



Sultanate of Oman
Ministry of Economy



الخطة العاشرة
10th Plan (2021-2025)

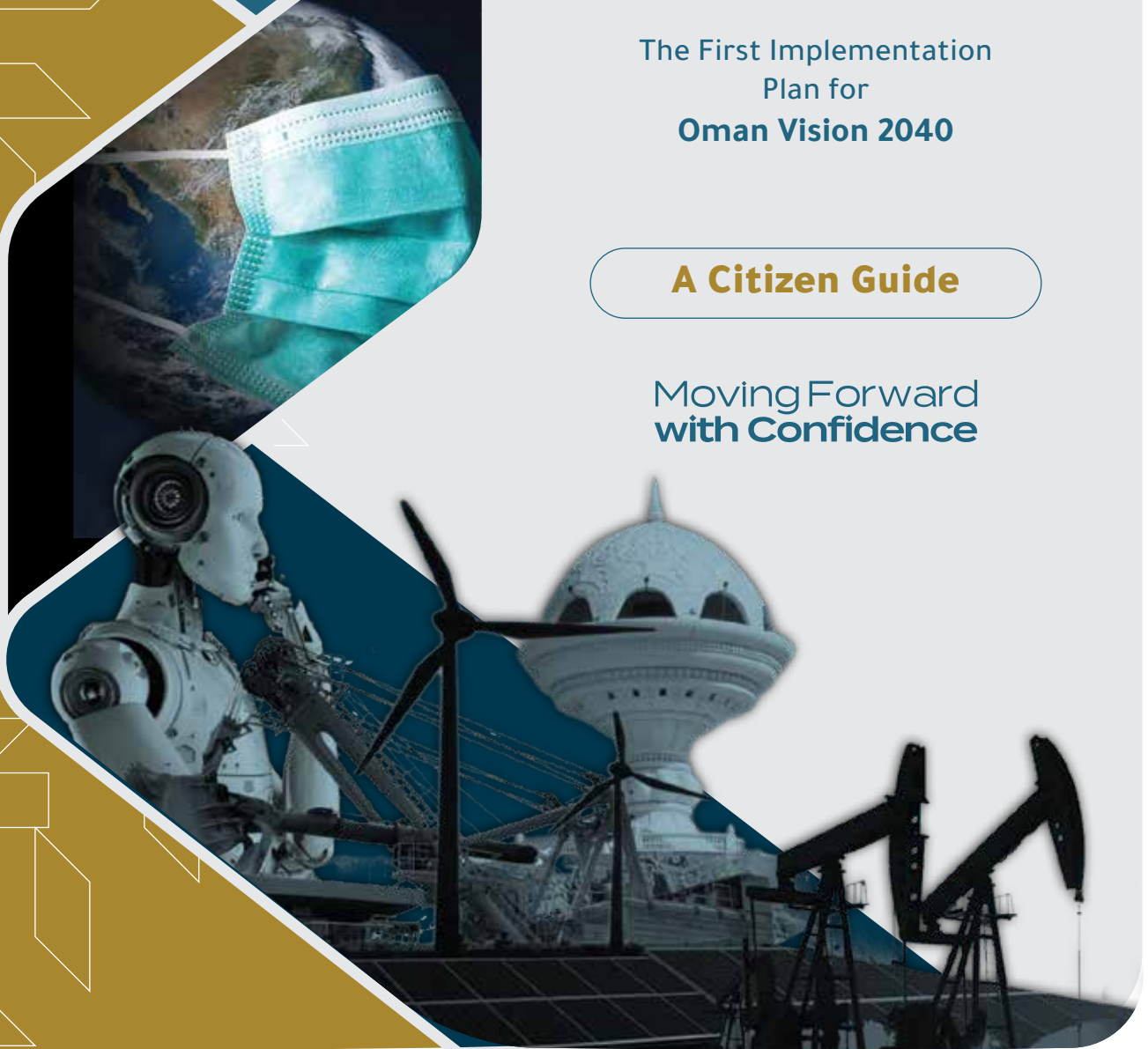
ؤية عمان
2040
Oman Vision

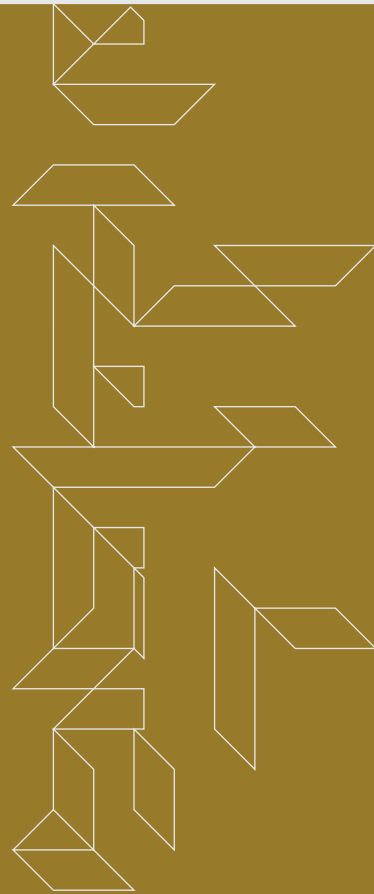
The 10th Five -Year Development Plan 2021 - 2025

