



Oman Vision 2040
Implementation Follow-up Unit

Economic Diversification Report

2020



Guiding Words

"We will protect our national interests, as they are the most important constants of the next phase, the directions and targets of which were set by "Oman Vision 2040", with the prime aim of transforming all aspects of life. It is a true embodiment of collective national willpower. The success of this vision is the responsibility of us all, dear citizens, without exception, each one acting from his position and within the scope of his abilities and responsibilities."

Haitham bin Tarik
Sultan of Oman



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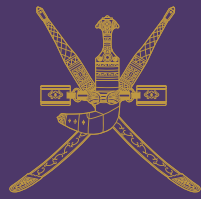
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Oman Vision 2040
Implementation Follow-up Unit

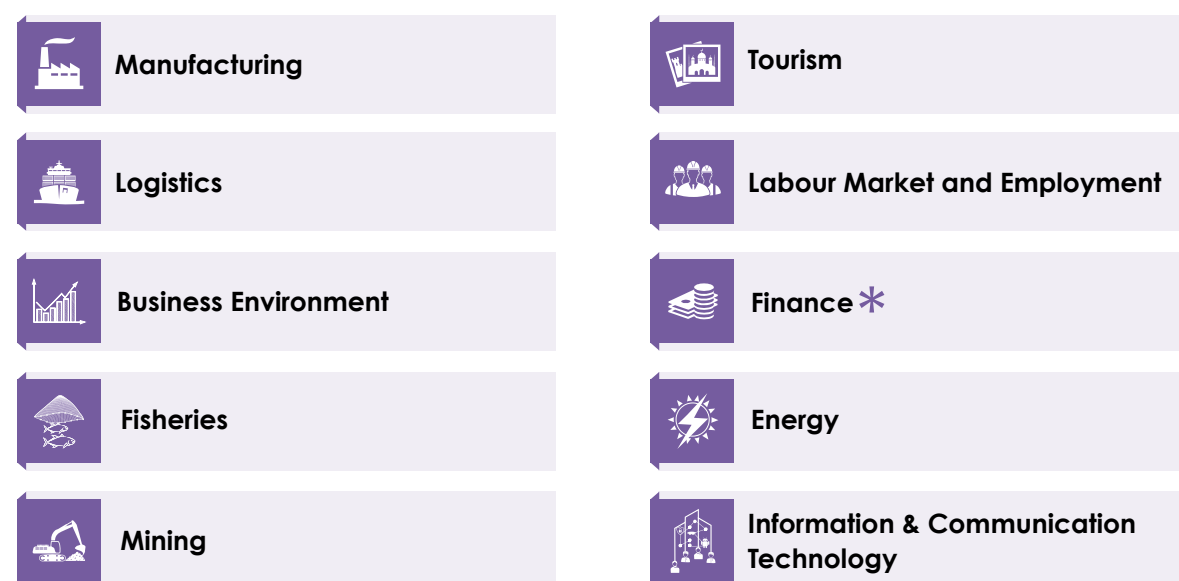
Introduction

Introduction

The National Program for Enhancing Economic Diversification (Tanfeedh) was launched in 2016 to pave the way for launching Oman Vision 2040, which takes on the economy as one of its **four main themes: People and Society, Economy and Development, Sustainable Environment, Governance and Institutional Performance**, and provides the basis of all national programs that will push to realise the Vision's objectives. In this context, **Tanfeedh became the entry point of Vision 2040 to the economy** in order to develop and enhance the efficiency and competency of economic and enabling sectors and equip them to play their respective roles, in light of the emphasis on economic growth as the main driver of development over the next twenty years. This vital sector has been developed in accordance with the latest global trends and plans, focusing on competitiveness and integration of efforts to enable youth participation through jobs created by initiatives and projects or involvement in entrepreneurship and SMEs. In addition, these development plans will enable sector regulators to create performance monitoring dashboards and indicators and develop follow-up models according to international standards and methodologies.

Tanfeedh program was put into action to accelerate the efforts of economic diversification in all sectors listed in the ninth five-year plan. The program sets clear processes that include a number of initiatives and projects which have been identified by public and private stakeholders and civil society organisations, and it offers solutions to existing challenges.

By virtue of Royal Decree no. 50/2016 dated October 17, 2016, the former Implementation Support and Follow-up Unit (ISFU) was established to follow up on the program's outputs, provide the necessary support to government agencies and monitor performance evaluation to achieve the targets set in national priority areas. Over the past four years, the former ISFU followed up on initiatives and projects using a KPI dashboard for economic sectors and organised labs dedicated to other economic sectors, in collaboration with the relevant entities. Moreover, it published lab outputs and annual reports, the latest of which was 2019 Annual Report, to present the latest developments in economic sectors' initiatives and projects.



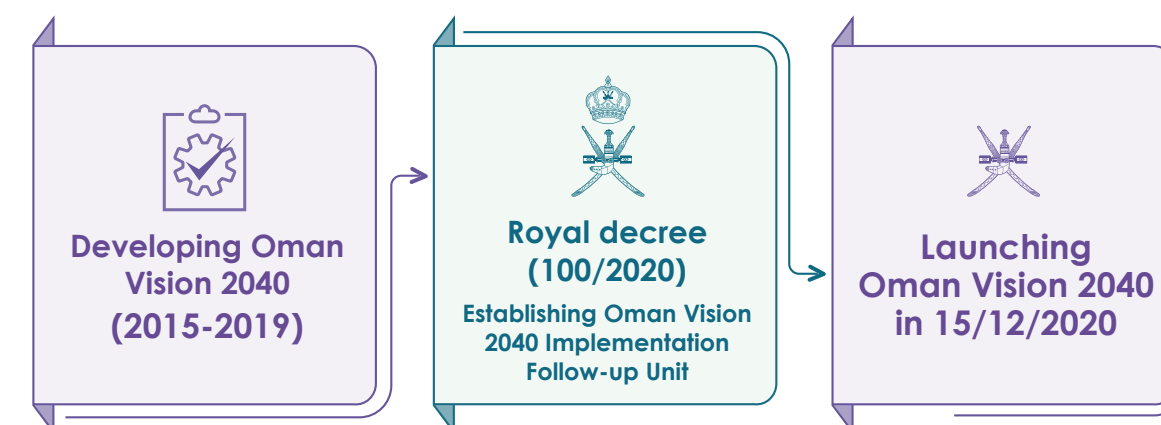
* The organisational structure of the finance sector was developed and transformed to an independent program (**The National Program for Fiscal Balance**) under the Ministry of Finance. This program's initiatives and projects are monitored on a separate KPI dashboard.

Oman Vision 2040

Oman Vision 2040 is the national reference for economic and social planning in the Sultanate, for the period of 2021-2040, and the source of national sector strategies and five-year development plans. It was put in place under the wise guidance of His Majesty the late Sultan Qaboos Bin Said, and carried forward by His Majesty Haitham Bin Tarik.

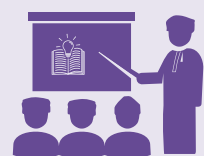
After being developed with extensive participation by the community, Oman Vision 2040 was approved by His Majesty Sultan Haitham Bin Tarik in 2020, then it was put into action as of early January 2021 and will remain in force till 2040.

The Path of Oman Vision 2040



Oman Vision 2040 Implementation Follow-up Unit was created by virtue of Royal Decree no. 100/2020 issued on August 18, 2020. The new unit reports to the Council of Ministers and was given various mandates to be able to monitor the implementation of Vision 2040 programs by developing working models, specific indicators and a central KPI dashboard, in order to follow up on the work carried out by public and private state-owned entities and observe the roles of all sectors related to the vision's programs, according to their respective capacities and mandates. The unit was also tasked with providing necessary support and proposing appropriate solutions to existing challenges, while ensuring integration of efforts of all stakeholders in order to achieve "Oman Vision 2040". In addition, the unit started developing its methodologies for following up the Vision's priorities and targets for the coming phase.

Knowledge Transfer Program



Since its establishment in August 2020 and as an initial step to increase the readiness of government entities to work in accordance with the methodologies of following up Oman Vision 2040's priorities and targets, the unit **designed and held several workshops with government entities** responsible for economic sectors. All these workshops were part of **a comprehensive program to transfer knowledge and expertise** to these entities, as well as sharing the methodologies, initiative development process, target identification steps, KPI development procedures and the follow-up mechanism. In phase 1, these workshops targeted entities responsible for economic sectors, in order to complete economic diversification initiatives and projects. Meanwhile, the **Ministry of Economy continues following up the progress of Tanfeedh** initiatives and projects and tracking its outputs to ensure that goals are achieved.



Objectives of the Workshops:



- Ensure the participation of all stakeholders involved in implementing economic diversification initiatives and projects, given their vital role in realising the goals of Oman Vision 2040.
- Agree with stakeholders on a joint framework to follow up on economic diversification initiatives and projects, develop follow-up and support procedures for priority Vision programs, and prepare institutions for the upcoming phase.
- Transfer the necessary expertise to develop detailed action plans with clear KPIs to follow up on the implementation of programs and projects designed to achieve the priorities of Oman Vision 2040.

Economic Diversification Report 2020

This report aims at presenting the developments and progress made throughout 2020 in economic diversification initiatives and projects. Back in 2020, the former ISFU followed up on these initiatives and projects until the government restructure happened, and Oman Vision 2040 Implementation Follow-up Unit was established in August 2020. The former unit adopted transparency and credibility and focused on highlighting the initiatives and projects' achievements in its publications. Therefore, this report will touch on the programs' progress and the efforts made by stakeholders before and after the government restructuring, particularly in light of the economic impact and challenges of the Covid-19 pandemic. These challenges disrupted work at various economic projects and initiatives, due to closures, shut downs and other restrictions on work, travel and supply.



Manufacturing

Manufacturing KPI Dashboard			
Initiative / KPI		2020 Target	2020 Actual Achievement
1	Liwa Plastics Industries Complex	100%	73%
2	Moon Iron and Steel Company SAOC (MISCO)	100%	100%
3	Osool Poultry SAOC Plant	100%	51%
4	Duqm Refinery (OQ8)	100%	85.1%
5	Salalah Methanol Company's Ammonia Plant	100%	43%
6	OQ LPG Project	100%	38.8%
7	Calcined Petroleum Coke Plant	100%	32%
8	DOIL – Calcium Chloride Project	100%	6.5%
9	Alloy Wheels Manufacturing Facility	100%	38%
10	Facility for Designing and Manufacturing Dies and Moulds	100%	92.5%
11	Raysut Steel Industries Project	100%	71.8%
12	A'Namaa Project	100%	59.7%
13	Dhofar Fisheries – Seafood Canning Plant	100%	38%
14	Al Bashayer Meat Project	100%	88.5%
15	Tumoor Project	100%	49%
16	EJAAD Initiative	100%	18%

Initiative / KPI			
Initiative / KPI		2020 Target	2020 Actual Achievement
17	Advanced Manufacturing Research Centre (AMRC) in Oman	100%	91.5%
18	Activation of Industrial Innovation Centre (IIC) Programmes in 2020	100%	73.5%
19	Philex Pharmaceuticals Industries LLC	100%	67%
20	Karwa Motors	100%	63%
21	Industrial Strategy 2040	100%	88%
22	Water Supply Plan in SEZAD	100%	85%
23	Enhancing the National Employment in Manufacturing Sector	100%	61%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.

* The method of calculating the actual achievement of the projects might differ between the Unit and the project owner.

Manufacturing

Manufacturing sector is one of the main contributing sectors to the Omani economy. However, it faced stiff challenges in 2020 due to the spread of Covid-19 pandemic such as closing the borders, which led to delays in equipment supply for the projects, in addition to experts and technicians not being able to travel to install the equipment.

Despite these challenges, the projects made good progress in 2020 due to huge efforts made by the projects' owners and teams, and the support they received from the Supreme Committee and relevant government entities. As a result, the manufacturing dashboard, which contains 23 projects and initiatives, achieved 61% in 2020 compared to 79% in 2019. In addition, its contribution to the GDP reached 10.8% in 2020.

Initiatives/Projects that graduated in 2020:



Moon Iron and Steel Company SAOC (MISCO)

Initiatives/Projects added in 2020:



Tumoor



Ejaad Initiative



Industrial Strategy 2040



Water Supply Plan in SEZAD



Enhancing the National Employment in Manufacturing Sector

1. Liwa Plastics Industries Complex



Liwa Plastics Industries Complex (LPIC) is being developed by OQ Group as a first-of-its-kind project in Oman. It will enable the country to support plastics downstream industry. The project's physical hub centres on the existing OQ Group facility in Sohar Industrial Port area.

It is a steam cracker project, which will process light ends produced in OQ Group's Sohar Refinery and Aromatics plants, as well as optimise natural gas liquids extracted from the available natural gas supplies. Upon completion, the plastics production will increase by over one million tonnes, giving OQ Group a total of 1.4 million tonnes of polyethylene and polypropylene production by 2021.

The Journey

There were minor teething troubles during 2020 in Commissioning, which was nearly completed, when the Covid-19 pandemic happened. The pandemic totally derailed the project activities due to travel restrictions, whereby major equipment vendors and process licensors could not be mobilized to site to finalise the commissioning activities.

In spite of the pandemic, most of the personnel, including the project team, project management consultants, and Engineering, Procurement and Construction (EPC) Contractors continued working in the site to carry out the remaining activities. As a result of such joint efforts, the following were the major achievements during 2020:

1. EPC1 (Steam Cracker Unit at Sohar): All of the commissioning activities were completed, all of the major equipment were mechanically tested, the hydrocarbon introduction was completed, all of the utilities and off-site facilities are in operation, and the project is ready to feed the cracking furnaces with Liquefied Petroleum Gas (LPG) in order to start up the Steam Cracker Unit.
2. EPC2 (Polymer Units at Sohar): These units depend on the feedstock from EPC1, and feedstock could not be made available from EPC1 due to some delays caused by the pandemic. However, feedstock were imported, and 5-day test runs were carried out for all three units to ensure that they will operate trouble-free when the permanent feedstock from EPC1 is made available.
3. EPC3 (Natural Gas Liquids (NGL) Extraction Unit at Fahud): This unit has started and its performance was successfully tested. It is in operation to supply feedstock for EPC1.
4. EPC4 (Pipeline from Fahud to Sohar): The pipeline has been completed and taken in service to supply feedstock to EPC1.

Moving Forward

The project is expected to graduate in Q1 of 2021.

Stakeholders

OQ Group	Environment Authority
Ministry of Commerce, Industry and Investment Promotion	
Ministry of Energy and Minerals	Sohar Port and Freezone

2. Moon Iron and Steel Company SAOC (MISCO)



Moon Iron and Steel Company S.A.O.C. (MISCO) is a 1.2 Million Tons annual capacity steel complex. Strategically located in Sohar Industrial Estate, the construction of MISCO's state-of-the-art Billet and Rebar Manufacturing Facility is well underway. This plant will be one of the leading steel plants in Oman to produce billets and rebars, utilising the technology from SMS Group – a reputed global leader in steel mill technology and processing plants. It will be one of the few regional steel producers supplying a wide range of products in Oman and across export markets in the GCC and Southern Africa.

The Journey

The project started year 2020 with commissioning. The production started in the first quarter of the year. Moreover, the project team finalised the gas agreement with the former Ministry of Oil and Gas, and the project successfully graduated.

Stakeholders

Moon Iron and Steel Company (MISCO)	Sohar Industrial Estate
Ministry of Energy and Minerals	

3. Osool Poultry SAOC Plant



Breeder projects and the hatching eggs that they produce are the starting point and backbone of all broiler or layer poultry projects. The broiler industry in Oman and other GCC countries still heavily relies on imported hatching eggs to run their operations. Any disturbances due to natural disasters or other reasons can severely affect the broiler industry in this region, which will not only spoil the performance of the broiler projects, but also endanger the food security of the region. Moreover, the increase in the demand for broiler meat requires the expansion of existing projects, as well as new poultry projects, which also increases the demand for hatching eggs.

To help overcome issues of supply disruption and inconsistencies in demand, Osool Poultry project is aimed at facilitating a smooth supply of hatching eggs to the poultry industry at sustainable prices. Based in Haima, the breeder project will primarily supply its products within Oman to drive self-sufficiency to between 80% and 85%, while creating jobs for Omanis in the farming sector. In addition, it will supply a percentage of production to the surrounding GCC countries from the expected annual production of 150 million hatching eggs.

The Journey

The construction of 88% of the project's facilities have been completed. The electricity tender was floated and bids were received. Moreover, operationalising water treatment plant in blocks 16 and 17, and generators compound in blocks 16, 17 and 18 was completed, and the company that will construct the slaughterhouse was selected.

Since the project requires human resources, and in line with the government's direction, national capacities were employed in the administrative, financial and technical fields, in addition to contracting with some experts in breeding and producing fertilized eggs, to manage and operate the project.

Also, permanent and temporary job and training opportunities were provided for Omanis. In addition, investment opportunities were offered and direct contracts were signed with SMEs in several phases of establishment, operation and production.

Moving Forward

In 2021, the project aims to finalise the construction of all facilities, operationalise the plant gradually, and start marketing and distributing fertilised egg products to white meat and table eggs producers. Moreover, it will continue promoting the complementary partnership with the local community during operation and production phases.

Stakeholders

Osool Poultry Company	Rural Areas Electricity Company (Tanweer)
Ministry of Agriculture, Fisheries and Water Resources	Petroleum Development Oman (PDO)
Ministry of Commerce, Industry and Investment Promotion	

4. Duqm Refinery (OQ8)



Duqm Refinery and Petrochemical Industries Company L.L.C, located at the Special Economic Zone at Duqm (SEZAD), is a 50/50 Joint Venture between OQ Group and Kuwait Petroleum International. This strategic partnership was established during the incorporation of Duqm Refinery and Petrochemical Industries Company. Once it is ready, the refinery will have the capacity to process 230,000 barrels of crude oil per day, which can further be processed on-site into diesel, jet fuel, naphtha, LPG, Sulphur and petcoke.

One of the refinery's key competitive advantages is its provision of ease of accessibility compared to other refineries in the Gulf region. This is due to its location outside the Strait of Hormuz, and its strategic maritime position in the path of international shipping lanes in the Indian Ocean and Arabian Sea.

Duqm Refinery is set to provide a significant boost to SEZAD as it provides development opportunities for new projects that will interface directly and indirectly with the refinery. These projects will be able to establish commercial links with the refinery, while having products within easy reach for their own operational use.

The Journey

Milestones	Status
EPC1: stage 1	95% of engineering work is completed, and 75% of underground pipework is installed. The final integrated control system is 90% completed and tested.
EPC2: stage 2	95% of engineering work is completed, and 92% of underground pipework is installed. The final integrated control system is 100% completed and tested.
EPC3: stage 3	99% of engineering work is completed.
Complete procurement	96% of procurement activities in the 3 EPC packages is completed.

Stakeholders

Duqm Refinery (OQ8)	Public Authority for Special Economic Zones and Free Zones
OQ	Port of Duqm Company
Kuwait Petroleum International (Q8)	Ministry of Energy and Minerals

5. Salalah Methanol Company's Ammonia Plant



Owned by OQ, Salalah Freezone-based Ammonia Plant is set to diversify the product line at Salalah Methanol Company to include not only methanol, but also ammonia. The company currently produces 3,000 metric tons of methanol per day. However, this will be boosted by an additional 1,000 metric tons of ammonia per day. Once complete, the project will mark an important milestone for the industrial sector in Dhofar, as it will open new downstream industries, and create new employment opportunities in the region. It will also add value in the form of increased export volumes for the Port of Salalah to process; while acting as a growth engine for associated utilities, export facilities and off-site infrastructure in the region.

The Journey

Milestones	Status
Complete the Cooling Towers Structure Installation	50% of the installation is completed.
Complete the Electrical Connection	60% of 132 Kilovolt power line is energized.
Install the Main Piping	50% of the brownfield (Methanol) piping installation is completed.
Construct the Pipelines and Jetty Area	60% of the construction is completed.
Complete the Mechanical Activities	Nearly 50% of overall mechanical activities are completed.

Stakeholders

OQ	Ministry of Energy and Minerals
Salalah Methanol Company	Salalah Free Zone
Ministry of Commerce, Industry and Investment Promotion	Port of Salalah

6. OQ LPG Project



Located in Salalah Free Zone, OQ LPG project is a mega project intended to extract over 300,000 tons annually of propane, butane and condensate from the Rabab Harweel field and central processing plant by Q3 of 2020.

The project is entirely owned by OQ. It has been initiated to optimise the gas value chain, and once built, it will consist of an extraction plant, a fractionation facility, storage tanks, shipping facilities and an interconnection pipeline system. The Ministry of Energy and Minerals will supply rich gas to the project via Oman Gas Company's transmission pipeline, and in return will receive lean gas and share the proceeds of profit. The plant will process approximately 8.8 million Standard Cubic Meters per Day (Sm3/d) of gas and will produce around 304 Kilo Tons per Annum (KTA) of LPG products composed of 155 KTA of Propane (C3), 111 KTA of Butane (C4), and 38 KTA of Condensate (C5+).

Petrofac, the UK-based oil services company has been selected as the Engineering, Procurement and Construction (EPC) contractor.

The primary objective of the Project is to build state-of-the-art facilities using proven technology, in an optimised and timely manner without compromising the safety, quality and technical integrity.

The Journey

Milestones	Status
Construction of remaining non-critical items	100% of civil, mechanical, electrical, instrumentation and telecom activities are completed.
Ready for Start Up	Pre start-up safety audit is completed. Commissioning and fee commissioning for all systems is completed.

Stakeholders

OQ	Ministry of Commerce, Industry and Investment Promotion
Salalah Free Zone	Ministry of Energy and Minerals
Port of Salalah	Ministry of Transport, Communications and Information Technology

7. Calcined Petroleum Coke Plant



Sanvira Carbon LLC was incorporated to establish a facility for the production of Calcined Petroleum Coke (CPC), which shall be distributed and sold throughout the GCC region as the plant becomes operational. In addition to its expected annual production capacity of 440,000 MTPA, the plant will also produce ~130 tph of steam, which can be sold to adjacent industries or to the electricity grid.

The Journey

Milestones	Status
Obtain General Permits	27% of electricity and water permits is completed.
Finalise Procurement Activities	90% of long-lead equipment orders are placed. 62% of non-critical equipment orders are placed, and 20% were received.
Finalise Civil Work	75% of missionary footings, buildings and stacks are completed. 25% of facilities are completed. 36% of steel fabrication work is completed.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion	Ministry of Energy and Minerals
Environment Authority	Sohar Port and Freezone

8. DOIL – Calcium Chloride Project



Located in Salalah Free Zone in Dhofar Governorate, the Deepak Oman Industries LLC (DOIL) Calcium Chloride Project is a Joint Venture between Indian Deepak Group, Oman National Investments Development Company SAOC (Tanmia), and Muscat Overseas Company LLC. It will utilise local electricity supplies, as well as locally-sourced raw materials such as limestone, quick lime, natural gas, and ammonia for production.

The project was included in the Manufacturing Dashboard in July 2019 due to its key competitive advantages, one of which is its strategic maritime location at the Port of Salalah - a major port in the region that is in the path of international shipping lanes in the Indian Ocean and Arabian Sea.

The Journey

Milestones	Status
Basic Utilities	The environmental approvals were submitted to the former MECA. Negotiations to obtain potable water, sewage water and power have started, however, due to issues faced in financing the project and the cost of utilities supply, negotiations stopped.
Gas and Ammonia Contracts	Negotiations to sign gas agreement with the former Ministry of Oil and Gas and ammonia agreement with OQ have started, however, due to issues in financing the project, negotiations stopped.
Preparation for project construction	Project details, off-sites, infrastructure planning and optimisation of process, and project configuration are all completed.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion	
Ministry of Energy and Minerals	Petroleum Development Oman (PDO)
Environment Authority	Salalah Free Zone

9. Alloy Wheels Manufacturing Facility



Aligned with Sohar Aluminium Plant's increase in production volumes, Oman is seeking to further develop its potential as an exporter of downstream products from its aluminium-manufacturing sector. In particular, this includes the manufacture of alloy wheels to be exported to international markets like India and America, which would facilitate an export value targeted at upwards of OMR 20 Million. Sohar Aluminium Plant, which is adjacent to the Alloy Wheels Manufacturing Facility, is scheduled to supply 45% of the raw material needed for the proposed output.

The Journey

Milestones	Status
Financial Closure	The loan agreement was signed.
Enabling works	The main EPC contractor was awarded and mobilised.
Construction Activities	20% of civil work is completed, and 60% of structural work is completed.

Stakeholders

Synergies Castings LLC	Ministry of Energy and Minerals
Ministry of Commerce, Industry and Investment Promotion	
Madayn (Sohar Industrial City)	Sohar Aluminium

10. Facility for Designing and Manufacturing Dies and Moulds



As the manufacturing sector in Oman moves forward at a rapid rate, the country's demand for metal dies and moulds is set to increase exponentially. Dies and moulds form a vital component of the manufacturing and design sector as they are used in the production of plastic mouldings, to cut and process metal plates, and to assist in various alloying, forging and fabrication processes. While the market is currently making use of imported dies and moulds, these tend to be costly, as prices can rise to over OMR 100,000 (per die or mould) depending on a range of factors. Working with an engineering design centre, this project therefore aims to facilitate the production of new dies and moulds to boost "Designed and Made in Oman" products, in order to support the competency of the manufacturing sector.

The Journey

Milestones	Status
Deliver Equipment and Accessories	95% of all machines are delivered, installed and working properly.
Receive Project Budget	The third payment was received from the Ministry of Commerce, Industry and Investment Promotion, however, due to the spread of Covid-19, the project faced delays and challenges and the fourth payment was not received.
Realisation of the Centre	A pre-launch event and marketing campaign has been conducted. 11 agreements and memorandums of understanding have been signed. Also, Sohar University received several orders for moulds and dies, which have been completed and delivered.

Stakeholders

Sohar University	Ministry of Finance (MoF)
Ministry of Commerce, Industry and Investment Promotion	National Training Fund (NTF)

11. Raysut Steel Industries Project



As its economy continues to develop, Oman is increasingly relying on a steady supply of steel to facilitate the growth of its infrastructure. Located in Raysut Industrial Estate, the Raysut Steel Industries LLC project is scheduled to meet some of this demand as it begins utilising steel-billet raw material to produce an annual capacity of 360,000 tons of high-yield strength reinforced steel bars in 8mm to 32mm range. The project also shows strong diversification potential for future development in Oman.

The Journey

Milestones	Status
Sign Gas Agreement	Completed.
Installation of the machinery	Machinery installation is still ongoing.
Complete the construction	Around 92% completed.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion	Raysut Industrial City (Madayn)
Muscat Steel Group	Ministry of Energy and Minerals

12. A'Namaa Project



Oman's poultry industry is another area of the sector consistently showing growth and development, with the result being further autonomy and self-reliance for the country. Aligning with this growth is the realisation of A'Namaa Project in Ibri. A project that is set to boost meat production capacity by 60,000 metric tons per annum in its poultry warehouses, once it becomes operational. Along with the warehouses, the project will leverage additional facilities to ensure smooth and efficient operations, including hatcheries, a 50 tons per hour feed mills, a processing plant, a water treatment plant, and a slaughterhouse with a capacity of 200,000 bird per day.

The Journey

Milestones	Status
Finalise the construction	Processing plant: 72% Hatcheries: 95% Feed mills: 75% Accommodation building: 80%
Commissioning of the plant	50% of the hatchery commissioning is completed.

Stakeholders

Oman Food Investment Holding Company (OFIC)
Ministry of Commerce, Industry and Investment Promotion
Ministry of Agriculture, Fisheries and Water Resources

13. Dhofar Fisheries – Seafood Canning Plant



Dhofar Fisheries and Food Industries is one of the largest fish processing entities in Oman, distributing and selling a range of products in the GCC region and Middle East, Africa and Europe. The company's primary focus is processing and canning tuna fish and sardines; fish oil, fishmeal and other fish by-products, in addition to the marketing activities for these products.

The Journey

Milestones	Status
Finalise the Mobilisation	Completed.
Construction	Around 7% is completed.

Stakeholders

Dhofar Fisheries and Food Industries	Ministry of Agriculture, Fisheries and Water Resources
Public Authority for Special Economic Zones and Free Zones	Ministry of Commerce, Industry and Investment Promotion

14. Al Bashayer Meat Project



Al Bashayer Meat, a joint stock company, was formed in 2016 as one of the major projects under the umbrella of Oman Food Investment Holding Company (OFIC). Since then, the company continued carrying out its vision of becoming the preferred meat brand in Oman and the GCC, and it has been a key contributor to improving the food security in Oman.

Currently, the company aims to operate a fully integrated red meat project. This will be achieved by importing live animals from trusted sources; fattening them by providing the necessary feed for their natural and healthy growth; and slaughtering them in the company's state-of-the-art abattoir. As these operations are carried out on a continuous basis, the company will provide premium meat to local and international markets through an extensive distribution network. Aligning with Oman's food security vision and sustainability commitments, additional revenue streams will be generated from leftover edible/inedible parts. Furthermore, the company has a comprehensive plan to establish a retail butchery network to provide end-consumers with premium quality meat.

The Journey

Milestones	Status
Finalise the construction work	Abattoir building: 90% Water treatment building: 100% Farm building: 100% Accommodation and main gate: 80% Auxiliary building: 100%
Receive and install the equipment	All equipment is received, and installation is in progress.
Commissioning	50% completed.

Stakeholders

Al Bashayer Meat Company	Ministry of Agriculture, Fisheries and Water Resources
Ministry of Commerce, Industry and Investment Promotion	Oman Food Investment Holding Company (OFIC)

15. Tumor Project



Oman Dates Production and Packaging Company (Tumor) aims to develop the dates sector in the Sultanate. The company's vision is to reach all markets through adopting the highest standards of quality, efficiency and excellence in providing products corresponding to the needs of local, regional and international markets. It seeks to maintain the date palm trees as Omani legacy and the backbone of food security in the country. Also, it focuses on innovating different product designs, creating new and unprecedented ideas, figuring out what the client aspires for and applying the same on the ground. In addition, the project aims to recruit skilled and qualified nationals.

The Journey

Milestones	Status
Obtain Municipality approvals	Completed.
Obtain Environmental Impact Assessment (EIA) approvals	Completed.
Hire contractors for main construction	Completed.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion
Ministry of Agriculture, Fisheries and Water Resources
Oman Food Investment Holding Company (OFIC)

16. EJAAD Initiative



EJAAD is a membership-based virtual collaborative platform where industry, academia and government can interact and engage in energy-related research and innovation activities. It works as an enabler or a marketplace that connects academic research and know-how to industry needs, and vice versa.

The initiative was launched in January 2018 with a shared vision of more than 50 stakeholders from the industry, academia and government, as a vehicle to realise the mandates and aspirations of Oman Energy Industry-Academia R&D Protocol. The protocol, initially signed between the former Ministry of Oil and Gas, the former Research Council and Petroleum Development Oman (PDO) in 2017, aims to collaborate and support research and innovation, and establish efficient R&D partnerships towards Oman's knowledge-based economy.

EJAAD focuses on applied research and commercialisation opportunities (Technology Readiness Levels 4-9) and continues to evolve with the support of technical focal points within institutions, steering committee and leadership directions.

The Journey

Milestones	Status
Explore various governance and registration models	Several models were studied and proposals were consequently developed and discussed with stakeholders.

