

نتقدم بثقة
Moving Forward
with Confidence

رؤية عمان
2040
OmanVision

PRELIMINARY DOCUMENT
For discussing in the national conference

PRELIMINARY VISION DOCUMENT

Royal Directives

"Preparing the future vision (Oman 2040) in complete mastery and high precision in light of broad societal consensus and the participation of different segments of the society. The vision should absorb the economic and social reality, and objectively outlook the future, to be recognised as a guide and key reference for planning activities in the next two decades."

22 December 2013





Address by His Highness Sayyid Haitham bin Tariq Al Said

Minister of Heritage and Culture, Head of Oman 2040 Main Committee

In high mastery, complete accuracy, and broad societal consensus; we have proceeded with preparing the future vision "Oman 2040". We did this in compliance with the high orders of His Majesty Sultan Qaboos bin Saeed, who wanted the vision to absorb the economic and social reality, and to objectively outlook the future, for the Sultanate to recognise it as a guide and key reference for planning activities in the next two decades.

Long-term planning at the national level has become the mainstay of countries to achieve comprehensive and sustainable development. For such planning is what enhances national readiness towards the desired future. However, the flow of actions and achievements remains exposed to various circumstances including any crises that plague the world from time to time, which in turn affects the political, economic, social and even cultural aspects in the Sultanate and the entire region as a whole. Therefore, Oman 2040 is the gateway for the Sultanate in the next two decades to bridge challenges, keep pace with regional and global change, generate and seize opportunities to foster economic competitiveness and social well-being, stimulate growth, and build confidence in all economic, social and developmental relations in the Sultanate.

While identifying the national priorities of the future vision, we focused on reshaping the relations and roles between the public, private and civil sectors to ensure effective economic management; in addition to a developed, diversified and sustainable Omani economy. We also focused on ensuring equitable distribution of development gains among the governorates, protection of our natural resources and unique environment. We built on the fundamentals of citizenship and genuine Omani identity to modernise our education system, support scientific research and innovation, as well as to develop health services, components of well-being and basic services for all segments of the society.

The future vision has also addressed the importance of governance issues and themes. It influences all national priorities regarding oversight activation, the effective use of national resources and realising the principles of integrity, justice, transparency, and accountability; thereby boosting the confidence in our national economy and enhancing the competitiveness of the private sector and the civil society under the rule of law.

The preparation of the vision has passed through various stages. The committees commenced work with identifying the national priorities, themes, and pillars of the vision, and followed by analysing the current status. The vision team subsequently organised the Future Foresight Forum, a scenario-making workshop, the Vision Workshops to set strategic directions and goals, and lately indicators and target-setting Workshops.

The specialised national committees and task-forces have worked over the previous years with concentrated effort and high perseverance, cooperating with competent experts according to scientific and global methodologies that were well resourced. They made every step to ensure broad societal participation by all segments of the society, including visits to all governorates using means of interaction to realise the objectives of societal participation. This effort has been put to give you the future vision of your own making.

All those who have had the privilege of participating in the making of the future vision will now join hands to realise its directions and goals, and to align them with our existing national strategies. The aim is a future led by ambition, in which everyone enjoys development and prosperity. To that future, we aspire, hasten and move forward with confidence.

Oman: Joining the World's Developed Countries

The Sultanate is striving to become a developed country, to build a productive and diversified economy, founded on innovation and the integration of roles, on equal opportunities and the leveraging of Oman's competitive advantages, driven by the private sector towards synergy with the global economy and active contribution to global trade. Such an economy would achieve comprehensive and sustainable development, based on an effective economic leadership, one that operates within a coherent institutional framework of economic policies and legislations that are responsive to changes, with the aim of achieving financial sustainability and the diversification of public revenues.

The Sultanate aspires to the future development of an attractive environment for competencies in the labour market, and to a growing partnership in a competitive business climate, one that fulfils comprehensive geographical development, founded on the principle of decentralisation, steeped in the principle of the optimal and balanced use of land and natural resources and the protection of the environment. Such development would support food and water security and the security of energy, build smart and sustainable cities with advanced technological infrastructure, and foster socio-economic prosperity and social justice in urban and rural communities.

The Future Vision is laying down the foundation for an empowered knowledge-based society whose members are innovative, proud of their identity and culture, committed to their civic duties and values, who enjoy a life of dignity and sustainable wellbeing, whose cornerstones are a leading healthcare system and an active lifestyle, and universal education that guarantees lifelong learning. Such a society would cultivate the skills of the future, contribute to reinforcing scientific research and building national capabilities, and achieve economic growth and social welfare, in a state whose agencies are both flexible and responsible, governance is all-encompassing, regulation is effective, the justice system is swift, performance is efficient, and the media is active and ever-renewing, bolstered by an empowered civil society that participates in all aspects of life, towards higher levels of human development.

Introduction

The future starts now, and the people of Oman are building it. It is the challenge that lives within to plot a safe roadmap with precise coordinates towards prosperity for Oman and the Omanis.

Standing by our side are the deep history, the civilisation enshrined with legacy, and the unique geographical location. They inspire us by memories of construction, the present of the Renaissance, and the future of development, prosperity and building a modern state in which aspirations come to reality. For this, we move forward with confidence.

Deeply rooted and forward-looking, Oman 2040 launches from a platform of achievements in many fields during the past decades. It represents an integrated framework for economic and social policies to be followed and adopted to enable the realisation of the aspired image of Oman by 2040.

Given the current reality of the Sultanate, Omani individuals and society appear to be in continuous and significant development. Such development is driven by a strong Omani identity that is open to other identities and cultures.

The economic achievements have laid the foundations for a stable infrastructure, formulated modern legislative frameworks, and defined the relations between production parties. Those achievements are the product of Omanis and their interaction and assimilation of local, regional and global changes. The maturity and sophistication of the Sultanate today is paving the way for a new beginning that deals confidently with many challenges. It is with economic growth, high levels of education and openness to the world through modern tools; that various social needs and aspirations arise.

Over the past decades, the Sultanate employed oil revenues to set the stage for human development in the economic, social and cultural sectors. This approach has enabled Oman to attain advanced ranks in vital fields.

While looking forward to the future of Oman, and building on what has been achieved; it is time for the economy and society to move from relying on scarce resources to innovation and knowledge, making use of the opportunities triggered by regional and international change, and relying on the following:

- Wise approach – internally and externally of His Majesty Sultan Qaboos bin Said, May Allah safeguard and protect him.
- The readiness of the Omani individuals looking at their awareness of identity, education, efficiency, and the urge within for the desired transformation
- Investments already made in infrastructure and logistics
- Distinct geographical location, climate conditions, and natural resources
- A network of balanced and excellent international relations
- The legislative framework and the foundations of good governance being developed
- The clarity of aspirations, aligned policies, and societal consensus regarding the next stage

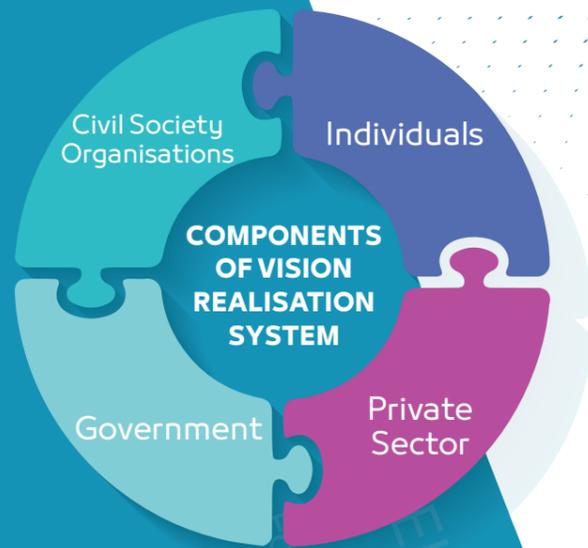
Added to the above is the political stability, and the will to enter the new stage shaped by Oman 2040 vision considering the unique nature of the Omani society, and the firm belief in balanced and inclusive development, well-being and prosperity.

Some national priorities have been agreed upon to underpin Oman 2040 in parallel paths and to enable realising the aspired status for the Sultanate in different fields over the next two decades. Consequently, strategic directions, goals, and draft public policies have been set to translate those aspirations into clear and time-bound action plans. Also, the whole system performance will be measured and evaluated through a set of local and global performance indicators.