The First Implementation
Plan for
Oman Vision 2040

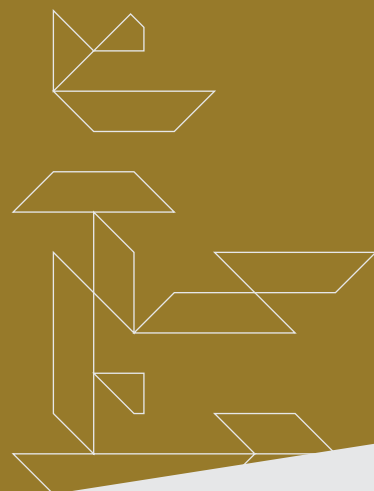
A Citizen Guide

Moving Forward
with **Confidence**





Moving Forward
with Confidence





“The economy will witness, during the next five years, rates of growth that meet the expectations of all citizens of this dear country.”

His Majesty Sultan Haitham bin Tariq
18th November 2020



Economic terms and concepts



Macro Economy

Total economic activities including gross domestic product, unemployment and inflation.



Green Economy

An economy that leads to improving human welfare and growth by working holistically towards eliminating environmental hazards and ecological imbalances through enhancing the efficient use of available natural resources, reducing carbon emissions, wastes, pollution and preventing loss of biodiversity and ecosystems.



Circular Economy

An economic model that aims at achieving optimum use of materials, commodities, energy before they turn into waste, through recycling and reuse and energy extraction.



Knowledge Economy

An economy which relies on the production of commodities and services through innovation and knowledge-intensive activities.



Economic Growth

The increase in the real added value of commodities and services produced compared to another period.



Economic Diversifications

Having diversified sources of production, income, exports, and less reliance on a single economic activity.



Economic terms and concepts



Fiscal Sustainability

The ability of a state to meet its financial commitments now and in the future.



Credit Rating

Rating of states and companies to meet their debts according to certain economic, political, legislative and accounting standards.



Public Debt

The funds the state may borrow to finance different requirements and achieve different objectives including covering the public expenditure or finance development projects.



Economic Stimulus

The economic measures applied by the government to stimulate economic growth and avoid stagnation of economic sectors. This may include improving job opportunities, supporting economic establishments and improving expenditure.



Indicative Planning

Indicative planning is a form of economic planning implemented by a state to solve the problem of imperfect information in market economies by coordination of private and public investment through forecasts and output targets.



Collaborative Planning

A type of planning that aims at involving stakeholders and planners together to draft development plans and select the best available alternatives for their implementation.



2021 2025

What is the 10th Five-Year Development Plan?

A national medium-term integrated and comprehensive action plan developed by the government to be implemented throughout the coming five years as part of Oman Vision 2040. Through this plan, the government, in cooperation with the private sector, and the civil society, seeks to achieve sustainable and comprehensive socio-economic development.

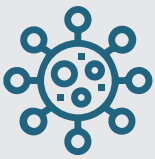
What is the importance of the 10th Five-Year Development Plan (2021-2025)?

The 10th Five-Year Development Plan (2021-2025) is the first executive plan for Oman Vision 2040 which identified the national priorities and strategies over the coming two decades. The plan was guided by assessment of earlier achievements, the strategies, plans and researches that were developed by different State units. The plan seeks to enhance engagement and cooperation with experienced people, set up committees, and work teams to achieve the aspired objectives.



What is the 10th Five-Year Development Plan?

The Plan has been developed amidst exceptional local, regional and global circumstances this includes:



COVID-19 Pandemic

The data released points out that this pandemic may drive the world economy to a state of deep recession as countries around the world adopted unprecedented measures to alleviate the effects of the pandemic including closure of borders, restricting travel, closing business and educational institutions, applying social distancing measures, restrictions on the health system and imposing limitations on finance. Such measures have led to loss of jobs, reduction of per capita income, reduction of human capital and increased uncertainty about the future.