Stakeholders

Ministry of Higher Education, Research and Innovation
Ministry of Energy and Minerals
Petroleum Development Oman (PDO)

17. Advanced Manufacturing Research Centre (AMRC) in Oman



Currently, Oman's manufacturing sector is witnessing signs of increased product innovation and development. This kind of activity is a big plus-point for the Sultanate, as it serves to further unlock its ability as a self-reliant country, while ensuring more exportable viabilities.

However, as innovation increases, so does the need for a research center focusing on developing new products, performing tests, producing product prototypes and pioneering ideas. In order to meet this need, AMRC project aims to establish and operate a center to leverage Oman's current product innovation and development for establishing new production lines.

Through AMRC's research, studies and partnerships with international centers such as the world-renowned Advanced Manufacturing Research Centre in Sheffield, UK, various challenges currently faced by the manufacturing sector in Oman can be overcome.

Moreover, AMRC is expected to be a focal point for the growth of a high-tech industrial hub in Oman that is focused on precision manufacturing. The project will provide capital investment opportunities whilst strengthening Oman's strategic relationships with international manufacturing and research centers.

The Journey

Milestones	Status
Deliver Equipment and Accessories	95% of all machines are delivered, installed and working properly.
Receive Project Budget	The third payment was received from the Ministry of Commerce, Industry and Investment Promotion, however, due to the spread of Covid-19, the project faced delays and challenges and the fourth payment was not received.
Realisation of the Centre	A pre-launch event and marketing campaign has been conducted. 11 agreements and memorandums of understanding have been signed. Also, Sohar University received several orders for moulds and dies, which have been completed and delivered.

Stakeholders

Sohar University	Ministry of Finance (MoF)
Ministry of Commerce, Industry and Investment Promotion	National Training Fund (NTF)

18. Activation of Industrial Innovation Centre (IIC) Programmes in 2020



Industrial Innovation Centre (IIC) initiative was established in September 2017, in collaboration with the former Ministry of Commerce and Industry (MoCI) and Madayn as an innovation enabler for the industry across the Sultanate, seeking to cultivate, facilitate, develop and support innovation in Oman.

Currently, this is being carried out through four specialised programs:

1. Development of Human Capital for Industrial Innovation
2. Establishment of Innovative Start-ups
3. Supporting Companies to Innovate
4. Supporting Industrial Sectors to Innovate

IIC is uniquely tasked with creating an innovation ecosystem to fuel Oman's industrial growth, competitiveness, job creation and accelerate the economic diversification. It has made significant success over the last 2 years in developing an efficient Industrial Innovation Ecosystem, which in turn enabled the achievement of mandated KPIs, while making national political, environmental, social and economic impacts.

The Journey

Milestones	Status
Develop human capital for industrial innovation	Not completed, due to not being able to conduct training sessions because of covid19 restrictions.
Establish innovative start-ups	3 innovative start-ups have been established out of 6 applications.
Support companies to innovate	5 existing companies received support to innovate out of 13 applications.
Support innovation in the industrial sectors (food sector)	Completed. IIC supported innovation across the entire food sector.

Stakeholders

Industrial Innovation Centre (IIC)	Ministry of Commerce, Industry and Investment Promotion
Ministry of Finance (MoF)	The Public Establishment for Industrial Estates (Madayn)

19. Philex Pharmaceuticals Industries LLC



The state-of-the-art Philex Pharma Complex has a vision to be a leading value-added pharmaceutical manufacturing hub for the MENA and East-Africa region.

The complex will focus on the manufacture and packaging of multiple types of pharmaceutical dosage forms covering a wide range of therapeutics.

The Journey

Milestones	Status
Secondary packaging unit	The machines were installed. Good manufacturing practice inspection was done, and the certificate was issued. Consequently, the official opening and production started.
Request for quotation (RFQ) for machines	Completed.
Steel structure construction	80% is completed.

Stakeholders

Philex Pharma Complex	Salalah Free Zone
Ministry of Commerce, Industry and Investment Promotion	Ministry of Health (MoH)

20. Karwa Motors



Karwa Motors is a strategic investment project set up by Qatar and the Sultanate of Oman to establish a bus manufacturing and assembly plant in Duqm. The project will be constructed on a total area of 338,909 square-meters, and will have a scheduled capacity to produce 600 units per annum in 1 shift and 1,000 units in 2 shifts – with production capability for both diesel and electric buses.

Significantly, the Oman-based construction company Premier International was chosen as the construction contractor for the project. The commercial production scheduled to begin by 2021.

The Journey

Milestones	Status
Water and electricity connection	Partially completed.
Equipment installation	Ongoing.
Finalise the construction	Around 70% is completed.

Stakeholders

Mowasalat Qatar	Public Authority for Special Economic Zones and Free Zones
Oman Investment Authority	

21. Industrial Strategy 2040



By 2040, Oman will have a developed manufacturing base, grounded by well-built technology and takes full advantage of the creative Omani capabilities and the latest innovative technology. It focuses on improving the well-being of people within the region. That is by achieving the following:

- Diversifying the manufacturing activities and turning them into technology and knowledge based activities.
- Developing unique and varied products that focus on improving the citizens' health and well-being.
- Expanding the Omani manufacturing industry geographically to enter new regional and international markets.
- Working on advancing the technology in Omani manufacturing industry.
- Establishing a culture of innovation.

The Journey

Milestones	Status
Preparing the action plan	Completed. The consultant prepared the field work action plan.
Preparation of the initial draft	Completed.
Public workshop and stakeholders engagement	Completed.
Preparation of final draft	Completed. The final approval is pending.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion

22. Water Supply Plan in SEZAD



An initiative to improve the water supply infrastructure of the Special Economic Zone Authority at Duqm (SEZAD), in addition to improving the current production capacity.


The Journey

Milestones	Status
Adding a mobile unit with the capacity of 100 cubic meters per day	Completed.
Modifying the existing plant to improve its production up to 7500 cubic meters per day	Completed.
Building water storage facility with the capacity of 2000 cubic meters per day	Completed.

Stakeholders

Public Authority for Special Economic Zones and Free Zones	Authority for Public Services Regulation
Rural Areas Electricity Company (Tanweer)	Marafiq (OQ)

23. Enhancing the National Employment in Manufacturing Sector



An initiative that seeks to provide employment opportunities in the manufacturing sector for Omanis and improve the Omanisation rate. It also aims to train and qualify workers.

The Journey



Milestones	Status
Analyse Omanisation percentage and prepare the work plan, select attractive jobs for Omanis, and develop the replacement plan	Completed.
Set a mechanism for following up the targeted entities that are not responding to the Omanisation team	Completed.



Stakeholders

Ministry of Labour	The Public Establishment for Industrial Estates (Madayn)
Ministry of Commerce, Industry and Investment Promotion	



Tourism

Tourism KPI Dashboard			
Initiative / KPI		2020 Target	2020 Actual Achievement
1	Expedite Tourism Cluster Plans	100%	80%
2	Adventure Tourism		
2.1	Risk Management and Safety in Adventure Tourism	100%	60%
2.2	Facilitation of Adventure Activities	100%	37%
3	Mega Projects		
3.1	Resolution of Infrastructure and Non-infrastructure Issues and Development of a List of Incentives	100%	64%
3.2	Al Mouj	100%	45%
3.3	Al Nakheel	100%	0%
3.4	Yiti Sustainable City	100%	90%
3.5	Hay A'Sharq	100%	31%
4	Development of Tourism Activities in Protected Areas and Nature Reserves		
4.1	Al Qurum Nature Reserve	100%	75%
4.2	Ras A'Shajar Nature Reserve	100%	80%
5	Development of Tourism Activities in Cultural and Heritage Sites		
5.1	Development of Harat A'Sibani	100%	0%
6	Develop a Year-round Calendar of Events	100%	30%
7	Develop Food and Beverage Tourism	100%	60%

Initiative / KPI			
Initiative / KPI		2020 Target	2020 Actual Achievement
9	Enhance Applicant Services for All Tourism Related Project	100%	75%
10	Establish OTCB and Develop "Experience Oman" Application		
10.1	The Making of OTCB	100%	55%
10.2	Develop "Experience Oman" Application	100%	70%
11	Enhance the Technical Team to Achieve National Employment Goals	100%	12%
12	Domestic Tourism		
12.1	Planning, Development, Execution and Operation of Public Services at Key Tourism Destinations	100%	55%
12.2	Create Recreational Vehicles (RV) Facilitie	100%	80%
12.3	Development of Tourism Projects (Kasfah Spring and Al Ashkhara Beach)	100%	35%
13	Opening of New Tourism Markets	100%	15%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.

Tourism

Tourism sector is one of the dynamic sectors that are quickly affected by the local and international circumstances. In 2020, the sector, like many other sectors, witnessed a direct impact due to the spread of the Corona pandemic, which caused big harm, not only on the local side, but also on the whole world. The economic and financial impact of the pandemic has led to a decline in the level of employment, as well as a decrease in travel, tourism traffic, and investments in the sector.

Although tourism faced such challenges, the former Ministry of Tourism (MoT), with the assistance of the former Implementation Support and Follow-up Unit (ISFU), worked hard towards achieving the milestones set for 2020. The working groups continued to exert a lot of effort, achieving a score closer to half the target set, as several projects witnessed tangible progress, especially at the domestic level. The sector is rapidly recovering, as the Ministry of Heritage and Tourism (MoHT) prepared a recovery plan for the sector in the final quarter of 2020, which will help speed up the sector recovery. The focus of the former ISFU was to achieve **five main KPIs**, in alignment with Oman Tourism Strategy KPIs, by 2020. They are:

	Deliver an exceptional tourism experience
	Attract more and higher yielding tourists
	Attract private investments
	Develop better plans to attract investors
	Create job opportunities for Omanis

Initiatives/Projects added in 2020:	
	Yiti Sustainable City
	Madinat Al Irfan
	Development of Tourism Projects (Kasfah Spring and Al Ashkhara Beach)

1. Expedite Tourism Cluster Plans

This project aims to finalize all stages of cluster plans for Muscat, Musandam, Ad Dakhliya, Ash Sharqiya South and Dhofar as per Tourism Lab outcomes, to be the first package of the consolidated cluster plans. Also, the project will help providing final investment guideline for both public and private sectors.

The Journey

In 2020, the former MoT has managed to finalize 3 tourism cluster plans of Muscat, Ad Dakhliya, and Ash Sharqiya South, which were identified during Tourism Lab as top prioritized cluster plans for the first stage. This was a significant step for better tourism planning, and identifying current and future investment opportunities. Regarding Musandam cluster plan, MoHT is finalizing the remaining stages with ASAAS. In addition, MoHT is currently working on the "Development of Ash Sharqiya Sands" ministerial decision after enhancement of the scope of work.

Moving Forward

MoHT aims to proceed with the cluster plans, which have been identified as the second package.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Ministry of Economy
Ministry of Housing and Urban Planning	

2. Adventure Tourism

Known as an activity that is globally and locally attracting various age groups, adventure tourism in Oman has been witnessing a fast increase of attention, thus creating a need to improve the readiness of adventure locations through establishing clear regulations and guidelines for the safety of the adventurers, creating investment opportunities, and working with local communities and SMEs, in order to enhance the position of Oman as a leading adventure tourism attraction globally.

2.1 Risk Management and Safety in Adventure Tourism

This project aims to develop regulatory measures for the adventure tourism industry in Oman. It also aims to prepare and promote guidelines for the Adventure Safety Guide (ASG) Management System, and create a system for issuing permits to conduct adventure activities.

The Journey

The focus of the project in 2020 was establishing the regulatory framework of launching an adventure centre that would become the official entity to audit, regulate and establish adventure activity guidelines in Oman. In addition, the team completed the required studies related to the impact of adventure tourism on the local community through community capacity building such as conducting training and awareness programs. In addition, MoHT collaborated with the Ministry of Defense (MoD)

to facilitate and assist in establishing an adventure centre responsible for auditing tour operators and individuals, in addition to providing safety training for certain adventure activities.

Moving Forward

The collaboration between MoHT and MoD will continue in establishing the adventure centre to audit adventure tour operators by providing training and support on utilizing the right equipment, safety guidelines, and areas of participation.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Private Sector
Ministry of Defence (MoD)	

2.2 Facilitation of Adventure Activities

This initiative aims to activate tourism adventure projects and activities in attractive and popular locations, which will contribute to the exposure of the location and facilitate the increase in number of participants of adventure activities at these natural sites.

The Journey

Strategic Assessment for Adventure Opportunities in Oman

This project was merged with Ad Dkhiliyah cluster plan as part of the adventure opportunities.

Trekking Paths Development

For the development of the trekking paths, most of the maintenance work has been completed. Trekking guides have been prepared by the initiative team working with the stakeholders, however, due to the global pandemic, printing hardcopies was not allowed, but a soft copy is readily available with the stakeholders. Also, the initiative team has worked closely with the former National Youth Committee (NYC) to assist and oversee the completion of 17 additional trekking paths, totalling 50 for the year 2020, and all paths have been developed across Oman, including Musandam. Moreover, a beta version of the trekking path application is ready and is now under technical evaluation before the official launch.

Khasab Gate Project

On the other hand, the Via Ferrate activity has been replaced with the Zipline project, due to the community's rejection. The stakeholders worked together and obtained the land approval for the zipline. Omran submitted the project plan, and the former MoT has officially endorsed it.

Majlis Al Jinn

The RFP for operating Majlis AL Jinn has been floated by Omran, and bids were then evaluated by the evaluation team. After evaluation, a local company has been appointed to develop and operate Majlis al Jinn, and the discussion on the execution plan has begun.

Wadi Shab

The former MoT signed a collaboration agreement with Omran to be the master developer of the Wadi, in order to work with other local investors who have shown interest of developing some activities within the Wadi. Also, a design brief has been completed and submitted by Omran.

Al Jabal Al Akhdhar

The draft of the agreement has been prepared and will be discussed by MoHT and Omran, and the design concept has been presented by Omran and is under evaluation and discussion for the next phase of execution.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Omran
Ministry of Culture, Sports and Youth	

3. Mega Projects



The purpose of this initiative is to facilitate a number of key Integrated Tourism Complex (ITC) and hospitality developments, including Al Mouj and Hay A'Sharq, which were selected to be supervised by the former ISFU in order to monitor and support their delivery and mobilization. These projects have progressed on the level of finalizing and approving the master plans and developing agreements.

In 2020, a list of additional developments and investments, including Yiti Sustainable City and Madinat Al Irfan, were included in the dashboard, in order to support and monitor the progress of their economic impact on the sector. These developments vary in value, size and progress but their impact on creating jobs and boosting the economy is significant.

3.1 Resolution of Infrastructure and Non-infrastructure Issues and Development of a List of Incentives

Apart from overseeing the progress of the previously-mentioned ITCs, the initiative team also identified a number of major infrastructure and non-infrastructure issues faced by these projects and other ITC projects. Therefore, the aim of this project is to provide recommendations on how to resolve these issues (with incentives) following a thorough study. These can then be endorsed by the relevant stakeholders.

The Journey

Milestones	Status
Receive the letters of comments on the list of incentives, and the recommendations of the Ministry of Finance (MoF), Central Bank of Oman (CBO), the former Ministry of Transport, the former Authority for Electricity Regulation, Haya, and the former Ministry of Environment and Climate Affairs (MECA).	The former MoT sent letters to and met with the stakeholders to review and approve the list, which will then be finally endorsed by MoF. However, due to the changes in the government's structure, the list was put on hold.
Prepare RFP for consultancy work, float it and award it	The initiative working group prepared the RFP after several meetings and workshops. However, due to budget challenges, the study was put on hold.
Complete the study	

3.2 Al Mouj

Al Mouj is the first Integrated Tourism Complex (ITC) project in Oman. It saw a total investment value of OMR 384 Million. It is located in Muscat and consists of five hotels with a total 1,600 rooms capacity, 100 hotel apartments, 6,000 housing units, 18-hole golf course, golf club and recreational facilities, a commercial centre and walkway, and a marina with berths for 400 boats.

The Journey

Milestones	Status
Completion of detailed design for Al Mouj roundabout & Nov. 18th street by Muscat Municipality (MM)	The detailed design has been finalised by MM in early 2020.
Preparation of tender documents by MM	The tender documents were prepared by MM and sent to the Tender Board for approval.
Issuance of construction tender by MM	The Tender Board accepted the documents, however, it did not float the tender due to budget challenges.
Opening of the community hub, opening of the mosque	The opening of the mosque took place in November 2020.
St. Regis Hotel completion of the piling and shoring on site	The piling and shoring of the St. Regit Hotel commenced in Q1 of 2020.
Approval of "Sector L" plan of development by the former MoT	Approval of the plan was granted by MoHT in October 2020, including Al Ghadeer plan of development.

3.3 Al Nakheel

A mixed-use ITC will be developed in Abu Nakheel coastline, Al Rumais, Barka. With a total area of 500,000 squaremeters, the development is set to include 3 hotels with a total of 485 key rooms, 185 hotel apartments, 1,436 residential units, an artificial lagoon and water park, traditional souqs, and an international school. The total investment value of the project is OMR 246 Million. In 2020, the focus will be following up and supporting the development of Al Nakheel project in phase 1 infrastructure and lagoon components, model villas and apartment site #3.

The Journey

Milestones	Status
1. Crystal Lagoon and Infrastructure for Phase 1 (a): Complete preliminary infrastructure work in the site (e.g. leveling, excavation), excavation of the lagoon, and tendering and awarding of the lagoon and infrastructure work.	Due to the spread of Covid-19 pandemic, the project owners have put the projects on hold to revise their plans for a more feasible and effective approach.
2. Model Villas: Design development and finalization, obtaining the permit from local municipality, tendering and awarding of the model villas work.	
3. Apartment Site #3: Design development and finalization, obtaining the permit from local municipality, tendering and awarding of the apartment site #3 work.	

3.4 Yiti Sustainable City

Yiti Tourism Development Company (YTDC) is embarking on developing the first phase of Yiti/Yenkit Masterplan. It is scheduled into several phases starting with phase 1A which comprises of a five star Marina Hotel that is envisioned to activate the development, in partnership with a regional developer. The mixed use development will contain areas ranging from community facilities such as school, college and healthcare facilities (autism centre), as well as leisure and entertainment, hospitality, public spaces, active beaches and residential communities.

The marina hotel is envisioned to be the flagship hospitality component in Phase 1A. It will introduce a modern product that infuse heritage and culture with modern facilities and design. The hotel is planned to house 170 standard guestrooms and villas, and an array of F&B outlets, meeting facilities, Spa, marina club, and a marina bay with 75 berths.

The Journey

Milestones	Status
Approval of Yinkit land transfer by the Ministry of Finance (MoF)	The approval was received by MoF after several meetings between representatives from the former MoT, MoF and the former ISFU, as well as the continuous follow up by the former State General Reserve Fund.
Submission of the final masterplan to the former MoT and the former MoH, and obtaining their approval	The masterplan has been submitted to and approved by both the former MoT and the former MoH, followed by commencing the design of the Marina Hotel by the company's consultants.
Development of Marina Hotel Design	

3.5 Hay A'Sharq

Hay A'Sharq Project is the first leisure and entertainment destination in the country. Located in Al Sawadi, Barka, the project saw a total investment value of OMR 300 Million. Hay A'Sharq Project consists of 3 hotels with a total of 1682 key rooms; 625 residential units; a theme park; a water park; an edutainment center; an equestrian center, retail and F&B outlets.

The Journey

Milestones	Status
Finalise the design of retail, dining and entertainment facilities, theme park and wild life attraction, water park, and hotels	The designs have been finalised and submitted by the consultants.
Float the construction tenders of all components	The tenders were floated on October 2020.
Complete infrastructure early work	The main work was completed in June 2020, however, some activities are ongoing like snagging, MV cable and distribution substation.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Muscat Municipality
Ministry of Finance (MoF)	Oman Investment Authority
Ministry of Housing and Urban Planning	Representatives of the project developers/owners

3.6 Shati Bassa

The development of Bassa Beach in Khasab is planned on an area of approximately 73,000 m2. The project will include two main components; a 4-star resort and a public park with modern designs and components that will attract visitors, in order to enhance the tourism footfall in the region. In addition, a number of activities are going to be included in the project such as campground, spa, retail center, specialty restaurants, pool deck, education center, a plaza, as well as parklands and trails.

The Journey

Milestones	Status
Finalise the usufruct agreement of the public park	The former MoT along with the former ISFU worked closely with ASAAS and the former Ministry of Regional Municipalities and Water Resources to expedite the finalisation of the usufruct agreement, which was signed in September 2020.
Start developing the designs of the public park	ASAAS started developing the designs, along with the detailed design of the resort.

Stakeholders

The Ministry of Heritage and Tourism (MoHT)	ASAAS
The Ministry of Interior	Oman Investment Authority

4. Development of Tourism Activities in Protected Areas and Nature Reserves



Protecting nature reserves in Oman is one of the biggest responsibilities of the tourism sector, therefore, it is important to create a framework for establishing a joint collaboration to ensure the growth and protection of these areas, in order to make Oman an eco-friendly tourism destination.

4.1 Al Qurum Nature Reserve

This project aims to establish sustainable ecotourism activities and create investment opportunities within the protected areas of Al Qurum Nature Reserve (QNR).

The Journey

Milestones	Status
Submit final environmental report by ASAAS	Completed.
Review the submitted report by the former Ministry of Environment and Climate Affairs (MECA)	Completed.
Submit QNR proposed tourism and zoning plan	Completed.
Prepare scope of work for website development for QNR	Completed.
Announce the tender for QNR soft development by the former MECA, and award it to SME	Announcement was made by the Environment Authority, and the tender was awarded.
Operationalise soft watersport activity in QNR by SME/s	Soft opening and operation is underway.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	ASAAS
Environment Authority	Wave Summit

4.2 Ras A'Shajar Nature Reserve

This project aims to establish sustainable ecotourism activities and create investment opportunities within the protected areas of Ras Al Shajar Nature Reserve (RASNR).

The Journey

Milestones	Status
Finalise RASNR sustainable tourism concept	Completed.
Prepare brief for RASNR sustainable tourism masterplan	The masterplan has been endorsed and submitted by the working group.
Endorse alternative land based on flood study for salmon factory	The alternative land has been endorsed and agreed upon between the former MoT and the former MoAF.
Submission of CSR plan for RASNR by salmon factory investor	Completed.
Identify eco-tourism concept/s ready for investment	The tourism cluster plans have identified a few concepts that will be incorporated into the masterplan of the nature reserve.
Transfer of the former MoT RASNR investment lands file to the Office for Conservation of the Environment (OCE)	The file has been transferred and evaluated by OCE, and further discussion took place with various investors to understand the status of their progress with their projects.

Stakeholders

Office for Conservation of the Environment (OCE)	
Ministry of Heritage and Tourism (MoHT)	Omran
Environment Authority	Private Sector

5. Development of Tourism Activities in Cultural and Heritage Sites



Cultural and heritage tourism is one of the main contributing pillars to the tourism industry, due to the rich cultural and historic experience it provides. Hence, it is important to capitalise on such opportunities by establishing natural heritage destinations in Oman through utilising the country's natural heritage such as forts, castles and old villages, and transforming them into touristic attractions whilst preserving their historic elements.

5.1 Development of Harat A'Sibani

The project aims to facilitate privatising the management of Harat A'Sibani to make it another example of transforming old villages, castles and forts into attractive heritage tourism sustainable products that will be operated by the local community as the stakeholders.

The Journey

Milestones	Status
Float paving and restoration work tender	Due to budget challenges, the completion of the project has been delayed.
Sign management agreement with the stakeholder	
Issue LOI to local contractor	
Commencement of work	
Completion of paving work	

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Omran
Local Community	

5.2 Development of Harat Al Bilad

The aim of this initiative in 2020 was to continue the efforts done in the previous years to activate Harat Al Bilad through local investors.

The Journey

Milestones	Status
Announce the Request for Proposal (RFP)	The initiative team announced the RFP through Omran and managed to secure 5 Omani potential companies to invest, renovate and operate the hara.
Evaluate the proposals	The team evaluated the proposals and selected a local investor.
Receive confirmation from Omran	Upon commencement of receiving the formal confirmation from Omran, the investor withdrew due to prioritising other projects that are more economically viable. However, the initiative team are currently reforming their approach to once again invite potential interested investors.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Omran
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6. Develop a Year-round Calendar of Events



The ultimate goal of this initiative is to facilitate hosting international and local sports and cultural events in Oman, in order to attract additional tourists and enhance Oman's position globally. In addition, it aims to further develop an online platform to host all events with dates and important information.

The Journey

Milestones	Status
OMAN BY UTMB 2020: Announcing event dates, opening the registration, and delivering the event	The announcement and registration were completed, however, both events were not delivered due to Supreme Council of Covid-19 decision to uphold any public events. Therefore, the Minister of Heritage and Tourism gave his directions, with the approval of the Minister of Finance, to cancel the contracts of the events and they are currently in the process of paying cancellation fees.
Haute Route: Announcing event dates, opening the registration, and delivering the event	
Oman Food Festival: Submission of proposal by organiser, and event delivery	The former MoT received a proposal from SME to run 5 events in 2020, however, it was not delivered due to Supreme Council of Covid-19 decision to uphold any public events.
Maritime Festival: Submission of proposal by organiser, and event delivery	The proposal was submitted to the former MoT by the event organiser, however, the event was not delivered due to Supreme Council of Covid-19 decision to uphold any public events.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Private Sector
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7. Develop Food and Beverage Tourism



The aim of this initiative is to improve and promote the Food and Beverage environment of Oman. In 2020, the focus was making all of the procedures required to open up an F&B establishment or conduct an event transparent to the public, in addition to recommending a list of improvements to ease the process. Furthermore, it aims at launching a food directory application to promote restaurants in Oman and make it easier for local and international tourists to select a restaurant based on their location, and integrating it with "Experience Oman" application once launched.

The Journey

Milestones	Status
F&B Enterprise Establishment Roadmap: Identify all government entities required to open an F&B enterprise, and create a guide for opening up an F&B enterprise in Oman	The working group identified the current related government entities, and created a guide based on the current flow in order to propose a more flexible guide to be published.
Food Directory Application: Coordinate with e-concierge technical team	A coordination between the working group and e-concierge team to integrate both applications was arranged.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Muscat Municipality
Ministry of Culture, Sports and Youth	

8. Creation of Iconic Projects



The aim of this project is to identify iconic monuments or landmarks in Oman, and transform them into touristic attractions, thus further putting Oman on the map.

The Journey

Milestones	Status
Identify a landmark	The team identified " Al Mijmar" in Mutrah to be the landmark.
Issue the Request For Proposal (RFP)	The team worked with Muscat Municipality to tender out an RFP to local companies to develop and operate the landmark.
Receive proposals	The municipality did not receive suitable offers, therefore, the team is opting to proceed with developing a proposal for "the Sail" landmark in Bowsher as an iconic landmark.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Muscat Municipality
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9. Enhance Applicant Services for All Tourism Related Projects



This project aims to monitor the progress of operationalising and evaluating the technical team which was formulated in 2019, to support the former MoT to become a one single window for obtaining all tourism related approvals. Also, it aims to monitor the compliance of the Service Level Agreements (SLAs) which were signed in 2018 between the former MoT and relevant stakeholders to streamline the process of getting 1–5 Star hotel establishment approvals. These stakeholders include the former Ministry of Regional Municipalities and Water Resources (MRMWR), the former Ministry of Housing (MoH), the former Ministry of Environment and Climate Affairs (MECA), Muscat Municipality and Dhofar Municipality. Furthermore, the project aims to propose further amendments on the signed SLAs by including non-real estate tourism projects.

The Journey

Milestones	Status
Monitor the technical team performance	The project team evaluated the performance of the technical team (quarterly). The four members, who were hired last year, have shown good progress.
Assign IT specialist to support the technical team	The former MoT requested the IT Department services to help the technical team.
Develop the process of obtaining the tour guide license	The former MoT digitalised obtaining tour guide licenses through integration with the e-transformation project.
Draft new amendments of SLAs, and approve them	The project team submitted the draft and got the former MoT approval on new amendments of the SLAs by providing new tourism activities (non real-estate projects).

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Ministry of Housing and Urban Planning
Muscat Municipality	Environment Authority
Ministry of Interior	

10. Establish OTCB and Develop "Experience Oman" Application



Oman Tourism and Convention Bureau (OTCB) serves to promote Oman as an attractive business partner for investors and developers, and as a preferred destination for Meetings, Incentives, Conferences and Exhibitions (MICE) tourism.

The working group proceeded with the launching of the e-concierge application "Experience Oman" aimed at tourists who have either arrived in the Sultanate, or planning a visit to it. This application aims to serve as an electronic platform that provides details about the most important attractions, tourism sites, services, products and activities in Oman.

10.1 The Making of OTCB

This project aims to monitor the progress of launching OTCB, while selecting the proper legal and financial models to help in establishing the bureau.

The Journey

Milestones	Status
Obtain final approval of the former MoT on amended organizational structure	After getting the proposed organizational and legal structure and funding model from the consultant (Horwath HTL), a team was formed, with the former ISFU support, consisting of related stakeholders: the former MoT, Ministry of Finance (MoF), the former Ministry and Legal Affairs, the former Ministry of Civil Service to review the drafts and agree on the way forward. All documents have been sent to related stakeholders, however, a decision was made to delay establishing this project due to financial issues.
Support the creation of a board of selected industry representatives within OTCB	
Draft the organizational structure with concerned authority	
Send organizational structure draft to the former Ministry of Civil Service	
Obtain the former MoT approval on legal structure	
Prepare the royal decree draft and send it to the former Ministry of Legal Affairs	
Issue the royal decree	

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Ministry of Labour
Ministry of Finance (MoF)	Horwath HTL
Ministry of Justice and Legal Affairs	

10.2 Develop "Experience Oman" Application

This project aims to monitor the progress of launching "Experience Oman" application, which serves as a comprehensive information centre for potential and actual visitors to Oman.

The Journey

Milestones	Status
Coding and Front-end Development	Completed.
Content Provision, Pilot Content Upload along with Admin users from the former MoT	Completed.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Omantel
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11. Enhance the Technical Team to Achieve National Employment Goals



The technical team works closely with the key players in the tourism industry, to create job and training opportunities for 7,000 Omanis across the sector in 2020. It also proposes a number of incentives to make working in the sector attractive. Another major milestone for the initiative team is to design an ICV framework, on similar lines worked out for the oil and gas sector.

The Journey

Milestones	Status
Reviewing the Omanisation and employment plans in the hotel sector	
Analyse the Omanisation percentages of the targeted activities	The initiative working group analysed the percentages internally.
Select the jobs that are attractive to Omanis and develop a replacement plan	Not achieved, due to the reduction of hotels' occupancy during the pandemic, which resulted in the release of many employees.
Develop an action plan for potential career opportunities in the hotel sector	A number of hotels submitted their 2020 recruitment plan to the technical team.
Monitor and follow up the sector challenges and propose solutions	The working group worked on a recovery plan document that discussed the impact of COVID-19 pandemic on the sector and proposed recommendations for recovery.
Sector's achievement of employment goal	
Achieve the employment goal of the sector: 7,000 job opportunities	Despite the circumstances of the pandemic, 766 jobs were provided in the sector.
Organising the career fair	
Prepare the scope of work	The working group prepared the scope of work for the organiser of the career fair, but it was cancelled due to the Supreme Committee's decision to withhold all public events.
Award the contract	
Organise the career fair	

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Private Sector
Ministry of Labour	

12. Domestic Tourism



This project focuses on providing a number of services identified as “quick wins” to enhance certain facilities for tourists, in addition to improving the existing services. The targeted facilities include public restrooms in tourism destinations, beach developments, and Recreational Vehicle (RV) parks.

