual aims to support government efforts to streamline and improve services provided to beneficiaries, by taking advantage of the best global practices in the field of continuous improvement using the "Lean Methodology".



#### Institutional Innovation Manual

This manual provides a comprehensive framework for government entities, by addressing the essential elements of innovation, including the definition of institutional innovation, the institutional innovation system, the importance of innovation teams and how to create them, and thereby fostering an innovation culture.

# Priority: Legislative, Judicial and Oversight System

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

Developing a robust legislative, judicial, and oversight system is a cornerstone of Oman's economic growth strategy. These systems play a pivotal role in fostering trust among both domestic and international investors.

This priority focuses on a set of objectives that ensure the achievement of a fair and efficient system that supports economic and social development.

## The priority's key objectives include:

- **A Competent, Impartial, and Specialized Judiciary:** This entails the implementation of cutting-edge technologies to ensure swift and equitable justice.
- **Flexible Legislation and an Independent Legislative Authority:** The goal is to develop agile and efficient legislation, underpinned by a fully empowered and Independent Legislative Authority.
- **An Effective and Independent Oversight System:** This system would be characterized by transparency, disclosure, and robust anti-corruption measures.
- **A Vigilant Media:** The media would play a crucial role as an oversight body, shaping public opinion and combating corruption.
- **A Legally Literate Society:** This involves fostering a society that actively participates in the legislative and oversight processes through a deeper understanding of laws and regulations.

To achieve these objectives, government agencies are working to modernize the operations of judicial, legislative, and oversight bodies, promoting integrity in all transactions. The focus is on safeguarding natural resources and national assets, while ensuring the supremacy of law in Omani society.

## The Judicial System, The e-Justice System "Tawtheeq", and Alternative Dispute Resolution

The priority of «Legislative, Judicial and Oversight System» focuses on improving the judicial system through various programs and plans overseen by the Supreme Judiciary Council. These efforts aim to keep pace with economic developments, strengthen the business environment, and attract investments.

The rapid advancements in economic development and the proliferation of international trade have given rise to modern approaches in international commerce. The complexity of commercial and economic relationships, with their diverse interests and objectives, has created numerous challenges.

To address these growing challenges, it has become necessary to develop innovative methods that align with evolving trends and ensure the swift justice required for complex commercial transactions.

The issuance of Royal Decree No. 2020/125, which simplified litigation procedures for certain disputes, marked the 1st step towards improving the judicial system. This law aims to simplify and expedite litigation procedures in several important cases, enhancing the judiciary's efficiency in resolving disputes. The law applies to commercial disputes, disputes between landlords and tenants of residential, commercial, and industrial premises, individual labour disputes, construction contract disputes, and disputes related to notarized documents.

Accordingly, in 3,2022 evening judicial circuits were activated to hear labour dispute cases in Muscat Governorate, accelerating the resolution of these cases and enhancing the efficiency of the judicial system. The Supreme Judiciary Council also assigned judges permanently to labour dispute





## Priority: Legislative, Judicial and Oversight System

settlement committees at the Ministry of Labour, fostering cooperation between the council and the ministry to support and strengthen the labour market.

Additionally, the Council provides notarization services, bringing these services closer to various vital economic sectors and enhancing access to justice and transparency in legal transactions, particularly in economic matters.

Throughout 2023, numerous efforts have been undertaken to develop the judicial system. These efforts include initiatives aimed at improving judicial performance and enhancing the efficiency of the legal system.

These initiatives include:

- **Field Surveys:** The Supreme Judiciary Council conducted field surveys to gather feedback from employees and service users. This data-driven approach aims to improve services based on direct input from stakeholders.
- **New Notary Public Service Center in “Invest in Oman” hall:** A new notary public service center was established at the «Invest in Oman» hall to streamline business processes and expedite judicial procedures. This integration with other government entities facilitates legal processes for investors and enhances Oman’s attractiveness as an investment destination.
- **Reduced Notary Public Fees:** To reduce financial burdens on citizens and investors, the fees for notary public services were lowered.
- **Extended Validity of Powers of Attorney:** The validity period of legal powers of attorney was extended, providing greater flexibility for beneficiaries and reducing the need for frequent renewals.

- **The Supreme Judiciary Council Visual Identity:** A new visual identity was adopted for the Supreme Judiciary Council, reflecting the council’s commitment to continuous development and strengthening its institutional image.
- **«Barwah» Awareness Campaign:** The «Barwah» awareness campaign was launched to continuously raise public awareness of legal procedures. This initiative contributes to a better understanding of the legal and judicial system, fostering a legal culture and encouraging compliance with laws.
- **In 2023, the Supreme Judiciary Council also initiated the development of a long-term strategic plan (2040-2024).** This plan serves as a roadmap for achieving the council’s long-term objectives. Key components of this strategic plan include:
  - **Identify Legislative Requirements:** A comprehensive framework will be developed to identify the legislative requirements for specialized judicial development, particularly in areas such as commerce, taxation, and investment.
  - **Technological Advancement:** The plan will include projects aimed at developing the technological infrastructure necessary to support judicial processes, aligning with future digital transformation trends.
  - **Human Resources:** The plan will focus on identifying human resource requirements, including the need to enhance and qualify judicial cadres and their assistants, especially in economic and investment fields.
  - **Training and Qualification:** Specialized programs will be developed and implemented to qualify and train judges in economic and investment matters, ensuring they possess the in-depth knowledge and expertise to effectively handle complex cases in these areas.



## Priority: Legislative, Judicial and Oversight System

- **Financial Requirements:** The necessary financial resources to support and develop specialized judiciary will be identified, ensuring adequate funding to achieve the plan's objectives.

The Supreme Judiciary Council's long-term strategic plan (2040-2024) also includes several projects focused on developing alternative dispute resolution mechanisms, in coordination with relevant entities. These projects include:

- **Reviewing the Conciliation and Mediation Law:** The law governing conciliation and mediation will be reviewed and updated to enhance the role of conciliation committees and their effectiveness in resolving disputes quickly and efficiently.
- **Developing Labour Dispute Settlement Committees:** The role of labour dispute settlement committees will be strengthened to increase their efficiency in resolving labour disputes, contributing to a better work environment and protecting the rights of both workers and employers.
- **Developing the Arbitration System:** The arbitration system will be developed and improved as an effective means of resolving disputes outside of traditional courts, enhancing investor confidence and facilitating the settlement of commercial disputes.
- **Developing and Implementing Awareness Programs:** Awareness programs will be designed and implemented targeting service recipients to increase understanding of the importance and benefits of alternative dispute resolution methods. These programs aim to shift the general legal culture towards adopting these methods as a preferred option for resolving disputes.