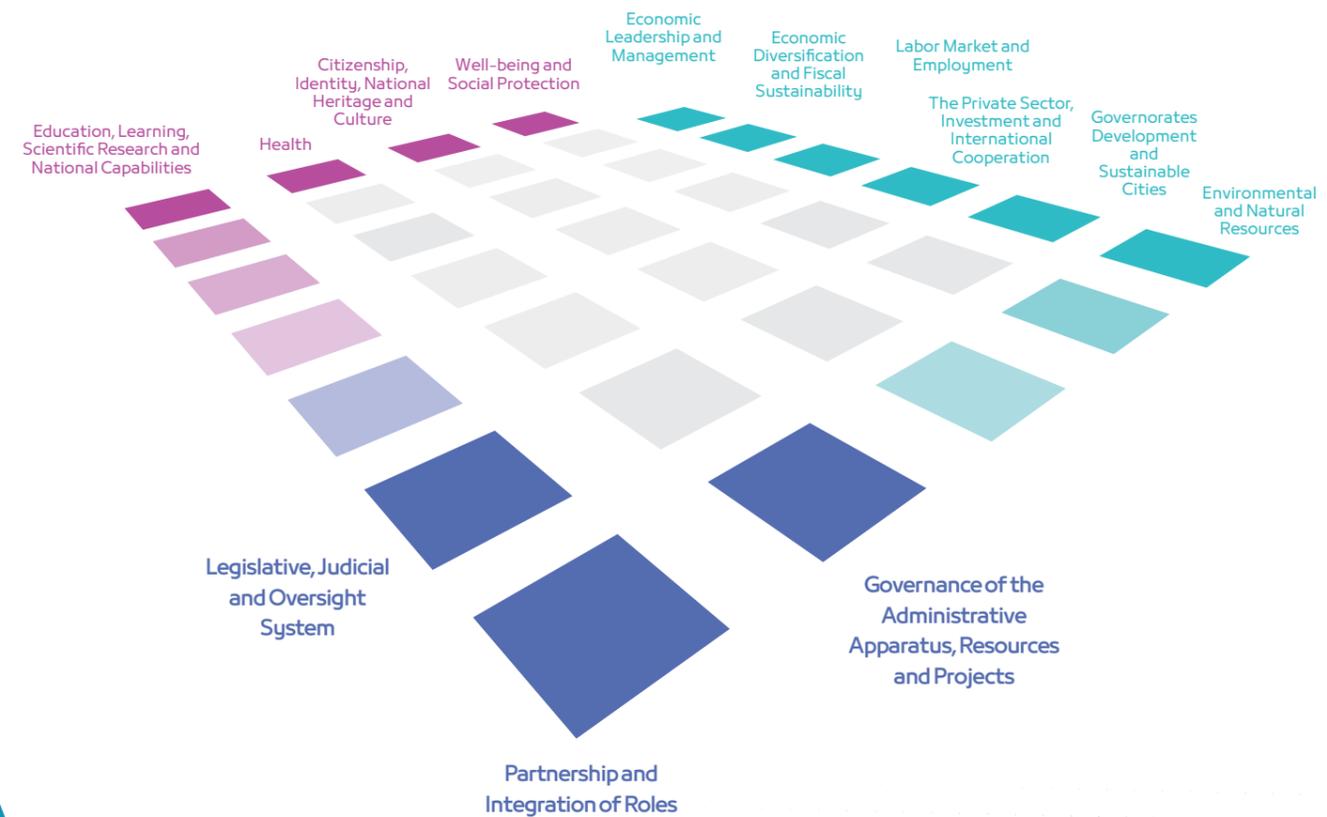
The responsibility to realise the strategic directions and goals of Oman 2040 is not limited to the government. It extends to include the citizens, the private sector and the civil society institutions. This will deepen the principle of partnership, as well as effective citizenship that relies on Omanis who are aware of the inevitability of transformation, and the need to foresee and positively shape the future. Such a partnership is facilitated by effective communication to clarify the active roles in translating policies into actions, and in accordance with a transparent and effective governance system.



Oman 2040 has garnered wide community participation. The Vision committees consist of representatives from the Government, Shura Council, private sector, CSOs, citizens, experts, scholars and specialists. A society-wide dialogue was launched with the participation of the different sectors, actors and segments of society, representing the governmental sector, private sector, CSOs, municipal councils, academic institutions and authorities, as well as other sectors, including members of the media among others. Women, youths, people with special needs, students across the different levels of education, and a range of residents on Omani soil were present and represented. Community participation extended through all the stages of Vision development and across the different regions of the Sultanate, thus expressing the consensual will of the political leadership and all social groups. This will ensure the achievement of gradual transformation in all areas, preserve and reinforce the stability that the Sultanate enjoys, and allow today's vision to realistically pave the way for fulfilling the objectives of the future we aspire to.



OUR NATIONAL PRIORITIES



OUR THEMES

A Society of Creative Individuals

Proud of its identity, innovative and globally competitive, and enjoying a decent life and sustainable well-being



A Competitive Economy

Productive and diverse; adopting innovation, integration of roles and equal opportunities; driven by the private sector, and achieving comprehensive and sustainable development

A State with Responsible Apparatus

Adopting comprehensive governance, effective oversight, swift judiciary, and efficient performance

PRELIMINARY DOCUMENT
For discussion at the National Conference

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For discussion at the National Conference

OUR STRATEGIC DIRECTIONS

PRELIMINARY DOCUMENT
For discussion at the National Conference

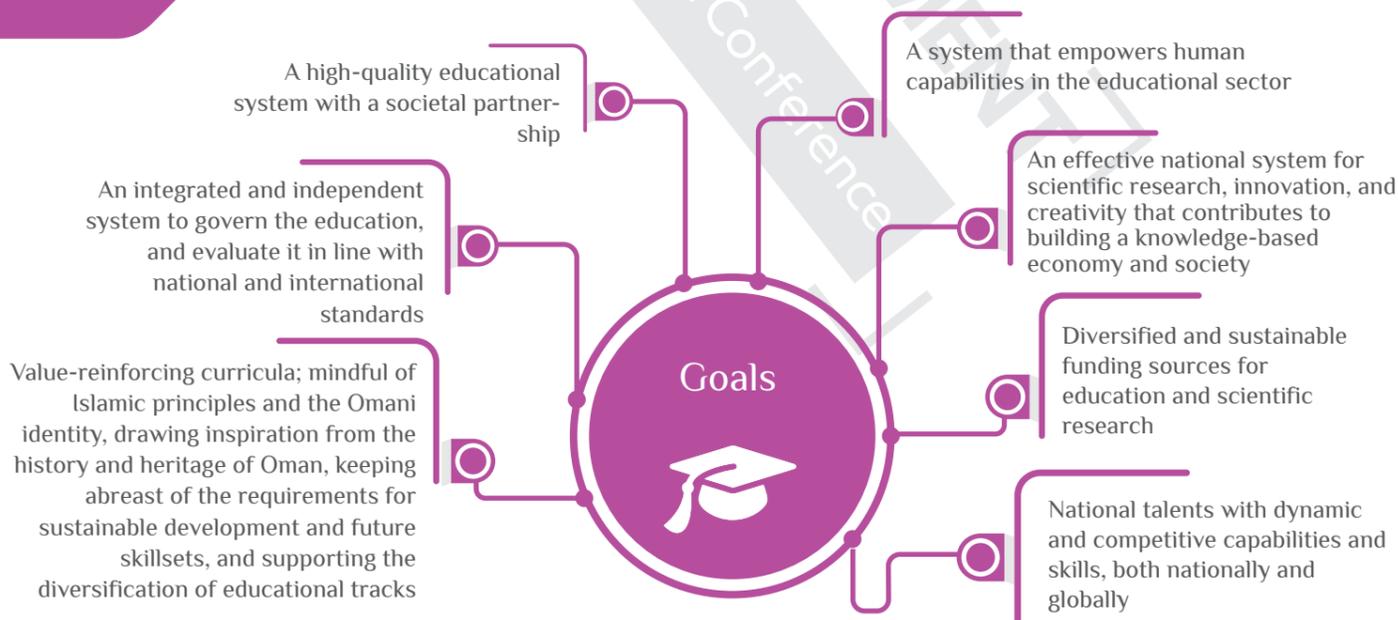
Inclusive Education, Lifelong Learning, and Scientific Research that Lead to a Knowledge Society and Competitive National Talents

The development of the educational system at all levels and the improvement of its outputs have become necessary for building the Omani citizen, confident of his identity and committed to his social values. This is attainable through increasing the quality of basic and higher education, and through developing scientific and educational curricula. Graduates of such an educational system are well poised for local and global labour markets through competitive capabilities and skills, and they will have the required productivity and competitiveness for a knowledge-based economy. This will, in turn, enhance job security in the private sector, strengthening its participatory relation with the public sector. Developing the educational system also entails the development of institutions and cadres to ensure they comply with international standards for accreditation, use modern teaching and learning techniques, and disseminate this as a national culture.

A leap must be made in the quality of scientific research and development. This can be attained by provisioning diverse and sustainable sources of funding that support the applied scientific research, which in turn promotes innovation in various fields. This also builds toward a real partnership between the academic and research institutions and the private sector.

Efforts have to be made to promote the role of citizens and society in advancing economic development. This necessitates the establishment of a stimulating educational system and vocational training to provide individuals with the high skills required to enter the labour market, raise their productivity, and improve the efficiency of the whole economy. Values of competition and efficiency should prevail to obtain jobs of the highest rank, and the distribution of roles should become merit-based. This implies adherence to institutional values based on efficiency and qualifying the cadre for better productivity.

These efforts would indeed call for the creation of a national scheme to cater for innovators and entrepreneurs, and the proper employment of national talents.



Performance Indicators

Skills, Global Competitiveness Index

Baseline Values	2030 Target	2040 Target
Value: 71.6 (0 To 100) Rank: 36/140 (2018)	Top 20 countries	Top 10 countries
Value: 32.8 (0 To 100) Rank: 69/127 (2018)	Top 40 countries	Top 20 countries
Value: 43.93 (0 To 100) Rank: 56/119 (2018)	Top 30 countries	Top 20 countries
Value: 0.938 (0 To 1) Rank: 51/92 (2015)	Top 20 countries	Top 10 countries
Value: 25.7 (0 To 100) Rank: 450/500 (2018)	Top 300 universities	Top 300 universities
Value: One university Rank: 450/500 (2018)	3 universities	4 universities
	New Indicator, under development	
	Sultanate to be listed in this indicator	

Value: **71.6** (0 To 100)
Rank: **36/140**
(2018)

Value: **32.8** (0 To 100)
Rank: **69/127**
(2018)

Value: **43.93** (0 To 100)
Rank: **56/119**
(2018)

Value: **0.938** (0 To 1)
Rank: **51/92**
(2015)

Value: **25.7** (0 To 100)
Rank: **450/500**
(2018)

Value: **One university**
Rank: **450/500**
(2018)