12.1 Planning, Development, Execution and Operation of Public Services at Key Tourism Destinations

The main objective of this project is to provide and develop a number of services and facilities at key tourism destinations such as wadis, beaches and mountains.

The Journey

Milestones	Status
Identify potential tourist destinations	The project team made great effort to finalise the list of tourist destination sites in the Sultanate, after conducting site visits to discover the most appealing sites and evaluate the current services in each site. By Q1 of 2020, the approval of the former Ministry of Regional Municipalities and Water Resources was obtained, however, with the new changes in the government structure and enhancing the governors' role in developing all governorates, MoHT decided to coordinate with the governors' offices to agree on the way forward.
Obtain the approval/buy-in from relevant owner/execution party	
Develop detailed design and scope of work	
Allocate the budget	
Announce the tender by concerned authorities	
Award the contract	
Site enabling and infrastructure supply	
Start execution of selected sites	
Commencement of Operation by SME/Investor	

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Ministry of Interior
Muscat Municipality	Omran

12.2 Create Recreational Vehicles (RV) Facilities

This project aims to provide recreational vehicles (RV) facilities and identify main locations for RV campgrounds around the Sultanate. It also aims to regulate this kind of activity by proposing related legislations.

The Journey

Milestones	Status
Develop Concept Masterplan of RV Campground	The project team developed the Masterplan and worked closely with the former MoT to identify locations of RV parks and campgrounds. They also coordinated with Caravan Oman Group to draft RV regulations, which need to be approved by MoHT.
Map the RV track and identify locations of RV parks and campgrounds	
Draft RV regulations and get the approval	
Start installation of service pedestals at selected sites	Omran installed RV facilities in three locations (Al Ashkharah, Ras Al Jinz and Salalah) in Q4 of 2020.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Omran
Caravan Oman Group	

12.3 Development of Tourism Projects (Kasfah Spring and Al Ashkhara Beach)

This project aims to develop two of the main tourism sites in the Sultante: Al Kasfah Spring in Al Batinah South Governorate and Al Ashkhara Beach in Al Sharqiya South Governorate.

The Journey

Milestones	Status
Al Ashkharah Beach: Award the project to selected investor(s), develop the Concept Masterplan (by investor), and get the former MECA's approval on project development	With the former ISFU's support, a meeting was held in April 2020 between the former MECA, the former MoT and the investor (Falcon for Tourism Investment LLC) to discuss environmental requirements required to develop Al Ashkharah project. Although the investor submitted the project masterplan, further studies are required and the investor is currently finalising them in order to get the final approval from relevant stakeholders.
Al Kasfah Spring: Get MoF's approval on the contract, sign the contract with the investor, and start execution of the project	With the former ISFU's support, the former MoT got MoF's approval on the contract with the investor (Falha Investment LLC), after a letter was sent from the former MoT to MoF regarding exemption for the investor from the effects of the rental value.

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Falha Investment LLC
Ministry of Finance (MoF)	Falcon for Tourism Investment LLC
Environment Authority	

13. Opening of New Tourism Markets



The main objective for 2020 was to continue opening up Marketing Based Representative (MBR) offices in China and US as top priority tourism markets.

The Journey

Milestones	Status
Russia: Organize a FAM trip for Russia TV	A FAM trip was organized by the former MoT for Russia TV.
China: Determine the model of presence in the market and implement it	These milestones have been directly affected by the spread of COVID-19, which affected the travel and tourism industry all over the world, therefore, MoHT prepared a recovery and marketing plan for the sector.
US: Announce the tender, receive bids, evaluate them, and award the tender	



Stakeholders

Ministry of Heritage and Tourism (MoHT)	Russia Embassy
Foreign Ministry of Oman	US Embassy
China Embassy	



Logistics

Logistics KPI Dashboard			
Initiative/ KPI		2020 Target	2020 Actual Achievement
1	One Stop Shop for Inspections	100%	72%
2	Enhance Private Sector Logistics Efficiency	100%	95%
3	Improve Existing Auxiliary Services in Oman Ports (Waste Management Facility)	100%	47%
4	Establish a National Port Community System	100%	30%
5	E-Commerce Enablement in the Logistics Sector	100%	48%
6	Oman Logistics Association Development	100%	20%
7	Enhancing the National Employment in Logistics Sector	100%	38%
8	Development of a Sector Skills Unit	100%	9%
9	Enabling Nationals in the Logistics Sector	100%	61%
10	Enhancing Wadi Sa'a-Hafeet and Ibri By-pass Roads	100%	20%
11	Enhance Cold Chain Infrastructure	100%	5%
12	Develop Khazaen Economic City Project	100%	18%
13	Development of Airport City	100%	30%
14	Enhancing the Competitiveness of Oman Free Zones (Royal Decree)	100%	0%

			
Initiative/ KPI		2020 Target	2020 Actual Achievement
15	Strengthen Connectivity to Oman Ports (Oman Container Lines (OCL) Expansion)	100%	89%
16	Development of Suwayq Port for Commercial Activities	100%	20%
17	Development of Shinas Port for Commercial Activities	100%	16%
18	Development of Khasab Port for Commercial Activities	100%	8%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.


Logistics


The emerging Covid-19 crisis had a severe impact on all aspects of development in the Sultanate. And since the sultanate is an oil-exporting country, it was affected by two crises in 2020: the global pandemic, and the drop in oil prices. However, despite the decline in oil revenues and the difficult financial situation, logistics sector managed it very well by utilising the current developed infrastructure. Omani ports showed excellent performance, efficiency and reliability. Statistics have shown that there is an increase in cargo and container handling by 23% in the first quarter of 2020, compared to the previous year.

During 2020, projects faced many challenges due to the pandemic and oil prices, which affected their targets. For example, Waste Management Facility Project in Sohar Port faced delays in receiving materials as they were imported. Moreover, the delivery of the new vessel that was built in India was delayed because of the borders closing.

Moreover, the former Implementation Support and Follow-up Unit (ISFU) worked closely with the project owners in order to solve any challenges and delays faced during the pandemic, in order to facilitate the execution of the projects.

Initiatives/Projects added in 2020:

 Enhancing the National Employment in Logistics Sector

 Development of a Sector Skills Unit

1. One Stop Shop for Inspections



The One Stop Shop (OSS) for joint inspection project aims to gather all government control agencies under one umbrella, and ease the coordination of physical inspections among the agencies. The purpose is to align them in order to limit the several physical inspections to one only. This project will ensure the optimum use of resources, improve revenue collection, provide custom inspection, enhance security and promote inter-governmental relations. The ultimate goal for 2020 is to establish and operationalise a One Stop Shop in Salalah Port, Khasab Port and Duqm Airport.

The Journey

The construction of Salalah Port's OSS was completed and it is ready for operation. Moreover, two other locations have been selected for OSS in Khasab Port and Duqm Airport and they are ready for operation.

The project faced a challenge in getting the approval of Royal Oman Police (ROP) in order to operationalise the OSS of Salalah Port, due to ROP's new requirement.

Moving Forward

One Stop Shop projects will continue to be implemented in the remaining borders across land, air and sea.

Stakeholders

Ministry of Transport, Communication and Information Technology	
Royal Oman Police (ROP)	Oman Global Logistics Group (ASYAD)
Ports and Airports	Logistics providers and freight forwarders
Free Zones	Traders
Ministries and Authorities concerned with regulating trade and transport	

2. Enhance Private Sector Logistics Efficiency



This project was established to launch a robust partnership with the private sector to identify enhancement opportunities through realising the benefits of trade facilitation tools for major importers and exporters to achieve cargo dwell time reduction by 20%. As well, the project aims to make Oman a leading logistics service provider through the National Trade Facilitation Committee (NTFC). This is to be achieved by providing performance requirements to make objective performance measures, provide clear guidance, and develop a road map to enhance operations and practices of the public and private sectors. Moreover, the project aims at improving perceptions of international freight forwarders towards Oman, as they are the informants of the Logistics Performance Index (LPI), determining Oman's rank in LPI.

The Journey

The guideline program for enhancing logistics efficiency of the selected importers and exporters was completed. The guideline explains the process, trade facilitation instruments, and exports and imports duties. The average reduction for the selected exporters and importers reached 32% till the end of September 2020. In addition, the report for the National Logistics Performance Indicator for the private sector was completed, as well as the National Trade Facilitation Committee (NTFC) strategy and operational functions report.

Moving Forward

The project seeks to continue measuring the reduction of dwell time and pre- clearance.

Stakeholders

Oman Global Logistics Group (ASYAD)	Royal Oman Police (ROP)
Exporters and Importers	

3. Improve Existing Auxiliary Services in Oman Ports (Waste Management Facility)



While the country is working on diversifying its economy, it is relying on its ports to enable a more efficient and dependable flow of goods inside and outside of its borders. This requires removing barriers to competitiveness and attracting major cargo operations by providing multi-modal transportation, enhancing cargo operations, facilitating customs procedures, making re-export payment terms more flexible, and improving service competitiveness.

Aligned with these requirements, one of the key objectives of this initiative in 2020 is the establishment of a waste management facility in Sohar Port, which started in 2019. The aim for 2020 was to complete the marine and land side work of the project and operationalise the facility.

The Journey

On the marine side, the sea trial of the vessel is completed and the crew became familiarised with the vessel's operations. Due to Covid-19, the vessel sail out was postponed for a couple of months, and the new target is to sail from India in early February 2021, once clearance of customs is completed. The arrival of the vessel at Sohar Port is expected on the 4th week of February 2021.

On the land side, civil work for administration and pump room (substructure) and tanks (superstructure) is completed. Also, firefighting system is acquired. However, a lot of work was postponed due to delays in delivering the material, because borders were closed. The remaining work is to complete the civil work for the administration building and panel room (superstructure), erection of the process tank, firefighting system and process equipment.

Moving Forward

The project team aims to complete the remaining land side work and operationalise the waste management facility by the first quarter of 2021.

Stakeholders

Environment Authority	Al Ahlia Environmental Services
Ministry of Labour (MoL)	Ramky Enviro Engineers Middle East
Ministry of Commerce, Industry and Investment Promotion	
Khimji Ramdas LLC	Oman Global Logistics Group (ASYAD)
Nature Group	Sohar Port

4. Establish a National Port Community System



The National Port Community System (NPCS) is an electronic platform enabling information exchange between Sea and Air ports stakeholders to improve the competitive position of Oman's ports. NPCS will have a national coverage that will be available for both Port and Airport sectors, so everyone in the logistics chain can exchange information easily and efficiently.

NPCS is comprised of the port authority, agents and other service providers, terminal operators, customs, police, and the general public, and will consist of 16 core services. The ultimate goal for 2020 is to contract an advisor to do the feasibility study and get board approval.

The Journey

Milestone	Status
Kick off the working group meeting	The team, including Asyad, the former Oman Aviation Group, the former Public Authority for Privatization and Partnership, the Ministry of Finance and Royal Oman Police, conducted their first meeting on 7 th April.
Completion of the transactional advisor scope of work	Completed.
Float transactional advisor tender	The tender of hiring transactional advisor was delayed due to budget unavailability.

Stakeholders

Ministry of Finance	Civil Aviation Authority
Oman Global Logistics Group (ASYAD)	Royal Oman Police (ROP)

5. E-Commerce Enablement in the Logistics Sector



This project aims to support the companies operating in the logistics sector by enhancing their business efficiency and growth. This is done through the enablement of e-commerce and building an e-commerce ecosystem, focusing on uplifting the companies' e-commerce readiness, enabling e-commerce digital platforms and businesses, and establishing an e-commerce centre of excellence.

The Journey

Milestone	Status
E-Commerce Support Center at the airport logistics hub	
Physical establishment of the support center	Completed.
Development of the supporting package and framework	Completed.
Hosting of 2 startups	Work is in progress to invite small startups.
Hosting of 2 SMEs	Two SMEs (Dukan Asal and Lotus Library) have signed with Oman Post to be hosted in the support center.
Food logistics technology	
Conduct market analysis of establishing a wholesale market place for fish	Completed.
"Logistics as a Service"	
Official launch of Tawseel page	A national cloud-based technology "Tawseel" was launched to enable logistics providers to adopt the latest logistics solutions.
Conducting 2 awareness workshops/campaigns	Completed.

Stakeholders

Oman Global Logistics Group (ASYAD)	Free zones
Ministry of Agriculture, Fisheries and Water resources	Civil Aviation Authority
Oman Post	Oman Airports

6. Oman Logistics Association Development



Further development of Oman Logistics Association will boost productivity of the sector, increase professionalism, reduce costs across the industry, create transparency in the sector to ensure full compliance with standards, and create a sustainable environment that will ensure Oman is steadily moving to the right Logistics Performance Index (LPI) direction, becoming one of the top 10 logistics hubs. This will create a regulatory framework for companies and will ensure standards are maintained through quality assurance audits. The development of Standard Operating Procedures (SOPs) will build up on the capacity of the association to provide a basis for sustainability, effectiveness and increased productivity in the industry.

The Journey

Milestone	Status
Engage subject matter experts in the development of SOPs	A meeting with all experts was conducted by the association.
Get a membership in two international logistics organizations	Applications were sent, awaiting the approval of the International Federation of Freight Forwarders Associations (FIATA) and the International Air Transport Association (IATA).
Introduce Oman Logistics Directory (OLD) and Oman Logistics Rules (OLR) Directory	Both directories were finalised. Ready for publication.

Stakeholders

Ministry of Social Development	Ministry of Labour
Ministry of Education	Private Sector Companies
Ministry of Higher Education, Research and Innovation	Training Institutions
Ministry of Transport, Communications and Information Technology	

7. Enhancing the National Employment in Logistics Sector



This project aims to ensure sustainable job creation in the sector by focusing on direct employment, training placements and SMEs support. The project also focuses on Omanisation and In-Country Value (ICV) to ensure logistics companies are implementing them.

The Journey

Milestone	Status
Reviewing the Omanisation and employment plans in the sector	
Analyse Omanisation percentages of the targeted activities (work plan)	Completed.
Development of the replacement plan for attractive jobs for Omanis	Completed. The focus of the plan is on a specific number of logistical jobs that attract Omanis through work style and outstanding salaries.
Completion of the work plan for the possible job opportunities in the sector	Completed. The focus will be on work permits and its timeline.
Set a mechanism for following up on entities regarding Omanisation	Completed.
Achieving a target of 5000 employment/training opportunities	1316 jobs were provided.
Conduct a study, addressing the sector challenges and propose solutions quarterly	Completed. The study addresses three of the challenges that companies face, limiting the empowerment of Omanis in various sectors: <ol style="list-style-type: none"> 1. Companies Fees 2. Minimum salary for Omanis 3. Limitation of investments of international companies
Enhancing the ICV of 10 targeted entities	
Approval of the framework for implementing the ICV in the sector	The framework was completed and approved.
Formation of the sector ICV taskforce	A taskforce from different entities (the former MoT, the former MoMP, Private Sector, Oman Logistics Association, NTF and others) was formed in order to ensure the implementation of the action plan.
Agree on the action plan for ICV policy	Completed.
Ensure the 10 entities started implementing the plan	Completed.

Stakeholders

Ministry of Transport, Communications and Information Technology	
Oman Global Logistics Group (ASYAD)	Ministry of Labour
Civil Aviation Authority	Logistics Companies

8. Development of a Sector Skills Unit



The development of a Sector Skills Unit will ensure the development of National Occupational Standards (NOS) and Labour Market Intelligence Systems that will increase transparency in the sector and ensure that the skills gap is gradually reduced, which will give more opportunities to Omani unemployed youth to develop through a clear career path. This unit will also create the regulatory framework for the development of the Vocational Education and Training and ensure that quality of training is improved and maintained through quality assurance audits. In addition, it will limit the skills gap between the employment market and industry and create a fully skilled workforce that can transcend the sector towards meeting national priorities.

The Journey

Milestone	Status
Prepare a Labour Market Intelligence (LMI) report	The report was prepared, but not yet published due to budget unavailability.
Conduct three workshops to promote the unit and establish partnerships	The first workshop was completed. The other two were postponed due to Covid-19 situation.
Establish the unit's portal	In the final stage of launching the portal.
Develop an occupational map	Data have been collected from SMEs. The team worked with the former Occupational Standards Center and SMEs for feedback.
Develop National Occupational Standards (NOS) Pack for one job role	Working on the qualification profile and industry validation.

Stakeholders

Ministry of Social Development	Ministry of Higher Education, Research and Innovation
Ministry of Education	Training Institutions
Ministry of Transport, Communications and Information Technology	
Ministry of Labour	Private Sector Companies

9. Enabling Nationals in the Logistics Sector



The implementation of different programmes under the Omanisation initiative, such as Ibhar, SAWAED, Research and Development and National Training, will create awareness amongst the community, and most importantly in younger generations, of what logistics is. Its ultimate goal is creating an entrepreneurial and innovative environment that will create job opportunities and increase the demand for more workforce that will need to be developed or upskilled. The initiative needs to be supported for the value it adds in creating the environment for the development of a knowledge based society and economy and assist the sector to boost its efficiency and productivity and bring it closer to Logistics Strategy 2040 (SOLS 2040) targets.

The Journey

Milestones	Status
National Training: Completion of programme packs based on the NOS and Succession Plans	Completed.
National Training: Completion of program package policies	Completed.
SAWAED: conduct awareness events for students and the general public about the logistics sector	7 lectures were given to different universities and colleges, in addition to participating in SQU Career Fair.
SAWAED: provide training for students in the sector	181 internships were organised for students in the logistics companies.
SAWAED: Organise field trips for students to the logistics industry	One site visit to Port Sultan Qaboos was organised. Others were postponed due to the spread of Covid-19.
Research and Development: Run Research and Development Competitions	Completed.
Research and Development: conduct awareness workshops for Universities and Colleges	3 Research and Development Awareness workshops were conducted in 3 universities.

Stakeholders

Oman Global Logistics Group (ASYAD)	Logistics Companies
Educational institutes	

10. Enhancing Wadi Sa'a-Hafeet and Ibri By-pass Roads



This initiative targets the completion of the road leading to Saudi Arabia through the city of Ibri, in addition to constructing and improving the quality of two more roads – the link between Wadi Sa'a and Hafeet, and the bypass road around Ibri. Apart from the vital connection to the GCC that these upgraded roads can facilitate, they will also promote local trade by connecting several Omani villages and towns to nearby ports.

The Journey

Milestones	Status
Construction of Wadi Sa'a - Hafeet Road	
Approval of detailed design by the former Ministry of Transport	Completed.
Approval of tender document by the former Ministry of Transport	Tender document is completed, awaiting the approval of the Ministry of Transport, Communications and Information Technology.
Construction of Ibri By-pass Road	
Approval of detailed design by the former Ministry of Transport	Completed.
Approval of tender document by the former Ministry of Transport	Tender document is completed, awaiting the approval of the Ministry of Transport, Communications and Information Technology.
New Saudi Arabia-Oman Highway	
Completion of the road leading to Saudi Arabia	Awaiting the completion of the remaining short distance of the road from KSA.

Stakeholders

Ministry of Finance	Royal Oman Police (ROP)
Ministry of Economy	Tender board
Ministry of Transport, Communications and Information Technology	Government Controlled Agencies

11. Enhance Cold Chain Infrastructure



To ensure that Omani products reach their export markets and retain their high quality, the country needs to enhance its cold chain logistics network. To be able to operate efficiently in this sub-sector, the logistics sector should provide improved transportation capabilities for fisheries and agriculture products.

The target for 2020 is to complete the remaining fish market from 2019 plan (Sohar Market), completion of 37 reefer trucks, and kick off the post-harvest unit project.

The Journey

Milestones	Status
Fisheries - Rehabilitation of cold chain facilities in the fish market in Sohar	
Floating Sohar market tender	The tender document is completed, but due to budget unavailability, it was not floated.
Fisheries - Increase cold chain capacity through delivery of 37 reefer trucks which can carry more than 3 tons and cross borders	
Completion of reefer trucks	Postponed due to budget unavailability.
Agriculture - Post-Harvest Unit Project	
Completion of supply chain assessment of the cold chain in Al-Batinah region	Completed.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	
Oman Global Logistics Group (ASYAD)	Oman Food Investment Holding Company
Private sector	Agricultural Association for Al Batinah Farmers

12. Develop Khazaen Economic City Project



Khazaen is an integrated economic city being developed over 51.6 million sqm in Barka. It is strategically located between Sohar Port, Muscat Airport and Muscat City.

Khazaen will include an inland dry port, logistics facilities, various types of warehouses, truck depots, free zones with tax benefits, commercial and industrial zones, residential and mixed-use areas, recreational and retail areas with world-class infrastructure and outstanding facilities that are unprecedented in Oman.

The aim for 2020 is to resolve key challenges facing the project such as transfer of ownership, Issuing Khazaen Royal Decree, and signing investment agreements for three different projects.

The Journey

Milestones	Status
Issue Khazaen Royal Decree	The draft of the royal decree was prepared, but not yet approved.
Obtain power commitment from the government	Discussions are going on with the Authority for Public Services Regulation.
Start construction of Khazaen access roads by the former Ministry of Transport (package 7)	Gantoot contractor started the construction of 3 access roads (A, B, C), expected to be ready by the end of May 2021.
Sign agreement with Fruit & Vegetable Market Developer	KEC established a new company called (Khazaen Fruit & vegetable company). It is planning to sign an agreement with the company after reaching an agreement with Muscat Municipality and getting confirmation from the Ministry of Commerce, Industry and Investment Promotion on exclusivity and non-compete request.

Stakeholders

Ministry of Transport, Communications and Information Technology	Oman Global Logistics Group (ASYAD)
Ministry of Housing and Urban Development	Khazaen Dry Port Company LLC
Government Controlled Agencies and other ministries	Khazaen Economic City LLC
Ministry of Commerce, Industry and Investment Promotion	Barka Municipality

13. Development of Airport City



The Airport City is a key enabler for Oman's air cargo sector. Several potential clusters and tenants have expressed interest in a free zone offering in close proximity to the cargo terminals. It will include logistics gate and cold terminal extension. Moreover, it is essential that the developed infrastructure and facilities are state-of-the art and tailored to effective air cargo and logistics operations in line with the best practices. The ultimate goal for 2020 was to issue the airport free zone royal decree.

The Journey

Milestones	Status
Finalisation of detailed masterplan of the airport city	Both milestones were completed, however, the project was put on hold due to the dissolution of Oman Aviation Group.
Completion of the design of cold capacity extension	

Stakeholders

Ministry of Transport, Communications and Information Technology	Oman Global Logistics Group (ASYAD) Sea Ports
Oman Shipping Company	Oman International Container Terminal

14. Enhancing the Competitiveness of Oman Free Zones (Royal Decree)



Attracting foreign investment is a key factor to growing a country's economy and Oman has taken steps to encourage this by initiating free zones in Salalah, Sohar and Al Mazyunah. As an incentive, 100% foreign ownership of companies within the free zones has been permitted. Investments will be stimulated with the standardisation of policies and regulations to boost the business landscape, reduce government costs and improve promotional schemes. A primary goal of this project in 2020 is to issue the Free Zone Royal Decree.

The Journey

Milestones	Status
Finalisation of the Free Zone Royal Decree draft	The royal decree draft was completed and presented to the Free Zones Committee and the former Ministry of Commerce and Industry.

Stakeholders

Oman Global Logistics Group (ASYAD)	Ministry of Labour
Free Zones operators (Sohar Free Zone and Salalah Free Zone)	Ministry of Finance
Ministry of Commerce, Industry and Investment Promotion	Royal Oman Police (ROP)

15. Strengthen Connectivity to Oman Ports (Oman Container Lines (OCL) Expansion)



Oman Container Lines (OCL), a subsidiary of Oman Shipping Company (OSC) is playing a major role in offering connectivity to Omani ports by providing new services that connect Omani ports with regional hubs. This will attract major liner operators and support volume growth of Omani ports.

After approving the strategic direction of expanding OCL's business model and network offering both, commercial/liner and feeder services, such strategic move requires restructuring of OCL and establishment of commercial/liner infrastructure including, IT/E-Commerce setup, branding and marketing platforms, sales and customer service function as well as all associated process mapping, documentation, procedures and policies. The focus in 2020 will be mainly on volumes growth, service expansion, signing vessel sharing agreement and entering new markets. OCL will also explore the opportunity of offering value added services and reefer container services starting from 2021 onwards.

The Journey

Milestones	Status
Official launch of new OCL brand	The event was postponed due to Covid-19.
Completion of feasibility study for acquiring 1 second hand container ship	Completed.
Completion of process mapping for OCL business process	Completed.
Completion of IT Setup (Phase 2)	96% of IT setup is completed.
Expand OCL network to increase volumes	Completed. OCL expanded new lines in Iraq, Kuwait and Singapore.
Introduce reefer services and value added services	Completed. The reefer services were implemented as there was demand on this service during the spread of Covid-19.

Stakeholders

Ministry of Transport, Communications and Information Technology	Oman Global Logistics Group (ASYAD)
Oman Shipping Company	Oman International Container Terminal

16. Development of Suwayq Port for Commercial Activities



Having initially been built as a fishing harbour, Suwaiq Port is currently being redeveloped as a commercial port. This will enhance its ability to increase imports of general cargo that arrives by dhows from countries such as Iran, Pakistan, Bahrain, and Qatar. The focus of commercialisation of Suwaiq Port in 2020 is to complete the construction of ROP requirements and the work on the extended land.

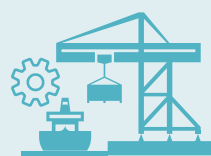
The Journey

Milestones	Status
ROP Requirements	
ROP approval of the requirements	Marafi completed the master plan of Suwayq Port and sent it to ROP for approval.
Port Land Extension	
Tender the land security requirement (Fencing)	Completed.
Completion of land fencing	Completed.

Stakeholders

Ministry of Transport, Communications and Information Technology	
Ministry of Housing and Urban Planning	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	
Oman Global Logistics Group (ASYAD)	Marafi

17. Development of Shinas Port for Commercial Activities



Shinas Port is one of the prominent ports in the Sultanate. It was established in 1996 as a small-scale fishery port, and since then, it has been developing and is currently considered a key entity to boost local trade. Later, in 2013, Shinas Port commenced with its commercial operations. In 2019, Shinas Port implemented its development operations and further commercial plans. The aim of the project in 2020 is to reach 40% of the Berth Facilities project construction, 40% of the Quay Wall project construction, and 30% of the port's Security Requirements project construction.

The Journey

Milestones	Status
Awarding design and development of Berth Facilities tender	Completed.
Awarding design and construction of Quay Wall tender	Completed.
Development of Port Shinas Security Requirements and Superstructure (onshore works): ROP approval of the requirements	Awaiting ROP's approval of the master plan.

Stakeholders

Ministry of Transport, Communications and Information Technology	Oman Global Logistics Group (ASYAD)
Royal Oman Police (ROP)	Marafi

18. Development of Khasab Port for Commercial Activities



Khasab Port in Musandam Governorate is located strategically next to the Hormuz Strait in the vast northern corner of the Sultanate of Oman. Due to its strategic location, Khasab Port is in the position to attract a high volume of trade for the local governorate's economy. The current size of the port is 159 hectares, and includes a 300-metre-long commercial berth, a 100-metre-long traditional fishing berth, and a total of 8 floating berths. In terms of the development of Khasab Port, the design brief made allowance for the establishment of zones to receive commercial vessels, dhows, speed boats and cruise ships. The requirements for the 5 years' expansion of the port, which take into account its future role as a tourism and economic hub, were also initiated. **The benefits of focusing on the commercial aspect of Khasab Port are as follows:**

- Strengthen Musandam's links to other parts of Oman and also regionally.
- Motivate general service sectors in Khasab – such as real estate, transport, food, medical and entertainment.
- Help cover the needs of Musandam's citizens.
- Create jobs.
- Provide new opportunities for Omani traders in Musandam to improve their businesses, as more customers will have access to their products.

The Journey

Milestones	Status
New Cruise Berth	
Awarding design and construction tender	The tender was floated and awarded by the former Ministry of Transport.
New Commercial Berth	
Awarding phase one design and construction tender	The tender was floated, but not yet awarded, due to budget unavailability.
Refurbishment of the existing Pontoons	
Award the Refurbishment of the existing Pontoons project	The tender was floated, but not yet awarded, due to budget unavailability.

Stakeholders

Ministry of Transport, Communications and Information Technology	Royal Oman Police (ROP)
Oman Global Logistics Group (ASYAD)	Marafi



Labour Market & Employment

Labour Market & Employment KPI Dashboard			
Initiative / KPI		2020 Target	2020 Actual Achievement
1	Unlock Part-time and Temporary Work and Flexible Movement of Labour		
1.1	Increase the number of registered contracts (part-time contracts)	100%	55%
2	Development of Labour Solution Packages to Assist Economic Sectors in Achieving Gradualised Omanisation		
2.1	Implementation of policies, systems, and communication strategy	100%	60%
3	Development and Enhancement of the Judicial System to Cater to Labour Market		
3.1	Increase the percentage of labour disputes resolved at the former Ministry of Manpower to 60%	100%	100%
3.2	Conduct labour dispute training for legal researchers	100%	25%
3.3	Decrease the duration of labour disputes	100%	100%
5	Development of Labour Solution Package for Construction Sector		
5.1	Implementation of Labour Solution Package for Construction Sector	100%	5%
6	Development and Implementation of National Skills System Frameworks		
6.1	Implementing the general framework of the national skills system and developing professional standards	100%	85%
7	Upskilling of Omanis in Middle/Senior Management in Private Sector (Etimad)		
7.1	Completing the training of 500 trainees	100%	45%
8	Increase Private Sector Attractiveness for Omanis		
8.1	Increase the number of companies holding WEMC	100%	48%
8.2	Develop the Work Environment Measurement Card (WEMC)	100%	20%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.

Labour Market and Employment

The former Implementation Support and Follow-up Unit (ISFU) followed up a range of initiatives that serve to enhance the national workforce in compliance with the constantly changing labour market. This is done by adapting policies and procedures, to be in line with the market changes and reduce the negative impacts on the main production parties. ISFU also played an active role in supporting the sector by following up the initiatives that do not have a supervising authority, and cooperating with the former Ministry of Manpower (MoMP) to work on providing solutions in line with the current economic situation. In addition, it supported the growth of SMEs and studied alternative financing solutions for initiatives facing financial challenges.

However, due to the impact of Covid-19 and the current economic conditions, many of the milestones were affected as they are based on conducting trainings and awareness campaigns, which require gatherings, which in turn were restricted during the pandemic.

1. Unlock Part-time and Temporary Work and Flexible Movement of Labour



This initiative aims to provide part-time work opportunities in the private sector for Omani employees and job seekers, to stimulate an environment that creates part-time job opportunities, in addition to enhancing the flexibility of non-Omani workforce movement among establishments registered under the same entity. It also aims to allow the recruitment of non-Omani workforce with temporary licenses in some specialised professions.

In 2020, the initiative aimed to activate the electronic systems, and conduct a comprehensive study on the decisions and policies that have been adopted and implemented, as well as focusing on the media and awareness aspect of the initiative.