Concurrent with these efforts, the Council has been working to reduce case processing times, thereby increasing customer satisfaction and ensuring

expeditious justice without compromising the quality of judgments. This is being achieved by studying and analyzing the average duration of litigation processes, from case registration to the first hearing and the issuance of the judgment.

In 2023, the «Tawtheeq» platform was launched, offering a wide range of electronic notary public services. This platform provides over 60 electronic services, facilitating access to notary public services and expediting legal procedures.

Moreover, 28 of these electronic services have been linked to relevant government agencies, enhancing integration and coordination among government institutions and streamlining processes for beneficiaries. Additionally, 86 projects are being implemented in the fields of technology and information security, enhancing the efficiency and security of the Supreme Judiciary Council's digital system.

The electronic payment service for the execution of judgments has also been activated, available through electronic payment devices located in court complexes, shopping malls, and border crossings, enabling beneficiaries to complete their financial transactions quickly and efficiently.

By the end of 2023, the percentage of electronic services provided by the Supreme Judiciary Council reached %88 of the total services offered by the Council, indicating significant progress in digitalization. Furthermore, the satisfaction rate of beneficiaries with the Council's electronic services reached %74, reflecting the positive impact of these digital improvements on the user experience.

The Supreme Judiciary Council's future plans include further efforts to develop and improve the judicial system in the Sultanate of Oman through several key areas:



## Priority: Legislative, Judicial and Oversight System

- **Completing the Restructuring of the Judiciary:** The Council will complete its involvement in the restructuring process of the judiciary, as outlined in Royal Decree No. 2022/35 on the organization of judicial affairs. This process aims to enhance the efficiency and effectiveness of the judicial system and ensure the coordination of efforts to develop it.
- **Developing the First Operational Plan (2030-2024):** The Council is focusing on developing the first operational plan for the long-term strategic plan. This operational plan aims to set specific, time-bound programs for developing the judiciary, including improving infrastructure, qualifying cadres, updating legislation, and enhancing digital transformation.

### Key Objectives of the Supreme Judiciary Councils Long-Term Strategic Plan (2040-2024)

Developing Specialized Courts in legal matters related to commerce, taxation, and investment.



enhancing the skills and qualifications of judges and judicial staff, particularly in the area of investment law.



Digitalization of core judicial services for individuals, government and private institutions.



Promoting Alternative Dispute Resolution (ADR).



### Oversight System and National Integrity Promotion Strategy

The Sultanate of Oman is committed to building a comprehensive and independent oversight system aimed at protecting national assets, combating corruption, and promoting accountability and transparency.

These efforts involve developing oversight tools and fostering a collaborative institutional environment between the State Audit Institution and audited entities to safeguard public funds and prevent misuse.

Additionally, Oman is focused on cultivating a culture of accountability, developing specialized oversight competencies, and empowering national cadres to effectively carry out their oversight roles.

In 2022, the State Audit Institution made significant strides in developing Oman's oversight system. Notable achievements include:

- **Executing 181 Oversight Missions:** The institution executed 181 oversight missions across various sectors to ensure compliance with laws and regulations and safeguard public funds.
- **Issuing 147 Oversight Reports:** These missions resulted in the issuance of 147 oversight reports detailing findings, recommendations for improvement, and adherence to standards.
- **Increased Implementation of Recommendations by %23:** The institution actively followed up on the implementation of recommendations outlined in its reports, leading to improved compliance and increase in the implementation rate.
- **Recovering Public Funds amounting to OMR 17.8 million:** Through its efforts to protect public funds, the institution successfully recovered great amounts that had been wasted or misused.





## Priority: Legislative, Judicial and Oversight System

- Addressing 113 Cases of Public Fund Misuse: The institution handled cases related to the misuse or waste of public funds, resulting in convictions, demonstrating its effectiveness in safeguarding national resources.
- In 2023, significant strides were made towards the implementation of Oman's National Integrity Promotion Plan:
- Executive Workshop: A workshop was organized to bring together relevant stakeholders to ensure a shared understanding of the plan's objectives and implementation strategies.
- Focal Points: Designated focal points in various entities were tasked with monitoring the plan's implementation, facilitating effective coordination among participating parties.
- 13 Stakeholder Meetings: 13 meetings were held with different stakeholders to discuss their specific roles, responsibilities, and contributions to achieving the plan's goals.
- Coordination with Oman Vision 2040 Implementation Follow-up Unit: Meetings were held with Oman Vision 2040 Implementation Follow-up Unit to establish a mechanism for defining roles and coordinating efforts between various entities, ensuring alignment with the broader national plan.
- Performance Indicators Dashboard: A performance dashboard was activated to track progress in implementing the plan, providing an effective tool for measuring performance and ensuring that objectives are met.
- Implementation Commencement: With the activation of monitoring and coordination tools, the actual implementation of the National Integrity Promotion Plan began, reflecting the government's commitment to integrity and transparency in all sectors.

- Simultaneously, Oman has taken significant steps to enhance its ranking in the Corruption Perceptions Index. The most prominent of these steps are:
- National Team Formation: A national team comprising representatives from relevant entities was formed to study and analyze Oman's performance in the Corruption Perceptions Index. This team conducted a detailed analysis of Oman's results to identify areas for improvement.
- Recommendations Formulation: Based on the analysis, the team formulated recommendations aimed at improving Oman's ranking in the index, with a focus on enhancing integrity and transparency across various sectors.
- November 2023 Executive Workshop: The national team held an executive workshop to present the study findings and recommendations to representatives from relevant entities. The workshop also outlined the implementation plan and clarified each entity's role in achieving the stated objectives.
- Endorsement and Implementation: The National Competitiveness Committee endorsed the study and recommendations, which were then submitted to the General Secretariat of the Council of Ministers for approval. Coordination with relevant entities is underway to ensure the effective implementation of these recommendations, contributing to Oman's improved ranking in the Corruption Perceptions Index.