Decline of Economic Activity

Increased public debt as a percentage of GDP, downgrading of credit rating, increase in borrowing cost, modest contribution of the private sector to economic activity and increase in the number of layoffs and job seekers.



Decline in Crude Oil Price

The decline has affected various economic and social sectors.



المبادرات التي تم التوافق عليها

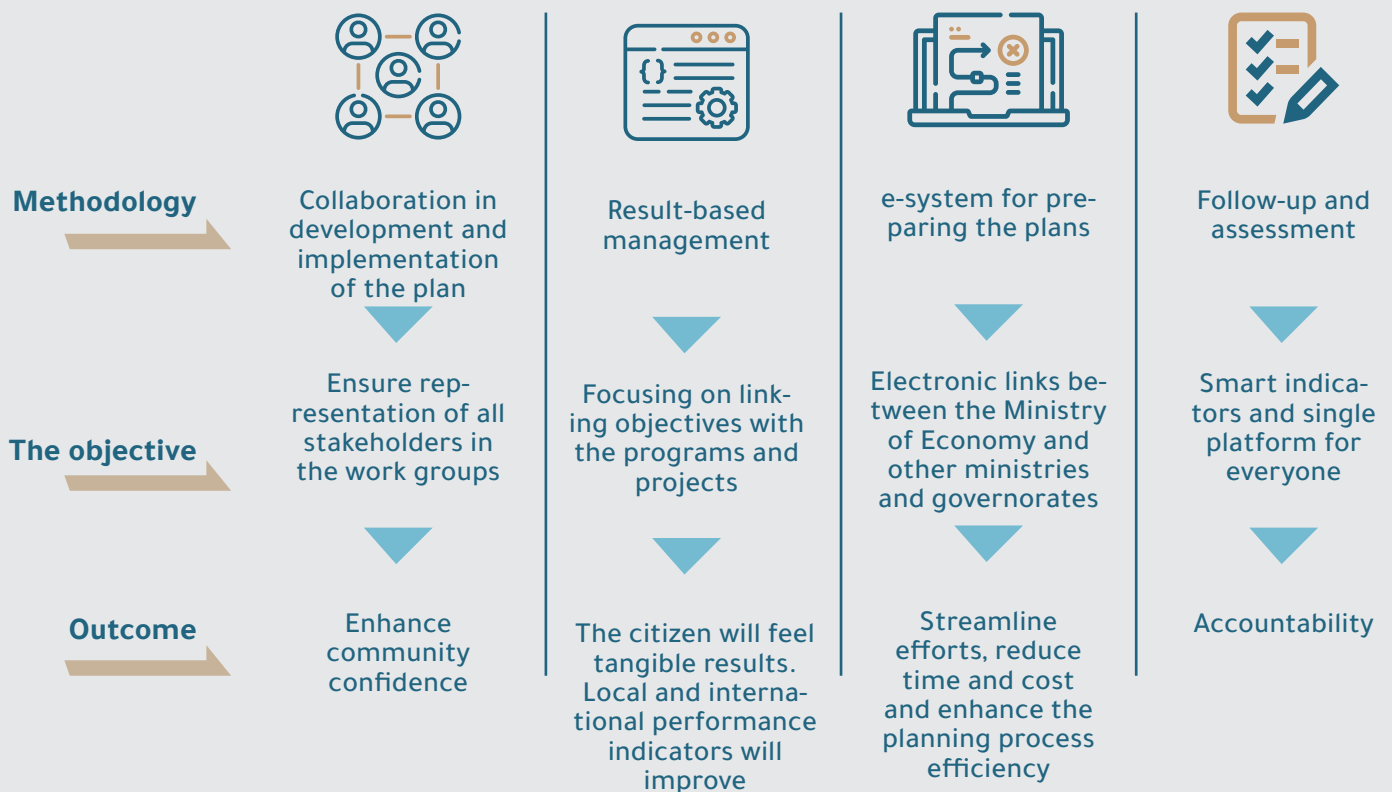
- 1- تطوير البنية التحتية
- 2- تعزيز التعليم والتدريب
- 3- دعم القطاع الخاص
- 4- تعزيز الابتكار والتكنولوجيا
- 5- تحسين الخدمات الحكومية
- 6- تعزيز الاستثمار الأجنبي
- 7- دعم الصناعات الاستراتيجية
- 8- تعزيز التعاون الإقليمي
- 9- دعم التنمية الريفية
- 10- تعزيز الاستدامة البيئية





What is the methodology used in developing the 10th Five-Year Development Plan?