New Indicator, under development

Sultanate to be listed in this indicator

Mapping of Strategic Directions to SDGs

Direct

Indirect

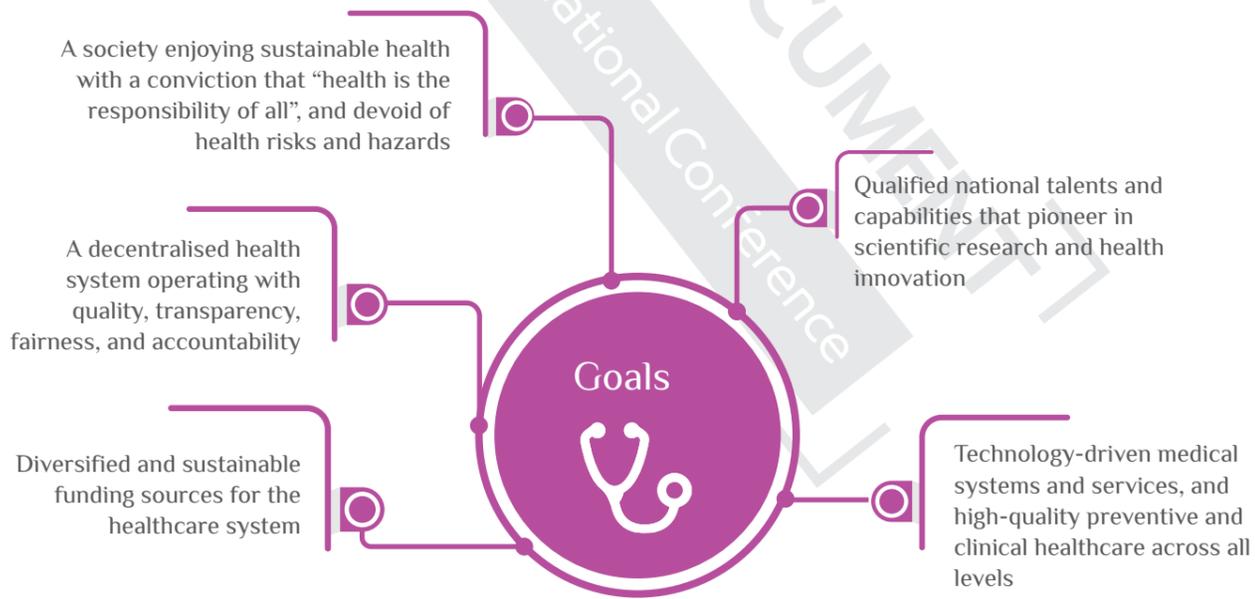


Strategic Direction

A Leading Health System with International Standards

A comprehensive and fair healthcare system should cover all regions of the Sultanate, with the participation of government, the private sector, and civil society. This coverage should include more medical specialities, specialised health institutes, and developed human cadres who work in the fields of medicine and healthcare. The desired healthcare system should follow international best practices to boost reliability whether in medical services, health centres, medical laboratories or with the human resources.

A new culture will emerge, which is necessary, to shape the relationship between citizens and healthcare institutions. Community awareness will increase regarding the concept of health being the responsibility of all, and technology will play a key role in communication and dissemination of awareness, knowledge and health education. Technology will also help to overcome geographical and distance barriers to ultimately deliver world-class health services for all citizens and residents of the Sultanate.



Performance Indicators

	Baseline Values	2030 Target	2040 Target
Health Legatum Prosperity Index	Value: 79.03 (0 To 100) Rank: 33/149 (2018)	Top 20 countries	Top 20 countries
Healthy Life Expectancy at Birth	Value: 65.6 Rank: 84/183 (2016)	67 Years	70 Years

Mapping of Strategic Directions to SDGs



Strategic Direction

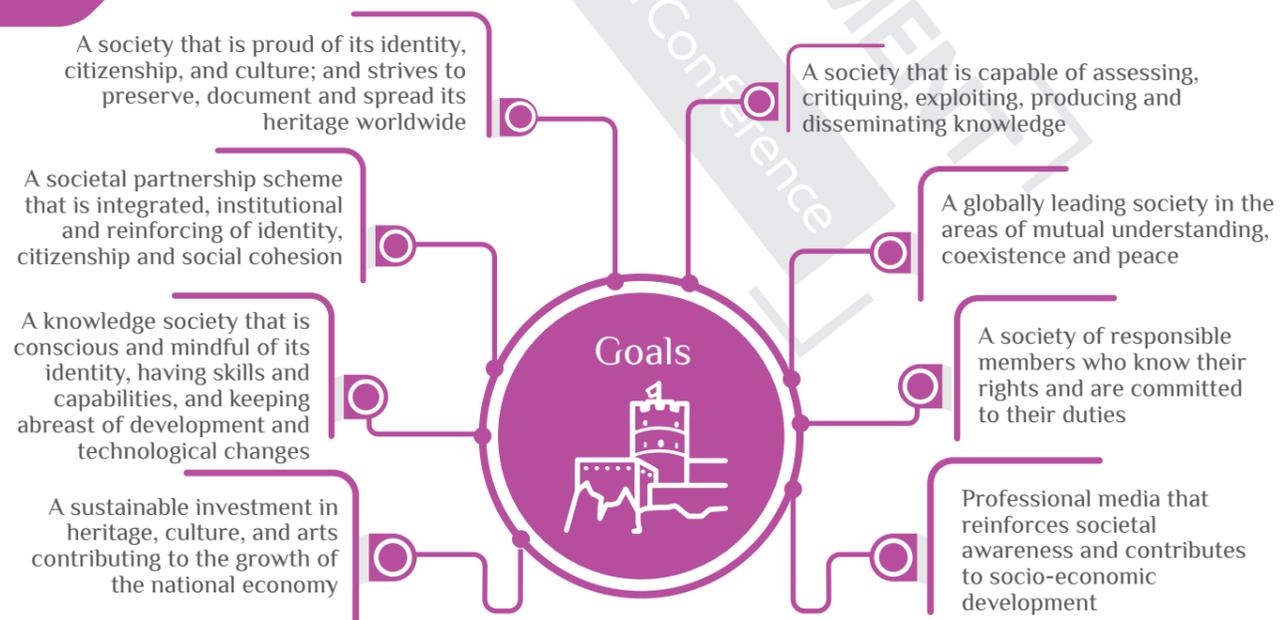
A Society that is Proud of its Identity and Culture, and Committed to its Citizenship

The effect of globalisation and industrial revolutions extends beyond the economic aspects to encompass political, cultural, social and behavioural issues as well. It imposes new trends in which affiliation is transboundary, and the need for modernisation and engagement emerges in an era of advanced science and technology. Nonetheless, this must be balanced with the belonging to a deep-rooted culture, enrichment of the Omani identity, and preserving traditions and privacy. Success in promoting the identity and preserving culture requires conscious and responsible engagement in this fast-paced world, taking advantage of the available positive potential.

The process of preserving the identity and reinforcing responsible citizenship starts from integrating these concepts into the educational curricula and bringing up the new generation on the foundations and legacies of the Omani identity and civilisation. Society, along with civil institutions, plays an active role in preserving the cultural and historical heritage through their various activities that are supported by the government and the private sector. Such activities aim to develop and coordinate national programs to promote social cohesion and the sense of belonging to the national identity and the Omani civilisation. The media plays a prominent and vital role in framing the culture for the Omani youth; balancing the civilisation legacy and the identity foundations on the one hand, and the optimal employment of technical developments to build a proud society on the other. Furthermore, the educational curricula should focus on developing national capabilities to promote the importance of the Omani identity, and building the Omani personality in a way that this national identity becomes imperishable.

In this context, cultural touristic activities in the Sultanate play a visible role in the process of promoting citizenship, deepening its concept among the Omani youth, and fostering pride in their identity. The Sultanate's location and cultural, historical and touristic landmarks are capable of attracting large numbers of tourists to Oman and reflecting its identity and civilisation to the world.

Heading to the future, dealing with its development while maintaining cultural diversity, privacy and tolerance establish the gateway to the future envisioned by Oman 2040. It is a future that is open to the world with solid roots and a clear understanding of the components that make up the Omani identity.



Performance Indicators

	Baseline Values	2030 Target	2040 Target
Global Peace Index	Value: 1.984 (5 To 1)* Rank: 73/163 (2018)	Top 20 countries	Top 10 countries
Social Capital, Legatum Prosperity Index	Value: 51.2 (0 To 100) Rank: 68/149 (2018)	Top 20 countries	Top 10 countries
Culture and Values Index	New Indicator, under development		

* The lower the value, the better the performance

Mapping of Strategic Directions to SDGs



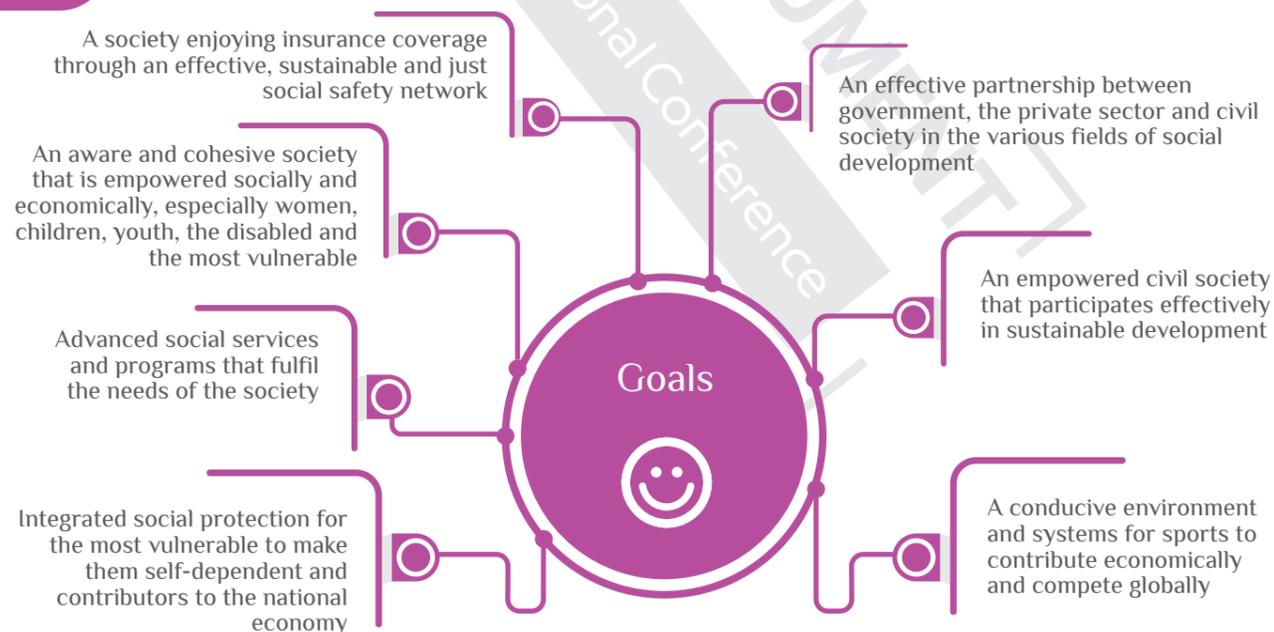
Strategic Direction

A Decent and Sustainable Life for All

Social justice is a precursor to having cohesive, strong and peaceful societies. It is attained by providing decent livelihood, sustaining the quality of social welfare services such as health and education, and the provision of social safety nets to ensure a viable living for present and future generations.