The national team tasked with improving Oman's Corruption Perception Index ranking, in collaboration with the National Competitiveness Office, continues to monitor the implementation of the improvement plan. Key ongoing efforts include:



## Priority: Legislative, Judicial and Oversight System

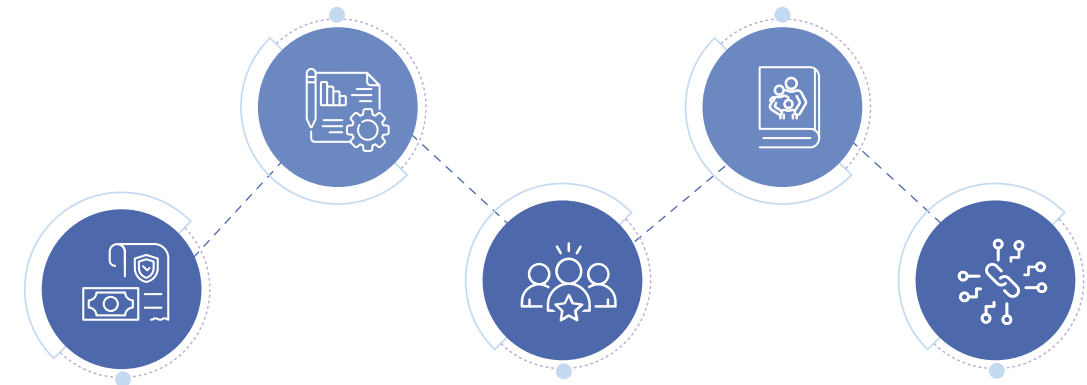
- **Continuous Performance Monitoring:** The team closely monitors the implementation of recommendations and the execution of the action plan, ensuring that the desired objectives are being met.
- **International Organization Engagement:** The team maintains regular communication with international organizations involved in assessing the Corruption Perceptions Index to acquire best practices and international standards that can contribute to improving Oman's ranking.
- **Data Collection and Analysis:** The team strives to gather the necessary data to support efforts to enhance the ranking, ensuring that this data aligns with international assessment standards.
- **Joining the Annual Competitiveness Report:** The team is working to include Oman in the annual competitiveness report, a valuable tool for improving the country's international ranking by promoting transparency and integrity across various sectors.
- **The State Audit Institution has outlined several key areas for future development in the oversight system aimed at enhancing the efficiency of auditing and safeguarding public funds. These key areas include:**
  - The institution will collaborate with the relevant entities to review and update legislation related to the oversight system, ensuring that laws and regulations align with contemporary challenges and needs.
  - Ongoing efforts will focus on enhancing collaboration and information sharing between the audit institution and audited entities, thereby improving the efficiency of oversight activities.
  - The institution will actively engage with civil society organizations to raise awareness about the importance of oversight and accountability and promote self-oversight among citizens.

- In collaboration with relevant oversight bodies, the institution will develop specialized training programs to enhance the skills and capabilities of oversight professionals.
- Through awareness campaigns and educational initiatives, the institution will encourage individuals and organizations to adhere to legal and ethical standards, thereby preventing corruption and protecting public funds.

### Key efforts to improve the oversight system:

Launching the national integrity promotion plan and establishing governance and follow-up mechanisms.

Enhancing trust and transparency with the community by publishing the Community Brief.



Completion of the draft amendment to the Protection of Public Funds and Avoidance of Conflict-of-Interest Law.

Qualifying national capabilities in relevant fields.

Electronic linkage with the entities subject to oversight.



## Priority: Legislative, Judicial and Oversight System

### The Legislative System and Capabilities Building

The Sultanate of Oman is actively working to modernize its legislative system to keep pace with economic growth and global developments in various sectors, especially those witnessing rapid transformations at the international level. These legislative reforms aim to create a legal environment that fosters innovation, enhances Oman's attractiveness to foreign investment, and aligns with global market dynamics. The legislative system in the Sultanate of Oman has witnessed successive developments in issuing and reviewing existing laws, in line with the need to update the legal environment to keep pace with economic growth and global developments.

The Ministry of Justice and Legal Affairs, responsible for reviewing draft laws, regulations, and legislative decrees prepared by the State Administrative Apparatus Units, has undertaken significant efforts in this area during 2023. Key achievements include:

- **Issuance of 11 Royal Decrees:** The issuance or amendment of laws through 11 Royal Decrees reflecting Oman's commitment to updating its legislation to align with economic and social developments.
- **Issuance of 10 Special Decrees:** 10 decrees focused on the establishment or organization of State Administrative Apparatus Units, aimed at enhancing government efficiency and improving administrative performance.
- **The Issuance of 35 Decrees Ratifying International Agreements and Oil Contracts:** Such decrees demonstrate Oman's commitment to strengthening international relations and developing its oil sector.

- **The Issuance of 42 Diverse Decrees:** 42 decrees covered various topics, including declarations of public interest, appointments, the establishment of Omani embassies abroad, and Omani citizenship grants, solidifying Oman's local and international standing.
- **The Issuance of 67 Regulations:** Approximately 67 regulations, both organizational and executive, were issued to regulate various sectors and ensure effective law enforcement.
- **The Issuance of 13 Decisions:** 13 decisions were issued to streamline legislative work and develop Oman's legal framework.

Within its ongoing pursuit to enhance and develop the legislative system in the Sultanate of Oman, the Ministry of Justice and Legal Affairs undertook several strategic initiatives in 2023 aimed at modernizing and developing legislative work to ensure it keeps pace with local and global changes. Most notably:

- **Development of 2 Guidelines:** The ministry has developed 2 guidelines for legislative and legal advisory work, aiming to standardize procedures and enhance efficiency within the ministry, ensuring consistency of legal opinions with existing legal frameworks.
- **Development of a Framework for Regular Law Review:** Recognizing the need for a dynamic and adaptable legal system, the ministry has established a framework for periodic law review. This framework ensures that laws remain relevant in the face of rapid social, economic, and political changes, aligning with the objectives of Oman Vision 2040.





## Priority: Legislative, Judicial and Oversight System

- **Legislative Capabilities Building:** The ministry is focusing on developing legislative competencies as part of its strategy to ensure a qualified cadre capable of meeting the demands of modern legislative work. In this context, the ministry adopted a plan in 2023 to develop the competencies of employees in various units of the state administrative apparatus, which is being implemented in 2024 and subsequent years. This plan includes specialized training programs aimed at qualifying and training legal professionals in the units of administrative bodies. The programs aim to raise the legal competence of these employees, enabling them to carry out their assigned tasks effectively and efficiently, and contributing to achieving the strategic objectives of Oman Vision 2040.

