

Oman Vision 2040

A Starter
Strategy Guide



Vision 2040

Vision 2040 is considered the blueprint for the Oman's future aspirations. The development process of the vision is considered one of the most inclusive exercises conducted since the inception of long term development planning in the country. The process engaged a wide variety of societal stakeholders to produce the national document officially ratified by His Majesty Sultan Haithem bin Tariq.

The vision itself is built around four main pillars and the twelve national priorities that are aligned with them.

- **People**

- Education, Learning and Innovation
- Health
- Citizenship, Identity and Heritage
- Well-being and Social Protection

- **Economy**

- Economic Leadership and Management
- Economic Diversification and Fiscal Sustainability
- Labor Market and Employment
- Private Sector, Investment and International Cooperation

- **Institutions**

- Legislative, Judicial and Oversight
- Governance of the State's Administrative Bodies

- **Environment**

- Environment and Natural Resources

The vision was set with a number of high-level long term targets to reflect the desired progress towards the strategic goals. For example, the country's ranking in the Global Competitive Index (GCI) is to be top 20 by 2040. It also set a target for Real GDP average growth rate of 5% and Real GDP per capita increase by 90%. Other targets include increase in the share of Omanis contribution in the labor market in the private sector to

40%. Other targets included top 10 or top 20 rankings in innovation, skills, environmental and government effectiveness indices.

Vision 2040 is to be executed through a series of 5-Year medium term development plans. These plans will focus on specific initiatives, projects and programs that aim to achieve cumulative progress towards the vision's strategic targets. The progress will be monitored by the Vision 2040 Follow Up Unit which will report regularly on the targets.

The Need to Align Organizational Strategies to Vision 2040

Vision 2040 is the future blueprint for Oman's future development. Therefore, it is essential that all stakeholders align themselves with the vision. The capacity at which organizations can align themselves with the vision is dependent on degree of relevance. Some organizations are directly related to the vision's board strategic objectives, while others will find secondary relevance.

Despite the degree of relevance it is important that each organization familiarizes itself with the vision's overall objectives. Such familiarization allows for greater synergies across societal interactions and

collaborations. It is not enough to plug in Vision 2040 objectives into the organizational strategy. The organization needs to map its strategies to the overall Vision 2040 strategic objectives.

This guide offers a straightforward framework to align organizational strategic objectives with Vision 2040. The framework can be utilized by any organization; commercial, professional or non-profit entities. It is important to note that each organization need not revamp its strategy. Instead, organizations can provide the vision's context to their strategies.

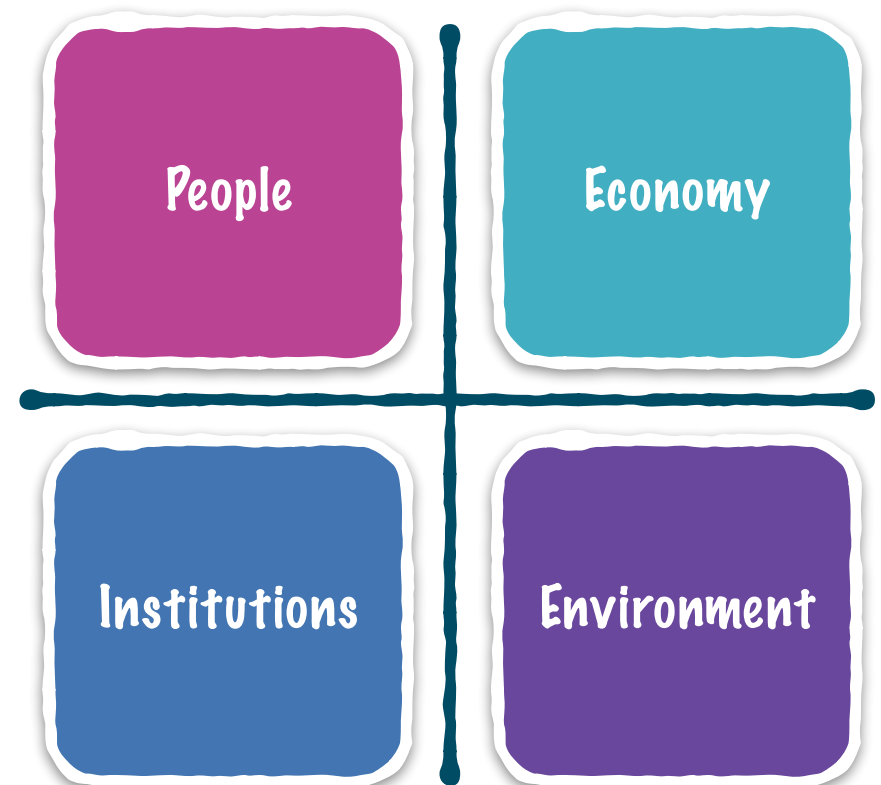
Aligning Organizational Strategies to Vision 2040?