Access to high, or even decent, living standards and sustainable well-being requires the creation of a stimulating environment for non-governmental and voluntary programs, civic contributions, as well as socio-economic empowerment programs targeting women and youth. Enhancing social protection through the community social responsibility (CSR) necessitates organising the efforts of established entities and institutionalising isolated CSR projects. CSR principles should be defined, managed and measured for impact effectively and efficiently. Aligning CSR activities with the real needs of the community and providing them with sustained financing will enhance the sense of justice, improve well-being and frame the principle of active partnership between the private sector and civil society institutions.

Attending to the interests of young people is a guarantee for the future. It boosts their political, social and economic participation and their contribution to shaping the future. It empowers young people with disabilities, capitalizes further on their capabilities and skills, and offers them stronger social protection. Giving attention to sports activities will generate direct development gains and returns in all sectors and for all age groups. It will also bolster Oman's presence on the map of world sports.



Performance Indicators

	Baseline Values	2030 Target	2040 Target
Human Development Index	Value: 0.821 (0 To 1) Rank: 48/189 (2018)	Top 30 countries	Top 20 countries
Youth Development Index	Value: 0.611 (0 To 1) Rank: 99/183 2016	Top 40 countries	Top 30 countries
Social Progress Index	Value: 68.2 (0 To 100) Rank: 66/146 (2018)	Top 40 countries	Top 20 countries
GDP per Capita (Current Prices)	Value: OMR 6246.0 Rank: 49/187 (2017)	Increased by 50%	Increased by 100%
Living Standards Index		New Indicator, under development	
Accessibility Index for the most-needy groups		New Indicator, under development	
Civil Society Contribution to welfare		New Indicator, under development	

Mapping of Strategic Directions to SDGs

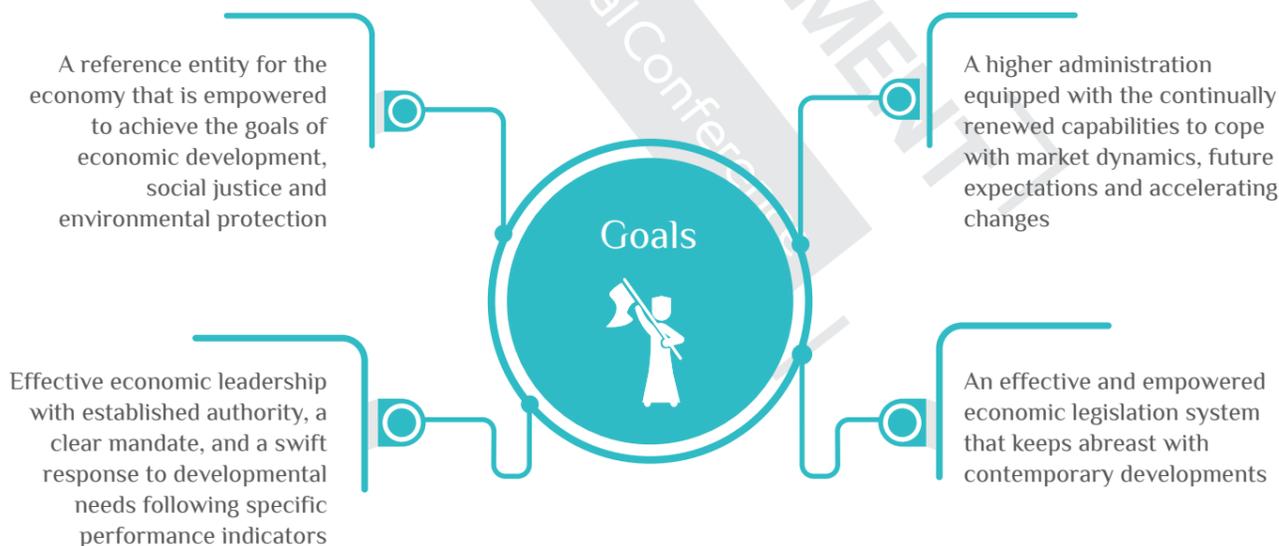


Strategic Direction

A Dynamic Economic Leadership with Renewable Competencies and Operating within an Integrated Institutional Framework

The role that a stable economic leadership and management will play is to coordinate the fiscal, monetary, trade, investment, industrial and labour market policies according to a clear direction and an effective institutional framework. This role contributes to the formulation and implementation of economic plans, programs and projects within the context of the strategic directions. The national priorities shall constitute the operational framework for this leadership, also considering the Sultanate relative advantages, and its aspiration towards a competitive knowledge-based economy and towards keeping abreast of economic and technical changes.

The presence of empowered and settled economic leaders will improve the efficiency within public sector institutions. It will enhance their ability to implement policies, inter-coordinate, and overcome overlapping roles. The private sector will grow confident about the commitment towards declared economic policies, and mindful of the transformations to come. This goes in parallel with reinforcing and implementing transparency and accountability practices as a social culture adopted by the government, the private sector and civil society.



Performance Indicators

Global Competitiveness Index

Baseline Values	2030 Target	2040 Target
Value: 64.4 (0 To 100) Rank: 47/140 (2018)	Top 30 countries	Top 20 countries

Regulatory Quality, World Governance Indicators

Value: 0.42 (-2.5 To 2.5) Rank: 67/209 (2017)	Top 30 countries	Top 20 countries
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Availability of Effective Economic Leadership by 2021

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Real GDP Growth

Value: AVG. (2000-2017) = 3.6%	6%	6%
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Inflation Rate (CPI Inflation)

Value: 1.6% (2017)	3% - 4%	3% - 4%
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Fiscal Balance percentage of GDP (Budget Deficit)

Targets will be specified later by the special task-force for fiscal sustainability

Mapping of Strategic Directions to SDGs

Direct



Indirect



Economic Diversification and Fiscal Sustainability

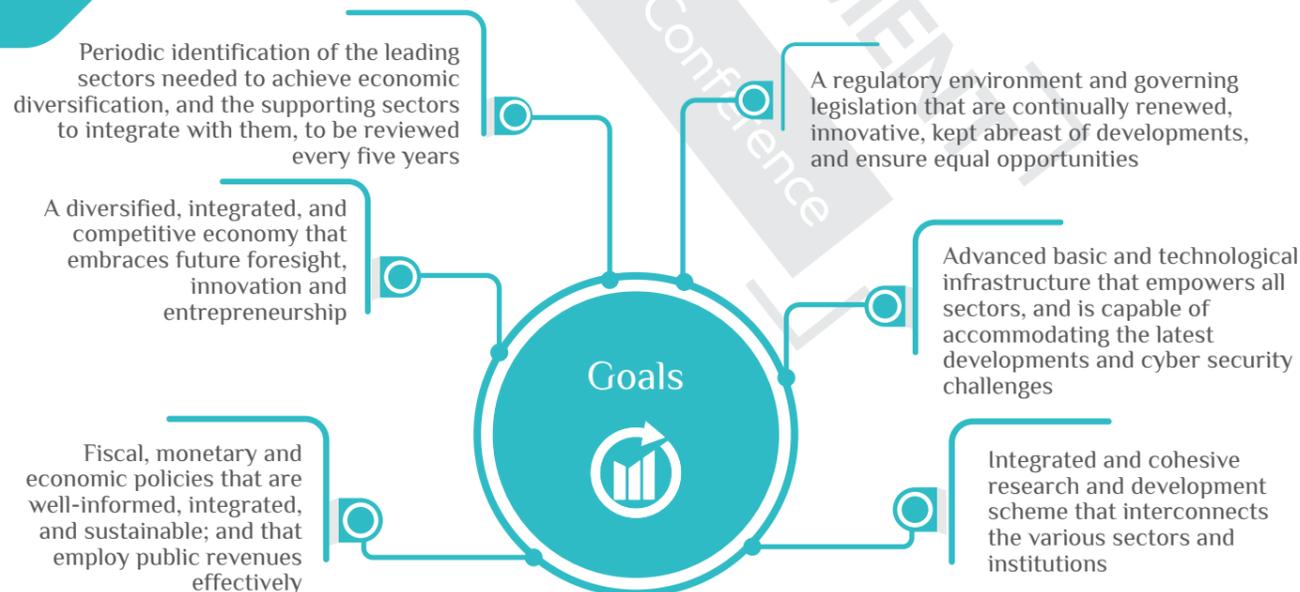
Strategic Direction

A Diversified and Sustainable Economy that embraces Knowledge and Innovation, Operates within Integrated Frameworks, Attains an Accomplished Competitiveness, Keeps Abreast of the Industrial Revolutions, and is Fiscally Sustainable

The Omani economy is heading towards a robust base of economic diversification that relies on knowledge and innovation. It also aims at reinforcing upstream and downstream integration among economic sectors to expand the production and export base, diversify trading partners, deepen investment in high value-added sectors, and enhance the contribution of non-oil sectors to the GDP. Achieving this diversity and integration highly depends on developing local capabilities in innovation and creativity, promoting entrepreneurship, along with preparing a fertile legislative and incentives ground. The competitiveness of the Omani economy will, therefore, increase both regionally and globally, and the growth rates will improve, stabilise, and endure longer. Above all, an integrated framework of insightful socio-economic policies should precede to guarantee macroeconomic stability and fiscal sustainability as top priorities, in addition to the optimal utilisation of natural resources.