Future plans for the Ministry of Justice and Legal Affairs include further development of the legislative cycle, aiming to enhance the effectiveness and flexibility of the legal and legislative system to keep pace with ongoing changes in various fields. Key features of these plans include:

- **Adoption of a Regulatory Framework for Periodic Law Review:**

The ministry will adopt a regulatory framework to ensure regular reviews of existing laws. This will enable relevant authorities to proactively identify legislative needs, including the amendment or enactment of new laws, within their respective jurisdictions.

The objective of this periodic review is to keep pace with the rapid developments in social, economic, and political fields and to ensure that the legislation is up-to-date and suitable for the changing reality.

- **Strengthening Public Participation in Lawmaking:**

The ministry will work to ensure the activation of the regulatory framework for community participation in the law-making process. This framework aims to engage the community in the drafting of laws, ensuring that legislation reflects the needs and aspirations of citizens and institutions.

This approach enhances transparency and accountability in the legislative process and ensures that laws are more comprehensive and enforceable.

- **Proactive Planning:** The ministry will empower relevant authorities to plan for future legislative requirements based on anticipated needs.
- **Adaptability to Change:** The ministry will ensure that legislation remains responsive to rapid changes in the social, economic, and political landscape.
- **Enhanced Public Participation:** The ministry will promote active public involvement in lawmaking, increasing the acceptance and effectiveness of laws.
- **Sustainable Development:** A flexible and adaptable legal system will contribute to sustainable development.


These future plans reaffirm the Ministry's commitment to developing the legislative system in the Sultanate of Oman, enhancing its sustainability and flexibility, and ensuring it meets the evolving needs of Omani society.



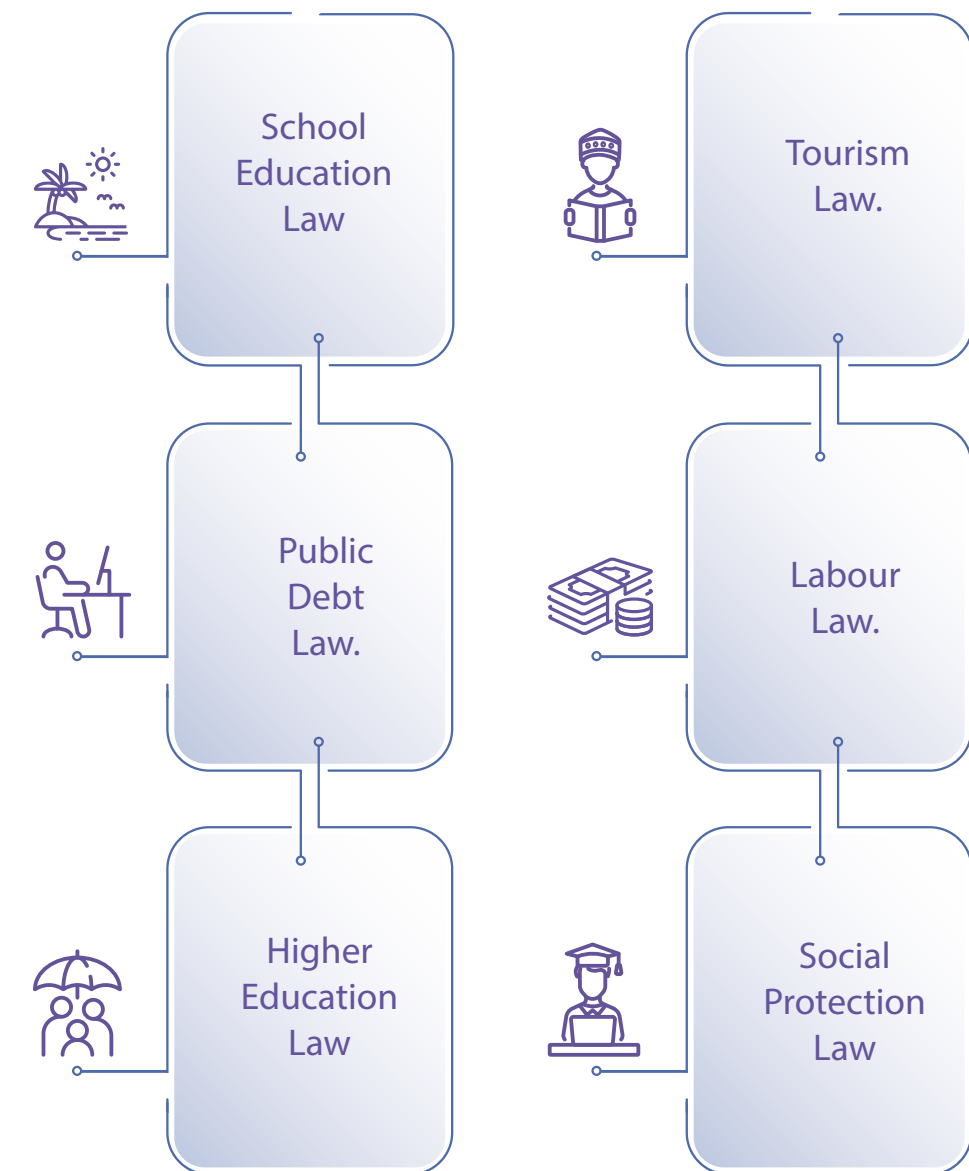
# Priority: Legislative, Judicial and Oversight System



## The most prominent efforts made in developing the legislative system:

-  Issuing a guideline for legislative drafting.
-  Issuing a guideline for legal opinions (fatwas).
-  Preparing the regulatory framework for community participation in drafting laws.
-  Adopting a plan to develop the competencies of employees in various units of the State Administrative Apparatus.
-  Preparing a reference framework for periodic review of laws to ensure keeping pace with local and global changes.

## The most prominent laws issued in 2024/2023:







**Sustainable  
Environment**



# 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**

Oman places a significant emphasis on environmental conservation as a cornerstone of its social and economic development. Preserving the environment and its resources not only mitigates the economic costs associated with environmental degradation but also fosters a sustainable economy. The optimal utilization and sustainability of natural resources are crucial for stimulating economic growth.