2020 KPIs

1.1 Increase the number of registered contracts (part-time contracts)

This KPI aims to implement the policies and procedures mentioned in Resolution No. 40/2017 and its amendment decision No. 153/2018 towards increasing number of part-time registered contracts.

The Journey

In 2020, The initiative mainly focused on the completion of the media and marketing plan on highlighting awareness of decisions, policies and controls, however, this part was delayed as it required gathering which was not allowed during the pandemic.

A vision for linking part-time work with the former National Employment Center (NEC) was prepared. Then, a memorandum of understanding was signed between the former MoMP and the Ministry of Education to promote the part-time work Ministerial Decision. Moreover, the automated system for flexible movement of labour in tourism sector was completed.

Moving Forward

The team aims to complete the media and marketing plan on highlighting awareness of decisions, policies and controls.

Stakeholders

Ministry of Labour (MoL)	Ministry of Higher Education, Research and Innovation
Ministry of Education (MoE)	Oman Chamber of Commerce and Industry (OCCI)
Sultan Qaboos University (SQU)	Private sector
Public Authority for Social Insurance (PASI)	

2. Development of Labour Solution Packages to Assist Economic Sectors in Achieving Gradualised Omanisation



After studying the challenges that limit corporates from reaching the national Omanisation targets, the initiative team came up with several solutions through coordination between the former MoMP and ministries supervising the economic sectors to introduce packages that facilitate the implementation of Omanisation policies in: tourism, manufacturing, logistics, fisheries, education, energy, mining and information and communication technology.

The packages aim at promoting qualitative Omanisation in supervisory positions, in order to accelerate the recruitment process in proportion to the conditions of these sectors, and meeting the Omanisation percentage set for each sector.

2020 KPIs

2.1 Implementation of policies, systems, and communication strategy

The Journey

In 2020, the initiative focused on setting Omanisation targets for the newly developed sectors (example: fisheries sector), in addition to setting Omanisation targets in managerial levels to empower Omanis in managerial positions, which was successfully completed with coordination of ministries supervising the economic sectors.

To ensure the private sector's involvement and encourage their inputs in decision-making, the former MoMP was to conduct a session involving main players from various sectors to discuss and find additional solutions to the Omanisation towards achieving qualitative targets, however, due to the pandemic, this was put on hold.

Moving Forward

The initiative will not continue further as MoL's direction has changed from Omanisation as a target to Omanisation as a rule, and expatriates as an exception of the rule.

Stakeholders

Ministry of Labour (MoL)	Ministry of Commerce, Industry and Investment Promotion
Ministry of Heritage and Tourism (MoHT)	Ministry of Energy and Minerals
Ministry of Education (MoE)	Ministry of Agriculture, Fisheries and Water Resources
Ministry of Transport, Communications and Information Technology	

3. Development and Enhancement of the Judicial System to Cater to Labour Market



As the Sultanate's labour market continues to diversify, the country strives to improve and enhance the attractiveness of the work environment, by strengthening the judicial system to ensure justice for employees in various sectors. As labour disputes are inevitable, the initiative's performance indicators aimed to ensure that the standards related to resolving labour disputes in the former Ministry of Manpower are achieved, as they are the best criteria for reaching a just solution.

Through continuous improvements and identifying additional measures aimed at increasing and maintaining the number of labour disputes that are amicably resolved in the Ministry, in coordination with the Arbitration and Reconciliation Committees, and strengthening the capabilities of legal researchers in the committees by training them at the Higher Judicial Institute, labour disputes will be resolved quickly and successfully, while taking into account the economic conditions.

2020 KPIs

3.1 Increase the percentage of labour disputes resolved at the former Ministry of Manpower to 60%

3.2 Conduct labour dispute training for legal researchers

3.3. Decrease the duration of labour disputes

The Journey

After the pilot phase of the Arbitration and Reconciliation Committee in Muscat in 2019, the initiative achieved the expansion and opening of two additional branches for labour reconciliation committees in Al Batinah North and Dhofar Governorates to increase the amicably resolved disputes in the former MoMP, in coordination with the Arbitration and Reconciliation Committees of the former Ministry of Justice.

However, due to the pandemic, the Ministry witnessed a rise in labour disputes, yet, the expansion of labour reconciliation committees beyond Muscat in addition to the competent staff, enabled the committee to increase the percentage of labour disputes resolved at the ministry to above 60% in 2020. Also, the former MoMP worked alongside the Council Of Administrative Affairs for the Judiciary to ensure the alignment of processes and commence digitisation of common processes.

In terms of strengthening the capabilities of legal researchers in the committees by training them at the Higher Judicial Institute, the plans were set to continue with conducting advanced training programs, yet due to the effects of Covid-19, training programs for 2020 were put on hold.

Moreover, regarding the efforts dedicated to resolve lengthy case resolutions and inconsistent judgements at court, the Council got the approval of the proposed modification through the issued Royal Decree (125/2020): Simplifying Litigation Procedure law, which sets the condition for case escalation, fixing the durations of phases of the legal process, in addition to the introduction of an official acknowledgement on labour settlements to convert resolutions into legally binding settlements.

Moving Forward

The initiative aims to assess the progress of Arbitration and Reconciliation Committees for labour disputes, in addition to allocating and training judges specialised in labour cases in labour jurisdiction in courts.

Stakeholders

Ministry of Labour (MoL)	Higher Judicial Institute
Ministry of Justice and Legal Affairs	Council of Administrative Affairs for the Judiciary

4. Activating the Role of Ministries Overseeing the Economic Sectors in Achieving Recruitment Targets



The former ISFU found that the limited role of the ministries overseeing economic sectors in supervising employment plans in their sectors is one of the main challenges facing the employment process in the Sultanate, since the concentration of efforts and responsibilities of employment is limited to the former MoMP, making it hard to achieve the desired goal.

Therefore, the former ISFU proposed an initiative that activates the role of ministries overseeing economic sectors in achieving employment targets, through the formation of technical teams for the economic sectors, through which the participation of the ministries will be activated in employment plans and the employment process in private corporates under its supervision, leading to:

- 1) Promoting inter-ministerial cooperation to ensure the alignment of policies and implementation.
- 2) Establishing replacement strategies, and ensuring that the plans are implemented by the private sector.
- 3) Efficiently managing the private sector/employers and employment institutions.
- 4) Aligning education and training efforts to enhance the skills of national cadres, as appropriate to the labour market.

The technical teams include in their membership all those involved in the process of training and employment and have experience in the private sector, to bridge the gap between education outcomes and the labour market.

2020 KPIs

4.1 Establishing a mechanism to follow up Omanisation plans

4.2 Preparing a report on the sector's future needs as per the educational qualifications and vocational standards

4.3 Achieving the sector's recruitment target

The Journey

Sectors	Number of Jobs and Training Opportunities	
	Planned	Achieved
Mining	500	326
Travel and Tourism	7000	766
Energy	1000	1125
Logistics	5000	1400
Information and Communication Technology	299	427
Manufacturing	7000	1096
Livestock	300	323
Agriculture	160	0
Fisheries	131	66

Stakeholders

Ministry of Heritage and Tourism (MoHT)	Ministry of Commerce, Industry, and Investment Promotion
Ministry of Energy and Minerals	Ministry of Agriculture, Fisheries and Water Resources
Authority for Public Services Regulation	Ministry of Labour (MoL)
Ministry of Transport, Communications and Information Technology	

5. Development of Labour Solution Package for Construction Sector



The initiative aims to raise the efficiency of the construction sector, which is one of the largest economic sectors, through issuance of regulatory decisions to enhance the attractiveness of the sector to the national workforce, provide advanced and relevant training programs, and generate jobs within the sector. The initiative also aims to find solutions for the challenge facing the construction sector, which is reaching the required Omanisation rate by the relevant organisations.

2020 KPIs

5.1 Implementation of Labour Solution Package for Construction Sector

The Journey

Milestones	Status
Incorporate the classification requirements for large companies for the year 2020 in the expatriate work permit guide	Completed.
Prepare an automated system to implement the initiative in the former MoMP	Not achieved, as the team faced several challenges since the sector is not owned by a certain entity.
Add new requirements: - In-country value - Automation and technology And modify the Omanisation quota within the classification for large companies (which have 100 workers or more)	

Stakeholders

Ministry of Labour (MoL)	Ministry Of Economy
Ministry of Commerce, Industry, and Investment Promotion	

6. Development and Implementation of National Skills System Frameworks



The initiative aims to restructure and empower the Occupational Standards and Testing Centre, to improve and manage the National Occupational Standards System for economic sectors. By constantly updating these standards and applying them in the training programmes, the requirements of supply and demand in the private sector will be linked more effectively for the graduates of educational and training institutions.

In 2020, the initiative aimed to train the national staff of the Centre to specialise in preparing and designing occupational standards, and enhancing the electronic systems and databases of the Centre. The team also aims to complete the preparation of occupational standards for other economic sectors.

2020 KPIs

6.1 Implementing the general framework of the national skills system and developing professional standards

The Journey

Milestones	Status
Preparing the communication strategy for the centre	Completed.
Publishing and applying the technical manuals on professional standards	Completed.
Supporting the operation of sectoral skills units that are licensed to develop and apply professional standards	Completed.

Stakeholders

Ministry of Labour (MoL)	Oman Chamber of Commerce and Industry (OCCI)
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7. Upskilling of Omanis in Middle/Senior Management in Private Sector (Etimad)



This Programme aims to develop the national competencies working in the private sector and qualify them to occupy supervisory and leadership positions, which contributes to enhancing the demand for national competencies.

In 2020, the team intended to follow up the implementation of the training programme for 500 trainees, evaluate the pilot phase, and benefit from it in improving the programme, in addition to evaluating the programme outputs and the contracted institutions. Then, the registration and training for the next batches will begin.

2020 KPIs

7.1 Completing the training of 500 trainees

The Journey

Milestones	Status
Update the criteria and requirements for joining the program for the second batch of targeted groups enrolled in the program	Completed.
Pilot phase: Graduation of the first cohort (250 participants) from the first batch of program participants (500 participants)	Completed.
Prepare the strategic plan for the next 5 years	Completed.
Prepare a proposal to develop the accreditation program into "Leadership Empowerment Academy"	Completed.
Start the second cohort's training	Delayed due to covid-19 spread.

Stakeholders

Oman Academic Accreditation Authority (OAAA)	Ministry of Education (MoE)
Ministry of Higher Education, Research and Innovation	Ministry of Labour (MoL)
Qualification providers and education/training entities in Oman	

8. Increase Private Sector Attractiveness for Omanis



The initiative aims to provide an ideal work environment for the national workforce in the private sector, in order to attract young national competencies, by launching a card that includes standards stimulating the corporate work environment, through which corporates that meet the standards receive incentives and facilitations from the ministry and other relevant authorities.

8.1 Increase the number of companies holding WEMC

8.2 Develop the Work Environment Measurement Card (WEMC)

The Journey

KPI	Milestones	Status
Increase the number of companies holding WEMC	Increase the number of WEMC holders to 500 during 2020	448 out of 500 were achieved
Develop the Work Environment Measurement Card (WEMC)	Introduce the "Best Performing Entities" Directorate within the Ministry	Delayed due to the restructuring of the government, including the merge of entities
	Prepare a media roll-over plan	Completed

Stakeholders

Ministry of Labour (MoL)	General Federation of Oman Trade Union (GFOTU)
Ministry of Heritage and Tourism (MoHT)	Ministry of Commerce, Industry, and Investment Promotion
Muscat Municipality	Public Authority for Small and Medium Enterprise Development (Riyada)

9. National Centre for Employment (NCE)



This initiative aimed to establish a single entity that will coordinate all efforts and action plans aimed at bridging the gap between supply and demand for job opportunities in the Sultanate, and this is represented in the National Centre for Employment (NCE).

2020 KPIs

9.1 Establishment of the centre, board approval of standard operating procedures and appropriate business principles, and commencing the basic operating services

The Journey

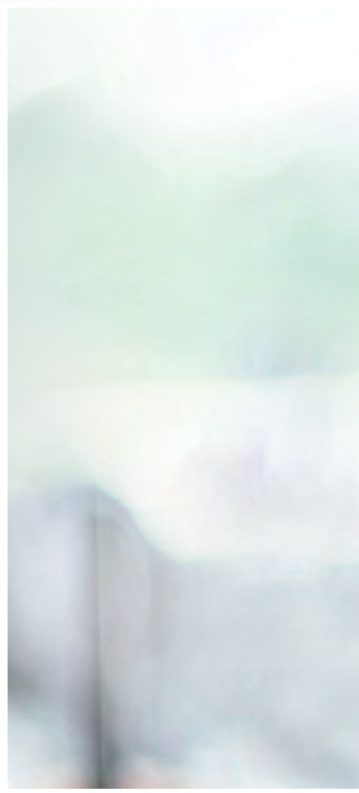
After the intensive efforts of all parties concerned with this initiative, and with the support of the former Implementation Support and Follow-up Unit (ISFU), Royal Decree No. 22/2019 was issued to establish the National Centre for Employment and issue its system. The working group has established the mechanisms and electronic systems to follow up the availability and development of job opportunities, and to address all institutions responsible for the various sectors, to be linked with the centre with regard to job opportunities provided by each sector.

However, by Q3 of 2020, NCE was merged with MoL by a Royal Decree, hence, the following initiatives, which were listed under the centre, were transferred to the ministry:

- 1- Number of targeted employment 2020
- 2- Building competencies and capabilities at NCE
- 3- NCE's electronic system
- 4- NCE's organisational structure
- 5- NCE's business procedures and mechanisms
- 6- Terminated national workforce
- 7- Workforce replacement by Omanis and Omanisation solutions
- 8- Registration and matching of job opportunities at NCE
- 9- Establishing career guidance department at NCE
- 10- Labour market studies

Stakeholders



Ministry of Labour (MoL)



Business Environment



Business Environment KPI Dashboard			
Initiative / KPI		2020 Target	2020 Actual Achievement
1	Foreign Ownership of Real Estate	100%	65%
2	Simplify Litigation Procedure Law	100%	100%
3	Stimulating Real Estate Sector	100%	85%
4	10 Million+ Projects	100%	30%
5	Foreign Direct Capital Investment Executive Regulations	100%	100%
6	Start 1	100%	20%
7	Real Estate Development Law	100%	10%
8	Operating Real Estate Development Centre	100%	15%
9	The Digital Transformation of the Judiciary	100%	25%
10	Digital Services for Litigants	100%	100%
10.1	Developing Qadha Platform	100%	40%
11	Start 2 (Investment Projects Portfolios)	100%	100%
12	Oman Investment Forum	100%	40%
13	Monitoring the Performance of "Invest in Oman" Platform	100%	86%
14	Privatisation of Health Check-up Services	100%	0
15	Utilities Platform	100%	50%

			
Initiative / KPI		2020 Target	2020 Actual achievement
16	Operating Oman Commercial Arbitration Centre	100%	70%
17	Mega Sales	100%	90%
18	Lean Program	100%	85%
19	Invest Easy Portal		
19.1	ISC to complete back-log integrations with 25 government entities	100%	100%
19.2	Asses the enhancement and effectiveness of Invest Easy performance	100%	30%
19.3	Complete the assessment of 15 government entities for integration	100%	100%
19.4	Provide online services/features for Intellectual Property	100%	35%
21	Revoking No Objection Certificate	100%	60%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.

Business Environment

Business Environment Sector is one of the most enabling sectors for the national economy. Many of its initiatives contribute to facilitating doing business in the Sultanate. The overall goal of the Business Environment Team under the former Implementation Support and Follow-up Unit (ISFU) was to enhance the investment environment, as well as facilitate the services within the sector.

The spread of Covid-19 was challenging for the whole business environment and the services provided within the economic sectors, related to the ease of doing business indicators. Despite this, relevant government entities have made intensive efforts in achieving several initiatives and projects during 2020.

In addition to the main dashboard of the business environment sector and the two separate dashboards developed in 2019: "Invest Easy" and "Lean", "Doing Business" dashboard was introduced in 2020 due to its importance and the nature of the report's indicators.

Initiatives/Projects that graduated in 2020:	
	Simplify Litigation Procedure Law
	Stimulating Real Estate Sector
	Foreign Ownership of Real Estate
	Mega Sales
	Foreign Direct Capital Investment Executive Regulations
Initiatives/Projects added in 2020:	
	Simplify Litigation Procedure Law
	Stimulating Real Estate Sector
	Privatisation of Health Check-up Services
	Utilities Platform
	Mega Sales
	Doing Business Report

1. Foreign Ownership of Real Estate



The initiative aims to find a tool for foreign individuals to own/benefit from specific housing ranges, in order to keep capitals in the Sultanate and promote foreign investment.

2020 KPIs

1.1 Develop a regulation to allow foreign ownership of real estate

The Journey

The former ISFU worked with the former Ministry of Housing throughout the issuing process of foreign ownership of real estate regulation, starting from preparing the final draft, to engaging all stakeholders, to facilitating the workshops, to sending the final draft to the cabinet. The former ISFU also engaged with the ministry to prepare the communication plan, after issuing the regulation. On October 2020, the regulation was published in the official gazette.

Moving Forward

The initiative seeks to enhance the investors' experience by activating an electronic system to receive investors' requests.

Stakeholders

Ministry of Housing and Urban Planning

2. Simplify Litigation Procedure Law



The Sultanate seeks to establish justice among its citizens since the inception of the blessed renaissance. The Judicial system is an integral part of the enablers of the national economy. Therefore, the issuance of this legislation has a direct impact on the business and investment environment in the Sultanate for many reasons. For example, having a legal article in the legislation which follows modern methods of announcing judicial papers (judicial declarations), will save time and reduce government expenditure, as in 2018, judicial announcements amounted to about 4 million. It will also promote the usage of modern technology i.e. text messages and electronic payment of fees. Furthermore, the legislation will set binding dates for the judges to issue their ruling in many cases, such as cheque cases. Finally, yet importantly, it will expedite the pace of execution of judicial rulings, which in turn will limit the procrastination in returning the right to its owner.

2020 KPIs

2.1 Issue a law to simplify litigation procedures

The Journey

The project succeeded in achieving its targeted goal, as a law to simplify litigation procedures regarding some of the disputes was issued by Royal Decree No. 125/2020. The former ISFU addressed the challenges related to linking between stakeholders, in addition to following up and pushing the law draft forward, playing the important role of the law draft manger (bill manager).

Stakeholders

Ministry of Justice and Legal Affairs (MJLA)	Cabinet of Ministers
Council of Administrative Affairs for the Judiciary	

3. Stimulating Real Estate Sector



The aim of this initiative is to come up with different solutions to stimulate the real estate sector, through reducing housing fees and proposing a new way of owning real estate units.

2020 KPIs

3.1 Reducing Housing Fees

3.2 "Rent-to-Own"

The Journey

3.1 Reducing Housing Fees

The former ISFU worked with the former Ministry of Housing and the Ministry of Finance (MoF) to reduce the housing fees from 5% to 3%, starting from getting the acceptance of the Cabinet of Ministers, to issuing the decision in the official gazette.

3.2 Rent-to-Own

A rent-to-own agreement is a deal in which you commit to renting a property for a specific period of time, with the option of buying it before the lease runs out. The working group proposed the draft of regulation, then a circulation that regulates "Rent-to-Own" was published and it is now active.

Moving Forward

Both KPIs have graduated, and the implementation of the decisions already started on October 2020.

Stakeholders

The former Ministry of Housing	Cabinet of Ministers
Ministry of Finance	

4. 10 Million+ Projects



His Majesty gave directives to the Ministers' Offices to accelerate the approval of licenses and permits for the strategic projects valued at OMR 10 million and above. Therefore, this initiative aims to prioritise the registration and licensing of high impact projects for strategic high net worth investors.

2020 KPIs

4.1 Fast-track registration of projects above OMR 10 Million

The Journey

Milestones	Status
Prepare and approve the scope of work	Completed.
Form joint working teams	Completed.
Define responsibilities for the project relevant entites	Completed.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion

5. Foreign Direct Capital Investment Executive Regulations



The issuance of the Foreign Direct Capital Investment Law in the beginning of 2019 led to a ministerial decision to create a working team to handle the executive regulations of the law. The former ISFU facilitated multiple workshops with the stakeholders to align and accelerate the pace of work.

2020 KPIs

5.1 Prepare the executive regulations of the law and approve it

The Journey

Milestones	Status
Form a working group to draft the executive regulation	Completed.
Conduct a workshop with relevant stakeholders to further develop the regulation	Completed.
Send the regulation draft to the former Ministry of Legal Affairs for revision and approval	Completed.
Issue the executive regulation in the official gazette	Completed.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion
Ministry of Justice and Legal Affairs

6. Start 1



This initiative aims to develop a clear and transparent process to enable investors/business owners to obtain pre-approved licenses/permits to commence business operations. It also seeks to design and deploy a pilot program of the process, based on restricted criteria, prior to full implementation.

2020 KPIs

6.1 Facilitating the procedures of practicing commercial activities by issuing licenses, permits and approvals on a temporary basis

The Journey

Milestones	Status
Establish high level initiative framework	Completed.
Prioritise targeted business activities	Completed.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion

7. Real Estate Development Law



The Real Estate Development Law aims to regulate the real estate sector in the Sultanate, as it will include the development of a real estate indicator to evaluate properties, focus on the role of real estate brokers and evaluators and set clear standards for their work, while promoting various aspects of the real estate market at the same time.

2020 KPIs

7.1 Issuing real estate development law

The Journey

Milestones	Status
Prepare the final draft	Completed.
Obtain MJLA's approval of the final draft	MJLA reviewed the final draft and advised the Ministry of Housing and Urban Planning to engage all stakeholders related to the regulation to get their opinions.

Stakeholders

Ministry of Housing and Urban Planning	Ministry of Justice and Legal Affairs (MJLA)
Ministry of Heritage and Tourism	

8. Operating Real Estate Development Centre



The initiative aims to create a single platform that brings together 11 entities to complete the investors' transactions, aiming to finalise initial construction permits procedures within 27 working days. The registration of real estate developers commenced in the beginning of 2019 and began receiving projects manually from March 2019.

2020 KPIs

8.1 Activating real estate development centre

The Journey

Milestones	Status
MoF's approval of the centre's staff	MoF accepted the former Ministry of Housing's request to hire employees to activate the centre.
Signing SLA with Royal Oman Police	SLA between ROP and the former Ministry of Housing was signed.
Signing the electronic system agreement	The agreement was signed between the former Ministry of Housing and the company (PPP).

Stakeholders

Ministry of Housing and Urban Planning

9. The Digital Transformation of the Judiciary



The Sultanate seeks to establish justice among its citizens since the inception of the blessed renaissance, as the Royal Decree No. 10/2012 emphasises the principle of justice and promotes separation of powers. The judicial system is an integral part of the enablers of the national economy, which is based on free market and protection of the rights of everyone, in order to encourage and protect competition. In view of the rapid growth in the era of technology and the fourth industrial revolution, making some changes and amendments to local laws and legislations has become of great importance to keep pace with the current developments.

Moreover, the necessary infrastructure that allows keeping pace with these changes must be created, in addition to streamlining procedures for litigants to follow up on their cases and submit notes electronically. Therefore, this initiative will contribute to improving the ranking of the Sultanate in some international indicators, such as the ease of doing business indicator concerning the protection of small investors and enforcement of contracts.

2020 KPIs

9.1 Preparing the hardware infrastructure

9.2 Integrating with the relevant entities

The Journey

KPI	Milestones	Status
Preparing the hardware infrastructure	Tendering the procurement and the installation of the internet	Completed.
	Preparing the courts with the necessary electronic equipment	Completed.
	Procuring touch computer devices for the courts	Delayed because of the current financial situation of the country.
Integrating with the relevant entities	The former Ministry of Housing	Delayed due to shortage in staff, restructuring of the government, and the pandemic.
	Central Bank of Oman	
	Muscat Securities Market	
	The former Ministry of Justice	

Stakeholders

Council of Administrative Affairs for the Judiciary

Ministry of Justice and Legal Affairs

Central Bank of Oman

Muscat Securities Market

Ministry of Housing and Urban Planning

10. Digital Services for Litigants



This initiative aims at equipping the judicial system with a group of advanced software programs that will help the different stakeholders in the judicial system, and ease the process of submitting cases, tracking them, and getting the sentences executed.

2020 KPIs

10.1 Developing Qadha Platform

The Journey

Milestones	Status
Building and activating a mechanism to receive court sentences from any court in the country	The mechanism is activated through Lawyer's Gate website and the cases management program.
Preparation, programing and training of the experts	Preparation and programing is done. The project is in the activation phase.
Activating self-service systems outside the courts related to executing sentences	A public private partnership approach will be taken. Two proposals were received from the interested parties and the Council of Administrative Affairs for the Judiciary is studying them.
Preparation and programing of Adala Gate and training the legal staff to use it	It was merged with the Lawyer's Gate.
Activating sentences execution services through Lawyer's Gate	Completed.

Stakeholders

Council of Administrative Affairs for the Judiciary	Law Firms
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11. Start 2 (Investment Projects Portfolios)



This initiative works on profiling the investment projects in the portal. A criteria was set for profiling and it was agreed upon with the project owners. A collective of 30 projects were listed in the portal by the end of December 2019.

2020 KPIs

11.1 Profiling the investment projects in the portal

The Journey

Milestones	Status
Set criteria for investment projects profiling	Completed.
Identify the owners of investment projects	Completed.
Finalise investment creation form with projects owners (30 projects) and upload the projects in the portal	Completed.
Connect potential investors for the projects in the portal (45 potential investors)	Completed.

Stakeholders

Project owners from different government entities

12. Oman Investment Forum



Oman Investment Forum - an event planned to highlight the investment opportunities in the sultanate and deliver information about the investment environment. It is planned to be organised in collaboration with the public and private sectors, extending the invitation to investors who are looking for investment in tourism, logistics, fisheries, mining and manufacturing sectors.

The general concept of the forum and the RFP was prepared and approved by the management. However, due to Covid-19 and the restructuring of the government, the forum was postponed to Q4 of 2021.

2020 KPIs

12.1 Conducting Oman Investment Forum

The Journey

Milestones	Status
Prepare the general concept of the forum and RFP and approve them	A draft concept of the forum was submitted. Then, a letter from Ithraa was sent detailing the challenges as all other milestones were suspended due to Covid-19 and the restructuring of government entities.
Hire event management company	
Approve the logistic and marketing plan	
Open registration for participants	
Hold the forum	

Stakeholders

Investors

13. Monitoring the Performance of "Invest in Oman" Platform



"Invest in Oman" portal is an electronic platform that represents a destination for investors looking to invest in the Sultanate. It offers integrated packages of facilities and electronic services that help the investors communicate with the owners of the projects, and allow service providers from SMEs to offer their services, in order to facilitate the investor's access to them.

2020 KPIs

13.1 Follow up the performance of “Invest in Oman” platform

13.2 Letter of interest from Ithraa showing investors have engaged with relative entities

13.3 Commercial registration for investors

The Journey

KPI	Milestones	Status
Follow up the performance of “Invest in Oman” platform	The number of projects listed in the portal (30)	Completed.
Letter of interest from Ithraa showing investors have engaged with relative entities	Letter of intent from 7 investors (projects in sectors targeted in the portal)	Completed.
Commercial registration for investors	20 potential investors outreach for 5 projects listed in the portal	Completed.

Stakeholders

Khazaen Economic City	Ministry of Health
Be'ah	Public Authority for Social Insurance
The Public Authority for Special Economic Zones and Free Zones	Ministry of Energy and Minerals
Oman Food Investment Holding Company	Duqm Quarries

14. Privatisation of Health Check-up Services



This initiative aims to apply the public private partnership methodology on the project of expatriate workers check-up services, in addition to organising the process of medical check-ups for expatriates and enhancing its effectiveness. Also, the initiative addresses all challenges faced in this process, in order for expatriates to get the residence card.

The Journey

Milestones	Status
Finalising the Ministry of Health's internal committee report and sending it to the minister	Completed.
Obtaining the Minister of Health's approval	Completed.
Obtaining the Ministry of Finance's approval	Completed.

Stakeholders

Ministry of Health

Ministry of Finance

15. Utilities Platform



This initiative aims to build a platform for infrastructure services such as electricity, water, sewage, fiber optic and other future services. The platform enables the user (investor/citizen) to apply for basic services through a single platform linked to several entities such as municipalities, ministries, agencies and companies providing services, directly after obtaining the permission to build or after completing the commercial registration. Moreover, the platform includes all services in the various governorates of the Sultanate, depending on the commercial registration number for investors and the civil number for citizens' requests for homes.

2020 KPIs

15.1 Establishing and operating a one-stop-shop platform for utilities services – Phase (1)

The Journey

Milestones	Status
Define project scope	Completed.
Approve governance and framework	Completed.
Conduct stakeholders introduction workshop	Completed.
Conduct gap analysis with water, electricity, and fiber optic	Completed.
Screening and piloting with electricity utility provider	Completed.

Stakeholders

Nama Group	Muscat Municipality
Ministry of Transport, Communications and Information Technology	Omantel
Diam	Ooredoo
Haya	Awast

16. Operating Oman Commercial Arbitration Centre



This initiative aims at establishing a centre that looks into commercial disputes arising between the parties before going to court. The centre shall be administratively and financially independent, as it will be operated in the future through fees received in arbitration cases of local and international commercial disputes, training courses it holds, and publications.

2020 KPIs

16.1 Establishing the Centre

The Journey

Milestones	Status
Complete rules and regulations of the centre	The rules and regulations were established and published in the official gazette with decision no. 8/2020 on the 24 th of November 2020.
Issue the membership of arbitrators and experts regulation	The regulation was approved by the board members and issued on the 1 st of November 2020.

Stakeholders

Oman Commercial Arbitration Centre
Oman Chamber of Commerce and Industry (OCCI)

17. Mega Sales

This initiative aims to enable the implementation of major discount campaigns for a period of 3 days (ends in November) coinciding with the global discount by brands in the same period. It aims to influence consumer behavior in Oman (localise spending) and enhance the percentage of sales of brands and the number of visitors and tourists going to shopping centers in Oman.

The former ISFU facilitated and amended the necessary legislation with the former MoCI to receive the buy-in for changing the legislation and supporting promotion campaigns and major discounts. The former ISFU also met the Consumer Protection Authority to see the limits and boundaries facing the progress of this initiative in terms of the occurrence of sales within a year.

This was achieved through a change in regulations to help support the retail sector. It allows malls and entities with multiple retailers to apply for one license, allowing all of the stores operating in the mall to conduct sales at the same time. This enables the retail sector to conduct for example "Black Friday" like Mega sale at their own discretion, but it was capped at one time per year as year-round sales seemed problematic.

2020 KPIs

17.1 Amending the necessary legislation to conduct promotional campaigns and major discounts in the Sultanate

The Journey

Milestones	Status
Drafting the proposed amendments on the former MoCI's regulations to allow mega sales campaigns and obtaining the approval of the former Ministry of Legal Affairs	The amendments were drafted and the approval was obtained in 30 July 2020.
Issuing the executive regulation in the official gazette	It was issued in the 2 nd of August 2020.
Coordinating with the Consumer Protection Authority regarding inspection of sales	Completed.
Obtaining MoF's approval on the proposed fee	The approval was obtained in 1 September 2020.
Coordinating with malls regarding unifying the campaign period	Completed.
Developing a comprehensive media plan	Completed.