A future of the Omani economy that embraces knowledge and innovation will allow for the production of competitive products and services with higher knowledge and technology components. Consequently, this will contribute to developing the economy and enhancing its competitiveness in most sectors and activities such as tourism, education, and industry; without excluding oil and gas-based industries. Innovation will be the new engine of growth to drive the many sectors following its trail. Innovation will closely relate to the appropriate infrastructure and the educational system to encourage innovation and leadership, and weave them as part of the Omani culture.

The new economy will observe the global trends in technology, innovation and industrial revolutions; and will seek to cope with and integrate them in the national plans and programs. Such rapid adoption and adaptation should take place in a secure knowledge environment that ensures the transformation of the Omani economy to be based on knowledge and innovation. The desired economy should be able to achieve comprehensive and sustainable development, provide decent work opportunities, create an attractive and inclusive business environment, and increase exports of high technical and value-added components.



Performance Indicators

	Baseline Values	2030 Target	2040 Target
Economic Complexity Index	Value: -0.004 ^(-3 To 3) Rank: 62/126 (2016)	Top 20 countries	Top 10 countries
Networked Readiness Index	Value: 4.31 ^(1 To 7) Rank: 52/139 (2016)	Top 20 countries	Top 5 countries
Readiness for Future of Production - Drivers of Production	Value: 5.13 ^(0 To 10) Rank: 45/100 (2018)	Top 20 countries	Top 10 countries
Readiness for Future of Production - Structure of Production	Value: 4.0 ^(0 To 10) Rank: 69/100 (2018)	Top 20 countries	Top 10 countries
GDP Composition by Sector	Petroleum Sector 39% Non-Petroleum Sector 61% (2017)	15% 85%	7% 93%
Gross Debt to GDP Ratio	Targets will be specified later by the special task-force for fiscal sustainability		
Current Account Deficit or Surplus to GDP Ratio	Value: -14.8 (2017)	-3% Deficit	1.5% Surplus
Total Public Expenditure to GDP Ratio	Value: 45.1% (2017)	30%	23.5%
Non-Oil Revenue to GDP Ratio	Value: 9.5% (2017)	17%	19%
Percentage of GDP output of the knowledge economy of Total GDP	New Indicator, under development		

Mapping of Strategic Directions to SDGs

Direct



Indirect

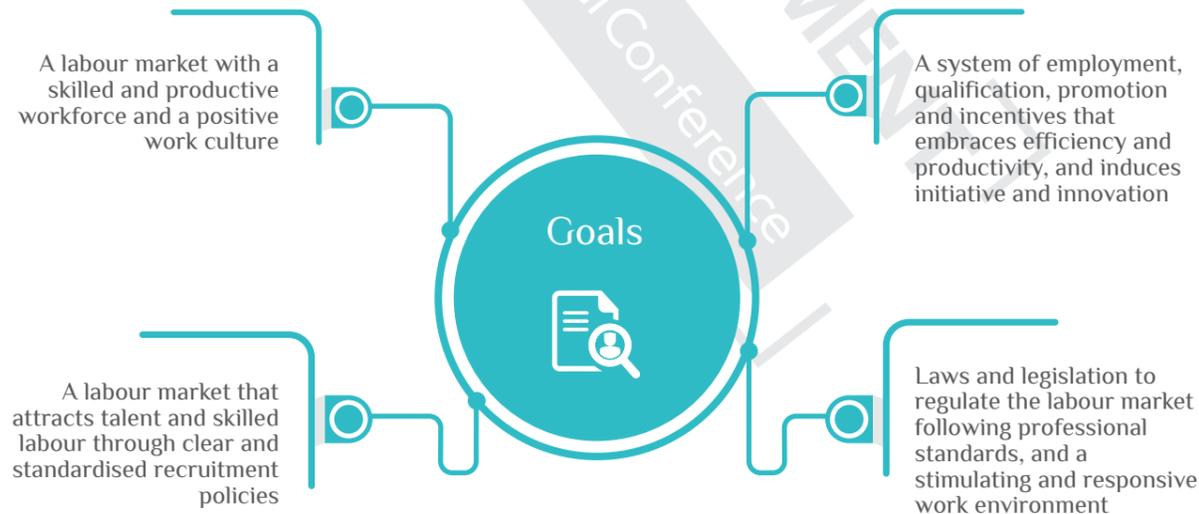


Strategic Direction

A Dynamic Labour Market that Attracts Talent and is Responsive to Demographic, Economic, Knowledge and Technological Change

Achieving balanced development requires a labour market with a highly efficient legislative system. It also has to be result-oriented to attract national talents produced locally by the educational system, as well as international talents, both technical and skilled labour, and develop special methods for improving the administrative and institutional framework to manage the labour market.

Labour market legislation will reinforce the role of the private sector to generate employment opportunities for qualified Omani youth with the participation of civil society organisations. The enhanced role of the private sector will partially unburden the state administrative apparatus from the need to create jobs, and enable better adaptation of the Omani labour market to the new global future of jobs. It can also help absorb the new workforce into the labour market in a manner that keeps pace with future challenges.



Performance Indicators

Percentage of Skilled Labor of Total Labor in the Private Sector

Labour Productivity

Omanis employment share of total jobs created in the private sector

Baseline Values	2030 Target	2040 Target
Value: 57.9% (2017)	81%	83%
Value: -1.2% (2017)	1% – 2%	2% – 3%
Value: 11.6% (2016)	40%	42%

Mapping of Strategic Directions to SDGs

Direct

Indirect



The Private Sector, Investment, and International Cooperation

Strategic Direction

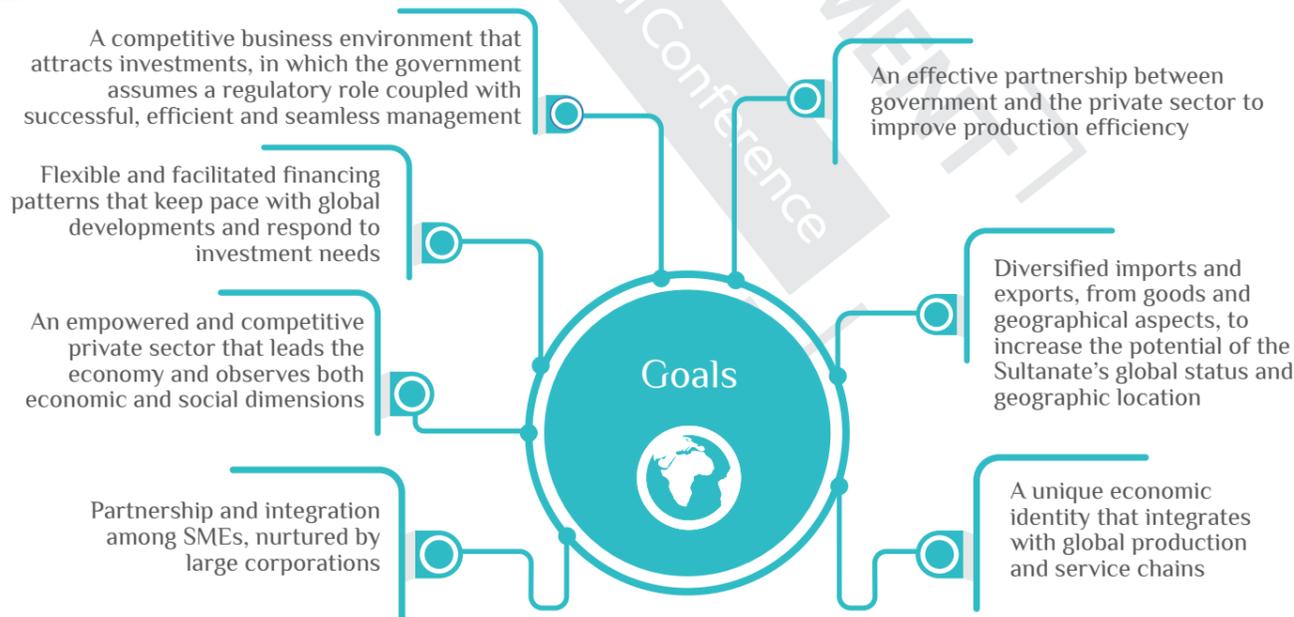
An Empowered Private Sector that Drives a Competitive and Globally Integrated Economy

Promoting the values of competitiveness, along with proper frameworks for the public and private sectors, paves the way for an economic renaissance where equal opportunities are guaranteed for competitors to provide the best. This effective competition should be the judge in the process of economic development to strengthen the economy and enhance its ability to adapt to regional and global changes.

The business environment will develop to give the private sector a chance to lead, and empower it to run a balanced process for economic development, which would create a competitive and empowering environment for the private sector in order to develop the sectors. The capital market will provide more depth to finance productive projects through innovative ways, especially small and medium entrepreneurship that generate employment opportunities for Omani youth.

A competitive economy lead by the private sector will make use of several advantages that the Sultanate enjoys. Foremost is the political and economic stability that prevailed for several decades, and the long-term investment of strategic relations. The important geographical location of the Sultanate is an excellent opportunity to develop and expand trade partnerships with various countries worldwide. Through this location, the Sultanate seeks to foster investment partnerships between the Omani private sector and the international business community to attract quality foreign direct investment. To be done in a way that meets the new global demand and supports the Sultanate position as a global trade hub.

Those global partnerships will expand the production base of various sectors and increase the contribution of exports to the Sultanate's GDP.