Based on cumulative experiences of the Ministry of Economy staff in preparing medium-term developmental plans. The methodology was used plans to achieve the general directions of the State, the goals of Oman Vision 2040, and to meet the aspirations of citizens for a better life for them and their children. The methodology also sought to maximize the use of all available resources.



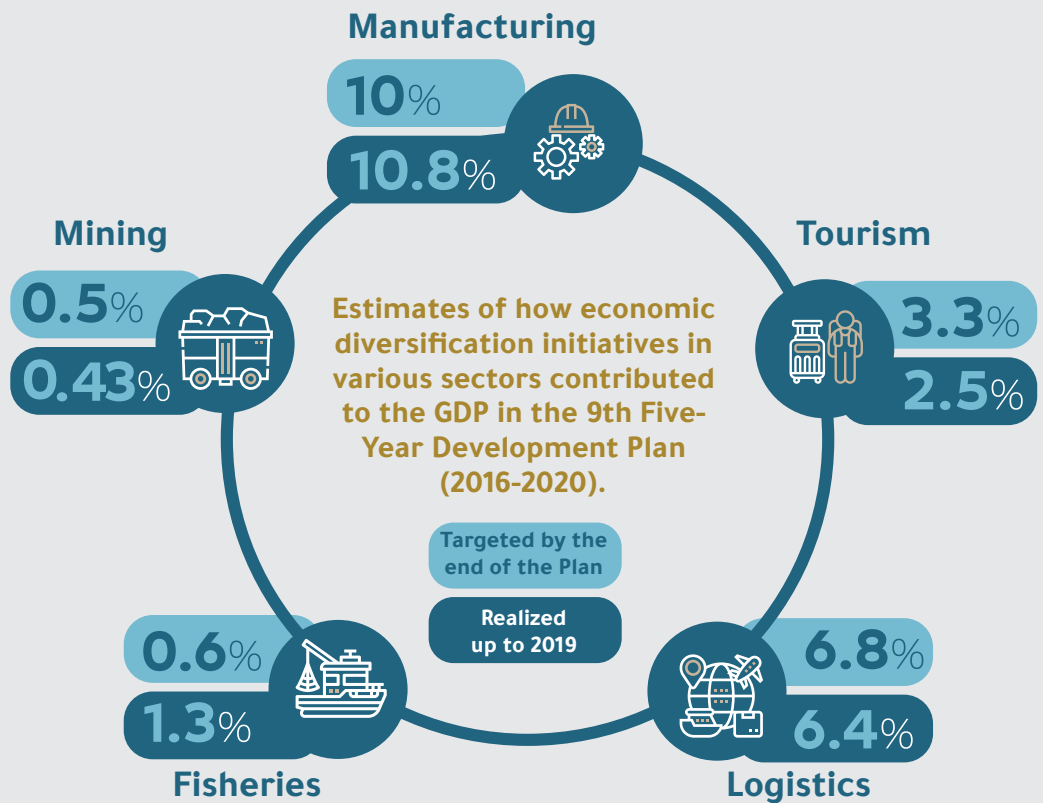


What is the economic performance of the 9th Five-Year Development Plan?

The most important indicators of economic performance during the first four years of the 9th Five Year Development Plan (2016-2020) "Actual vs Planned".

2.3%

The average growth of contribution of non-oil activities to the GDP.







The key components of the methodology adopted in preparing the 10th Five-Year Development Plan.



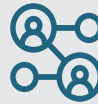
Indicative Planning

By engaging the private sector and civil society as well as different stakeholders in developing, financing, implementing, following up the plan and measuring its effect.



Coordination and integration of efforts

This was carried out through extensive consultations with all relevant stakeholders with the themes and objectives of Vision 2040. It was also carried out through coordination and building trust among different implementation stakeholders in addition to integrating the Plan's objectives with objectives of the programs implemented by all relevant parties.



Collaborative Planning

Working with all stakeholders throughout the different stages in the preparation of the plan to ensure their positive engagement in the development, implementation and follow up of the plan.



Integration of planning stages and levels

This was done through the "Top to bottom" planning approach. The Plan reflects the priorities of Oman Vision 2040 and Oman National Spatial Strategy (ONSS), which serve as planning references for the long run. The Plan adopts "Bottom to top" approach to reflect the sectoral planning and the comprehensive development strategies for governorates over the medium term.



Result-based planning, financing and management

The Plan targets turning long- and medium-term aims into tangible outcomes by identifying the programs and projects that can be monitored and whose effects can be assessed. The Plan will be linked to a developmental program and an investment program to finance the programs and projects that have been identified at the planning stage.



Modelling and measurement

This is to ensure scientific analysis of all inputs, internal and external circumstances and current and future conditions. This will be achieved through linking the sources of official data and the mega databases to study and assess the effect of such plans on the socio-economic variables to support the decision-making process on the macro and sectoral levels.