Stakeholders

Ministry of Transport, Communications and Information Technology	Consumer Protection Authority
Ministry of Justice and Legal Affairs	Malls

18. Lean Program

This project aims at improving the Sultanate's ranking in the Ease of Doing Business Index, for the Sultanate to be an attractive environment for starting and executing commercial projects. Moreover, the project aims to improve the KPIs of the processes selected in the indicators. It relies on "Lean" methodology for continuous improvement, which seeks to streamline procedures and reduce waste of resources, ensuring the greatest value to the beneficiary. Lean methodology works on improving 3 main areas: quality, cost and production.

2020 KPIs

18.1 Achieve all stages of Lean Methodology (definition, selection, removal, and sustainability) in the projects of several government agencies

The Journey

Milestones	Status
Reducing the time required for registering real estate companies	Completed.
Reducing the time required for delivery of landmarks	Completed.
Reducing the time period for trademark registration	Completed.
Reducing the time required for conformity on imported products	Completed.

Stakeholders

Ministry of Housing and Urban Planning	Ministry of Labour
Ministry of Commerce, Industry and Investment Promotion	

19. Invest Easy Portal



The "Invest Easy" Project is a comprehensive set of electronic services designed to provide the business community with one window for their interaction with the government, starting with the creation of a new company, to licensing activities, and ending with the submission of annual financial reports.

In the past years, the project aimed at creating an electronic window as one-stop-shop for investors, through which they can register their companies and obtain the necessary licences to practise their activities. However, in 2019, the relevant parties suggested that the "Invest Easy" platform becomes an integrated project supervised by the Investment Service Centre (ISC) in the former MoCI, and several initiatives are included under it, aiming at facilitating and accelerating the establishment of investment projects and developing the business environment in the Sultanate.

The project will encourage companies to start their commercial activities in the Sultanate, in addition to stimulating internal and external investments.

2020 KPIs

19.1 ISC to complete back-log integrations with 25 government entities

19.2 Asses the enhancement and effectiveness of Invest Easy performance

19.3 Complete the assessment of 15 government entities for integration

19.4 Provide online services/features for Intellectual Property

The Journey

KPI	Milestones	Status
19.1 ISC to complete back-log integrations with 25 government entities	Complete back-log integrations with 25 government entities	The integration of 4 entities was completed.
19.2 Asses the enhancement and effectiveness of Invest Easy performance	Increase online commercial registration application rate from 19% to 25%	The rate reached is 22%.
19.3 Complete the assessment of 15 government entities for integration	Complete integration assessment of all 15 entities	Completed.
	Obtain Go/No-Go decision on integration for 15 entities	Completed.
	Include 10 entities in the dashboard	Completed.
19.4 Provide online services/features for Intellectual Property	Integration with the Integrated Program Assessment System (IPAS) and Trademark and implementation of core services	Completed.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion

20. Doing Business Report



Launched in 2002, the Doing Business Report looks at local small and medium-size companies and measures the regulations applied to them through their life cycle.

By gathering and analysing comprehensive quantitative data to compare business regulation environments across economies and over time, Doing Business report encourages economies to compete towards more efficient regulation; offers measurable benchmarks for reform; and serves as a resource for academics, journalists, private sector researchers and others interested in the business climate of each economy.

This initiative was introduced in the business environment sector to improve the overall EODB ranking and indicators issued by the World Bank.

The Journey

Milestones	Status
Reduce the process of obtaining the final connection to 1 day	Completed.
Removal of soil test and obtaining topographical process	Completed.
Reduction of the property registration cycle time	Completed.
Malaa to integrate with ROP	Completed.
Reduce payments number per year from 12 times to 1 time	Completed.
Bankruptcy and insolvency law enforcement	Completed.

Stakeholders

Ministry of Housing and Urban Planning	Oman Global Logistics Group (Asyad)
Council of Administrative Affairs for the Judiciary	Diam (previously)
Ministry of Commerce, Industry and Investment Promotion	Public Authority For Social Insurance
Public Authority for Civil Defence and Ambulance	Muscat Electricity Distribution Company
Nama	Muscat Municipality
Oman Credit and Financial Information Centre (Mala'a)	Tax Authority

21. Revoking No Objection Certificate



This project has a positive economic impact on work environment and the public interest in Oman, and is a response to criticism from human rights organisations. Any delay in implementing the change may adversely affect the national economy and international reports.

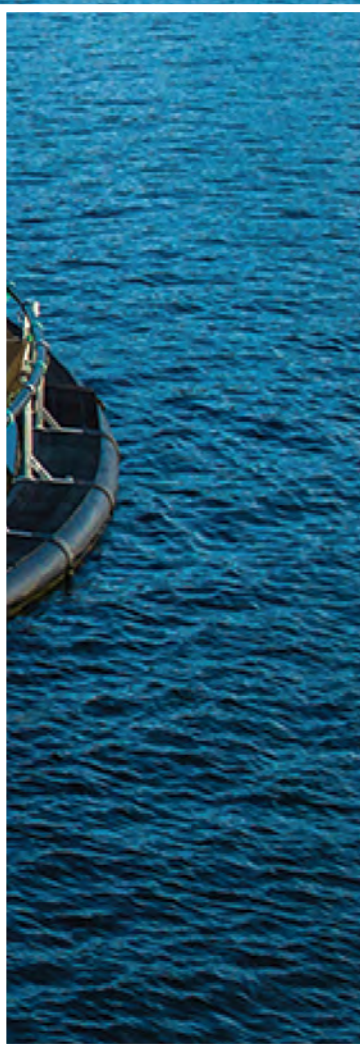
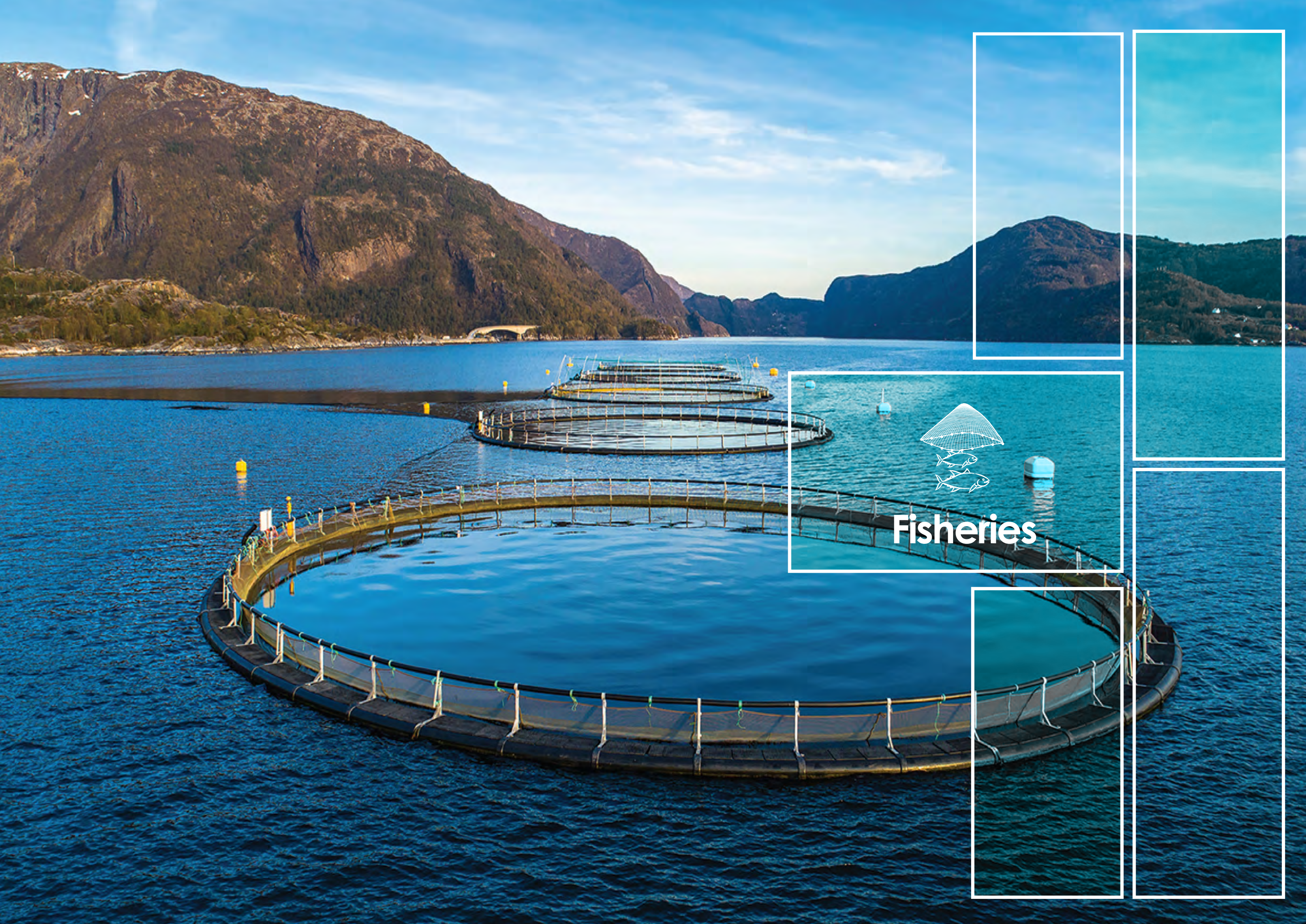
Article (11) of the Foreigners Act stipulates that "it is prohibited to grant a work visa to a foreigner who has already worked in Oman for a period of two years from the date of the last departure, and (the Inspector General) may exceed this period in the circumstances required by the public interest".

The Journey



Milestones	Status
Develop a media plan aimed at creating public opinion regarding the initiative	Completed.
Establish regulations in employment contracts and update the standard contract model	Completed.
Change article 24 of the Executive Regulations	Completed.



Stakeholders

Ministry of Labour	Royal Oman Police
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Fisheries

Fisheries KPI Dashboard			
Initiative/ KPI		2020 Target	2020 Actual Achievement
1	Al Wusta Fisheries Industries - Small Pelagic Project (freezer trawlers)	100%	90%
2	Bar Al Hikman Shrimp Farming Project	100%	45%
3	Al Jazer Shrimp Farming Project	100%	70%
4	Al Wusta Fisheries Industries - Small Pelagic Processing Factory in Duqm and Refrigerated Seawater Vessels	100%	40%
5	Al Wusta Fisheries Industries - Large Pelagic Project (Tuna vessels)	100%	60%
7	Establishment of Fishery Harbour in Barka	100%	15%
8	Establishment of Fishery Harbour in Daba, Musandam	100%	60%
9	Establishment of Fishery Harbour in Taqa, Dhofar	100%	15%
10	Development of Coastal Fishing Sector	100%	100%
11	Development of Artisanal Fishing Sector via Modern Boats	100%	36.5%
12	Establishment of Fishermen Villages in Hitam and sarab	100%	10%
13	Establishment of Ash Shuwaimiyah Collection Point in Collaboration with PDO	100%	52%
14	Establishment of Collection Points in Five Sites	100%	62%
15	Establishment of a Collection Point in Suwaih	100%	95%

Initiative/ KPI			
Initiative/ KPI		2020 Target	2020 Actual Achievement
16	Quron Shrimp Farming Project	100%	38%
17	Khuwaimah Shrimp Farming Project	100%	45%
18	National Shrimp Quarantine	100%	77%
20	Golden Coast Abalone Farming	100%	45%
21	Increasing Land Allocation for Future Aquaculture Projects	100%	70%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.

Fisheries

As all economic sectors in Oman, fisheries was affected by the widespread of Covid-19 in 2020. It was planned that in 2020, the catch contribution of commercial fishing will continue to grow significantly compared with the artisanal fishing. Due to the lockdown in various countries around the world, the arrival of a new fishing vessel to support the current fleet was delayed. On the other hand, it was also expected for the first Shrimp farming project executed by Fisheries Development Oman (FDO) to start operation in 2020. Unfortunately, the arrival of construction material and operation equipment that are essential for the completion of the project was delayed, as logistics were limited and not working effectively due to the lockdown. A number of other projects, either privately invested or publicly funded, were postponed as the low-oil-price crises caused a massive shortage in the budgets.

However, there were some success stories in 2020 where a number of projects have operated effectively despite the crises. For instance, the first Commercial Abalone Aquaculture Project in Oman was launched in December 2020, and started its operation. Moreover, commercial fishing continued to grow as the current fishing fleet of Al Wusta Company maintained its fishing trips rate.

Initiatives/Projects that graduated in 2020:



Development of Coastal Fishing Sector

Initiatives/Projects added in 2020:



Establishment of a Collection Point in Suwaih



National Shrimp Quarantine



Golden Coast Abalone Farming



Increasing Land Allocation for Future Aquaculture Projects



Al Wusta Fisheries Industries - Small Pelagic Processing Factory in Duqm and Refrigerated Seawater Vessels

1. Al Wusta Fisheries Industries - Small Pelagic Project (freezer trawlers)



Owned by Fisheries Development Oman (FDO), Al Wusta Fisheries Industries intends to operate in the small pelagic commercial fleet-line that targets unfished species (Horse Mackerel), and started trial-fishing for a period of two years in Phase 1. The first phase resulted positively in proving fish stock availability and fishing technology efficiency, which then resulted in approving the project plan by the former Ministry of Agriculture and Fisheries (MoAF) to reach a fleet of 8 vessels by 2025. The chosen vessels will be capable of netting 200,000 tonnes per year from the available 1.3 million tonnes, making a minimal impact on the stock. Meanwhile, the company will assess the true biomass and potential of this species in Omani waters.

The Journey

Since 2019 was a successful year for the company as 12 fishing trips were conducted with one vessel, it was essential to expand the business and start phase 2. Accordingly, the project development plan was endorsed by the former MoAF in 27th Jan 2020 to reach a fleet of 8 vessels. This gave the company the green light to finalise the negotiations and purchase the second vessel (Gloria) on 18th Feb 2020.

At this stage, Covid-19 pandemic started to affect the project's operation and plan in different aspects. It affected the plan to start sailing all the way from Spain to Oman, as the arrival of the vessel was delayed and it arrived in 12 Apr 2020 and started its operations immediately. Another obstacle was airlines closing down, making the company unable to bring the crew to operate the new vessel. However, a strong decision was taken by the company to split the existing crew working in the first vessel (Victoria) to work in both vessels, which allowed it to continue its fishing trips successfully. However, the vessels maintenance plan delayed.

Moving ahead and ensuring achieving the plan to expand the fleet, the company purchased the third vessel (Jawharat Al Wusta), which was planned to arrive to Oman by December 2020, but due to the pandemic, the refitting of the vessel was delayed and the arrival of the vessel was postponed to January 2021.

In general, the year was full of accomplishments. The first vessel contributed with 15 successful fishing trips and the second with 13 fishing trips, which led to increasing the company's revenue and achieving a higher contribution to the GDP than the previous year.

Moving Forward

As per the plan, the company will continue its operations with the existing two vessels. The third vessel is expected to join the fleet and start its operation by January 2021.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Ministry of Labour
Ministry of Transport, Communications and Information Technology	
Royal Oman Police	Oman Investment Authority

2. Bar Al Hikman Shrimp Farming Project



Set up by FDO, Bar Al Hikman Shrimp Farming project is located in Mahout, Al Wusta Governorate. This project is planned to be one of the largest shrimp farming projects in the world. For Phase 1, the investment value is expected to reach OMR 125 Million, and the farm will have the capacity to produce 43,000 tonnes of Indian White Shrimp per year, once operational. The first harvest was expected to take place in 2023; however, it was delayed due to many factors that affected the progress of the project such as the change of project manager, the slow progress of studies being conducted inside the site, and the effects of Covid-19 pandemic.

2020 KPIs

2.1 Submission of Hydrodynamic (HD) Modelling to the former MECA

The Journey

After completing geotechnical investigation on the site in 2019, the board gave the green light for the project team to proceed with finalising HD modelling. The work order was issued to the consultants to start the study in February 2020. Then, a kick-off meeting was held where consultants were assigned to revise the Bathymetric and side-scan survey.

The consultants assigned for HD modelling were not local, thus, the following-up process was difficult, especially that it was synchronised with the start of Covid-19 widespread. The revision process took longer than planned due to the lockdowns, as the company was planning to finalise it before the end of March 2020, in order to proceed with conducting the study on the site and finalise it before June 2020. However, due to the delay, all of the milestones supposed to be achieved during the monsoon wind period (June–September) were delayed, and nothing could possibly be done as these milestones depend on the completion of data collection for the bathymetric survey. After all, the revision of the bathymetric and side-scan survey was completed later in August 2020, and bathymetric survey data collection started accordingly by September 2020 and has been going on since then.

Moving Forward

In 2021, it is planned for the project to finalise the bathymetric and side-scan survey, and simultaneously revise and finalise the conceptual designs. Based on the outcomes of these two studies, the board of FDO will decide the way forward for the project.

Stakeholders

Fisheries Development Oman (FDO)	Environment Authority
Ministry of Agriculture, Fisheries and Water Resources	

3. Al Jazer Shrimp Farming Project



Set up by FDO, Al Jazer Shrimp Farm is located in Al Jazer, Al Wusta Governorate. The investment value of this project is around OMR 44.5 Million for phase 1, and will have the capacity to produce 12,500 tonnes of Indian White Shrimp every year, as phase 1 becomes operational. The first harvest is expected to be in 2025.

2020 KPIs

3.1 Completion of Conceptual Designs and Submission of EIA

The Journey

At the beginning of 2020, an aquaculture consultant was selected by the company, and then assigned to revise the conceptual designs of the project. After revision was completed, the conceptual designs were approved in May 2020. Then, the company started the tendering process to assign Environmental Impact Assessment (EIA) consultant, who was assigned in June 2020, and started the assessment study accordingly. Simultaneously, the company assigned a consultant to start the feasibility study, which was completed by the end of December 2020. Moreover, the EIA was completed and the study report was submitted to the Environment Authority in November 2020.

Moving Forward

In 2021, the company aims to use the results of the feasibility study to seek the board approval to continue the project.

Stakeholders

Fisheries Development Oman (FDO)	Ministry of Agriculture, Fisheries and Water Resources
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4. Al Wusta Fisheries Industries - Small Pelagic Processing Factory in Duqm and Refrigerated Seawater Vessels



The project aims to establish purpose built processing facility in Duqm for processing horse mackerel for export markets. The facility will be the largest of its kind in the GCC.

This project is considered the main supporter for the small pelagic fishing project owned by the same company, as it will receive the fish caught from commercial fishing vessels and add value to these products through the primary processing.

The new factory will be another state-of-the-art Al Wusta Fisheries Industries (AWFI) processing factory in Oman, which will be outfitted with modern equipment and cutting-edge technology.

The Journey

Milestones	Status
Send a letter from the former MoAF to SEZAD to support the company to get an approval to operate in Duqm Commercial Port	Completed.
Send a request from AWFI to Duqm Port to identify a specific location for the project in Duqm Commercial Port	Completed.
Send a request from AWFI for a location in Duqm Fishing Port	Completed.
Completion of conceptual designs	Completed.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Royal Oman Police
Ministry of Transport, Communications and Information Technology	
Oman Investment Authority	Ministry of Labour

5. Al Wusta Fisheries Industries - Large Pelagic Project (Tuna vessels)



This project plans to develop an oceanic tuna purse seine fleet to assert Oman's rights as an Indian Ocean coastal state to avail of its tuna resources, as the migratory tuna species are being fished all over the Indian Ocean by the countries along its coast.

The Journey

Milestones	Status
Tender evaluation	As the tender was floated in 2019, the process continued in 2020 and the evaluation was completed in 20 February 2020.
Awarding of ship building contract	The board approved the selected shipyard to build the purse seiners and the contract was awarded on 7 June 2020.
Finalising the contract and technical specifications	The contract was finalised and signed between the shipyard and the company in 20 September 2020.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Royal Oman Police
Ministry of Transport, Communications and Information Technology	
Oman Investment Authority	Ministry of Labour

6. Development of Three New Fishing Ports



A stock biomass survey carried out by the former MoAF revealed that an estimated 7.5 Million tonnes of fish are found in the Arabian Sea. In terms of annual fishing activity on this stock, 64% of the total catch is a result of artisanal fishing taking place in the Arabian Sea. In Oman, research indicates that Al Wusta, Dhofar and South Ash Sharqiyah governorates collectively see the highest harvests of fish annually, at 190 thousand tonnes. However, 60% of Oman's existing harbours are currently located on its northern coastline, far away from these regions of prolific fishing activity. As a result, three main areas on the central and southern coastline between Massirah Island and the Al Hallaniyat Islands have been identified to establish fishing ports and accompanying facilities – such as wholesale fish markets, boat and equipment repair facilities, cold storage, fuel stations and administration buildings etc. The three ports are located in Ash Shuwaimiya, Mahout and Dithab. These ports were progressing as per the plan until the crises of oil prices and covid-19 happened. As a result, the government decided to postpone this project, due to the high cost of building this kind of infrastructure.

The Journey

Milestones	Status
Establishment of Fishery Harbour in Ash Shuwaimiya	
Approval of technical evaluation by the Tender Board	Completed.
Opening of financial bids by the Tender Board	Completed.
Completion of financial bids analysis by the former MoAF	Completed.
Establishment of Fishery Harbour in Mahout	
Opening of technical bids by the Tender Board	Completed.
Completion of technical bids analysis by the former MoAF	Completed.
Establishment of Fishery Harbour in Dithab	
Obtain the former SCP budget approval	Not completed. The progress of the project stopped due to the crises of oil prices and covid-19.
Completion of ratification of contract from the Ministry of Finance	
Issue work order by the former MoAF	

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Ministry of Justice and Legal Affairs
Royal Oman Police	Rural Areas Electricity Company (Tanweer)
Haya water	Omantel

7. Establishment of Fishery Harbour in Barka



The fishing port project located in Barka is considered one of the partnership projects with the private sector represented by Falcon Tourism Investment Company, a subsidiary of the Siyabi Group. This was brought about as the ministry seeks to provide the private sector with the opportunity to invest, develop, manage and operate the port, in addition to providing services that support fishing activities, such as modern fish markets, ice factories, canning, packaging and fish processing factories, maintenance workshops, boat manufacturing, restrooms and fishermen's stores, as well as investment activities that will include a five-star hotel, restaurants, cafes, yacht berths and boats excursions, diving clubs, and various marine activities. This is carried out while ensuring that the technical standards and conditions adopted internationally are applied in the implementation of the project.

The Journey

Milestones	Status
Approval and registration of the usufruct contract from the Ministry of Housing and Urban planning (MoHUP)	The usufruct contract was approved and received from the Ministry in 18 October 2020.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	
Ministry of Housing and Urban planning (MoHUP)	Ministry of Justice and Legal Affairs
Royal Oman Police	Rural Areas Electricity Company (Tanweer)
Haya water	Omantel

8. Establishment of Fishery Harbour in Daba, Musandam



The former MoAF signed an agreement to implement the project of establishing a fishing port in Daba, Musandam Governorate, by Al-Sarooj Construction Company, at a total cost of OMR 40 Million.

The project includes several facilities serving a variety of sectors, including tourism and trade. The Royal Oman Police will also have service facilities at the port. A 5,000 sqm area to establish a hotel, restaurants and tourism offices, a 570m mooring area, and floating anchors of a total length of 200m, in addition to many other service facilities for port visitors, as two wave breakers will be built with a length of 2000 meters, equipped with navigational lights at the entrance, and a basin for the port with a depth of up to 10 meters from the low tide.

The project comes as part of the government's plan to achieve economic diversification and develop fishing ports in the Sultanate, making it an attractive environment for investment.

The Journey

Milestones	Status
Ratification of contract from the Ministry of Finance	Completed.
Engineer's order to commence the project	Completed.
Instruction to work commencement	Issued and Completed.
Kick off meetings with the contractor	The project kicked off in 16 September 2020.
Submit project schedule by the contractor	Completed in 17 September 2020.
Site handover with Krooki	The site was handed over in 20 October 2020.
Issue construction drawing and contract document by consultant to contractor	Issued in 29 August 2020.
Obtain quarry and borrow areas permits from the Ministry of Energy and Minerals	Obtained in 23 December 2020.
Obtain environment permits from the Environment Authority	Obtained in 23 December 2020.
Obtain clearance from Royal Oman Police	Obtained in 1 December 2020.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Ministry of Justice and Legal Affairs
Royal Oman Police	Rural Areas Electricity Company (Tanweer)
Haya water	Omantel

9. Establishment of Fishery Harbour in Taqa, Dhofar



The former MoAF completed the implementation of the marine works in the fishing port in Taqa, Dhofar Governorate, with a total cost of **14** million. The marine works included the construction of breakwaters with a total length of 1,883 meters, a fixed berth of 150 meters connected with a floating dock and a basin of 5 meters depth. Moreover, it includes two floating berths connected with bridges, slipway for the boats, navigational aids for mooring, internal service road, public parking, and the road leading to the port, in addition to land reclamation to construct service buildings in the port with a total area of 155 thousand square meters.

The Ministry is working now on the second phase of the project, which is the design of buildings and service facilities like the administration building, the central fish market, an ice factory, a boat repair workshop, a fuel station, stores for the fishers, shops and restaurants.

The Journey

Milestones	Status
Approval and registration of the usufruct contract from the Ministry of Housing and Urban Planning (MoHUP)	The usufruct contract was approved and received from the Ministry in 22 October 2020.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	
Ministry of Housing and Urban Planning (MoHUP)	Ministry of Justice and Legal Affairs
Royal Oman Police	Rural Areas Electricity Company (Tanweer)
Haya water	Omantel

10. Development of Coastal Fishing Sector



The program supports and encourages artisanal fishermen to make use of coastal fishing vessels to improve the efficiency of their fish harvesting activities. The vessels allow these fishermen to explore and exploit new fishing areas outside territorial waters, and therefore, serve to improve and increase their catch numbers, as well as their fish production efficiency. For 2020, the initiative targeted the approval and licensing of a total of 70 of these new vessels for Omani artisanal fishermen.

The Journey

Milestones	Status
Approve 70 applications for purchasing or building vessels	Initial approval was given to 74 coastal vessels.
Inspection for the vessels to be purchased (30 vessels)	Completed.
Issue 10 vessels' licenses	Completed.
Follow up and support the progress of 2 final approvals issued in 2018 and 45 issued in 2019	Completed.
Awareness program for fishermen community (Musandam, Sharqiya, Al Wusta, Dhofar)	Due to the Coronavirus pandemic, awareness seminars have been replaced with communicating with fishermen and sending them text messages, accompanied by the registration link for the program, as well as leaflets.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Targeted companies
Ministry of Transport, Communications and Information Technology	

11. Development of Artisanal Fishing Sector via Modern Boats



Fiberglass skiffs are the boats used by individual or small teams of fishermen to access near-shore territorial waters. While these boats do have some advantages, they are expensive to operate, and offer very limited use for overnight trips – and are especially unsafe when sea conditions turn bad. Therefore, the aim of this project is to replace the fiberglass skiffs with modern boats. The designs of these new boats offer opportunities for longer overnight trips, enhanced catch quality and quantity, and reduced operating costs. To facilitate the provision of these boats to the artisanal fishing sector, the former MoAF, supported by the former ISFU, cooperated with Al Raffd Fund and Oman Development Bank (ODB) to finance the project. Applications are to be evaluated and qualified by the Ministry of Agriculture, Fisheries and Water Resources, and subsequently financed by Al Raffd Fund and ODB.

The Journey

Milestones	Status
Provisional approvals for 40 new applications	20 initial approvals were given.
Review, evaluate and approve the subsidies applications (50 candidates, 2019)	Completed.
Obtain financial Approval from ODB	The approval is still under discussion, as the funding package required for the program does not meet the guarantee specifications of the bank.
Sign a memorandum between the Ministry of Agriculture, Fisheries and Water Resources and Sea Pride Engineering	Completed.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Al Raffd Fund
Oman Development Bank (ODB)	Sea Pride LLC

12. Establishment of Fishermen Villages in Hitam and Sarab



While Oman's southern coastline is a relatively active zone in terms of fishing activity, the development of infrastructure along this somewhat isolated stretch is limited, and the settlement of permanent fishing communities in this region has been gradual.

The aim of this project is to develop more infrastructure along this coastline in order to attract more fishing boat fleets, and more fishing communities that accompany them. Furthermore, the project aims to support the management of fishing activity in the area by aggregating all current activities scattered around into more central locations, and eradicating non-registered boats through administrative procedures, public awareness, and other means. These central hubs of fishing activity, most prominently the fishermen village developments at Hitam and Sarab, will unlock the potential for more catch quantities and increased quantity and quality of fish processing activities in the region. The project will be given to Fisheries Development Oman Company (FDO) to study its feasibility.

2020 KPIs

12.1 Approval from the Board of Directors for FDO to invest in the villages

The Journey

Milestones	Status
Obtaining project related documents, including krooki of the sites from the Ministry of Agriculture, Fisheries and Water Resources	Completed.
Site visit by FDO team	Completed.
Evaluation of the scope prepared by the Ministry of Agriculture, Fisheries and Water Resources in relation to FDO's vision of the project	Not completed. After the site visit, a statement was sent from the company stating that it cannot work on the project, due to lack of compatibility between the company's strategy and the project components. Therefore, the government will either invest in the project, or look for another investor.
Board approval of the budget and engagement of consultant	

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Fisheries Development Oman (FDO)
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13. Establishment of Ash Shuwaimiyah Collection Point in Collaboration with PDO



In order to unlock Oman's full fishing industry potential, this project aims to improve general catch quality and processing standards. This will be achieved at a number of fish collection points, with the provision of facilities to sort, wash and pack fresh fish; the provision of flake ice for fishermen and trucks; and the provision of data for various monitoring and tracking purposes. This project will be supported and funded by Petroleum Development Oman (PDO). In 2020, it will focus on obtaining pre-construction approvals for Ash Shuwaimiyah collection point.

2020 KPIs

13.1 Obtain pre-construction approvals for Ash Shuwaimiyah collection point

The Journey

Milestones	Status
Form a committee between the former MoAF and PDO for preparing the documents, and awarding and supervising the work	Completed.
Prepare the tendering document by the former MoAF and PDO for the consultant	PDO offered the tender to the consultants registered with the company.
Announcement of consultancy tender by PDO	The tender was announced in June 2020.
Open tender proposals and complete tender analysis	Completed.
Approval of the selected consultant by the former MoAF and PDO	The tender was awarded to the National Engineering Office.
Submission of agreement documents and signing them by all parties	Completed.
Issue work order	The work order was issued in August 2020.
Submission of the conceptual design and soil test by the consultant	Completed.
Approval of the conceptual design and soil test by the former MoAF and PDO	Completed.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources (MAFWR)
Petroleum Development Oman (PDO)

14. Establishment of Collection Points in Five Sites



In order to unlock Oman's full fishing industry potential, this initiative aims to improve general catch quality and processing standards. This will be achieved at a number of fish collection points, with the provision of facilities to sort, wash and pack fresh fish; the provision of flake ice for fishermen and trucks; and the provision of data for various monitoring and tracking purposes. The target for 2020 is to assign five sites to investors.