Performance Indicators

	Baseline Values	2030 Target	2040 Target
Ease of Doing Business Index	Value: 67.2 (0 To 100) Rank: 78/190 (2018)	Top 20 countries	Top 10 countries
Export Product Concentration Index	Value: 0.506 (1 To 0) Rank: 168/217 (2016)	Top 30 countries	Top 10 countries
HH Market Concentration Index	Value: 0.26 (1 To 0) Rank: 105/120 (2016)	Top 30 countries	Top 20 countries
Gross Private Investment percentage of GDP	Value: 22.8% (2017)	27%	25%
FDI Net Inflow percentage of GDP	Value: 2.5% Rank: 104/187 2016	7%	10%

*The lower the value, the better the performance

Mapping of Strategic Directions to SDGs

Direct

Indirect



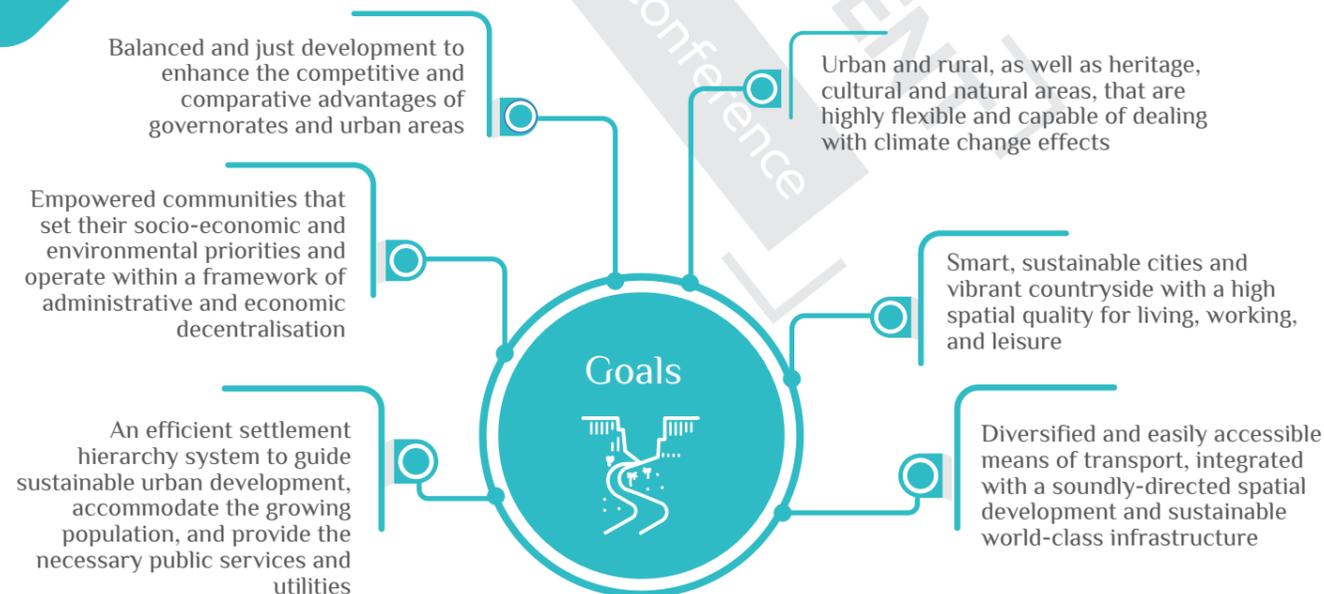
Comprehensive Geographical Development, Following a Decentralised Approach, that Develops a Few Urban Centres and Utilises Land in an Ideal and Sustainable Way

The desired future shape of major cities in the Sultanate stems from the socio-economic strategic directions of Oman 2040 vision. Proper city management helps accelerate growth and openness to global markets. It can create productive environments to attract global investments, increase economic efficiency, provide livable conditions, and sustain the ecological and social renaissance. Coordination becomes feasible among the economic sectors and different clusters within cities, with the aim to enhance productivity, stimulating innovation, and diversify sources of growth. The comprehensive and harmonious development of infrastructure, with all of its components, can foster equitable development directed at urban and rural areas; to promote socio-economic prosperity.

The Sultanate will adopt the approach of establishing smart cities that enjoy advanced services. This approach will employ modern technology and establish three-dimensional cities covering the spatial, the social and the economic. The adoption of this approach depends on the partnership with the private sector and utilising it to empower urban communities to create advanced and smart Omani cities, which stimulate growth and are a safe home to live in.

In the next phase of the Sultanate's future, efforts will focus on realising sustainable development of all governorates, including infrastructure, government services, public utilities, and the regulatory environment to attract investments. The equitable development will increase the integrated value chain among governorates and provide higher standards of living. The developmental planning for the governorates will exploit the available resources and utilise public utilities and services, current or future, in an integrated way, taking into account the differences between governorates.

The provision of local administrations and leaders capable of applying the principles of decentralisation will contribute to the comprehensive socio-economic development in the governorates. Such leaders should be able to plan and make appropriate decisions in line with the future national directions. They will contribute to developing their local communities by creating suitable jobs, promote innovation and development in building the local system in each governorate, and encourage the use of modern technology. They will make sure of optimal and sustainable use of land and natural resources, and investing them distinctly and effectively.



Performance Indicators

Decentralization Implemented by 2022

Settlement Hierarchy Implemented by 2022

Gini Index*

Most Livable Countries, Inequality-adjusted Human Development Index

	Baseline Values	2030 Target	2040 Target
Decentralization Implemented by 2022	-		
Settlement Hierarchy Implemented by 2022	-		
Gini Index*	Value: 0.31 Rank: 23/82 (2010)	0.31	0.28
Most Livable Countries, Inequality-adjusted Human Development Index	Sultanate to be listed in this indicator		

*The lower the value, the better the performance

Mapping of Strategic Directions to SDGs

Direct

Indirect

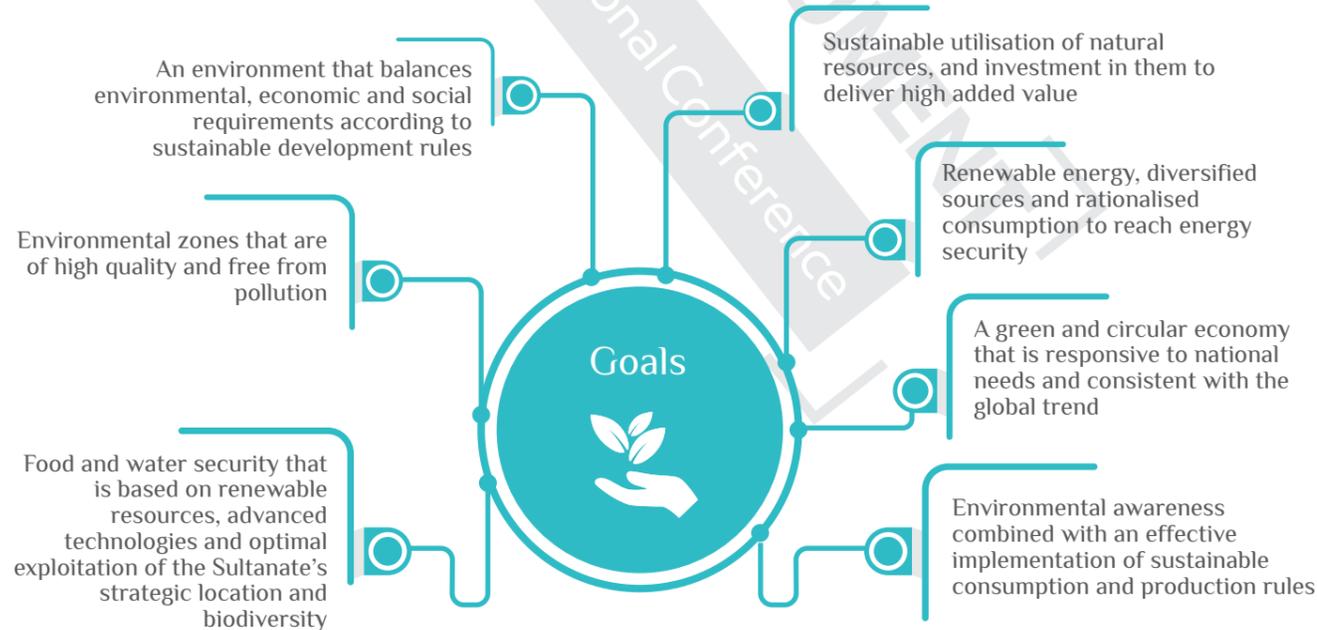


Strategic Direction

Ecological Systems that are Effective, Balanced and Flexible to Protect the Environment and Sustain its Natural Resources in Support of the National Economy

The optimal use and sustainability of natural resources are necessary to support the economy and stimulate production. The future strategy in natural resource management will focus on developing non-traditional sources, such as the use of renewable energy to reduce production cost and, therefore, enhance the competitiveness of economic sectors. This future strategy will also adopt a transformation towards green economy manifested in infrastructure projects and renewable energy sources, including wind and sun. Implementing such an approach should take place in a manner that promotes environmental sustainability, creates stability, reduces the constraints and pressures of financial management, and supports the treasury with revenues from non-traditional natural resources.

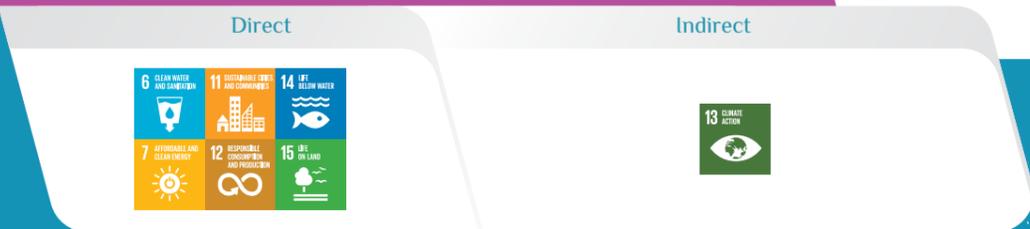
On the other hand, managing traditional resources will balance developmental requirements and environmental sustainability as an economic necessity. Structural reform in the water sector will take place to increase the efficiency of water use, expand sanitation services, and use modern technology in wastewater treatment for agriculture, among other applications, to grow and diversify production and enhance food security. This reform will ask for the gradual manufacturing of raw materials instead of exporting them as is, therefore increasing the local component of industries. It will also help to build relevant technical capabilities. The result will be better-diversified revenue sources and increased economic resilience of the Sultanate.