Automation and electronic connectivity

In light of the rapid technological development, and in line with the drive towards building a digital society and improving governance indicators within the state's administrative apparatus, the Plan aims to transform the planning system, as mentioned earlier - in a gradual and time-based manner to an integrated, highly secure electronic system that connects all actors involved in preparation of the Plan. An electronic monitoring and evaluation platform that helps the decision-maker to follow up on the rates of implementation of the Plan at the national, sectoral and spatial levels, and to measure the Plan's impact will also be launched. This will support decision-making process and performance evaluation.



The plans and budgets of the programs and performance

This will be achieved by benefiting from efforts led by the Ministry of Finance to shift from item-based budget to program and performance-based budget in a number of ministries which have already started preparing programs for achieving specific objectives linked to performance and assessment indicators.

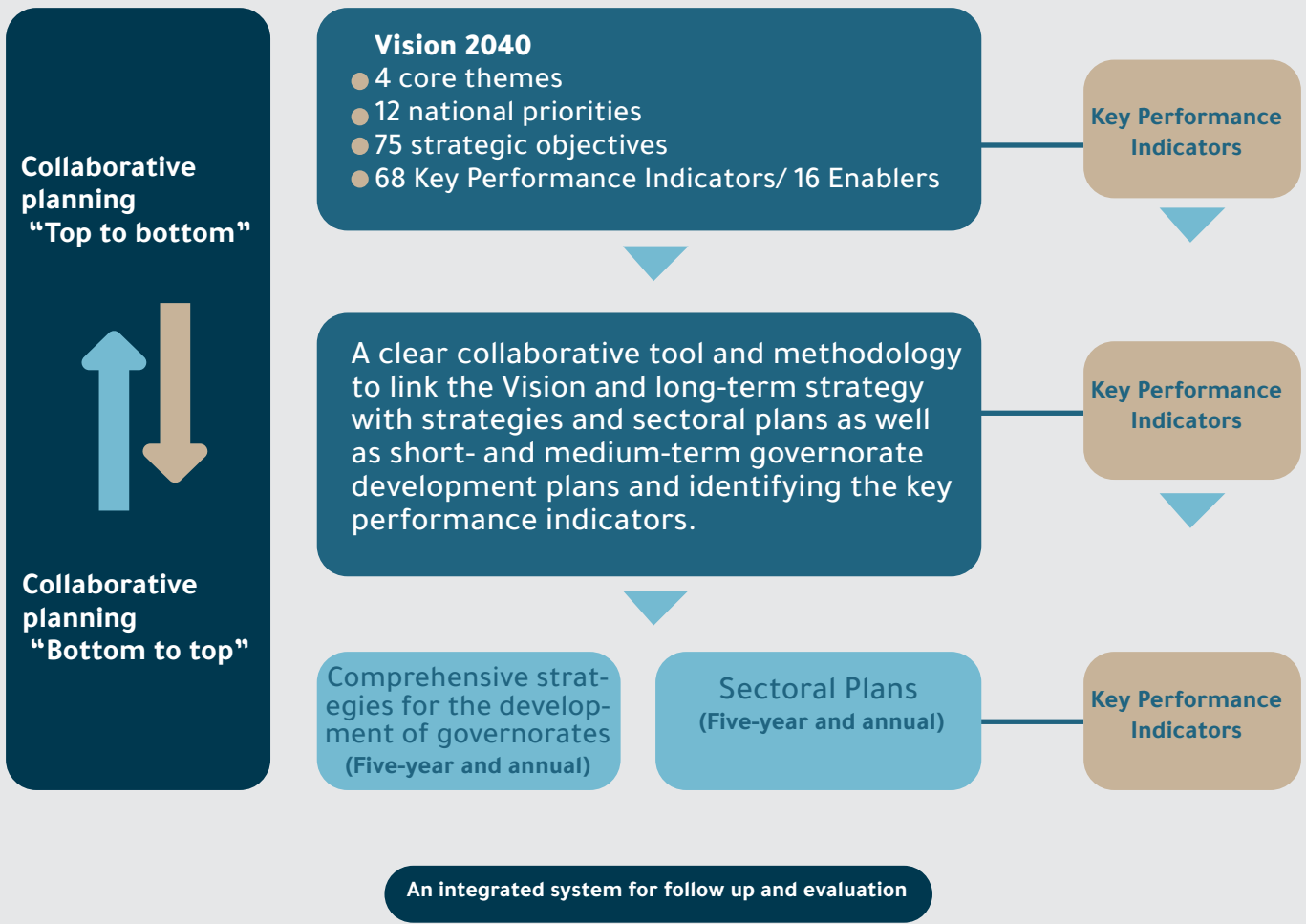


An integrated system for follow up and evaluation

Guided by the words of wisdom "What is not measurable is unachievable", the Plan seeks to develop a number of indicators to assess performance on the level of inputs, output and outcomes. The Plan will be the base for an integrated and effective system for follow-up and evaluation. It will facilitate taking decisions about planning and evaluating the same. It makes the Plan a live document that can be updated regularly.