2020 KPIs

14.1 Assign five sites to investors

The Journey

Milestones	Status
Amending the bidding document and announcing the tender by the former MoAF	Completed.
Receiving proposals, analysing them and selecting the investor by the former MoAF	Four proposals were received out of five. Offers were analysed for four sites: Ras Madrasah, Sharbathat, Hasik and Khwaymeh.
The former MoAF's approval of the selected investor	Completed.
Submitting the final layouts by the selected investor	The final layouts for Al Sweih site have been received only.
Approval of layouts	Only Al Sweih is approved out of four.
Award and sign the contract with the selected investors	The contract was signed with the investor of Al Sweih site only.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources (MAFWR)

15. Establishment of a Collection Point in Suwaih



In order to unlock Oman's full fishing industry potential, this project aims to improve general catch quality and processing standards. This will be achieved at a number of fish collection points, with the provision of facilities to sort, wash and pack fresh fish; the provision of flake ice for fishermen and trucks; and the provision of data for various monitoring and tracking purposes.

The Ministry assigned the site to Fooq Al Qimma Company for Services and Consulting, to provide detailed maps for the project and other requirements to start the construction process.

2020 KPIs

15.1 Obtaining necessary approvals to start construction

The Journey

Milestones	Status
Receiving layout from the investor	The investor submitted the layout and the bank guarantee.
Obtaining approval for the layouts from the Ministry of Agriculture and Fisheries and Water Resources	The Ministry sent the approval letter for the investor in September 2020.
Signing the contract	The contract was signed with the investor in September 2020.
Applying for construction permit	Not completed, due to facing problems in the site and having to change it.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources

Fooq Al Qimma Company for Services and Consulting

16. Quron Shrimp Farming Project



Set up by FDO, Quron Shrimp Farm is located in Ash Sharqiyah South Governorate. The investment value of this project is around OMR 16.2 million, and the farm will have the capacity to produce 4,500 tonnes of Indian White Shrimp every year, once operational. The first harvest was expected to be in 2020, now postponed to 2021 due to Covid-19.

2020 KPIs

16.1 Completion of main farm facilities construction and starting the operation

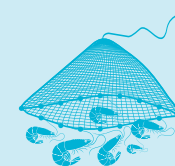
The Journey

Milestones	Status
Select contractor and execute firefighting and fire alarm works	The contractor was selected. The execution started in May 2020, and completed by the end of December 2020.
ROP inspection and approval on maturation unit and nursery ponds	Completed.
Construction of open channels	The former Ministry of Environment and Climate Affairs (MECA) approved the Environmental Impact Assessment (EIA) for the open channels in February 2020. Then, the company completed the construction of the open channels by September 2020.
Construction of maturation unit	The civil construction of the maturation unit was completed in August 2020. However, equipment shipping was delayed due to Covid-19 lockdown, therefore, the installation process could not be completed as per the scheduled time (December 2020).
Construction of post larval production unit	The civil construction of the unit was completed in August 2020.
Nursery ponds	<ul style="list-style-type: none"> The earthworks for the nursery ponds were completed by September 2020. Reinforcement Cement Concrete (RCC) works were completed in October 2020. High Density Polyethylene (HDPE) lining was successfully completed by December 2020.
Construction of block-A	<ul style="list-style-type: none"> The earthworks for Block-A ponds were completed by December 2020. The farm structure was completed by December 2020.
High tension networks	Tanweer Company was requested to connect the project with the High Tension (HT) cables. Then, it assigned a consultant to design the HT network for the project.
Obtain manpower approvals	After long discussions and meetings, the former Ministry of Manpower agreed to allow the company to hire foreign experts, as the required expertise is not yet available in Oman.

Stakeholders

Fisheries Development Oman (FDO)	Ministry of Labour
Ministry of Agriculture, Fisheries and Water Resources	

17. Khuwaimah Shrimp Farming Project



Set up by FDO, Khuwaimah Shrimp Farm is located in Ash Sharqiyah South Governorate. The investment value of this project is around OMR 11.3 Million, and the farm will have the capacity to produce 3,200 tonnes of Indian White Shrimp annually, once operational. The first harvest was expected to be in 2020, but it is postponed to 2022 due to Covid-19.

2020 KPIs

17.1 Start the construction of main farm facilities

The Journey

Milestones	Status
Obtain manpower approvals	The Ministry of labour agreed to allow the company to hire foreign experts, as the required expertise is not available in Oman.
Selection of construction contractor	The company assigned the contractor.
Signing of Agreement - Building construction and Reinforced Cement Concrete (RCC) works	The agreement was signed with the construction contractor in June 2020.
RFP - Lease of trucks and equipment	The RFP for trucks and equipment was issued in March 2020.
Establishing site office - Khuwaimah	Completed.
Select contractor/s for supply of equipment on lease	Completed.
Select contractor for shifting soil	Completed.
Mobilisation - Civil construction works	Completed.
Preparation of low tension network design	The design for low tension network was completed in September 2020.
Construction of infrastructure buildings	The construction started in September 2020, and still going on.
Earthworks - Block A	More than 60% was completed by the end of December 2020.

Stakeholders

Fisheries Development Oman (FDO)	Ministry of Labour
Ministry of Agriculture, Fisheries and Water Resources	Rural Areas Electricity Company (Tanweer)

18. National Shrimp Quarantine



Set up by FDO, the National Shrimp Quarantine project is located in Al Batinah South Governorate. The investment value of this project is around OMR 600,000. The Quarantine is essential for the shrimp farming industry in Oman, as every imported shrimp broodstock has to be quarantined before introduced to the farm for biosecurity matters. It is expected for the quarantine to be operational by the beginning of 2022.

2020 KPIs

18.1 Obtain land approval, conduct site investigation and select construction contractor for the quarantine

The Journey

Milestones	Status
Land allocation for the quarantine	The land was allocated in Barka (a land belonging to the Ministry of Agriculture, Fisheries and Water Resources).
Conduct topography survey and prepare its report	Completed.
Issue RFP for geotechnical investigation	Completed.
Field works and lab works - Geotechnical investigation	Completed.
Finalise architectural design of the quarantine and obtain bio-security approval	Completed.
Issue the RFP and assign an EIA consultant by the company	Completed.
Start the EIA data collection work	The consultant started working.
Obtain ROP approval of the project drawings	ROP approved the project drawings.
Obtain Municipality's approval to start construction	The municipality requested the updated land-sketch for the site in order to give approval.

Stakeholders

Fisheries Development Oman (FDO)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	
Ministry of Interior	Environment Authority

19. Mirbat Abalone Farming 1 (Oman Aquaculture Company)



This project is owned by Oman Aquaculture Company. It is currently in the construction phase in Mirbat, Dhofar Governorate, with an investment value of around OMR 5.7 Million. The project aims to have the capacity to produce 200 tonnes of Abalone on an annual basis, with the first harvest expected to be in 2023.

2020 KPIs

19.1 Completion of farm construction

The Journey

Milestones	Status
Complete 100% of farm construction and start operation	The farm construction was completed in November 2020, and the operation started accordingly.

Stakeholders

Oman Aquaculture Company (Oman Overseas)	Ministry of Interior
Ministry of Agriculture, Fisheries and Water Resources	

20. Golden Coast Abalone Farming



This facility will provide juvenile abalone for a grow-out facility planned to be built in Sauqrah. The hatchery is being built using both flow through and recirculating systems combined. It is constructed on land leased from the former MoAF, and is in the first stage of operations. The second stage is to build a grow-out farm in Sauqrah. The project is designed to produce 50 tonnes of abalone per year.

2020 KPIs

20.1 Construction of an abalone hatchery in Lakbi Port (Al Jazer)

The Journey

Milestones	Status
Civil construction of the hatchery building and infrastructure	Completed.
Completion and Commissioning of aquaculture infrastructure	Completed.
Full biological operation and production in Lakbi hatchery as per bio-plan and management contract	The hatchery is operational, but not fully, as some minor facilities are not yet ready due to lack of fund.
Training of staff (Omanisation)	The training is in progress.
Obtain aquaculture approval, design and develop Sauqrah site	Completed.
Broodstock collection\movement: Mirbat-Lakbi	The former MoAF issued an approval for the Company to move broodstock from Mirbat to Lakbi.

Stakeholders

Golden Coast Aquaculture	Ministry of Agriculture, Fisheries and Water Resources
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21. Increasing Land Allocation for Future Aquaculture Projects



In order to allocate investment opportunities in aquaculture, the former MoAF formed a taskforce, in cooperation with the former MECA and the former Ministry of Housing. The taskforce is responsible of allocating suitable lands for aquaculture along the Omani coast.

2020 KPIs

21.1 Identification and approval of additional lands for future aquaculture use

The Journey

Milestones	Status
Conduct meetings to discuss the proposed sites in Muscat, Al Batinah, Ash Sharqiyah South, Al Wusta, Dhofar and Musandam Governorates and develop site visit plans	Completed.
Obtain approvals from the former Ministry of Housing and the former MECA for the proposed aquaculture sites in Muscat, Al Batinah, Ash Sharqiyah South, Al Wusta, Dhofar and Musandam Governorates	Approvals are pending until the mission's full report is raised to HE the undersecretary of the Ministry of Agriculture, Fisheries and Water Resources for final approval.
A field work mission to inspect the proposed sites in Muscat, Al Batinah, Ash Sharqiyah South, Al Wusta and Dhofar Governorates	Completed.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	
Environment Authority	Ministry of Housing and Urban Planning

22. National Aquaculture Health Management (NAHM)



With several large-scale aquaculture projects either under construction or in the development stages in Oman, the country is getting set to establish itself as an important player in the rapidly-evolving global aquaculture market. However, the Sultanate is very aware that aquafarming operations need to be managed carefully and under a rigorous set of regulations to avoid potential drawbacks such as loss in stock, due to disease outbreaks. Therefore, to ensure the long-term sustainable development of the sector, the former MoAF collaborated with the Centre for Environment, Fisheries and Aquaculture Sciences (CEFAS) in UK in 2019 to build up a new regulation plan for the aquaculture industry in Oman. This new plan is specifically applied to the quarantine and specialised laboratories.

Before processing these new regulations, the decision was taken to first enhance the capacity of the ministry to regulate the development of the aquaculture industry. This is set out in 2 phases: Phase 1 involves revising the current regulations and guidelines as well as providing plans for training and facilities development. Phase 2 involves the implementation of these new regulations.

2020 KPIs

22.1 Finalising the agreement with the Centre for Environment, Fisheries and Aquaculture Sciences (CEFAS)

The Journey

Milestones	Status
Carry out agreement signing between the Ministry of Agriculture, Fisheries and Water Resources and CEFAS	The agreement was signed in December 2020.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	Ministry of Foreign Affairs
Centre for Environment, Fisheries and Aquaculture Sciences (CEFAS)	

23. Fins Salmon Recirculating Aquaculture System (RAS)



One of the key projects of Recirculating Aquaculture System (RAS), scheduled for development in Qurayat, sees the Norwegian aquaculture company AquaSite investing around OMR 46 Million. The project has the capacity of producing 20,000 tonnes of Salmon (considered a high-value species) per year.

2020 KPIs

23.1 Obtain approval for land replacement

The Journey

Milestones	Status
Request for land replacement	<p>The request was applied to all of the stakeholders which are the Environment Conservation Office (Diwan of Royal Court), the former Ministry of Tourism and the former MoAF.</p> <p>The investor applied for the replacement due to the result of a flood study which showed that the site is exposed for extreme flooding in case of moderate heavy rains.</p> <p>After several meetings with all stakeholders led by the former ISFU, an agreement for land replacement was obtained in late December 2020.</p>

Stakeholders

Environment Conservation Office	Ministry of Heritage and Tourism
Ministry of Agriculture, Fisheries and Water Resources	

24. Ash Sharqiyah Algae Farm (FeedAlgae)



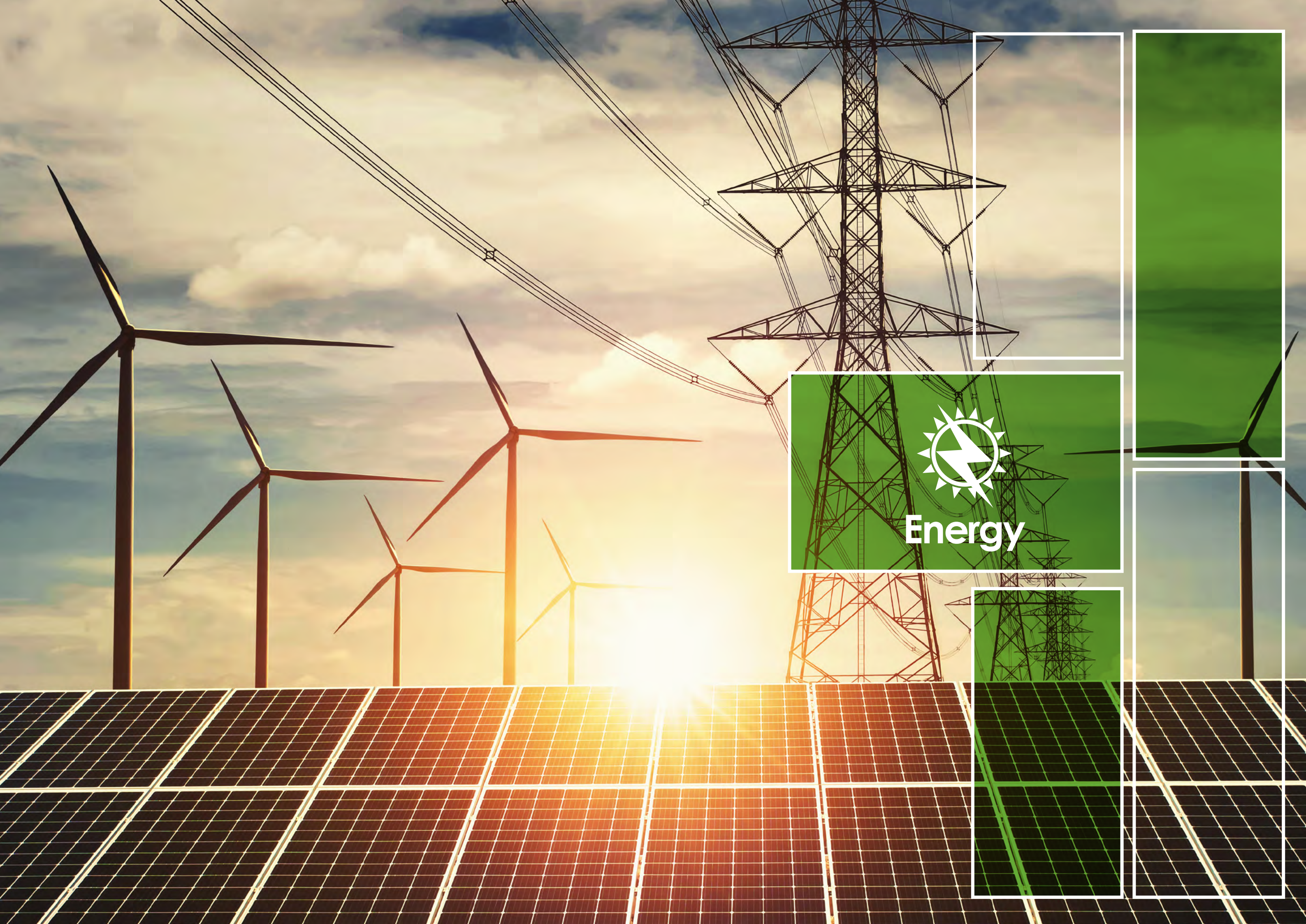
Feed Algae is a British algae farming company that has several algae farming projects on the go in various countries. They have taken the decision to invest in Oman, and specifically in South Ash Sharqiya Governorate's Ash Sharqiya Algae Farm, which will be considered one of the largest of its kind in the world, once it becomes operational. The investment value of this project is around OMR 167.5 Million, and it has the capacity to produce 100,000 tonnes of Algae per year.

The Journey

Milestones	Status
Obtaining land approval for the project	The former Ministry of Housing worked with the former MoAF to allocate the perfect site for the project. However, there were unauthorised properties inside the site allocated for the project, and the former Ministry of Housing proceeded with the local municipality of South Ash Sharqiya to remove the unauthorised properties, and thus, a judge decision is awaited for some of the properties.

Stakeholders

Ministry of Agriculture, Fisheries and Water Resources	
Ministry of Housing and Urban Planning	Ministry of Interior



Energy KPI Dashboard			
Initiative / KPI		2020 Target	2020 Actual Achievement
1	Ibri IPP 2021	100%	98%
2	North-South Interconnector	100%	100%
3	Wind 2025	100%	100%
4	Solar 2022	100%	25%
6	Tanweer 11 Site Hybrid System	100%	36%
7	Amin	100%	100%
8	Sahim II (Residential)	100%	38%
9	Building Code	100%	15%
10	Green Zone (Sahim Government + Energy Auditing and Retrofitting)	100%	15%
11	Appliance Standards	100%	39%
12	Gas Transfer Assets	100%	100%
13	National Environmental Policy for the Energy Sector (NEPES)	100%	100%
14	Enhancing the National Employment in Electricity Sector	100%	82%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.

Energy

During 2020, Covid-19 pandemic affected the economic sectors in general and the energy sector in specific. The demand for energy resources decreased, and the oil and gas prices dropped. In addition, the supply chain of renewable energy materials has negatively impacted the execution of energy projects, due to travel restrictions caused by covid-19 pandemic.

Moreover, due to the effects of Covid-19, energy companies have kept on hold or decreased the capital expenditures where possible by delaying most of the initiated projects, resulting in a substantial decrease in the procurement of goods and services. Also, non-critical investments have been suspended.

On the other hand, Covid-19 had an especially negative impact on the renewables. One of the main issues is the delivery of equipment, as China, which is among the countries heavily affected by coronavirus, is the main global producer of clean energy technologies, such as solar panels and wind turbines. Hence, the renewable energy projects were not able to comply with deadlines. In addition, some of the energy efficiency project were kept on hold due to the restructuring of Oman government, in order to identify the projects' ownership and budget.

While the gas industry has not been as extremely affected as the oil industry, the overall reduction in energy demand have impacted the industry, due to the availability of gas and the decrease of industrial investment. Additionally, the travel restrictions and government imposed lockdowns due to social distance requirements had a considerable impact on energy demand. The electricity demand reduced to the expected value of 35,802,847 MWh in 2020, compared with 36,275,679 MWh in 2019. Feasibly, the fall in energy demand also corresponded with a dramatic fall in the energy sector investment. As a result, the overall performance of the energy projects that were supervised by the former ISFU declined, as the sector achieved 52% in 2020 compared with 85% in 2019.

Oman Vision 2040 targeted the contribution of renewable energy resources in providing 20% of the Sultanate's electricity needs in 2030, rising to 35-39% by 2040.

Finally, energy is a critical enabler of prosperity and economic growth, and the stability of energy markets is essential to sustain and nurture modern industry and society. The reliability and security of the energy system is necessary to support the sustainability agenda. Moreover, effective policies, private-sector action and public-private cooperation are needed to create a more inclusive, sustainable and secure Omani energy system.

Initiatives/Projects that graduated in 2020:



Amin Project

Initiatives/Projects added in 2020:

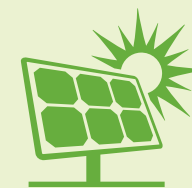


Building Code Initiative



Green Zone (Sahim Government + Energy Auditing and Retrofitting)

1. Ibri IPP 2021



Developed by Oman Power and Water Procurement company (OPWP), Ibri IPP 2021 is scheduled to be operational by the second half of 2021. It is set to deliver a peak generation capacity of 500 MW, which will be enough to supply an estimated 33,000 houses with electricity, and enough to offset 340,000 tonnes of CO2 emission per year. This is the first large-scale solar project with this capacity for generating electricity being synchronized with the Main Interconnection System. Not only will it encourage renewable energy facilitation, the feasibility of which has been proven through various studies, but will also open the door to more large-scale solar energy projects that can embrace the abundance of solar energy available in Oman. The target capacity of 500 MW will be generated using PV technology.

2020 KPIs

1.1 Start Engineering, Procurement and Construction (EPC) Work

The Journey

The project was awarded to the consortium comprising Saudi-based ACWA Power, Kuwait-based Gulf Investment Corporation and Kuwait-based Alternative Energy Projects Co in 2019.

In 2020, the main targets for the project were:

- 1- Mobilisation to Site
- 2- 85% Completion of Engineering Work
- 3- 85% Completion of Procurement Work
- 4- 70% Completion of Construction Work

The project had very good progress and achieved 98% of its weightage in 2020. The contractor mobilised to site and continued Engineering, procurement and construction (EPC) work. However, the project faced some challenges due to travel restrictions during Covid-19 pandemic. Therefore, the Energy Steering Committee and the former ISFU together played a key role in accelerating various tasks, specifically communicating with the Ministry of Foreign Affairs and Royal Oman Police (ROP) to simplify the process of giving some staff the permission to enter through the airport.

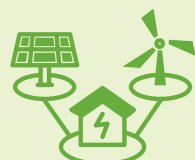
Moving Forward

By 2021, the team will continue the EPC work and test the project commissioning to reach the commercial operation.

Stakeholders

Oman Power and Water Procurement Company (OPWP)	Authority for Public Services Regulation (APSR)
Shams Ad-Dhahirah Generating Company SAOC	Ministry of Housing and Urban Planning
Oman Electricity Transmission Company (OETC)	Environment Authority (EA)

2. North-South Interconnector



As the North-South Interconnector is set to integrate 4 key energy infrastructure systems in Oman, this project is of vital strategic importance for the Sultanate. These 4 systems include the Main Interconnected System (MIS), PDO, Tanweer, and Dhofar Power Company (DPC). The project will be an approximately 1,000 kilometre-long connection of key energy infrastructure points that will provide Oman with significant economic and environmental benefits. As it interconnects the north of Oman to its south, it will also serve as a base for attracting FDI (Foreign Direct Investment) into areas such as Duqm.

2020 KPIs

2.1 Construction of Barik and Suwayhat Grid Stations

2.2 Construction of Duqm and Mahoot Grid Stations

2.3 Construction of 400kV Overhead Line from Nahada to Suwayhat via Barik

2.4 Construction of 400kV Overhead Line from Suwayhat to Mahoot via Duqm

2.5 Construction of Nahada Grid Stations along with associated Overhead Line

2.6 Awarding EPC Contracts, Mobilisation of EPC contractor and Execution of the projects

The Journey

The project achieved 100% of its weightage in 2020 and is smoothly progressing as planned. Phase one of the project includes a number of grid stations and interconnecting overhead line (OHL) works: Duqm 400/132/33kV GS, Nahada 400/132kV GS, Barik 400/132kV GS, Suwayhat 400/132kV GS, and Mahoot 400/33kV GS. In addition, around 660 km of 400 kV overhead lines will be constructed to interconnect the two main grid stations with the PDO system. Tenders for these projects were floated in 2019, the Oman Electricity Transmission Company (OETC) received technical and financial offers from bidders in the early months of 2020. After that, the company prepared the final evaluation report in order to award the below projects in the first phase:

- Construction of two 400/132KV grid stations with 2X500 MVA Transformers at Suwayhat and Barik
- Construction of 400/132/133 KV Duqm grid station and 400 /33KV Mahout grid station
- Construction of 400KV OHL from 400KV Suwayhat GS to 400KV Barik GS and construction of 400KV OHL from 400KV Barik GS to 400KV Nahadah GS
- Construction of 400KV OHL from 400KV Suwayhat GS to 400KV Duqm GS and construction of 400KV OHL from 400KV Duqm GS to 400KV Mahout GS
- Construction of Nahada 400/132KV with 2x500MVA transformers GS along with associated OHL

The agreements were signed by the Acting Chief Executive Officer of OETC with representatives of the awarded contractors from a group of engineering companies specialised in building electricity transmission networks. The project is in the process of mobilisation to begin Engineering, Procurement and Construction (EPC) work.

Moving Forward

By 2021, the project aims to continue the engineering, procurement and construction (EPC) work.

Stakeholders

Oman Electricity Transmission Company (OETC)	Authority for Public Services Regulation (APSR)
Oman Power and Water Procurement Company (OPWP)	Petroleum Development Oman (PDO)
Rural Areas Electricity Company SAOC (Tanweer)	Public Authority for Special Economic Zones and Free Zones

3. Wind 2025



As part of its commitment to contribute towards national diversification targets, OPWP plans to carry out a number of wind energy projects over the next 7 years. While solar energy is an obvious source of renewable energy for Oman, wind energy also has significant potential to be a major source of energy within the Sultanate. With Oman's coastline consistently receiving strong winds throughout the year, the decision was taken to establish wind power projects, with varying capacities, in 7 key locations: Sur, Jaalan Bani Bu Ali, Duqm-1, Duqm-2, Al Jazir, Shaleem and Sadah. These projects are expected to provide energy benefits in addition to further boosting the government's commitment to reduce greenhouse gases emissions.

The project is renamed from Wind 2023 to Wind 2025 due to the change of commercial operational date (COD).

2020 KPIs

3.1 Start the Pre-Project Development Phase

The Journey

In 2020, the team worked on commissioning the monitoring station and collecting, assessing, and publishing wind resource data, in order to start conducting the feasibility study for the project.

Moving Forward

In 2021, the qualification process for the first round of wind IPPs is set to take place in Q3 of 2021. Then, the RFP will be issued to the qualified bidders, and the technical and bid evaluation process will start. In addition, the Power Purchase Agreement (PPA) Tender will be approved by the Authority for Public Services Regulation.

Stakeholders

Oman Power and Water Procurement Company (OPWP)	Oman Electricity Transmission Company (OETC)
Authority for Public Services Regulation (APSR)	Environment Authority (EA)
Ministry of Housing and Urban Planning	Ministry of Energy and Minerals
Public Authority for Special Economic Zones and Free Zones	

4. Solar 2022



A 500 MW Solar 2022 IPP, owned by Oman Power and Water Procurement Company (OPWP), is another significant step forward for the energy sector's renewable resources target. The development process of Solar 2022 IPP was initiated in Q1 of 2019 and a detailed analysis on the technical aspects as well as the procurement methodology of the project was carried out. OPWP decided to merge the two solar projects i.e. Solar 2022 and Solar 2023, and was subsequently renamed as Manah Solar I IPP and Manah Solar II IPP with an aggregate capacity of 1,000 MW (500 MW for each project). Both projects will be located in Ad Dakhiliyah Governorate.

2020 KPIs

4.1 Finalise the Project Development Phase

The Journey

Milestones	Status
Issuance of request for proposals (RFP) document to bidders	OPWP issued the RFP document to the pre-qualified bidders in July 2020.
Technical Qualification (TQ) submission by bidders	Bidders were to visit the site in order to prepare the Technical Qualification (TQ) and the Bid submission, however, due to Covid-19 pandemic and the travel restrictions, the project's timeline was delayed.
Submission of re-issued documents to bidders	
Bid submission	
Submit bid evaluation report to the former Authority for Electricity Regulation (AER)	

Stakeholders

Oman Power and Water Procurement Company (OPWP)	Oman Electricity Transmission Company (OETC)
Nama Holding	Ministry of Housing and Urban Planning
Authority for Public Services Regulation (APSR)	Environment Authority (EA)

5. Waste to Energy Project



Currently, Oman manages its municipal waste through the use of engineered landfill sites. However, with the expected increase in municipal waste generation in, reaching 4.1 Million tonnes by 2040 due to the increase in population and projected economic growth, the viability of an opportunity to maximise value creation from waste/bio-waste has been researched. Oman Environmental Service Holding Company (Be'ah) conducted a feasibility study for the project in 2017. OPWP subsequently updated the technical and economic aspects of the feasibility study in 2018 with a focus on establishing the mechanism and economic viability of developing a Waste to Energy project, considering its strategic inputs to the fuel diversification sought by the electricity sector and building upon the studies and data existing with Be'ah.

2020 KPIs

5.1 Continuing the Project Development Phase

The Journey

Milestones	Status
Submit RFP to the former AER and issue it to the market	In February 2020, OPWP received a direction from the former AER to place the project on hold and reassess the feasibility after 12 months.
Receipt of the Statement of Qualification (SOQ)	
Submission of SOQ Report to the former AER	
Issuance of RFP document to bidders	

Stakeholders

Oman Power and Water Procurement Company (OPWP)	Oman Environmental Services Holding Company (Be'ah)
Authority for Public Services Regulation (APSR)	Environment Authority (EA)
Haya Water	Ministry of Finance (MoF)
ASYAD Group	Oman Electricity Transmission Company (OETC)
Ministry of Energy and Minerals	

6. Tanweer 11 Site Hybrid System



The Rural Areas Electricity Company SAOC (Tanweer) currently operates 29 diesel power plants in rural and isolated parts of the country. With individual capacities ranging from less than 1 MW up to 80 MW, these collectively serve around 39,000 customers. Tanweer plans to operate hybrid energy systems with a total capacity of 38 MW, in order to alleviate fuel demand for the diesel plants, while aligning with the government's move towards energy diversification. In addition, the solar power plants will provide a cost-reduction benefit for Tanweer. A total of 11 solar power sites are scheduled for development within Madha, Duqm, Al Jazir, Dhofar, Masirah, Ibri and Jalan Bani Bu Ali. Once operational, the sites will reduce the need for diesel fuel used in the power stations and the overall operational and maintenance costs, and ultimately contribute to Oman's energy generating strategy.

2020 KPIs

6.1 Finalising the Development Phase

The Journey

Milestones	Status
Completion of site visit with bidders	All sites except Madha have been visited by bidders. The geographical and topographical surveys were completed. Madha site was excluded from the surveys because of Covid-19 travel restrictions.
Bid submission from qualified bidders	The qualified bidders submitted the proposals with their comments on 15 October 2020 to Tanweer.
Completion of bid evaluation	The evaluation is still in progress. The milestone is impacted because of time extension and clarification requests from the bidders.
Award the contract	Due to the above delays, the contract awarding is expected in March 2021.

Stakeholders

Rural Areas Electricity Company SAOC (Tanweer)	Ministry of Defense (MoD)
Authority for Public Services Regulation (APSR)	Environment Authority (EA)
Ministry of Housing and Urban Planning	Ministry of Energy and Minerals

7. Amin



Amin Solar project, owned by Petroleum Development Oman (PDO), is the first large-scale solar project in the Sultanate of Oman. It is located in the PDO concession area in Amin, which is in the southern region of Oman approximately 210 kilometers north-west of Salalah. With a power generation capacity of 100 megawatts (MW), it will be playing a key role in alleviating the dependency on gas to generate electricity in Oman, and reduce CO2 emissions by around 137,121 tonnes annually. The project site span is about 4 km², the size of 480 football pitches.

This is the first Independent Power Producer model that PDO is implementing in its operations, in which PDO will purchase the generated energy directly from the developer. It follows on from a competitive tendering process and contractual framework development in-line with other Independent Power Producer models carried out in Oman.

2020 KPIs

7.1 Complete Engineering, Procurement, Construction and Commissioning

The Journey

Milestones	Status
Completion of construction works and project commissioning	Completed. On 31 st May 2020, PDO announced the official launch of PDO's landmark 100 MW Amin IPP Photovoltaic Power Plant.

Stakeholders

Petroleum Development Oman (PDO)	Ministry of Housing and Urban Planning
Environment Authority (EA)	

8. Sahim II (Residential)



In line with Oman Vision 2040 and the government's policy to achieve the wide scale deployment of renewable energy, Sahim II project aims to add an additional green energy from residential premises for the Sultanate and provide further opportunities for SMEs and the supply chain as a whole, as it gets ready to be completed in 2020. Launched in 2017, the project enabled the installation of solar PV systems for customers' personal consumption. Phase 2 of the project introduced a new mechanism that enables private developers to procure, install and operate the solar PV systems on residential premises at their own cost, with the customer paying a small contribution to take part in the scheme.