Performance Indicators

	Baseline Values	2030 Target	2040 Target
Environmental Performance Index	Value: 51.32 (0 To 100) Rank: 116/127 (2018)	Top 40 countries	Top 20 countries
GDP Per Unit of Energy Use	Value: 6.92 International dollar (fixed 2011) Rank: 97/130 (2014)	Top 20 countries	Top 10 countries
Oman Water Index	Value: 395 million cubic meters/person (2015)	550 – 600	650 – 700
Renewable Energy Consumption percentage of total consumption	Value: 0.0% Rank: 200 (2015)	20%	35% - 39%
Domestic Material Consumption		New Indicator, under development	
Self Sufficient Ratio (The Coverage of Total Consumption from Local Components for Food)		New Indicator, under development	

Mapping of Strategic Directions to SDGs



Strategic Direction

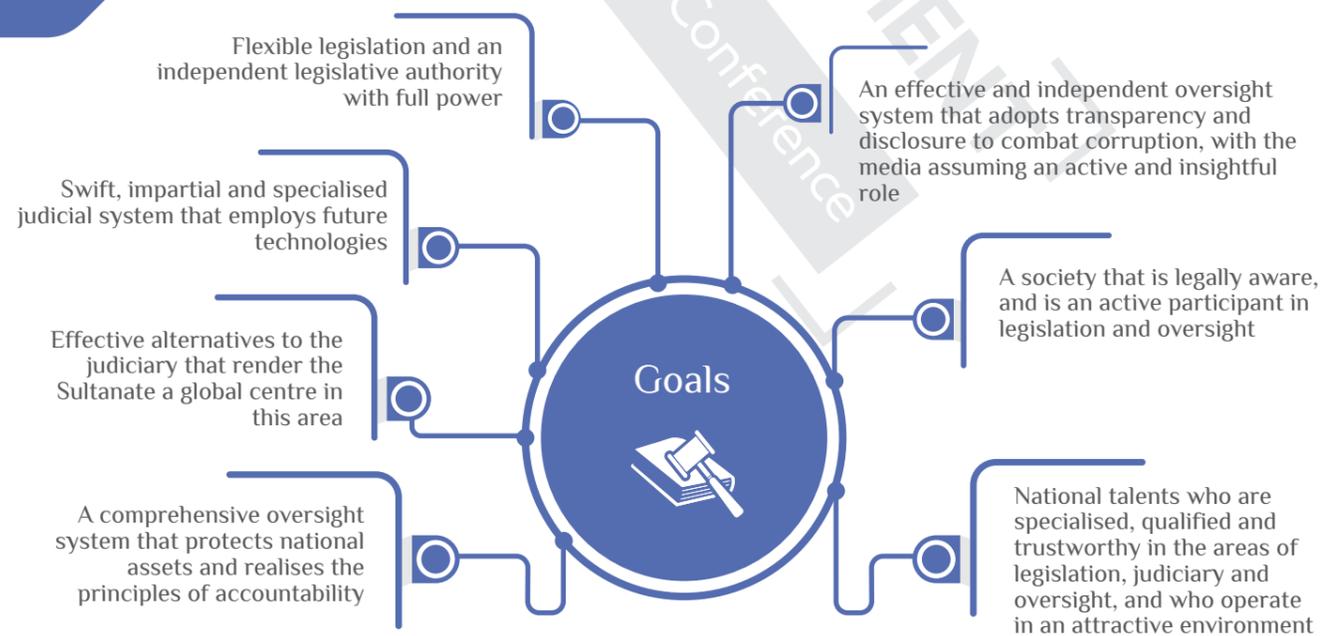
A Participatory Legislative System; a Judicial System that is Independent, Specialised and Swift; and an Oversight System that is Effective and Transparent

Achieving economic growth and social well-being for the Omani society goes hand in hand with the economic, among other, judicial legislation. Such legislation should cater to contemporary needs and rapid changes, empower qualified national talents, and fortify confidence in the overall legislative system through balanced and transparent enforcement. Legislative support of the socio-economic development also calls for the separation of powers, the pursuit to achieve civic participation, and building a social culture around legal rights and duties.

The legislative system will be complemented by a sophisticated and flexible judicial system that adapts the international best practices of justice and arbitration. The judicial system will be known for its swift transactions and internationally-regarded Omani judges. The future direction is to strengthen the rule of law within the Omani society, to make it a safe society, and position the Sultanate as one of the best countries worldwide in applying the rule of law standards, and an international centre for Alternative Dispute Resolution.

In addition to the legislative and judicial systems, an effective and independent oversight system will be at the core of the Oman 2040 future. A transparent and just oversight system will enable citizens, and society at large, to access and use information for developmental benefits, thus establishing a harmonious and positive relationship between citizens and state institutions. It will also empower society to track the performance of the state administration and the extent of its commitment to implementing national strategies and plans, consequently applying the principles of accountability. In effect, an active oversight system raises the quality of provided services, reinforces the confidence of concerned parties, especially the economic sectors, and contributes to protecting the natural resources of the Sultanate, being a property for all.

Strengthening the fundamentals of governance, through legislation, judiciary and oversight; will positively and directly affect the Sultanate's economy internally, as well as globally. It builds investor confidence, improves the Sultanate's ranking in many international indicators related to investment, stimulates economic development, and contributes to attracting foreign investment to various economic sectors in the Sultanate.



Performance Indicators

Corruption Perception Index

Baseline Values	2030 Target	2040 Target
Value: 44.0 (0 To 100) Rank: 68/178 (2017)	Top 30 countries	Top 20 countries

Judicial Independence, Global Competitiveness Index

Value: 5.7 (1 To 7) Rank: 18/140 (2018)	Top 5 countries	Top 5 countries
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Quality of Judicial Processes, Doing Business Report

Value: 6.5 (0 To 18) Rank: 110/190 (2018)	Top 20 countries	Top 10 countries
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The World Justice Project "Rule of Law Index: Open Government"

Sultanate to be listed in this indicator

Mapping of Strategic Directions to SDGs

Direct



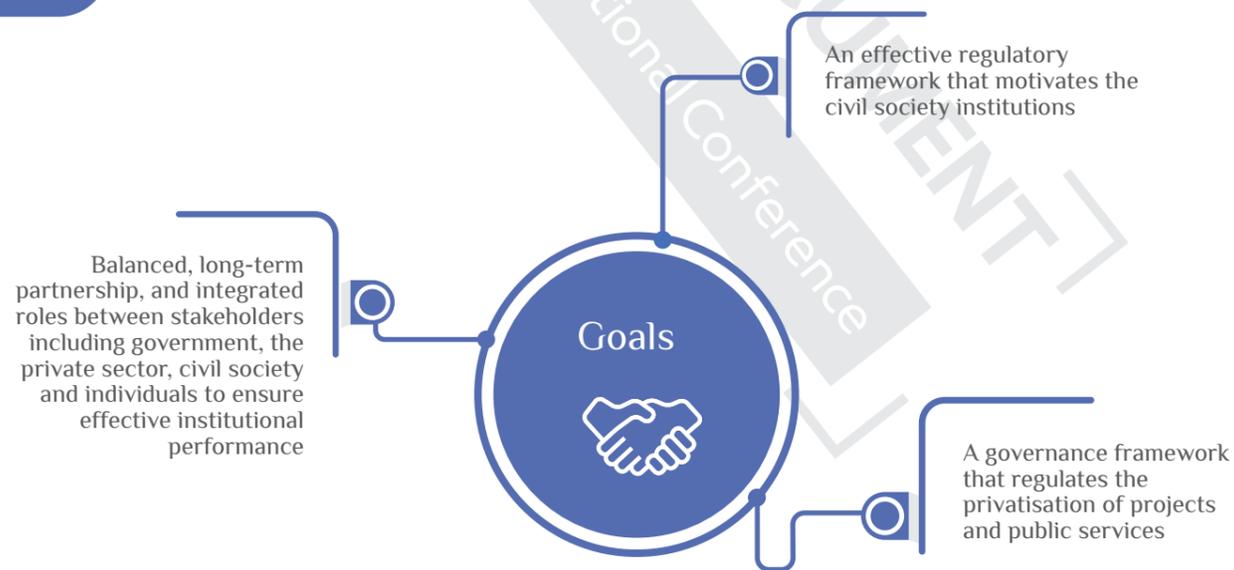
Indirect



A Balanced Partnership and an Effective Regulatory Role of Government

Ensuring sustainable institutional performance in the future requires a balanced and transparent partnership among government, the private sector, civil society and concerned individuals. Such collaboration will help to increase local investments, expand global partnerships, boost the Omani economy, and ultimately position the Sultanate among the developed nations. The management of large enterprises, mainly the semi-government, will improve when the private sector assumes a more significant role in economic development. This revived role will help to generate jobs, transform the Omani economy to be knowledge-driven, and further coping with advanced industrial and technical trends. Besides, a well-governed expansion in privatisation will raise efficiency and productivity levels.

A more significant role for the private sector goes hand in hand with a reduction in the public sector operations. This reduction should go down to an optimal size just enough to empower and encourage the private sector to provide existing services and create new ones, with higher efficiency and less cost. The private sector should find incentives in keeping abreast of global developments and employing technology in providing services, which will ultimately create a competitive environment that empowers the private sector to develop independent, productive sectors. Those sectors should observe the society and the environment as well.