Oman is endowed with abundant natural resources that can be harnessed for clean energy production, such as wind and solar power. These resources contribute to environmental sustainability and promote a green economy. Furthermore, safeguarding wildlife and preserving natural habitats stimulates the tourism sector, creating opportunities for ecotourism.

The priority given to the environment and natural resources is central to Oman's environmental sector objectives. This includes a focus on sustainable resource utilization, transitioning to a green economy, diversifying non-conventional energy sources, ensuring food and water security, and raising environmental awareness among the community to promote optimal resource use and environmental conservation.

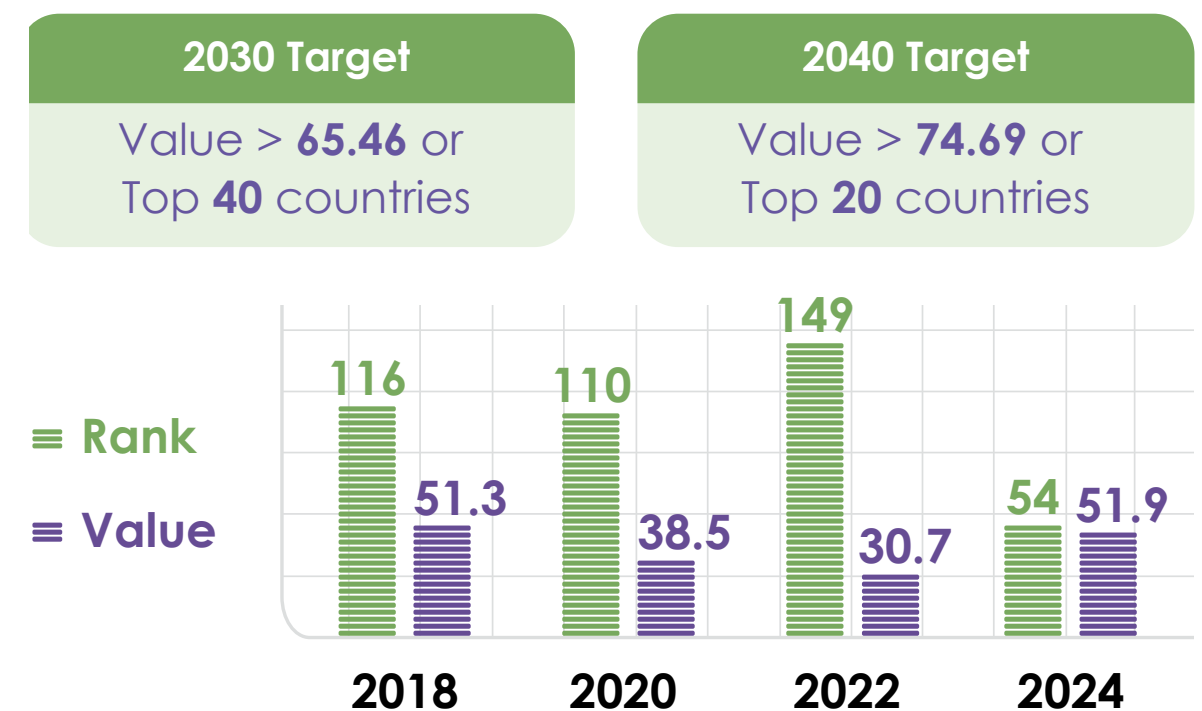
Objectives related to the environment and natural resources emphasize the importance of preserving renewable resources, promoting sustainable utilization, achieving a balance between environmental, economic, and social needs, and adhering to sustainable development principles to create high-quality, pollution-free environments.

Following a sharp decline in the Environmental Performance Index (EPI) in 2022, Oman achieved a remarkable improvement in its 2024 ranking, rising 95 places to 54th globally (and second in the Arab world) compared to 149th in 2022. This improvement is attributed to the intensive efforts of the Environment Authority and the National Competitiveness Office.

## Key initiatives include:

- The endorsement of Oman's Net Zero Strategy at the COP27 climate summit in Sharm El-Sheikh, Egypt.
- Establishment of Oman Sustainability Center that has contributed to improving sub-indicators related to climate change under the overall EPI.
- The issuance of royal decrees establishing new natural reserves, increasing the total number of reserves to 30, and contributing to the improvement of the ecosystem component.

## Oman's improvement in the Environmental Performance Index (EPI):





## Priority: Environment and Natural Resources

### Pollution Control

Environment and natural resources priority focuses on pollution control. The nation is committed to achieving sustainable development through a series of programs, plans, and strategies designed to mitigate the risks associated with various forms of pollution while simultaneously monitoring environmental conditions and enhancing the quality of life.

#### Key initiatives include:

- **Ambient Air Quality Monitoring:** A network of monitoring stations strategically placed across Oman's governorates continuously measures levels of gaseous pollutants and particulate matter in the air. This data is used to ensure that air quality standards are met.
- **Noise Pollution Measurement Project:** Implemented in 2023 in several locations in North and South Al Batinah governorates, this project aimed to verify that noise levels adhere to national standards to safeguard public health.
- **Plastic Pollution Reduction Projects:** These projects encompass marine litter surveys (focusing on plastic pollution), awareness campaigns such as «Khallik Harees» (Be Careful) and «Oman deserves,» and the Green Schools program to educate students about environmental issues and sustainability.
- **Marine Pollution Monitoring:** Levels of pollutants like heavy metals and hydrocarbons in seawater and sediments are measured. Results are compared to global standards, providing accurate data on the health of Oman's marine environment.
- **Wastewater Discharge Monitoring:** Efforts focus on monitoring the discharge and reuse of treated wastewater, ensuring compliance with environmental standards through the issuance of specific environmental permits.
- **Water Quality Monitoring Projects:** These projects include monitoring groundwater quality in Muscat Governorate and the quality of treated wastewater from sewage and industrial treatment plants.
- **Enhanced Environmental Monitoring:** An electronic application is used to enable environmental inspectors to submit field visit data in real-time, facilitating immediate follow-up and data analysis.
- **National Initiative to Plant 10 Million Trees:** This initiative aims to improve air quality through the planting of trees and native plants. By mid-2023, approximately 845,000 seedlings had been planted, 13 million seeds had been sown, 15 nurseries had been established for the propagation of native trees and plants for replanting in degraded and desertified areas, and enclosures had been constructed for cultivating Omani native plants.
- **Future plans include intensified efforts to reduce pollution through a series of initiatives and programs aimed at enhancing environmental sustainability and improving the quality of life. These plans encompass:**
- **Expanding the Air Quality Monitoring Network:** Adding 10 new ambient air quality monitoring stations in selected locations, bringing the total to 49, including privately-owned stations electronically connected to the environmental monitoring center.