2020 KPIs

8.1 Finalise the Request for Proposals (RFP)

8.2 Float the Request for Proposals (RFP)

The Journey

KPI	Milestones	Status
8.1 Finalise the Request for Proposals (RFP)	Complete Application Programming Interface (API) Integration	Completed.
	Soiling and Temperature Sensor Network Testing	Completed.
	Meter Box Testing	Completed.
	Communication Network Testing	Completed.
	Preparation of RFP documentation	Completed.
8.2 Float the Request for Proposals (RFP)	Float RFP	The RFP was floated to bidders. 500 residential units out of 1,500 applications were qualified to be in the pilot phase of the rooftop Solar scheme.
	Review bidder qualifications and their clarification requests	Due to the lack of requests to benefit from Sahim initiative in the first phase, the authority postponed the issuance of RFP twice, which caused some delay in the project.
	Evaluation of bids	
	Award the RFP	

Stakeholders

Authority for Public Services Regulation (APSR)

9. Building Code



The building Code Initiative is considered one of the promising energy efficiency initiatives in the upcoming years. The development and enforcement of more energy efficient building codes helps drive down power use in the segments with the highest potential for efficiency improvement. Additionally, this initiative will reduce CO2 emissions and optimise government expenditure in terms of electricity demand reduction, which will help produce less power.

2020 KPIs

9.1 Signing the Agreement

The Journey

Milestones	Status
Review the agreement by the selected consultant: British Standards Institution (BSI)	Completed.
Final revision of the agreement by the former Supreme Council for Planning (SCP) and BSI	Completed.
Conduct a kick-off meeting between the former SCP/ former Authority for Electricity Regulation (AER) and the local technical team	The meeting was held in March 2020.
Sign the agreement between the former SCP and BSI	These milestones were delayed as the project is currently on hold due to Covid-19 pandemic, government restructure and oil prices decline. As a result, the project does not have ownership and budget.
Obtain agreement approval from MoF	

Stakeholders

Ministry of Interior	Ministry of Housing and Urban Planning
Ministry of Economy	Ministry of Justice and Legal Affairs

10. Green Zone (Sahim Government + Energy Auditing and Retrofitting)



The former AER has merged Sahim government initiative with energy auditing and retrofitting initiative (Phase II) to implement them both on the governmental buildings. Currently in Oman, the opportunity exists for many governmental buildings with high energy demands to be retrofitted with energy efficient technology, in addition to installing solar panels on the roof. The authority conducted energy audits for a number of government buildings, in order to understand building energy consumption and possible solutions for energy efficiency. The results of the audits revealed that an average of 30% savings could be achieved in these buildings through implementing Energy Service Companies (ESCO) model.

This programme aims to audit and retrofit government Cost Reflective Tariff (CRT) buildings, reduce energy demand by utilising ESCO model to increase the level of energy efficiency in the government sector, and generate electricity through solar energy. Therefore, the first phase of ESCO model has been rolled-out for 14 buildings and this was conducted simultaneously with the development of new renewable energy projects in Oman.

2020 KPIs

10.1 Conduct Site Assessment Study

The Journey

Milestones	Status
Issue RFP	The former AER issued the RFP for Site Assessment Study.
Bid evaluation	The proposals were received from bidders, and the bid evaluation report was completed.
Award bidder	The study was awarded to the selected bidder.
Commence site assessment	The project was delayed as it faced some challenges in terms of getting government financial guarantee in order to move forward. Moreover, Covid-19 pandemic affected the project progress. Consequently, it was put on hold since April 2020.
Develop the final survey report	

Stakeholders

Authority for Public Services Regulation (APSR)	Ministry of Finance (MoF)
The selected 14 CRT Government Entities	

11. Appliance Standards



This project aims to develop prescribed efficiency standards for electrical appliances such as air conditioners, lights and refrigerators in the Sultanate. These efficiency standards will serve to rationalise the power consumption of these appliances, while also improving their environmental performance. In essence, the project seeks to improve energy consumption, which would in turn decrease the demand on energy resources.

2020 KPIs

11.1 Issuing Omani standards for water heaters, washing machines, refrigerators and Freezers, and LED lamps

The Journey

Milestones	Status
Providing the consultant with initial drafts of the standards (part one and part two) prepared by specialists at the former Ministry of Commerce and Industry (MoCI)	The initial drafts were submitted to the consultant in January 2020.
Conduct Kick-off meeting	The kick-off meeting between the consultant, the former MoCI, and the former AER took place in January 5, 2020.
Review and update the first draft by the consultant	Completed.
Review the first draft by the former MoCI and distribute it to the stakeholders for their comments	Completed.
Develop the second draft as per the comments from stakeholders	The Ministry made some modifications on the first draft as per the comments received from stakeholders.
Distribute the final draft to the stakeholders for their comments	Completed.
Share the final draft with the World Trade Organisation (WTO)	The Ministry shared the final draft with WTO. Based on comments received from the organisation, the consultant finalised the standards in November 2020.
Approve the final draft by the former MoCI and prepare a ministerial decision to enforce the standards	The standards are currently under review in the legal affairs.
Review the ministerial decision by Legal Affairs at the former MoCI and the former Ministry of Legal Affairs	
Issue the decision	

Stakeholders

Ministry of Commerce, Industry and Investment Promotion (MoCIIP)	
Authority for Public Services Regulation (APSR)	Royal Oman Police (ROP)

12. Gas Transfer Assets



Madayn owns and operates the gas transportation pipeline system and ancillary assets in five industrial cities in Sur, Suhar, Raysut, Nizwa, and Rusayl. The former Ministry of Oil and Gas instructed OQ Gas Network (OQGN) to arrange for the assets to be transferred from Madayn to OQGN, as part of the implementation of Regulated Asset Base (RAB) model.

2020 KPIs

Finalise the Technical Phase

12.1 Finalise the Financial and Legal Phase

12.2 Generate Business Case

The Journey

KPI	Milestones	Status
12.1 Finalise the Technical Phase	Data gathering	Completed.
	Physical measurement	
	Develop the report	
12.2 Finalise the Financial and Legal Phase	Identify cost estimate	Completed.
	Conduct risk assessment	
12.3 Generate Business Case	OQ to prepare and generate the business case	OQ issued the business case and submitted it to Madyan for approval. Madyan reviewed and approved it.

Stakeholders

OQ	Madyan
Ministry of Energy and Minerals	

13. National Environmental Policy for the Energy Sector (NEPES)



The Former Ministry of Environment and Climate Affairs (MECA) developed a set of environmental standards for the use of natural gas and combined-gas cycle technology. However, these standards do not focus on the adoption and use of alternative fuels or technologies. Therefore, NEPES was established to provide an integrated and comprehensive environmental policy that provides clear regulations, guidelines and standardisation of requirements based on international norms. This will lay the foundation for future economic development and energy supply security for Oman, and raise stakeholders and civil society awareness on matters pertaining to Oman's energy security.

2020 KPIs

13.1 Complete winter season field survey

The Journey

Milestones	Status
Field survey: Salalah, Duqm, Sur, Sohar, Barka, and Muscat	The field sampling and analysis were completed, and the sites' reports were submitted to the Environment Authority (EA).
Submission of the consolidated report of winter to the former MECA	Completed.

Stakeholders

Environment Authority (EA)	Ministry of Finance (MoF)
Ministry of Energy and Minerals	Ministry of Economy
Authority for Public Services Regulation (APSR)	Petroleum Development Oman (PDO)
Oman Power and Water Procurement Company (OPWP)	Ministry of Commerce, Industry and Investment Promotion (MoCIIP)
Ministry of Interior (MoI)	The Research Council (TRC)
Ministry of Health (MoH)	

14. Enhancing the National Employment in Electricity Sector



This initiative seeks to provide employment opportunities for Omanis in the electricity sector, and improve the Omanisation rate. The technical team will collect all required data from all sector companies, review and analyse them, and prepare a training and recruitment plan for 2020.

2020 KPIs

14.1 Review Omanisation and recruitment plans in the sector

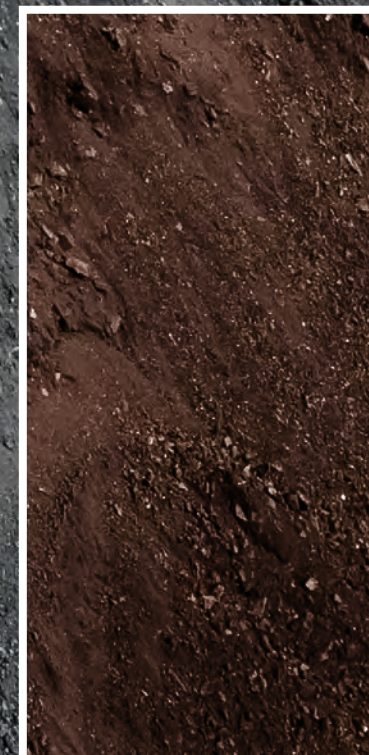
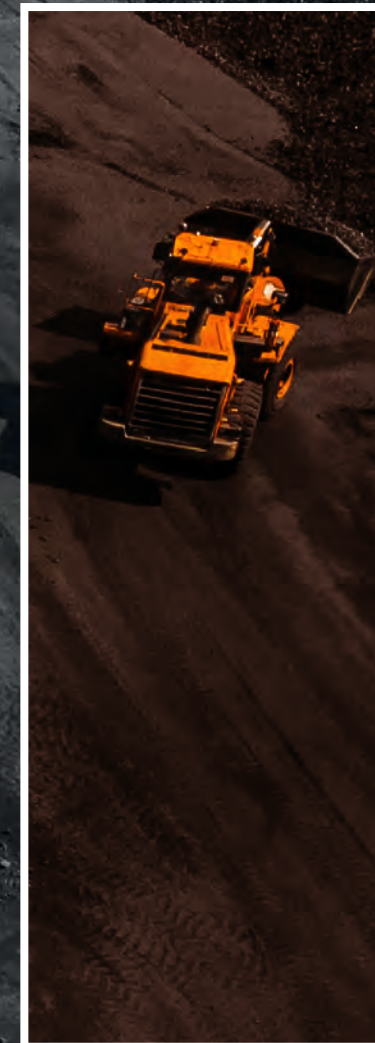
14.2 Achieve the sector's recruitment objective (500 opportunities)

The Journey

KPI	Milestones	Status
14.1 Review omanisation and recruitment plans in the sector	Analyse the omanisation percentage for all related activities	completed.
	Identify attractive occupations for Omanis and develop a replacement proposal	Completed.
	Follow up with all related enterprises, introduce the incentives to them, and agree on the Omanisation plan	Completed.
	Develop a mechanism to follow up on enterprises that are not applying Omanisation and not responding to the technical team	Completed.
	Develop a mechanism to follow up on the omanisation plan and the commitment of enterprises to the agreed recruitment and training plan	Completed.
	Follow up and monitor the challenges facing the sector and propose solutions	Completed.
	Prepare a report on the future requirements in labour market according to qualifications and professional standards	Completed.
14.2 Achieve the sector's recruitment objective (500 opportunities)	Achieve the sector's recruitment objective	The objective was achieved as more than 500 opportunities were provided.

Stakeholders

Authority for Public Services Regulation (APSR)	
Ministry of Labour	NAMA Group



Mining KPI Dashboard			
Initiative / KPI		2020 Target	2020 Actual Achievement
1	Establishment of Mining Blocks: Competition and Attributions	100%	35%
2	Ghuzayn Underground Mine Development	100%	59%
3	Yanqul Copper and Gold Project	100%	61%
4	Al Hael Ceramic Project	100%	34%
5	Kunooz Dolomite Project	100%	69%
6	Shaleem Project	100%	97%
7	Establishment of Mining Blocks: Approvals	100%	75%
8	Simplification of Licensing Process	100%	0%
9	Outsourcing of the Former PAM's Monitoring and Inspection	100%	100%
10	Outsourcing of the Former PAM's Laboratory Services	100%	15%
11	eMining Platform: Establishment of a Centralised Database	100%	45%
12	Innovation in Mining Sector	100%	87%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.

Mining

The Mining Sector in Oman has great potential in diversifying the national economy. The wide range of minerals in the country create significant opportunities for investors. Consequently, bringing more investments will help increase the national income, exports, and job opportunities for Omanis. Also, it will enrich the mining database and introduce new technologies to the sector.

The plan for 2020 was to focus on developing mining blocks for investors, issuing all required licenses for the projects to start, and overcoming any challenges that face the implementation of such projects. However, the corona virus pandemic affected the mining sector in Oman in many ways. The spread of Covid-19 caused a temporarily shutting down all factories, which resulted in delaying mining operations. Companies were also forced to minimise the staff working in their offices and fields, resulting in slowing down the work progress. In addition, there were many delays in the governmental responses for various applications, and the processes of approvals took a longer time. Meanwhile, most of the meetings in the government entities were postponed, making the follow-up more difficult.

Also, the global travel ban caused a lack of international experts that are needed for many projects. On the other hand, government initiatives were affected in the same way, especially the ones that include floating a tender, due to the hesitation of investors to bid on projects during that time.

Initiatives/Projects that graduated in 2020:



Outsourcing of the Former PAM's Monitoring and Inspection

Initiatives/Projects added in 2020:



Shaleem Project



Salt Project

1. Establishment of Mining Blocks: Competition and Attributions



This initiative aims at preparing a proposal for standardising the process of competition and bidding. The proposal includes standards that are in line with the best international practices. Later on, such standards are to be included in the Mining Law Regulations. A marketing program for mining blocks will also be prepared through various media channels; in addition to preparing a guide that includes standards for evaluation and competition, studying the possibility of offering the first group of mining blocks for bidding, then evaluating the offers and awarding the block.

The Journey

At the beginning, an alignment was required between the former Public Authority for Mining (PAM) and State Audit Institution (SAI) on the bidding prices of mining blocks. Meetings and discussions took place between the two entities, with the intervention of the former ISFU, and an approval was obtained from SAI. At the same time, an approval from the former Ministry of Legal Affairs (MoLA) was required on the price of mining blocks conditions and specifications booklet that will be sold to the investors, as well as the price of registration and renewal for authorities and companies in the former PAM. After few discussions and intervention from the former ISFU, the approval was obtained.

In February 2020, an announcement was made in the official newspaper about the first batch of mining blocks ready for bidding, which were two mining blocks allocated for local companies. The first mining block is located in Muscat, with a total area of 9 square kilometers. The bid was to explore the following minerals: aggregate, dolomite and marble. The second mining block is located in Ash Sharqiyah North, with a total area of 0.4 square kilometers, to be explored for marble ore.

In the same day of announcement, the former PAM started selling the bidding document to the interested local companies. Then, Covid-19 pandemic started and the former PAM decided to stop the bidding process till further notice. Later on, after the government restructuring in August 2020, PAM was dissolved and this initiative stopped, as the new Ministry of Energy and Minerals changed the approach regarding it.

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning
Ministry of Interior (MoI)	Ministry of Heritage and Tourism
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)
Ministry of Justice and Legal Affairs	State Audit Institution (SAI)

2. Ghuzayn Underground Mine Development



Located in the north of Oman, Wilayat of Khabourah, with an estimated JORC (Joint Ore Reserves Committee) reserve of 6.5 million tons of mineable ore, Ghuzayn underground mine is the largest copper discovery in Oman and the first advanced underground copper project in the country.

The project aims to utilise an advanced underground mining method to extract the ore, applying standardised HSE levels. It is anticipated to take two years or less to become accessible and seven years to be mined and productive, giving it an expected lifespan of nine years or more.

The Journey

One main challenge the project faced is locals refuse. They fear from the environmental impacts that might result from constructing the project. The former ISFU, in cooperation with the former PAM, conducted a meeting in January 2020 with the presence of: the former MECA, MoI, the former MRMWR and Mawarid Company to discuss the precautions that the government entities recommended, in order for Mawarid to take them into consideration and implement them. Then, in June 2020, another

meeting was conducted by the former ISFU and PAM, with the presence of Al Khaburah Wali (governor) to discuss the project progress, its economic importance, and the benefits locals will gain from it.

Obtaining the mining license was a big challenge too. It is essential to get the license in order to complete most of the studies like: hydrology study, geotechnical study and other technical studies. Mining license also requires getting a bank fund. Moreover, issuing the license exceeded the scheduled timeline, because the executive regulation for the new Mineral Wealth Law was not yet ready. However, with continuous follow-up from the former ISFU with the former PAM, the license was issued in June 2020.

Another obstacle was krooki issuance from Al Batinah North Housing Directorate. Obtaining the krooki was required to get Al Khaburah Municipality's approval for fencing. After the former ISFU's continuous follow-up with the directorate, the krooki was issued in May 2020. Then, Al Khaburah Municipality approved constructing the fence, and the company started the work on site.

A contract was signed with the company that did the geotechnical study in May 2020, then the company started making holes for samples, which were sent to Australia for analysis. Same for the hydrology study, a contract was signed in May 2020 and an application for constructing water monitoring well was submitted to the former MRMWR. The approval was obtained, then, samples were taken and sent to Australia for analysis. Moreover, baseline studies for dust and noise started, and equipment and devices needed to monitor the quality of air and noise were installed in the site.

The work on mining portal development started in October 2020. Equipment were mobilised to the site in 15th October and topo-survey was completed.

Moving Forward

In 2021, the project is expected to complete:

- Final reports for: Phase 2 Geotech study and Hydrogeology study
- Funding approval
- Environmental baseline study: structural integrity part
- Mining contractor engagement: contract negotiation and award

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning
Ministry of Interior (MoI)	Ministry of Heritage and Tourism (MoHT)
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)

3. Yanqul Copper and Gold Project



This project aims to utilise the significant upside potential within and outside existing resource area for copper-gold mineralisation, which was evident after conducting a detailed analysis of all the exploration campaigns carried out till date in Block 10.

The Journey

The project licence was transferred from Oman Mining Company to Mazoon Mining Company. It consists of 5 known copper-gold deposits. The mineralisation is cyprus-type volcanogenic massive sulphide deposit, in the lower part of the Samail volcanic rocks.

The project requires all five sites in order for it to be feasible:

1. Jadeed:

- The concerned team from the former MECA visited the site to assess the environmental aspects of it.
- The approval from Environment Authority is pending.

2. Al Raki:

- The concerned team from the former MECA visited the site to assess the environmental aspects of it.
- A meeting was held with the former PAM, Mol and the former ISFU on 13th of July 2020. The aim was to discuss the response of the ministry to the mining application of the site.
- The former MECA and Mol approved the application, and the issuance of mining license is pending.

3. Asghar, Bisharah, and Hayl Safil:

- The company completed listing of property in the sites, updating the business model for the project, and obtaining the approval of the Board of Directors.
- Sites are awaiting mining approval from the Environment Authority and the Ministry of Housing and Urban Planning.

Moving Forward

In 2021, the project is expected to complete:

1. Jadeed:

- Approval from the Environment Authority.

2. Al Raki:

- Issuance of mining license.

3. Asghar, Bisharah, and Hayl Safil:

- Negotiation with locals
- Compensation through the Ministry of Housing and Urban Planning
- Approval from the Ministry of Housing and Urban Planning and Environment Authority for three sites
- Issuance of mining license for three sites

Stakeholders

Mazoon Mining Company	Oman Mining Company L.L.C (OMCO)
Minerals Development Oman (MDO)	Ministry of Energy and Minerals
Ministry of Housing and Urban Planning	Ministry of Interior (MoI)
Ministry of Heritage and Tourism (MoHT)	Ministry of Defence (MoD)
Royal Oman Police (ROP)	Environment Authority (EA)
Ministry of Agriculture, Fisheries and Water Resources	

4. Al Hael Ceramic Project



Al Hael Ceramic Project aims to manufacture porcelain and ceramic products in the Sultanate using the most modern and technologically advanced methods, in order to become among the best internationally. For ceramic products, 80% of the raw material is to be Omani, as five different sites are going to supply the raw material which will be manufactured according to the highest Italian standards and quality, with a full capacity of 45 thousand square meters per day.

The Journey

Milestones	Status
Obtain the mining license for Site 2: Wadi Bani Khalid	Approvals from the concerned entities (the former MoH, MRMWR, and MECA) were obtained. The issuance of the mining license and the environmental permit is delayed due to covid-19 and government restructure.
Obtain the mining license for Site 3: Qurayat	The company submitted the technical report to the former PAM, which reviewed and approved it. Then, PAM sent letters to the concerned entities for their approval (the former MoH, MRMWR, and MECA), however, only the former MRMWR approved it, and others are pending.
Obtain the mining license for Site 4: Dima wa Taeen	Approvals from the concerned entities (the former MoH, MRMWR, and MECA) were obtained. The issuance of the mining license and the environmental permit is delayed due to covid-19 and government restructure.
Obtain the mining license for Site 5: Wadi bani Khalid	The company submitted the technical report to the former PAM, which reviewed and approved it. Then, PAM sent letters to the concerned entities for their approval (the former MoH, MRMWR, and MECA).

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning
Ministry of Interior (MoI)	Ministry of Heritage and Tourism (MoHT)
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)

5. Kunooz Dolomite Project



Aiming to produce up to three million tons per annum of raw material dolomite, an exploration program will delineate different dolomite material types based on magnesium oxide (MgO) content. High grade dolomite will be used for Magnesium, whereas low grade aggregate and dolomite with less than 1% Silica will be targeted for the steel industry. The project will be located in Quriyat where a scoping study suggests resource potential to be more than 250 million tons.

The Journey

Milestones	Status
Complete the Life of Mine Plan (LOMP)	Completed.
Prepare the short term production schedule and its five-year mining plan	Completed.
Equipment selection and optimisation	Completed.
Obtain approvals from the former MoH, MoHC, MRMWR, MoD, MT, ROP and Qurayat Wali	All approvals were obtained, except MoH's approval.
Obtain environmental permit	Not completed, as it requires the approval of all relevant entities.
Conduct market study	Completed.
Physical test for different down streams	Completed.
Complete the financial model	Completed.
Conduct the feasibility study	Completed.
Obtain the mining license	Not completed, as all approvals and the environmental permit are required in order to issue the license.

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning
Ministry of Interior (MoI)	Ministry of Heritage and Tourism (MoHT)
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)

6. Shaleem Project



Shaleem mining block is located between Wilayat Shaleem and Al Hallaniyat Islands in Dhofar Governorate, and Wilayat Al Jazer in Al Wusta Governorate. The overall allocated area for the mining block is around 3314 square kilometers, and it is 350 km away from Duqm. Mineral ores: gypsum, limestone, atapulgite and dolomite, are available in large quantities and high purity in the region.

The Journey

Milestones	Status
Tender evaluation and award	Completed. The exploration work was awarded to A.T Kearney Middle East LTD.
Conduct preliminary and detailed market analysis/studies	Completed. For each mineral, resources were determined and the targeted market was studied. Also, it was identified what minerals to be down-streamed and what to be exported.
Conduct preliminary and detailed logistic feasibility study	Identification, description and financial assessment of the logistics options were done. Also, a high-level technical and environmental assessment of the fishery harbour was done. Consequently, the most suitable logistic option was chosen.
Obtain mining license for Shaleem mining area 1 if results are positive	The application for mining license was not submitted, because more exploration studies are required before obtaining the license.
Geology assessment (Remote sensing, Topography, Geological Mapping, Service Sampling and Lab Analysis QA/QC)	Completed.

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning
Ministry of Interior (MoI)	Ministry of Heritage and Tourism (MoHT)
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)

7. Establishment of Mining Blocks: Approvals



Mining blocks are vast areas with indications of minerals and resources that can be exploited. Thus, several approvals are required from relevant entities in order to enable companies operating in the mining sector to make use of these minerals and carry out mining activities in various locations.

This initiative aimed at obtaining approvals from 8 government entities for each proposed mining block (110 blocks). The former PAM studied and evaluated the responses submitted by all entities and classified the mining blocks to:

1. Approved blocks.
2. Blocks that should be downsized or displaced as per the requirement of one of the relevant entities.
3. Rejected blocks due to technical reasons or interference with the boundaries of the rejecting entity.

Thereafter, the former PAM decided the way forward for each mining block, like obtaining all approvals for the block, then classifying it as an approved block. In the event that some entities reject to approve a block, the entity is negotiated, but if it persists, the block is classified as a rejected block, which will not be included for bidding. Then, PAM worked on preparing pre-approved mining blocks to be presented to investors through bidding.

The Journey

Milestones	Status
MoD, MoI, ROP, the former MoT and MoHC: re-study and respond to the rejected/shrunk mining blocks	The former ISFU and PAM conducted several meetings with these entities to discuss mining blocks' borders and the entities' buffer zones, in order to reach to an agreement. Finally, all responses were received.
The former PAM's evaluation of MoD, MoI, ROP, the former MoT and MoHC's responses	Completed.
Send a letter from the former PAM to the steering committee on PAM's opinion on the entities' responses	Not completed. After the government restructuring in August 2020, PAM was dissolved and this initiative stopped, as the Ministry of Energy and Minerals changed the approach regarding it.
Hand over the final mining blocks' outcomes from the steering committee to the ministerial committee	

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning
Ministry of Interior (MoI)	Ministry of Heritage and Tourism (MoHT)
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)

8. Simplification of Licensing Process



This initiative aimed to streamline the procedures that every investor goes through in order to obtain exploration and mining licences. These procedures included eight government entities: Royal Oman Police (ROP), Ministry of Defence (MoD), the former Ministry of Housing (MoH), Ministry of Interior (MoI), the former Ministry of Tourism (MoT), the former Ministry of Heritage and Culture (MoHC), the former Ministry of Environment and Climate Affairs (MECA), and the former Ministry of Regional Municipalities and Water Resources (MRMWR), as well as getting the approval of the former PAM. In addition, PAM was to review the service level agreements (SLAs), to be approved by PAM and the relevant entities, as well as align between SLAs and measures of procedures simplification, with the Mining Law.

The Journey

Milestones	Status
Send the SLAs to the relevant entities for their revision	Not completed, as the executive regulations of the mining law were needed to restructure the initiative and decide which entities' approvals will be required for exploration/mining licenses. The delay in publishing the regulations caused the initiative to stop.
Receive the entities' responses	
Modification of the SLAs by the former PAM	
Final revision by PAM's legal department and endorsement by PAM's CEO	However, the team worked with a consultant to define blasting danger zones/buffer zones in mining blasting operations. The study was presented to and discussed with all stakeholders of this initiative.
Signing of contracts by both parties	

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning (MoHUP)
Ministry of Interior (MoI)	Ministry of Heritage and Tourism (MoHT)
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)

9. Outsourcing of the Former PAM's Monitoring and Inspection



This initiative focused on outsourcing the monitoring and inspection services to a third party, thereby freeing up the limited resources that were available at the former PAM, and increasing the productivity and efficiency in generating revenue through fines and royalties.

The initiative aimed at:

- Studying the possibility of outsourcing a number of the inspection/monitoring services.
- Introducing modern techniques and methods in the field of inspection.
- Strengthening the role of inspection of mining activities.
- Reducing the administrative and technical burdens of the Monitoring and Inspection Department.
- Encouraging the private sector to participate in the development of the mining sector.
- Enhancing the confidence of the community surrounding the mining directorates in the role of the former PAM.

The Journey

Milestones	Status
Endorsement of the practice by the former PAM	Since only one company applied for the tender in 2019, it was legally required to change the tender to a practice through PAM CEO's approval.
Negotiation meeting with the company	Completed.
Final meeting with PAM's CEO	Completed. The meeting comprised the evaluation of the company and the services it will provide.
Sending the award letter to the company and signing the contract	Completed.

Stakeholders

Ministry of Energy and Minerals	SGS company
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10. Outsourcing of the Former PAM's Laboratory Services



The laboratory services were increasing the overall expenditure of the former PAM and diverting its resources away from other areas, leading to decreased efficiency. Therefore, outsourcing PAM's laboratory services was considered a profitable alternative.

The outsourcing is done through floating a tender, followed by an evaluation of the submitted proposals, and finally awarding the tender and signing the contract.

The Journey

Milestones	Status
Ministry of Finance (MoF)'s approval of rental rate	Completed. The former ISFU contacted MoF several times to accelerate its response. Consequently, in March 2020, MoF approved the request.
Finalise RFP document	Completed.
Floating the tender	Not completed. Due to the impacts of Covid-19, the former PAM decided to stop the process till further notice. Then, after the government restructuring in August 2020, PAM was dissolved, therefore, this initiative was paused.
Opening and evaluating the proposals	
Awarding the tender	
Prepare and sign the contract	

Stakeholders

Ministry of Energy and Minerals	Ministry of Finance (MoF)
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11. eMining Platform: Establishment of a Centralised Database



The aim of this initiative was to assess the e-readiness of the former PAM to deliver government online services and develop a detailed scope of work for transforming the services by a consultant, then implementing it. The primary objective of implementing this initiative was to improve the delivery of government services and e-Services in PAM by streamlining government processes required to deliver the online services, and enabling customer-centric government e-Services for individuals and businesses.

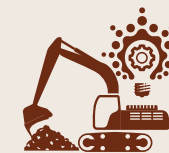
The Journey

Milestones	Status
Including the additional processes in the RFP	Completed.
Floating the tender	Completed.
Evaluation of proposals	The team was not able to complete the evaluation since the number of proposals was more than expected. So, they requested the company working on the initiative to assist them in the evaluation, with an agreed budget to be paid from MoF to the company. However, the work stopped after PAM's dissolution, and the company was not paid in time. The issue was raised to the Ministry of Energy and Minerals to discuss the budget with MoF.

Stakeholders

Ministry of Energy and Minerals	Ernst and Young LLC
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12. Innovation in Mining Sector



Currently, the downstream industry in Oman is very nascent to complement and enhance rich and large mineral resource potential available in the country. The concept of this initiative is mapping of raw materials based on availability of local mineral resources, and market consumption of imported goods versus what is already produced in local downstream. Also, the Industrial Innovation Center (IIC) collaborated with the former PAM to sequentially select a focus area/mineral yearly.

The initiative aims to develop a mining sector innovation strategy that will be implemented in the next few years to increase the contribution of the mining sector to the national GDP. This is done by exploring, developing and implementing innovative investment opportunities across the whole value chain of mining from exploration till marketing.

The Journey

Milestones	Status
Endorsement of the Mining Innovation Strategy	Completed.
Selection of priority minerals	Completed. Two minerals were selected: Basalt and Clay.
Scouting for investment opportunities for mineral A and B	Completed. Short lists of business possibilities for mineral A (Clay) and B (Basalt) were created.
Selection of investment opportunities	Completed. Opportunities for both minerals were evaluated. Then, 10 opportunities for development and 2 for feasibility study were shortlisted. The development opportunities were paired with entrepreneurs/Companies, and the advisory committee approved the best opportunity for feasibility study.
Develop a knowledge database for mineral A and B	Completed. A website was developed and will be continuously updated.
Develop Mineral Innovation Laboratory	Completed. A contract was signed with a company to include the mining component in the 4th Industrial Revolution Laboratory.

Stakeholders

Industrial Innovation Center (IIC)	Ministry of Energy and Minerals
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13. Al Washihi Magazah and Concentrator Plant



Al Washihi Magazah Copper–Gold ore deposit was discovered in 1976-1977. It lays within mountains at approximately 160 km south west of Muscat, which can be reached via Muscat–Nizwa or Muscat-Ibra highways, through Al Magazah town, 5 km north of Al Washihi village.