Performance Indicators

Voice and Accountability, World Governance Indicators

Baseline Values
Value: **-1.06** (-2.5 To 2.5)
Rank: **165/204** (2017)

2030 Target

Top 50 countries

2040 Target

Top 30 countries

Number of Government Services Privatized / total number of Government Services

New Indicator, under development

Providing Infrastructure for Public-Private Partnerships

New Indicator, under development

Mapping of Strategic Directions to SDGs

Direct

Indirect



Flexible, Innovative and Future-Shaping Administrative Apparatus that Embraces Good Governance

The desired apparatus of Omani administration will be known for its high flexibility and ease, yet for its effective planning, organisation, monitoring and evaluation. Within this apparatus, the state institutions provide services in the best and most modern way, without the bureaucracy that adds to the private sector cost. Furthermore, performance-based budgeting will ensure spending to expand towards strategic and significant projects. Therefore, the desired apparatus will be productive, rewarding for the productive, penalising for the slacker, and empowering for the creative.

This desired apparatus can prioritise and align goals across different government bodies. It adopts efficient and stimulating policies to manage strategic government projects and control public spending. On the other hand, it can improve revenue sources for the treasury through proper project governance and efficient distribution across the governorates.



Performance Indicators

E-Government Development Index

Baseline Values	2030 Target	2040 Target
Value: 0.685 (0 To 1) Rank: 63/193 (2018)	Top 20 countries	Top 10 countries

Government Effectiveness, World Governance Indicators

Value: 0.21 (-2.5 To 2.5) Rank: 81/209 (2017)	Top 30 countries	Top 10 countries
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Rule of Law, World Governance Indicators

Value: 0.43 (-2.5 To 2.5) Rank: 72/209 (2017)	Top 30 countries	Top 10 countries
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Number of Co-created or delivered Smart Government solutions with the private sector

New Indicator, under development

Mapping of Strategic Directions to SDGs

Direct

Indirect



Moving Forward with Confidence

In Oman, we firmly believe that the “Omani” is the most precious wealth endowed by God. The Omani who has made the civilisations through history, built nations and has made a reputation for his abilities, talents and moral composition. He is now capable of resurrecting his dream of a prosperous and modern homeland. The blessed Renaissance has led Oman to security and stability through a policy of positive neutrality and balanced relations with neighbouring countries and the whole world. The Renaissance empowered the Omanis with the principles of Shura – consultation in Islam, participation in equitable development, knowledge and economic growth, spatial development and confident access to the digital world. It has also prepared citizens to play an active regional and global role in realising peaceful coexistence and contributing to the stability and progress of the region, without losing the authenticity of their identity or forsaking their true heritage.

However, the world is facing rapid and successive change. Political challenges, like the repercussions of regional crises, and economic challenges, like the post-oil era, both add to the development hurdles facing the Sultanate. Technological changes bring their enormous challenges that accompany the communications revolution, the digital globalisation, and the wide-open cyberspace. Add the demographic challenge predicting an ever-young Omani society putting pressure on primary natural resources, as well as a new major challenge in the social system, especially with youth and family.

Facing these changes and challenges, the Sultanate stands at crossroads. Either ignore them and surrender to the surrounding shifting sands, or cope with them, embrace them, and benefit from the emerging opportunities brought aside. The latter means redefining the developmental roles internally and gearing towards a well-planned openness towards the world, which was the future choice of Oman 2040 vision.

Oman today enjoys expansive opportunities to serve its national developmental goals and future directions of the Omani economy. The Sultanate will adopt sound and positive steering, systematic evidence-based planning, diversification of the economy and revenue sources, and gradual government withdrawal from providing public services. The government will act as a regulator and catalyst for an active partnership with the private sector and civil society. This partnership builds on good governance aiming at developing education, providing empowered talents, and utilising the

scientific and technical progress to improve efficiency and productivity. The enormous growth has generated new markets and has given rise to the knowledge-based economy in light of the rapid access to information and capacious communication.

The demographic opportunity will support the social stability and economic growth in the Sultanate. However, the vision has to succeed in developing preventive policies to avoid an invasion against social and value systems of the Sultanate. The vision should also increase the economic, social and cultural returns while eliminating the entitlement culture that the government should provide employment, care, and services; especially among youth. They have to start empowering themselves scientifically and economically through entrepreneurial ventures and stimulated innovation.

Some might think that the oil revenue, bestowed by God upon the Sultanate, is what has created the difference with the achievements made. However, facts indicate that the financial resources would not have made this without the determination of Omani men and women, who have kept trust with their leadership and have been supportive to the fundamentals of development. They go hand in hand, otherwise no progress or development could be possible. If oil loses some of its global glow, the will and determination of the Omanis will increase in defending these achievements and will continue the process of modernisation and building for future generations.

As when the entire society of Oman, across all hues and segments, has been a partner in formulating the vision; it will continue to be so in its realisation. Let each one of us play a role through the developmental plans emanating from this vision, and in the monitoring, evaluation and commitment to achieving future directions. We should spare no effort to build for our future generations and reinforce the bright and unique march towards the future. We move forward with confidence.

Strategic Directions Mapping to SDGs

Strategic Direction	Performance Indicators	Mapping of Strategic Directions to SDGs 2030
 <p>Inclusive Education, Lifelong Learning, and Scientific Research that Lead to a Knowledge Society and Competitive National Talents</p>	<ul style="list-style-type: none"> • Skills, Global Competitiveness Index • Global Innovation Index • Global Talent Competitiveness Index • The Education for All Development Index • Quacquarelli Symonds Ranking of World Universities – Average rank for Omani Universities listed within the top 500 Universities 	<p>Direct</p>    <p>Indirect</p>  
 <p>A Leading Health System with International Standards</p>	<ul style="list-style-type: none"> • Health Legatum Prosperity Index • Healthy Life Expectancy at Birth 	<p>Direct</p>  <p>Indirect</p> 
 <p>A Society that is Proud of its Identity and Culture, and Committed to its Citizenship</p>	<ul style="list-style-type: none"> • Global Peace Index • Social Capital, Legatum Prosperity Index • Culture and Values Index 	<p>Direct</p>  <p>Indirect</p>   
 <p>A Decent and Sustainable Life for All</p>	<ul style="list-style-type: none"> • Human Development Index • Youth Development Index • Social Progress Index • GDP per Capita (Current Prices) 	<p>Direct</p>   <p>Indirect</p>   
 <p>A Dynamic Economic Leadership with Renewable Competencies and Operating within an Integrated Institutional Framework</p>	<ul style="list-style-type: none"> • Global Competitiveness Index • Regulatory Quality, World Governance Indicators • Availability of Effective Economic Leadership by 2021 	<p>Direct</p>    <p>Indirect</p>  
 <p>A Diversified and Sustainable Economy that embraces Knowledge and Innovation, Operates within Integrated Frameworks, Attains an Accomplished Competitiveness, Keeps Abreast of the Industrial Revolutions, and is Fiscally Sustainable</p>	<ul style="list-style-type: none"> • Economic Complexity Index • Networked Readiness Index • Readiness for Future of Production - Drivers of Production • Readiness for Future of Production - Structure of Production • GDP Composition by Sector • Gross Debt to GDP Ratio 	<p>Direct</p>   <p>Indirect</p>    
 <p>A Dynamic Labor Market that Attracts Talent and is Responsive to Demographic, Economic, Knowledge and Technological Changes</p>	<ul style="list-style-type: none"> • Percentage of Skilled Labor of Total Labor in the Private Sector • Labour Productivity • Omanis employment share of total jobs created in the private sector 	<p>Direct</p>  
 <p>An Empowered Private Sector that Drives a Competitive and Globally Integrated Economy</p>	<ul style="list-style-type: none"> • Ease of Doing Business Index • Export Product Concentration Index • HH Market Concentration Index • Gross Private Investment percentage of GDP • FDI Net Inflow percentage of GDP 	<p>Direct</p>  
 <p>Comprehensive Geographical Development, following a Decentralized Approach, that Develops a few Urban Centers and Utilizes Land in an Ideal and Sustainable Way</p>	<ul style="list-style-type: none"> • Decentralization Implemented by 2022 • Settlement Hierarchy Implemented by 2022 • Gini Index • Most Livable Countries, Inequality-adjusted Human Development Index 	<p>Direct</p>     <p>Indirect</p>  
 <p>Ecological Systems that are Effective, Balanced and flexible to Protect the Environment and Sustain its Natural Resources in Support of the National Economy</p>	<ul style="list-style-type: none"> • Environmental Performance Index • GDP Per Unit of Energy Use • Oman Water Index • Renewable Energy Consumption percentage of total consumption 	<p>Direct</p>      <p>Indirect</p> 
 <p>A Participatory Legislative System; a Judicial System that is Independent, Specialised and Swift; and an Oversight System that is Effective and Transparent</p>	<ul style="list-style-type: none"> • Corruption Perception Index • Judicial Independence, Global Competitiveness Index • Quality of Judicial Processes, Doing Business Report • The World Justice Project "Rule of Law Index: Open Government" 	<p>Direct</p>  <p>Indirect</p> 
 <p>A Balanced Partnership and an Effective Regulatory Role of Government</p>	<ul style="list-style-type: none"> • Voice and Accountability, World Governance Indicators • Number of Government Services Privatized / total number of Government Services • Providing Infrastructure for Public-Private Partnerships 	<p>Direct</p>  
 <p>Flexible, Innovative and future-Shaping Administrative Apparatus that Embraces Good Governance</p>	<ul style="list-style-type: none"> • E-Government Development Index • Government Effectiveness, World Governance Indicators • Rule of Law, World Governance Indicators • Number of Co-created or/and delivered Smart Government solutions with the private sector 	<p>Direct</p> 

- Direct Link: The Strategic Direction maps to three or more SDGs
- Indirect Link: The Strategic Direction maps to only one or two SDGs

PRELIMINARY DOCUMENT
For discussion at the National Conference