To align organization's strategies with Vision 2040 the following questions need to be addressed:

- What does the organization do?
- How is the organization related to the vision?
- Which pillar is the most relevant to the organization?

The high level answers to these questions will place the organization in the relevant pillar of vision, depending on its the operations and activities.

Vision 2040 Main Pillars



Mapping Strategy to Vision 2040

Having identified the relevant pillars, the organization can contextualize the vision's strategic objective. The next step is to map and link the relevant strategies. This requires clear understanding of the organizational relevance and capacity with respect to the vision's priorities.

A good starting point is to focus on the national priorities set within the vision. Not all of the national priorities are relevant to each organization. Thus, it is important to be focused to avoid overreaching strategies that do not produce results.

Vision 2040 National Priorities



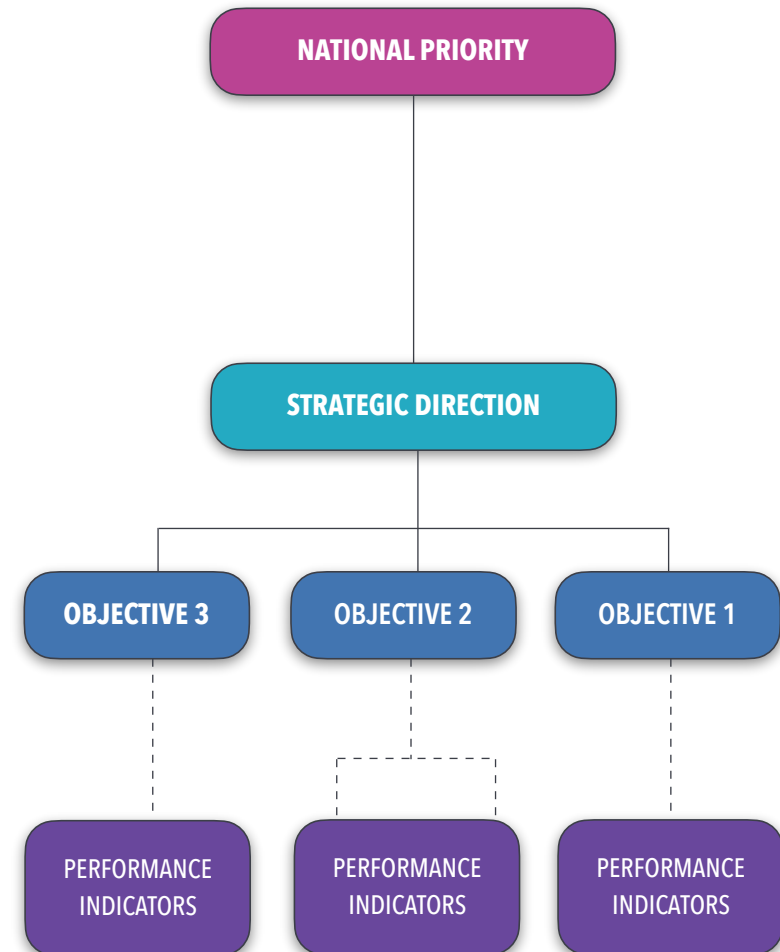
Source: Oman Vision 2040 Document

Mapping Strategic Objectives to the Vision 2040

Each national priority is subdivided into a strategic direction and then strategic objectives. These objectives are then benchmarked against preselected performance indicators. It must be noted that these objectives are set at very broad level. Therefore, they should only be relied upon as guide posts for strategic planning. They cannot be interpreted as medium or short term objectives.

The alignment of organizational strategy will be linked to the strategic objective level of Vision 2040 where the organization can identify the relevant context in order to embed it in its strategy.

Vision 2040 Strategic Cascade



Organizations can link their strategies and activities to the vision's national priorities at two strategic levels:

First, general operations which are directly related to a national priority or strategy.

Second, organizations can incorporate non-core activities related to the vision's priorities within the organization's In Country Value (ICV) or Corporate Social responsibility (CSR) strategies.

Vision 2040 Mapping Matrix

Organizational Activities

		Human Capital	Process	Partnerships	Product / Services
Vision 2040 Pillars	People				
	Economy				
	Environment				
	Institutions				

Vision 2040 represents Oman's future ambitions that aim to transform the country economically, socially, and institutionally. The vision captures the aspirations of all engaged stakeholders who seek to create a competitive economy, dynamic society and responsible institutions. The need for organizations such as businesses, non-profit organizations and civil society to align themselves to the vision is critical for its success.

This high-level guide provides basic framework which such organizations can internalize the vision's strategic direction within their strategic plans. Organizations need to contextualize the vision within their strategies such that it is

relevant for their operations and consequently create meaningful impact. To ensure synchrony and productive synergies, organizations can design collaborations with other stakeholders to maximize the potential benefits to themselves and society. Vision 2040's objectives can only be realized with all stakeholders aligning themselves within an enabling environment.

Need help aligning your organizational strategies to Vision 2040?

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