Turning Vision into short- and medium-term plans to be implemented, followed up and their results assessed.





Correlation between Oman Vision 2040 and the five-year and annual plans on the national, sectoral, and spatial level.

Long-term national strategy for sustainable development

Oman Vision 2040

Medium-term plans that identify prioritized objectives and programs

The 10th Five-Year Development Plan
2021-2025

Effective management of development

The 11th Five-Year Development Plan
2026-2030

Sustainable economic development

The 12th Five-Year Development Plan
2031-2035

Reaping the fruits
Better life

The 13th Five-Year Development Plan
2036-2040

Building on the achievements

Sectoral and spatial priorities over five years

Spatial medium-term plans

Sectoral medium-term plans

Translation of the Vision's ambitious objectives into prioritized medium-term objectives

Annual activities and programs

Annual investment programs

Annual investment programs

Ensuring the selection of programs, projects and following them up in with efficiency and effectiveness



Vision 2040 The starting point for the 10th Five-Year Development Plan

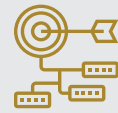
The
10th Five-Year
Development
Plan



4 key
themes



14 national
priorities



82 strategic
objectives

14 working groups (advisory committees) and steering committees (with the membership of the heads of the Vision's main committees) and a central team comprising 30 male and female researchers.



1

A society of creative individuals

- Education, learning, scientific research and national capabilities
- Health
- Citizenship, identity, national culture and heritage
- Well-being and social protection
- Development of youth sector

2

A competitive economy

- Leadership and economic management
- Economic Diversification and Fiscal Sustainability
- Labour Market and Employment
- The Private Sector, Investment, and International Cooperation.
- Development of Governorates and Sustainable Cities
- ICT



3

An environment with sustainable components

- Environment and Natural Resources

4

Responsible state agencies

- Legislative, Judicial and Oversight System.
- Governance of State's Administrative Bodies, Resources and Projects.



1 Current Situation Form

الخطة الخمسية العاشرة 2021-2025، الخطة التنفيذية الأولى "رؤية عمان 2040"

استمارة لتحليل الوضع الراهن

استهدف في هذه الاستمارة التعرف بشكل أعمق على القطاعات التي تستهدفها رؤية عمان 2040، من حيث أهمية الجهات المعنية المتعلقة بالرؤية الاستراتيجية للقطاع المعني، وأهم الأهداف الاستراتيجية الخمس سنوات القادمة، كما تم الاستمارة أيضاً بالتعرف على الإطار التشريعي الحاكم للقطاع والإطار المؤسسي والتنظيمي والعمليات التشغيلية ذات الصلة بالقطاع وأهم التحديات التي تواجه القطاع المعني.

الوزارة: _____

مورد وضع علامة (X) على الخيارات المتعلقة بالقطاعات الخمس (أ) موارد البشرية وفقاً لما يوجد في الوزارة "رؤية عمان 2040"

المعيار	التعليم العالي	التعليم التقني	التعليم المتوسط	التعليم الأساسي	التعليم الابتدائي
الإسكان والتوظيف	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الصحة والتعليم	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الصحة والسكان	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
البيئة والموارد الطبيعية والثروة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الزراعة الاقتصادي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

رؤية القطاع خلال العشري (2021-2025):

معلومات القطاع:

رؤية القطاع خلال العشري (2021-2025):

الأهداف الاستراتيجية للقطاع خلال العشري (2021-2025):

الأهداف الاستراتيجية للقطاع خلال العشري (2021-2025):



3 forms were used to collect the data needed for the Plan.

2 Challenges form

Challenges form

الخطة الخمسية العاشرة 2025-2030، الخطة التنفيذية الأولى "رؤية عمان 2040"

استمارة لتحديد التبعات والمبادرات ومؤشرات قياس الأهداف

في إطار الأهداف التي حددها "رؤية عمان 2040"، استهدف هذه الاستمارة (1) تحديد أهم التبعات والمبادرات التي تعكف الأهداف ذات الأولوية للقطاع المعني، خلال الخمس سنوات (2) تحديد أهم مؤشرات قياس الأداء الخاصة بحوليات تحقيق أهداف الخطة.