## Priority: Environment and Natural Resources

- **Monitoring Lead Pollution Levels:** Implementing projects to monitor lead concentrations in ambient air and assess their environmental impacts to improve air quality.
- **Flare Inventory Project:** Conducting a survey to inventory flares in various governorates and creating a centralized database on these essential units in various industries.
- **Completing the 10 Million Tree Planting Project:** Completing this project by 2030 aims to improve air quality by increasing vegetation cover in areas affected by desertification.
- **Reducing Plastic Usage:** Adopting policies to reduce the use of single-use plastics and developing new regulations to ensure integrated management of plastic waste.
- **Promoting Recycling:** Encouraging industries involved in recycling plastic waste and strengthening surveillance of beaches, ports, and fishing activities to prevent improper waste disposal.

### Indicators of Pollution Reduction Efforts



**Increase in the number of current and future air quality monitoring stations to 49.**



**Issuance of Decision No. 24/8 banning the single-use plastic shopping bags.**



**Increase in the recycling rate of waste compared to production to %37.**



**Increase in the number of factories operating in the recycling sector to 67.**



**Increased compliance rate with radiation pollutant safety precautions to %100.**



**Annual monitoring project results for marine pollutants show a decline in pollution rates.**



**Achievement of high levels in water quality indicators.**



**Increased compliance rate in inspection visit reports for institutions to %100.**



**Marine environmental quality indicators exceed target levels.**





## Priority: Environment and Natural Resources

### Food and Water Security

Oman's food security strategy aims to transform the nation from a net food importer to a producer. This strategy focuses on encouraging the growth of the food industry to achieve multiple objectives, including meeting domestic market demands, increasing the presence of Omani products in foreign markets, creating job opportunities, adding value to local resources, and enhancing the food industry's contribution to the gross domestic product and non-oil exports.

The Ministry of Agriculture, Fisheries, and Water Resources is implementing various solutions to address the challenges faced by different food systems. These solutions include:

- Rationalizing water use in agriculture: Through the use of non-conventional water sources and innovative modern technologies.
- Expanding artificial rain: To support water resources.
- Supporting Omani products: By encouraging investment in the food industry and qualifying and training national cadres in the field of agriculture.
- Strengthening monitoring: of agricultural products and educating farmers about the safe use of pesticides.

The food and water security sector witnessed the signing of several agreements and the inauguration of new projects in 2023. For instance, the Food Security Lab, organized by the Ministry of Agriculture, Fisheries, and Water Resources from October 29 to November 2023, resulted in the signing of 28 usufruct contracts and agreements worth an estimated RO 102 million. This includes an agreement to exploit lanternfish with Oman Fish Development Company, valued at RO 40 million.

Additionally, in 2023, the 1st international exhibition for dates and honey was organized, with the participation of 153 local and international companies. The total deals and sales during the exhibition amounted to RO 500,000.

A significant milestone was achieved in 2023 with the inauguration of a large-scale shrimp farming project in Al Khuwaymah, Jaalan Bani Bu Ali. This project, spanning 200 hectares and representing a substantial investment of 17 million Omani Rials, has an annual production capacity of 3200 tons.

Oman's agricultural and fisheries exports witnessed substantial growth in 2023. The nation successfully penetrated new markets such as Brazil, Russia, and Vietnam, in addition to strengthening its presence in the Gulf region. A notable development was the signing of a bilateral agreement with China to enhance food safety standards for exported and imported products.

Additionally, Oman's key export products, dates, were granted duty-free access in major international markets like India, Turkey, and Morocco.



## Priority: Environment and Natural Resources

In 2023, Oman implemented a series of initiatives to bolster its food and water security. Accordingly, the government extended a subsidy program to stabilize the prices of animal feed in the local market. This measure ensured that poultry and egg producers could maintain consistent production levels without being significantly impacted by fluctuating feed costs.

To guarantee the availability of affordable wheat products for consumers, the government supported milling companies through subsidies. This intervention helped stabilize the prices of flour and bakery products.

Several projects were implemented to improve water security. Notably, a number of dams are being built, including the flood protection dam in Al-Jufainah area in the Wilayat of Al-Amerat. This was part of a larger plan involving 7 dams to safeguard Al Amerat and Al Qurum commercial areas. Additionally, an artificial rain station was established in Al Mudaybi, and community-based dams were constructed in Samail, Ibra, and Nakhal. Furthermore, traditional irrigation systems (Aflaj) and water springs were repaired and maintained.

The Ministry of Agriculture, Fisheries, and Water Resources has outlined ambitious plans for the future, including developing a National Food Security Strategy to serve as a roadmap for the growth and development of the agricultural sector. This strategy will outline specific goals, programs, projects, and initiatives to enhance Oman's position in the global food security index.

### Key Food and Water Security Projects in 2023

**102** million Omani Rials  
Agreements and usufruct contracts worth 102 million Omani Rials were signed during the Food Security Lab event.



**153** local and international companies participated in the first international exhibition for dates and honey.



**500,000** Omani riyals is the value of sales of the first international exhibition for dates and honey.



**3,200** tons annually  
A shrimp farming project in Jaalan Bani Bu Ali with a designed production capacity



**25,000** date palm  
A tissue culture project in Al Dakhiliyah Governorate aims to produce 25,000 date palm seedlings ready for planting.



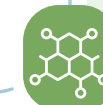
**7,119** tons  
The total wheat production for the 2023/2022 agricultural season reached.



**22** tons annually  
The fig cultivation project in North Al Batinah Governorate is expected to yield.



**23,600** cubic meters  
A fertilizer production project in Dhofar Governorate was launched with a designed production capacity





## Priority: Environment and Natural Resources

### Net Zero

Oman Vision 2040 has set an ambitious target of achieving a %5 annual growth in its Gross Domestic Product (GDP). This growth is expected to lead to a significant increase in energy demand, projected to triple by 2050 compared to 2021. To balance this growing energy demand with environmental sustainability, the Vision aims to diversify energy sources while committing to achieving net zero carbon emissions by 2050.