The exploration work on it was extended by the government and the private sector until 2011, where Al Hadeetha Company started its comprehensive exploration program from 2011 to 2018, delivering the project to a detailed feasibility study stage through a JORC certified ore reserve.

The ore deposit area was licensed for exploration in 2011 by the former PAM, and after 7 years of extensive exploration work done by Alara Resources, PAM has awarded the company a 5-year renewable mining license, to perform the copper and gold ore extraction activities.

The main aim of the project is to supply produced copper concentrates to the regional and international smelters.

The Journey

Milestones	Status
Approve electricity supply proposal	The proposal was approved by Mazoon Company.
Finalise water supply option	The option was finalised to supply water from Wilayat Al Mudhaibi. The final offer is being prepared by Haya Water.
Complete paving roads tender	Completed.
Conduct drilling program	The program was conducted, in order to verify designs and specifications of mining equipment and the plant. Analysis is ongoing, as a batch of samples were sent to UK and the results of the factory equipment specifications were presented.
Finalise the industrial license	The license application was submitted to the former MECA, and the request was approved by the Environment Authority.
Finalise the procurement management, engineering, and mine management contracts	<ul style="list-style-type: none"> The procurement management contract was signed with Progesys, and work has started. The engineering contract was signed with DSA Group, and work has started. The mine management contract was signed with BMRC.

Stakeholders

Al Hadeetha Resources LLC ('AHRL'): a Joint Venture between (Alara Oman Operations Pty Ltd, Al Hadeetha Investment Services LLC, and Al Tasnim Infrastructure LLC)

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning (MoHUP)
Environment Authority (EA)	Al Mudhaibi Municipality

14. Gulf Potassium Potash Project



This project aims to extract potassium from Umm Al Samim in the Rub' Al Khali desert, in order to produce potassium chloride. The area is also a large brine resource, with the potential for the factory to sustain production volumes of over 1,000 tons per day of dry salt products over an expected project life of 20 years. Also, it can produce potassium chloride of 99% purity for the fertiliser and oil and gas industry, which can be used in drilling fluids.

The Journey

Milestones	Status
Phase 1 exploration and drilling: Mobilisation	The company paused the work in the project since 2019, due to technical challenges of the salt surface which requires to commission special drilling, in addition to other technical issues.
Conduct surface geophysical studies (Brine Extent Studies)	
Completion of geotechnical assessment	
Completion of final reserve feasibility study	

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning (MoHUP)
Ministry of Interior (MoI)	Ministry of Heritage and Tourism (MoHT)
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)

15. Expansion of Ferrochrome Smelting Plant



This project aims to expand the current ferrochrome plant that covers 60,000 m² area, with an additional 40,000 m² for the production of high and low grade ferrochrome pellets. The expansion will include the addition of 2 furnaces to the existing facility, with a production capacity of additional 100 ktpa, making the total 150 ktpa.

The Journey

Milestones	Status
Conduct stakeholders meeting	<p>The meeting was held between the stakeholders: Gulf Mining Ferro Alloys LLC, Bee'ah Company, the former MECA, ISFU, and PAM, and they agreed to carry out the approval of transfer of various waste operations from the factory site to the landfill of Bee'ah company, and work has been done to formulate a joint agreement on the same subject by the former ISFU.</p> <p>However, the factory was temporarily closed by the company, due to the accumulation of electricity bills and the challenges of transporting the accumulated waste and products in the factory as a result of environmental requirements related to the storage and transportation.</p>

Stakeholders

Gulf Mining Ferro Alloys LLC (GMFA)	Environment Authority (EA)
Be'ah	Sohar FreeZone

16. Kunooz Basalt Project



This project aims to produce Continuous Basalt Fiber (CBF) from basalt, a product that is used in construction and building materials, power engineering, road construction and oil refining industry. The project will be based in two sites, in the basalt-rich area around Sohar and will be offering significant downstream opportunities.

In 2020, it aimed to obtain all approvals in order to get the exploration licenses for both sites, and then start the exploration process.

The Journey

Milestones	Status
Obtain exploration license for site 1	The former PAM received all responses/NOCs, but later on, the Ministry of Energy and Minerals stopped issuing exploration licenses except for government owned companies.
Obtain exploration license for site 2	The former PAM received all responses except from MoHUP, therefore, the exploration license is still pending.

Stakeholders

Ministry of Energy and Minerals	Ministry of Housing and Urban Planning (MoHUP)
Ministry of Interior (MoI)	Ministry of Heritage and Tourism (MoHT)
Ministry of Defence (MoD)	Royal Oman Police (ROP)
Ministry of Agriculture, Fisheries and Water Resources	Environment Authority (EA)

17. Salt Project



This project aims at producing high quality and purity of salt, to be used in the upstream and downstream industries.

The project is considered one of the strategic government projects that have received wide attention since 2006 through Oman Oil Company and Takamul Company, and the role is currently for Oman Minerals Development Company and Shumookh Investment and Services Company to complete the mission to produce one of the most important raw materials in our time, because of the high demand for it in the regional and global market, in addition to its wide range of industrial uses in the manufacturing of many products.

The Journey

Milestones	Status
Conduct a stakeholders meeting	The meeting was conducted on June 16, 2020, with the attendance of representatives from the former MECA, ISFU, and the two companies.
Submit a request for environmental permit, including the scope of work	Completed.
Conduct an environmental impact study	Completed.
Obtain the environmental permit	Completed.

Stakeholders

Minerals Development Oman (MDO)	Shumookh Investment and Services
Environment Authority (EA)	

18. Enhancing the National Employment in Mining Sector



This initiative seeks to provide employment opportunities for Omanis in the mining sector, and improve the Omanisation rate. The technical team will collect all required data from all sector companies, review and analyse them, and prepare a training and recruitment plan for 2020.

The Journey

Milestones	Status
Revision of Omanisation and employment plans of the sector	Completed.
Develop an initiative to promote indirect employment	Not completed, due to the impacts of Covid-19 and the government restructuring.
Identify the employment target of the sector	

Stakeholders

Ministry of Energy and Minerals	Ministry of Labour
National Training Fund (previously)	Sultan Qaboos University (SQU)
Private Sector	



Information & Communication Technology

Information & Communication Technology KPI Dashboard			
Initiative / KPI		2020 Target	2020 Actual Achievement
1	Smart Water and Electricity Meters Implementation	100%	79.75%
2	Last Mile Services (LMX)	100%	76%
3	SAS 4th Industrial Revolution Hub/Sandbox	100%	42%
4	Artificial Intelligence Chest Classifier	100%	26%
5	Digitisation of Key Public Services	100%	0%
6	Fintech: Accelerating Oman Towards a Cashless Society	100%	0%
7	Promoting Oman as a Disaster Recovery Hub	100%	30%
8	Establish ICT Shared Solutions and Cybersecurity Companies	100%	5%
9	Special Incentive Program for ICT Sector	100%	15%
10	Stimulate the Local Cybersecurity Market	100%	13%
11	On-The-Job Training	100%	20%
12	Developing a Methodology to Calculate ICT Sector Contribution to GDP	100%	23%
13	Enhance Omanis Employment in the ICT Sector	100%	40%

* A number of projects might not be reflected in the dashboard above as they are under direct monitoring of specific entities. However, the Unit followed up their implementation on a regular basis.

Information and Communication Technology

Worldwide, Covid-19 pandemic had a huge impact on the technology sector in general, and the Information and Communication Technology (ICT) in specific. The ICT sector in Oman is no exception. It witnessed positive and negative impacts of the pandemic. The positive ones resulted from entities utilising technology as the safe haven to face their challenges. Moreover, the pandemic proved the importance of digitisation for all kinds of services, as entities providing online services were able to continue their operations without being affected or slightly affected by the pandemic, in comparison with entities that adopted the conventional approach in providing their services.

Undoubtedly, the restrictions imposed during the pandemic affected the progress of many projects, including the ones followed up by the unit. The unit's ICT team, in cooperation with the ministry's team, followed up the progress of the projects and initiatives as usual, but using different methods. Physical meetings were reduced and video meetings were leveraged instead. Site visits were also reduced, and digital data and documents were used as references instead.

On the other hand, the pandemic accelerated the adoption of several technologies, encouraging the entities to accelerate the pace of work in their projects. During this period, the Telecommunications Regulatory Authority (TRA) allowed commercial entities and individuals to provide videoconferencing services as a temporary solution, which increased the efficiency of working outside the office. Moreover, SMEs played a key role in managing the situation through providing several applications to deliver groceries, goods and restaurant orders, and such service providers were allowed to reach the areas that were closed down. In addition, technology companies benefitted the most from the pandemic, especially the ones providing services that can be leveraged while staying home, like digital broadcasts, video calls, and videoconferences.

Regarding private companies, especially Omani ones, they were able to cope with the situation and provide many solutions, which is another indicator that SMEs are playing a vital role in the sector and are able to provide solutions whenever the demand is high. Moreover, many local products were provided for sale online, offering costumers many choices and easing the social distancing and staying home. Meanwhile, the pandemic revealed the need for local service-based platforms and solutions like video call platforms for education, as most of the reliable platforms are foreign, and the local ones are limited and operating with lower quality and higher cost.

Initiatives/Projects added in 2020:



Enhance Omanis Employment in the ICT Sector

1. Smart Water and Electricity Meters Implementation



Currently, there is a worldwide trend to install and adopt the use of smart meters in residential and other properties. However, the use of smart water and electricity meters in Oman is limited, and in some cases non-existent. This project therefore aims to expand the use of these smart meters for water, electricity and gas. The importance of this project lies in the opportunity to reduce the cost of using conventional meters and monitor/reduce leakages. Smart meters also provide timely and accurate data on water, electricity and gas consumption, enabling users to adjust their consumption and thus reduce monthly cost.

A pilot project for the installation of smart meters in Musandam Governorate was implemented. Moreover, work is ongoing to build a factory for the manufacturing of a range of smart meters that utilise the internet of things protocols, which is one of the 4th industrial revolution technologies.

The aim for 2020 was to localise the production of smart meters and release energy meter specifications, which will enable local companies to import the meters to meet the needs of the local market, and utilise the latest technologies in the field.

The Journey

The former MoCI prepared a draft of the standards and specifications based on the international standards by IEC. Then, the former AER gave its comments on the draft.

There were challenges with the delay in the availability of some building materials due to Covid-19 pandemic. On the other hand, the process of releasing the technical standards for electricity meters continued smoothly, with cooperation between the former MoCI and the former AER.

Later on, the Ministry of Commerce, Industry and Investment Promotion communicated with the company that owns the factory, allowing it to build its production line based on the draft standards, with a commitment to make adjustments if the standards get updated.

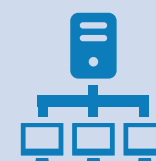
Moving Forward

The next stage is to complete the steps required to issue the technical standards for electricity meters.

Stakeholders

Ministry of Commerce, Industry and Investment Promotion Authority for Public Services Regulation

2. Last Mile Services (LMX)



This project aims to analyse the workflow with regard to the linking of Oman's Last Mile of broadband, the portion of the broadband network that physically reaches end-use entities. For this project, this may include Internet of Things devices, CCTV services and more, and ultimately seeks to propose viable policies and solutions that aim to integrate resources from different stakeholders, while harmonising their operational needs.

The aim of 2020 was to generate around 60 jobs for Omanis, build the national capacities for last mile services, and support specialised SMEs and start-ups.

The Journey

The project witnessed significant progress during 2020. SMEs continuously received orders from Omantel and Oman Broadband, and the monthly target of at least 640 orders was met. All SMEs achieved a minimum of 50% omanisation.

Moreover, a data-hub (WASLAH) was launched to manage and monitor SMEs performance, which is

monthly reported. Also, a list of 29 new SMEs for batch 3 was finalised, but the training courses were postponed due to Covid-19 pandemic.

Moving Forward

The team aims to continue monitoring the performance of SMEs and making sure they receive orders continuously, in addition to providing training for batch 3. Also, the team aims to study the feasibility of expanding the scope of the project to include other last mile services.

Stakeholders

Telecommunications Regulatory Authority (TRA)	Oman Broadband
The Public Authority for Small and Medium Enterprises Development	Oman Development Bank (ODB)
Aman Technology and Engineering Consultancy	Omantel

3. SAS 4th Industrial Revolution Hub/Sandbox



The former Ministry of Technology and Communications (MTC) established SAS as a national center for technological entrepreneurship in the Sultanate, which can accommodate the Fourth Industrial Revolution (4IR) Technology Hub and Sandbox. The project aims at bringing together local and international stakeholders, including inventors, start-ups, SMEs, technical and industrial experts, and regulators. In doing so, it will create a flexible and unrestricted environment to develop new products and solutions that utilise and test the 4th Industrial Revolution technologies before allowing them to enter the local market. This will ensure that the needs of the Sultanate in this area are met, and that it can expand into regional and global markets.

In 2020, the aim of the project was launching SAS 4IR Center, and start receiving applications for sandbox.

The Journey

SAS 4IR Center signed agreements with several organisations to help in developing different sectors:

- Asyad to develop the logistics sector
- Gulf Business Machines (Oman) Company and TRC to develop smart cities solutions
- Bank Dhofar to run and manage the Fintech Innovation Laboratory

The center started receiving applications for sandbox. Moreover, the project team conducted a two-day technical workshop in emerging technologies.

Moving Forward

The center will continue engaging individuals, SMEs, and government entities to develop 4IR solutions to serve different sectors. It will also focus on building and improving Omani skills in 4IR related technologies.

Stakeholders

Ministry of Transport, Communications and Information Technology

4. Artificial Intelligence Chest Classifier



While x-rays continue to play a fundamental role in modern medicine, the methods currently used to read and classify x-ray results are time consuming and also prone to human error. With this in mind, Takween Company developed and successfully tested a methodology to read and classify these results using artificial intelligence technology.

The methodology uses algorithms and programs to analyse high volumes of complex data, accurately interpret the results, and monitor minor data points that might otherwise go unnoticed by radiologists. The technology has the potential to improve over time and produce better and more accurate results, which will facilitate the work of radiologists, and at the same time reduce the possibility for human error. It will also reduce the time spent in classifying and reading x-ray results.

The Journey

Milestone	Status
Stage 0: System Validation	
Collect test sample of 100 x-rays	Completed.
Collect test sample of 1400 x-rays	Completed.
Stage 1: Proof of Concept (POC) Setup	
Test POC setup	Completed.
Conduct the initial testing phase by the Ministry of Health (MoH)'s radiologists	The evaluation was done on 1027 chest x-ray dataset, provided by MoH. The system results were compared to the radiologists' validation, and the accuracy rate reached 92%.

Stakeholders

Ministry of Health (MoH)	Takween Company
Ministry of Transport, Communications and Information Technology	

5. Digitisation of Key Public Services



The existing digital government services in the Sultanate serve to facilitate many transactions for citizens, as well as government and private institutions. Compared to previous non-digital services, these provide substantial savings in time, money and human resources. This project therefore intends to further accelerate the digital transformation of the most important government services, in order to improve their quality and increase the demand for them.

The project will target 64 government entities over the period of 5 years, carried out through the implementation of a public-private partnership financing model. It is expected to create opportunities to improve the overall efficiency and performance of the government, while also raising the level of transparency.

The aim for 2020 was to work with 7 government entities and launch 50 eServices.

The Journey

Milestone	Status
Release integrated RFP, manage the bidding process, and sign contracts for 7 entities	<p>The project was paused due to funding issues, however, the management team is working on a new plan to fund the project.</p> <p>Initially, three different approaches were discussed. The first is to introduce a new percentage of feeds to government online services. The second is to work with a technology partner/s, in order to establish more SMEs in the market and create jobs for local talents, and the third approach is the PPP model, which may take longer time.</p>
Launch 50 eServices	

Stakeholders

Ministry of Transport, Communications and Information Technology	
Government entities	Private sector

6. Fintech: Accelerating Oman Towards a Cashless Society



In line with global trends, and in response to the recommendation of the World Bank to separate the operator from payment systems, the Central Bank of Oman (CBO) is currently privatising services related to national payment systems, through the establishment of a private payment company called the National Payment Company (NPC) owned by a group of banks in Oman. This is a significant step as it will reduce tax evasion and alleviate the risk associated with the use of banknotes. It will also enhance the level of transparency and reduce the potential for corruption.

Looking ahead, NPC will be involved in the management of payment systems, and will also provide public services such as printing check books and cards, and providing a customer call center. At the same time, CBO will be responsible for issuing legislation, supervising and monitoring these systems.

CBO also seeks to raise community awareness on the importance of using electronic payment systems instead of banknotes. It will achieve this by carrying out awareness and marketing campaigns, and conducting surveys through various media channels such as radio, television, social networking sites etc.

The Journey

Milestone	Status
Finalise awarding the contract to the consultant	<p>The project was paused due to:</p> <ol style="list-style-type: none"> 1- The high cost proposed by the consultancy company. 2- Rearranging the priorities of CBO in light of the economic crisis and the existing CBO resources. 3- Discussing the project with the Public Authority for Privatisation and Partnership for offset model.
Finalise the business strategy of the new company: NPC	
Approval of NPC strategy by CBO Board of Governors	
Complete the commercial registration of NPC	

Stakeholders

Central Bank of Oman (CBO)	Banks in Oman
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7. Promoting Oman as a Disaster Recovery Hub



Due to its political stability, and its unique geographical location that gives it a competitive advantage; the Sultanate is in an ideal position to provide Disaster Recovery Services. These are defined as a facility used by institutions to host basic applications and data, which can be recovered and operated after they become unavailable in their original sources, due to various reasons. In addition, the Sultanate can also provide competitive Disaster Recovery Services as the country is connected to most of the major submarine cable systems in the region. It is also connected to Asia-Africa-Europe line, which is a major new link connecting more than 6 billion people to the internet. To leverage the Sultanate as a leading hub for Disaster Recovery Services, a promotional program was proposed.

The Journey

Milestone	Status
Finalise the 2020 promotion plan with the former Ithraa	Completed.
Develop a marketing campaign for 2020 (Exhibition, events), in cooperation with the former Ithraa, Ministry of Foreign Affairs and Data Centers	Completed.
Develop an online marketing promotion package for Oman datacenters and related ICT services	These milestones were paused due to government restructure.
Participate in the first and second online events in cooperation with the former Ithraa	

Stakeholders

Ministry of Transport, Communications and Information Technology	
Ministry of Foreign Affairs (MoFA)	Omantel
Telecommunication Regulatory Authority (TRA)	Ooredoo
Data Centers	Oman Broadband Company

8. Establish ICT Shared Solutions and Cybersecurity Companies



As the world heads into a high-tech future, it is predicted that there will be an increasing demand for ICT experts on temporary contracts in all sectors. In fact, the number of global cybersecurity jobs is expected to reach 3.5 million by 2021. Therefore, this project aims to align itself with this trend, and establish a company that provides various services in the ICT field. At the same time, it seeks to enhance ICT skills and build ICT capacity in Oman through partnerships with specialised international companies such as Microsoft, Oracle, and others. In doing so, it can meet the ICT needs of local and international markets.

The scope of this company will cover 3 areas:

1. Shared ICT solutions and services.
2. Providing professional training in specialised ICT roles, like cybersecurity, to qualified Omani employees with temporary or part-time contracts, for placement in ICT roles in various institutions.
3. Development of intellectual property for product commercialisation.

The Journey

Milestone	Status
Sign agreement with external legal office	The project was paused due to the economic situation of the country, and the new structure of government companies.
Finalise governance framework	
Identify and conduct initial training programs	
Create initial service catalog	The former ISFU team, MDU, and OITCG Group discussed the project with the former PAPP for PPP model, and the OITCG Group is revisiting the current project plan in light of the challenges.

Stakeholders

Ministry of Transport, Communications and Information Technology
Telecommunications Regulatory Authority (TRA)
Oman Information Technology and Communications Group (OITCG)

9. Special Incentive Program for ICT Sector



Many globally leading countries in the ICT sector have designed and implemented incentive programs to attract further ICT development and activity in their economies. Therefore, Oman needs to adopt a similar approach in order to attract high value ICT activity in the Sultanate. In line with a number of initiatives in the National ICT Strategy, a proposal was developed for a program that provides incentives for more ICT business development. **3 main components for this program were identified:**

1. Providing an attractive package of incentives: This includes a complete package of material incentives such as discounts, tax exemptions, e-residence, and ease of restrictions on recruitment controls.
2. Determining the program's management and market access strategy.
3. Developing a world-class infrastructure: This would first entail identifying a specific location with ample office space, where new technologies could be tested, and would function as a platform from which to create a high-quality network with competitive tariffs.

It is expected that the adoption of such a program will increase the Sultanate's competitiveness and make it a hub for major investors, resulting in the creation of many jobs and the improvement of the business environment in general.

The Journey

Milestone	Status
Conduct an ICT market review	The market review was conducted by an Omani expert.
Design the structure of the program	Completed.
Define organisation structure and operating process	The initiative was put on hold due to the government restructuring and the change in the authorities' roles.
Execution of the program and building capacity	
Team structure and appointment	
Finalise the program's marketing plan	

Stakeholders

Ministry of Labour	Royal Oman Police (ROP)
Ministry of Transport, Communications and Information Technology	
Telecommunications Regulatory Authority (TRA)	Knowledge Oasis Muscat
Ministry of Commerce, Industry and Investment Promotion	

10. Stimulate the Local Cybersecurity Market

In recent years, the Sultanate has made significant progress and achieved numerous milestones in the field of cybersecurity. It achieved top positions in the Global Cybersecurity Index. In 2017's cybersecurity readiness index, Oman was ranked first in the Arab world and fourth in the world, and received the World Summit on the Information Society (WSIS) Award in the category "Building confidence and security in the use of ICTs".

The Sultanate also established the first cybersecurity center in the region, which is affiliated with the International Telecommunication Union, and hosted by the the former Ministry of Technology and Communications (MTC), represented by Oman National CERT. Despite all of this progress, there are no entities specialising in the provision of comprehensive and integrated cybersecurity services in Oman, except for the ministry itself, which renders such services to government entities, but does not commercialise them.

With this in mind, The ICT Lab identified the need to create an active and vibrant cybersecurity industry. The project focuses on three key areas of cybersecurity: Managed security services; cybercrime analysis; and cybersecurity services such as security incident management and security consultancy. The Lab also came out with a cybersecurity business model that included the establishment of a new cybersecurity company with global standards; and proposed to separate the operational tasks of some governmental institutions and establish a partnership with local and international companies to introduce new technologies and skills to be used in the local market. In addition, the project will contribute to increase the Sultanate's competitiveness in the near future, while also attracting investment, and increasing the contribution of the private sector to the establishment of cybersecurity business.



The Journey

Milestone	Status
Conduct technical evaluation	Completed.
Prepare RFQ and release the tender to outsource the development of the new service standards	Completed.
Get the approval from MoF to impose the services fees	Completed.
Accredit two service providers for Security Assessment Services and one for Cloud and Hosting Services	Completed.
Update the accreditation fees and inform MoF, the former MoLA, and SAI	Completed.

Stakeholders

Ministry of Transport, Communications and Information Technology	Private sector
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11. On-The-Job Training



This project was established to bridge the gap that currently exists between jobs required in the local market, and skills possessed by ICT graduates in Oman. Essentially, the project will serve to meet these needs with on-the-job training, which remains one of the most effective ways to solve such a problem. **The project will be carried out in 2 phases:**

- Phase 1 will entail a two-year on-the-job training program, which will be rendered by local and international companies. Job seekers will acquire basic expertise and skills in ICT under the supervision of experts and specialists in the field. It will consist of both theoretical and practical aspects.
- Phase 2 will entail a one-year program for recruiting national competencies. It is derived from the former MOG's experience in increasing the Omanisation rate, and after the trainees acquire the necessary skills and expertise during the training period, a plan will be carried out to replace expatriates with these graduates.

The aim for 2020 is to increase the employment level in Oman by promoting the On-The-Job Training plan.

The Journey

Milestone	Status
Identify gaps in digital skills between graduates and market requirements	The project was paused due to the economic situation of the country, and the impacts of Corona pandemic, as the training centers did not accept trainees during the pandemic.
Follow up to get training/recruitment commitment based on the plan	
Develop the training programs	
Start the training for 3 patches	

Stakeholders

Ministry of Transport, Communications and Information Technology	Ministry of Labour
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12. Developing a Methodology to Calculate ICT Sector Contribution to GDP



This project was introduced after facing a challenge in calculating the sector's contribution to the GDP. This challenge was also mentioned in the National Information and Communication Technology Strategy, and it was recommended to add such a project in the strategy.

The project aims to develop a methodology for calculating the contribution of the ICT sector to the GDP, while providing standard reference numbers for all government agencies, identifying sources of information related to the sector, contributing to project planning, using data in projects that aim to stimulate the market, and achieving better sector rating.

The Journey

Milestone	Status
Conduct a comprehensive economic survey by NCSI	Completed.
Develop a financial concept for the project cost	Completed.
Obtain a list of sector companies from NCSI and the former MTC	Completed.
Conduct a site visit to Ireland for on-the-job training	Due to the pandemic and travel restrictions, it was not possible to conduct the site visit. However, the team contacted the National Accounts Division of the Central Statistics Office (CSO) in Ireland to learn the best practices and methodologies in measuring the ICT contribution to GDP.

Stakeholders

Ministry of Transport, Communications and Information Technology
National Centre for Statistics and Information (NCSI)

13. Enhance Omanis Employment in the ICT Sector



There is a gap between the jobs required in the local market and the skills that ICT graduates possess, so this project aims to prepare a program through which job seekers are trained for specific occupations in the ICT sector, and acquire the skills required in the labour market, whether practical or personal.

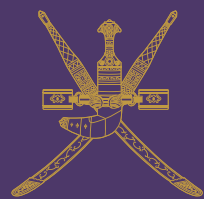
The program aims to provide more than 9,000 on-the-job training opportunities followed by employment, for job seekers over the next five years.

The Journey

Milestones	Status
Collect and analyse ICT job seekers' data	Completed.
Collect and analyse data on ICT jobs in the public and private sectors	Completed.
List graduates in the sector for the next 3 years and analyse their data	Completed.
Report all analysis and raise recommendations	Completed.
Determine the targeted occupations, and their Omanisation percentage and timeline	Completed.
Submit recommendations to the former MoMP and NEC	Completed.
Classify sector jobs according to global and regional standards	Completed.

Stakeholders

Ministry of Transport, Communications and Information Technology	
National Centre for Statistics and Information (NCSI)	Ministry of Labour
Ministry of Higher Education, Research and Innovation	



Oman Vision 2040
Implementation Follow-up Unit

**Overview of
Oman Vision 2040
Implementation
Follow-up Unit**



Overview of Oman Vision 2040 Implementation Follow-up Unit



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

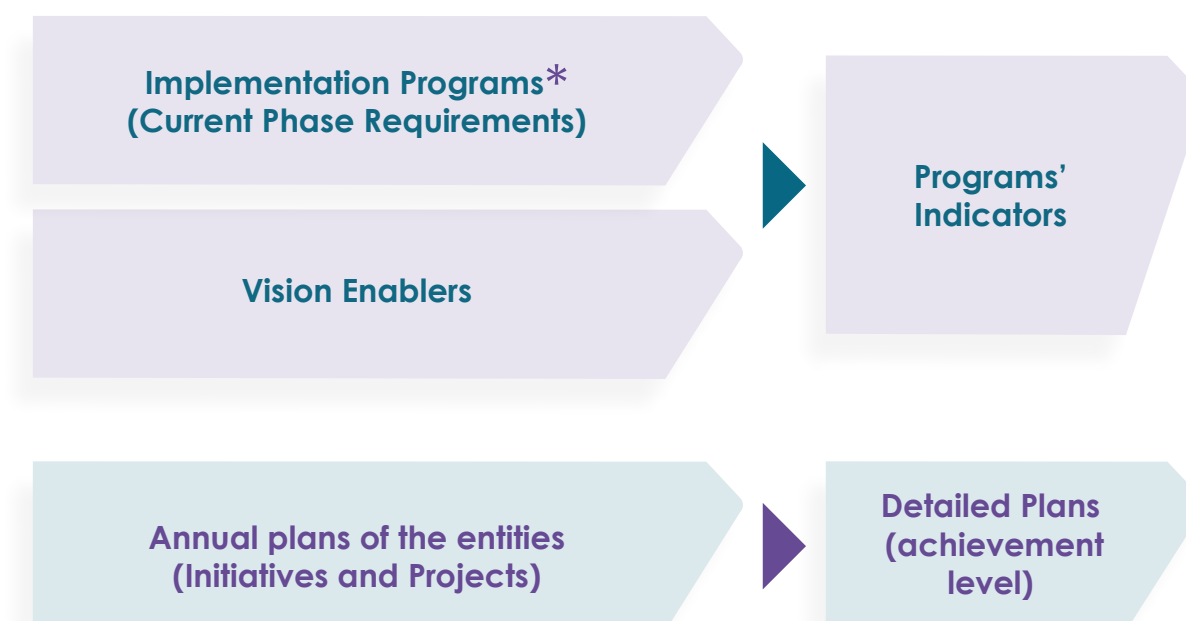


Oman Vision 2040 Implementation Follow-up Unit Framework

The unit developed an integrated framework and adopted a follow-up methodology that aims at achieving the priorities and enablers of Oman Vision 2040. Moreover, it connected its framework to Oman's five-year development plans to ensure synergy.



The tenth five-year plan, including:



* These programs are designed and introduced as per the requirements and needs of the current phase.

Oman Vision 2040 Program Development Framework

Standard operating procedures for developing and following up the implementation of the Vision's programs and initiatives.



National Implementation Programs (Current Phase Requirements)

The National Program for Financial Sustainability

This program was developed as an extension of the National Program for Fiscal Balance. It aims to elevate the financial position of the Sultanate from balance to sustainability, which entails aligning financial policies with the requirements of economic growth.

Implementing Entity: The Ministry of Finance

Implementation Timeframe: 4 years (2021-2024)

Programs enabling the National Program for Financial Sustainability:

- 1- Managing the Performance of Government Entities Involved in the Program
- 2- Media Communication

Attracting Private Investments and Enhancing the Presence of Omani Exports in Foreign Markets (Invest in Oman)

This program aims at unifying and intensifying government efforts to attract private investments as a driver to support the national economy. It also underlines the private sector's role in investment as one of Oman Vision 2040's enablers, in line with the direction of the tenth five-year development plan (2021-2025).

Implementing Entity: The Ministry of Commerce, Industry and Investment Promotion

Implementation Timeframe: 3 years (2021-2023)

Programs enabling Attracting Private Investments and Enhancing the Presence of Omani Exports in Foreign Markets (Invest in Oman) Program

1. Planning and Developing Investment Tools and Opening up Markets
2. Streamlining and Digitising Government Services
3. Economic Zones
4. Governorate Development
5. Building National Capabilities
6. Development of Laws and Regulations
7. Mega Projects
8. Managing the Performance of Government Entities Involved in the Program
9. Media Communication

Oman Vision 2040 Implementation Follow-up Unit is currently developing these programs, in cooperation with relevant entities. Updates regarding the work of the unit and details of the initiatives and projects that it follows up will be presented in 2021 annual report that will be published in 2022.



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