الوزارة: وزارة التربية والتعليم

مورد وضع علامة (X) على الخيارات المتعلقة بالقطاعات الخمس (أ) موارد البشرية وفقاً لما يوجد في الوزارة "رؤية عمان 2040"

المعيار	التعليم العالي	التعليم التقني	التعليم المتوسط	التعليم الأساسي	التعليم الابتدائي
الإسكان والتوظيف	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الصحة والتعليم	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الصحة والسكان	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
البيئة والموارد الطبيعية والثروة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الزراعة الاقتصادي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

وفقاً "رؤية عمان 2040"، وبالتحديد لكل هدف من الأهداف الخاصة بالقطاع المعني، يرجى تحديد أهم التحديات التي تواجه تحقيق هذا الهدف بوصف هذا التحدي بشكل مختصر.

التحديات	مؤسسية	مؤثرات خارجية	مؤثرات داخلية	بنية أساسية	بنية تنظيمية	بنية تقنية	بنية بشرية
الأهداف							
الوقت							
التكلفة							
التركيبة							
المصادر							

3 Programs and Measurement Indicators form

Programs and Measurement Indicators form

الخطة الخمسية العاشرة 2021-2025، الخطة التنفيذية الأولى "رؤية عمان 2040"

استمارة لتحديد البرامج والمبادرات ومؤشرات قياس الأهداف

في إطار الأهداف التي حددها "رؤية عمان 2040"، استهدف هذه الاستمارة (1) تحديد أهم البرامج والمبادرات التي تعكف الأهداف ذات الأولوية للقطاع المعني، خلال الخمس سنوات (2) تحديد أهم مؤشرات قياس الأداء الخاصة بحوليات تحقيق أهداف الخطة.

الوزارة: _____

مورد وضع علامة (X) على الخيارات المتعلقة بالقطاعات الخمس (أ) موارد البشرية وفقاً لما يوجد في الوزارة "رؤية عمان 2040"

المعيار	التعليم العالي	التعليم التقني	التعليم المتوسط	التعليم الأساسي	التعليم الابتدائي
الإسكان والتوظيف	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الصحة والتعليم	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الصحة والسكان	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
البيئة والموارد الطبيعية والثروة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الزراعة الاقتصادي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

وفقاً "رؤية عمان 2040"، وبالتحديد لكل هدف من الأهداف ذات الأولوية الخاصة بالقطاع المعني، يرجى تحديد أهم البرامج والمبادرات التي تعكف هذا الهدف خلال الخمس سنوات القادمة.

البرامج والمبادرات	مؤسسية	مؤثرات خارجية	مؤثرات داخلية	بنية أساسية	بنية تنظيمية	بنية تقنية	بنية بشرية
الأهداف							
الوقت							
التكلفة							
التركيبة							
المصادر							



Wide community participation



25
workshops

900
participants



120
technical and
coordination
meeting

780
participants



50
virtual
meeting

220
participants





175

Forms about
challenges



195

Events



1900

Participants



110

Forms about strategic
programs received from
different units

176

Forms about
current condition





What are the objectives of the 10th Five-Year Development Plan?

The most important objectives of the 10th Five-Year Development Plan are:

- Promoting sustainable human development.
- Preserving human capital.
- Stimulating economic activity in partnership with the private sector and supporting the role of small and medium enterprises.
- Expanding the base of economic diversification and developing productive structures mechanisms and programs.
- Developing the macroeconomic environment and achieving fiscal sustainability.
- Achieving a balanced development for the governorates.



How will the Plan address the current economic conditions?

The Plan focuses on addressing the current economic conditions and challenges through:

- Restoring economic growth momentum.
- Accelerating the pace of economic activities.
- Achieving balanced economic and social development through the implementation of the proposed programs, initiatives and projects within an integrated timeframe and organizational framework.
- Developing the macroeconomic environment.
- Raising the adequacy of public finance management.
- Striking a balance between measures to control and rationalize public spending, on one hand, and adopting disciplined expansionary fiscal policies on the other.



What are the key pillars of the 10th Five-Year Development Plan?

The key pillars of the 10th Five-Year development plan are:

- Legislative and administrative development.
- Addressing immediate challenges.
- Infrastructure and technology improvement.
- Discipline and financial balance.
- Environmental sustainability and enhancing the efficiency of using natural resources.



What are the economic diversification sectors of the 10th Five-Year Development Plan?