A significant milestone in Oman's environmental journey was marked on October 2022 ,11, when the country officially adopted 2050 as its target year for achieving net zero carbon emissions. This decision, approved by His Majesty Sultan Haitham bin Tariq- May Allah protect him- emphasized Oman's commitment to mitigating climate change and improving its environmental performance. To facilitate the transition to a net-zero economy, Oman established Hydrogen Oman (Hydrom) on October 2022 ,23. Fully owned by Oman Energy Development Company and overseen by the Ministry of Energy and Minerals, Hydrom is tasked with developing the hydrogen sector through strategic planning and allocating government land for hydrogen projects.

To accommodate the growing hydrogen industry, Royal Decree 2023/10 was issued on February 2023 ,16, allocating over 65,000 square kilometers for renewable energy and clean hydrogen projects. Of this, more than 50,000 square kilometers are specifically earmarked for green hydrogen projects.

As of the end of 2023, Hydrogen Oman had signed 6 large-scale development projects for green hydrogen and associated ventures, representing a total investment of 38\$ billion. In the second quarter of 2, 2024 additional agreements were signed, bringing the projected total investment to approximately 49\$ billion. The expected production capacity of green hydrogen, following these agreements, is estimated to reach 1.38 million tons annually by 2030.

In March 2023, Oman has secured binding commercial terms agreements with developers from various countries, including Belgium, the Netherlands, Kuwait, the United Arab Emirates, the United Kingdom, Japan, Singapore, Germany, India, and Oman itself. These agreements cover a -47year period, encompassing a -7year projects development and construction period, and a -40year projects operation phases.

In May 2023, the Green Hydrogen Certification Pilot Project Agreement for the Duqm Hypert Project was signed between the Ministry of Energy and Minerals of the Sultanate of Oman and the Belgian Ministry of Energy. In addition, the Sultanate of Oman showcased its Green Hydrogen Strategy at the World Hydrogen Summit held in Rotterdam, Netherlands, underscoring its global leadership ambitions in this sector.

Oman and the Netherlands have signed a Joint Study Agreement (JSA) to explore the development of a liquid hydrogen supply chain between the two countries. This includes assessing the requirements for a liquefaction, storage, and export facility in Oman, as well as specialized vessels for transporting liquid hydrogen.





## Priority: Environment and Natural Resources

In December 2023, the Ministry of Energy and Minerals and Hydrogen Oman signed a Joint Study Agreement (JSA) with the Port of Amsterdam, Zenith Power Plant Operations and GasLog to collaborate on developing a liquid hydrogen route for the green hydrogen market produced in the Sultanate of Oman.

This agreement includes a detailed assessment of the requirements for developing a hydrogen condensation, storage and export facility in the Sultanate of Oman, in addition to providing specialized vessels for transporting liquid hydrogen, which are currently being developed by GasLog. The main objective of this agreement is to establish a green hydrogen corridor between the Sultanate of Oman and the Netherlands, which will enhance the Sultanate of Oman's ability to export green hydrogen to European markets and contribute to achieving its net-zero goals.

Oman's future plans for the hydrogen sector are ambitious, targeting the production of over 1 million tons of green hydrogen by 2030, and potentially reaching 8 million tons by 2050. These targets align with the International Energy Agency's projections, positioning Oman as one of the top 10 exporters of green hydrogen by 2030.

These ambitious goals solidify Oman's position as a global hub for renewable energy and green hydrogen, contributing significantly to its vision of achieving net zero emissions and transitioning to a sustainable economy.

### Efforts in the Green Hydrogen Sector



Royal Decree 2023/10, issued on February 2023, 16, designated over 65,000 square kilometers for renewable energy and clean hydrogen projects, demonstrating a significant commitment to this sector.



Agreements totaling \$49 billion were signed for investments in Oman's green hydrogen sector.



Oman signed a memorandum of cooperation with Japan, focusing on hydrogen, ammonia fuel, carbon recycling, and advanced methane production technologies.



A joint study agreement was signed with European companies to develop a liquid hydrogen supply chain, facilitating the export of Oman's green hydrogen to global markets.



Signing a memorandum of cooperation in the fields of hydrogen, ammonia fuel, carbon recycling and modern methods of methane production between the Ministry of Energy and Minerals in the Sultanate of Oman and the Ministry of Economy, Trade and Industry of Japan.



Signing of binding commercial terms agreements for the green hydrogen sector with developers from Belgium, the Netherlands, Kuwait, the UAE, the UK, Japan, Singapore, Germany, India and the Sultanate of Oman.



## Priority: Environment and Natural Resources



### Renewable Energy

Oman has embarked on an ambitious journey to transition towards a more sustainable energy future, aligning with global efforts to reduce reliance on fossil fuels by 2050. The nation's Vision 2040 outlines a strategic roadmap to increase the share of renewable energy in its energy mix. Key targets include achieving a 20% renewable energy penetration by 2030, and further increasing this to between 35% and 39% by 2040.

Oman's abundant solar resources position the country as an ideal location for large-scale solar power projects. Additionally, the nation possesses significant wind energy potential in certain southern regions, attracting substantial investments in renewable energy initiatives. These efforts are aimed at boosting the production of clean and sustainable electricity.

#### Existing Renewable Energy Projects

- **Dhofar Wind Farm:** This pioneering wind farm in the Gulf region boasts a capacity of 50 megawatts, generated by 13 turbines, each with a capacity of 3.8 megawatts. Located in Dhofar Governorate, the farm spans 400 hectares.
- **Amin Solar Photovoltaic Power Plant:** Established by PDO, the Amin Solar Plant supports the company's operations. Commissioned in 2020, the plant generates 100 megawatts of clean energy over an area of 4 square kilometers, reducing carbon dioxide emissions by over 225,000 tons annually.
- **Qabas Solar Plant:** Located in Sohar Free Zone, this 25-megawatt plant was inaugurated in 2021 and directly supplies clean energy to Al Tamman Ferrochrome Plant.