The 10th Five-year Development Plan depends on economic diversification in a number of sectors that hopefully will lead the coming period, namely:



Manufacturing

This includes industries with hi-tech content that achieve In Country Value (ICV) especially pharmaceutical, medical supplies, hospital supplies and health services sectors.



Agriculture and fisheries

This includes aqua farming, food, and fish processing industries that contribute to enhancing food security and attracting more investments within the blue economy.



Mining and mineral products

This includes all mining activities and products with high local content.



Logistic activities, culture and logistic services

This includes transport, warehousing, logistic services, e-commerce and tourism with special focus on cultural and heritage tourism and creative industries to derive maximum benefit from the Sultanate's rich culture and heritage, information technology, communication and innovation.



Education, scientific research and innovation

This includes pre-school education, general education, and higher education, and encouraging the private sector to invest in the field of education, especially integrated and distance education, in addition to supporting applied scientific research operations that promote innovation in various fields.



What were the criteria for selecting the economic diversification sectors of the 10th Five-Year Development Plan?

The criteria used in identifying the economic diversification sectors:

- Providing suitable job opportunities for Omanis.
- Achieving a high comparative advantage.
- Growth sustainability (are not reliant on government spending or depleted resources).
- Promoting the growth of other sectors.
- Exportability and contribution to fiscal sustainability.

What are the sectors that support the 10th Five-Year Development Plan?

The plan aims to create sectors that support and supplement the main sectors, contribute to achieving sustainable development, raise the efficiency and effectiveness of the use of available resources, reduce production costs, and preserve environment and natural resources, such as:



**Green
Economy**



**Circular
Economy**



**Knowledge
Economy**



The main macroeconomic targets of the 10th Five-Year Development Plan are:

Increasing investment

rate to **27 %**

of the GDP in average, enhancing the efficacy of the investment and utilization of available resources to attract more direct foreign investment (FDI) to the oil and non-oil activities

about **10.9 %**
of the GDP by the
end of the plan

Creating

135.000

direct job opportunities.

Achieving real growth rate of the GDP, about

3.5 % per annum during
the plan years

Enhancing the contribution of the private sector to

60 %

Achieving a real growth rate for the non-oil activities, about

2.3 % in average



How did the 10th Five-Year Development Plan (2021-2025) respond to local and global developments?

Upon World Health Organization's announcement in March 2020 that the world is facing the COVID-19 epidemic, and upon the International Monetary Fund's announcement that the global economy is facing a major recession, the Sultanate's government modified the broad guidelines of the 10th Five-Year Development Plan to prepare an emergency plan (up to June 2020), the economic stimulation plan and pave the way for the future vision (June 2020-December 2021).



The emergency plans deals with the economic effects of the COVID-19 pandemic and the sharp decline in global oil prices (until June 2020). The emergency plan includes:

Introduction of rapid measures that immediately address effects of the current crisis on the national economy, on sectors and groups most affected while complying with precautionary health and safety measures for employees. The emergency plan also included ten sets of specific measures implemented throughout a period of three months. The plan was submitted to the Supreme Committee in charge of Handling the Development of COVID-19 in May 2020.



The economic stimulus plan and preparation for the future vision (June 2020- December 2021)

In the context of preparing to live with the pandemic, and starting to ease the measures of closure, and a gradual return of economic activities, the plan proposed a set of strategic programs for the 10th Five-Year Developmental Plan that will stimulate economic activity, encourage the private sector, restore confidence in the local investment environment, and attract foreign investments that migrate from high-risk areas to the Sultanate to take advantage of promising opportunities. The plan also emphasizes the importance of implementing a range of government projects, encouraging, and stimulating partnership projects between the public and private sectors, in light of the recent establishment of the Oman Investment Authority.

The proposed programs initially focuses on addressing challenges facing the Sultanate currently, especially those which “when addressed” will have a direct positive impact, do not take long time to implement, and do not put extra burden on the State’s general budget.



How will the implementation of the 10th Five-Year Development Plan be followed?

As mandated, the Ministry of Economy will follow up implementation of the 10th Five-Year Development Plan, regularly assess its outcomes, prepare regular follow-up and assessment reports, and publish and present such reports to relevant organizations.

Follow up implementation of the Plan's programs through a set of smart performance indicators to assess their impact over the next five years.

Develop an institutional and organizational framework for follow-up and assessment (Vision 2040 Implementation Follow up Unit)

Develop a single e-platform for measuring performance in collaboration with the relevant authorities.



What are the outcomes and documents of the 10th Five-Year Development Plan?





Sultanate of Oman
Ministry of Economy

الخطة العاشرة
10th Plan (2021-2025)



The 10th Five -Year Development Plan

2021 - 2025

economy.gov.om



@moe_oman