- **Ibri 2 Solar Plant:** As Oman's 1st large-scale solar project, Ibri 2 plant has a capacity of 500 megawatts, sufficient to power approximately 50,000 homes and reduce carbon dioxide emissions by around 340,000 tons annually.
- **Sur Solar Plant:** Inaugurated in 2023, this plant powers Sur seawater desalination plant with a capacity of 17 megawatts. It is the largest solar system for desalination plants in Oman.

In addition, various initiatives and projects have been implemented for solar systems, including rooftop solar installations for homes, government buildings, industries, and agricultural purposes. The combined capacity of these projects is estimated to be approximately 6.4 megawatts.

#### Future Renewable Energy Projects:

- **Manah 1 and 2 Solar Projects:** Located in Al Dakhiliyah Governorate, these projects, with a combined capacity of 1,000 megawatts, have been awarded to consortia from France, Korea, China, and Singapore. Both projects are slated for commercial operation in mid-2025.
- **Duqm Wind Farm:** A feasibility study is underway to develop a 200-megawatt wind farm in Duqm. The project is expected to be tendered in 2024 and operational by the third quarter of 2026.
- **Jaalan Bani Bu Ali Wind Farm:** Another feasibility study is in progress for a 100-megawatt wind farm in Jaalan Bani Bu Ali. Similar to the Duqm project, it is anticipated to be tendered in 2024 with commercial operation targeted for the third quarter of 2026.



## Priority: Environment and Natural Resources

- **Ibri 3 Solar Plant:** This project, an expansion of the existing Ibri 2 solar plant, will add another 500 megawatts of capacity and is scheduled for commercial operation in the fourth quarter of 2026.
- **Ras Madrasah Wind Farm:** A feasibility study is being conducted for a -200megawatt wind farm in the Al Wusta Governorate, with the aim of commencing operations in 2027.

The Ministry of Energy and Minerals, in collaboration with the Authority for Public Services Regulation, is undertaking a study to review the electricity market structure. Key objectives of this study include:

- Expanding the share of renewable energy in the generation mix.
- Integrating green hydrogen projects into the electricity system.
- Liberalizing the electricity market and introducing spot markets, while ensuring the security and stability of the electricity system and maintaining competitive energy prices.

Through these endeavors, the Sultanate of Oman aims to solidify its position as a regional leader in renewable energy, bolster its ambitious goals of achieving carbon neutrality, and ensure the long-term security and sustainability of its energy supply for future generations.

### Major current projects in the field of renewable energy:

Plant	Production Capacity	Location
Dhofar wind farm	50 MW	Dhofar Governorate
Amin Solar Photovoltaic Power Plant	100 MW	PDO Concession Area
Qabas solar plant	25 MW	Sohar Free Zone
Ibri II Solar PV Park	500 MW	Al Dhahirah Governorate
Solar Power Plant at Sur Desalination Plant	17 MW	South Al Sharqiyah Governorate
Solar energy systems on rooftops of houses, government, industrial and agricultural use	6.4 MW	Different Governorates





## Priority: Environment and Natural Resources

### Future projects in the renewable energy sector:

Plant	Production capacity	Location	Implementation	Operation
Manah I & II Solar Power Project	1000 MW	Al Dakhiliyah Governorate	Under construction	2025
Duqm wind farm	200 MW	Al Wusta Governorate	Feasibility study	2026
Jalan Bani Bu Ali wind farm	100 MW	South Al Sharqiyah Governorate	Feasibility study	2026
Ibri III Solar PV Park	500 MW	Al Dhahirah Governorate	Feasibility study	2026
Ras Madrasah Wind Farm	200 MW	Al Wusta Governorate	Feasibility study	2027

### The Green and Circular Economy

The Ministry of Economy is actively promoting the green and circular economy to achieve the environment and natural resources priority. A comprehensive study is underway to assess the economic costs, benefits, and investment opportunities associated with reaching net-zero carbon emissions by 2050.

#### Scope of the Study

The scope of the study that the Ministry of Economy is working on regarding achieving the net zero objectives by 2050 is as follows:

- Economic Costs, Benefits, and Returns:
  - › Evaluating the economic costs and returns of investment opportunities in priority sectors
  - › Analyzing the socioeconomic impacts and financial implications for Oman
- Competitive Market Value:
  - › Assessing the competitive market value of investments and financing mechanisms
  - › Examining job creation opportunities in various sectors, identifying green skills and innovation and technology prospects
- Green Economic Policy:
  - › Developing a roadmap for a comprehensive transition to a green economy
  - › Exploring investment opportunities in priority sectors and developing other sectors



## Priority: Environment and Natural Resources

- Fostering partnerships
  - › Promoting collaboration among stakeholders to enhance the green economy
  - › Adapting to sustainable consumption and production patterns

This study is expected to provide a comprehensive economic framework that supports sustainable economic growth, with a focus on investments in green industries, job creation, and skills development. It aims to facilitate partnerships across various sectors to achieve integration and strengthen the green economy, enabling Oman to fulfill its international commitments to mitigate climate change.

Since Oman announced its commitment to achieving net-zero carbon emissions by 2050 in October 2022, the green industries sector has gained significant attention. Duqm Special Economic Zone has emerged as a leading destination for green investments, thanks to its abundant wind and solar energy resources, as well as government incentives and port facilities for exporting green products.

The efforts undertaken aim to support sustainable economic growth in Oman and enhance its global reputation as a hub for green investments. This will contribute to achieving carbon neutrality and bolstering the competitiveness of the Omani economy on the international stage.

### Major green industries projects in Duqm Special Economic Zone:

Project	Implementing Company/Companies	Project Objectives
Green Steel Production Plant	Vulcan Green Steel	Green Steel Production
integrated green iron industrial complex	Vale	Establishing 3 factories in the field of raw material concentration, green molding and reduced iron.
Reduced Iron Plant	Mitsui-Kobe	Production of reduced iron
Green Hydrogen Derivatives Plant Such as Ammonia	Duqm Hyport Consortium consisting of (OQ Alternative Energy and Belgian-based DEME Concessions)	Generating green energy through solar and wind energy resources to convert it into hydrogen derivatives such as ammonia and other by-products.
Green Hydrogen Derivatives Plant	BP	Producing and exporting ammonia
Green Ammonia Production Plant	ENGIE and POSCO Consortium	Developing a green ammonia project with a capacity of 1.2 million tons per year.









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