



Government Digital Transformation Program

2021-2025

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Executive Summary

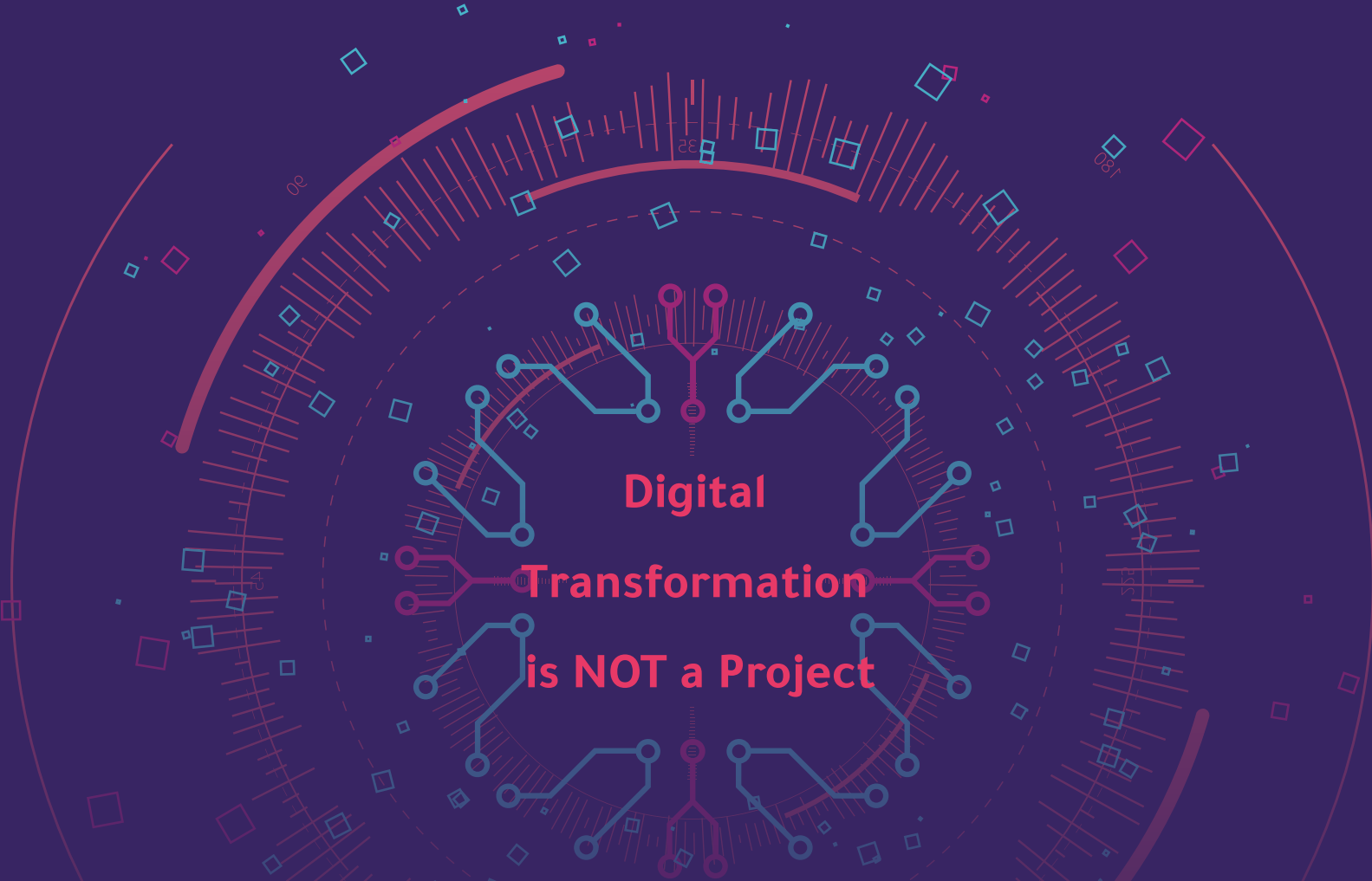
Governments have realized the importance of digital technologies, and how national visions and strategies can be achieved by adopting the digital society approach and applying it at all levels. Digital or smart government is one of its main elements. The outputs of the Fourth Industrial Revolution (such as artificial intelligence, digital cloud, IoT technologies, advanced analytics, autonomous vehicles, robotics etc.) will bring about significant changes in the way business is done, services are delivered, innovation in a digital economy is promoted and competitiveness at the regional and international levels is encouraged.

Believing in the importance of employing modern digital technologies and leveraging the developments and major shifts in the field of information communications and technology (ICT), His Majesty the Sultan has directed to accelerate the fulfilment of digital government requirements through the development of an Executive Plan for this transformation with the aim of boosting efficiency, transparency and productivity in the public sector, as well as achieving citizens' welfare in light of the rapid digital changes, in addition to strengthening security and trust between government and society.

In preparation for putting the Royal Directives in action, the Ministry of Transport, Communications & Information Technology, in cooperation with all government entities, has developed a framework and an integrated national implementation roadmap for the Government Digital Transformation Programme. The roadmap lays out the Sultanate's directions and future ambitions in its transition to a smart government and benefit from emerging technologies to further empower and develop the public sector.

The implementation roadmap is one of the pivotal pillars that ensures achievement of the priorities of Oman National Vision 2040 by creating an agile and innovative government apparatus that shapes the future, based on the principles of good governance and delivering high-quality performance and smart government services. Developing the Executive Plan for the Government Digital Transformation Programme is a continuation of Oman's efforts towards digital transformation, which is an essential element of the march to the Renewed Renaissance. The priorities of the Government Digital Transformation Programme's next phase will also be determined by focusing on the centrality of its role in serving the needs of citizens, and deploying technology to empower strategic economic sectors and fuel national development.

“
Reliance on digital knowledge requires making the necessary tools available to ensure that individuals and the business sector deal and interact with governments more quickly and transparently”



**Digital
Transformation
is NOT a Project**

**Digital transformation is a Permanent and
continues Organizational Change and an
Essential Component of Work Culture**

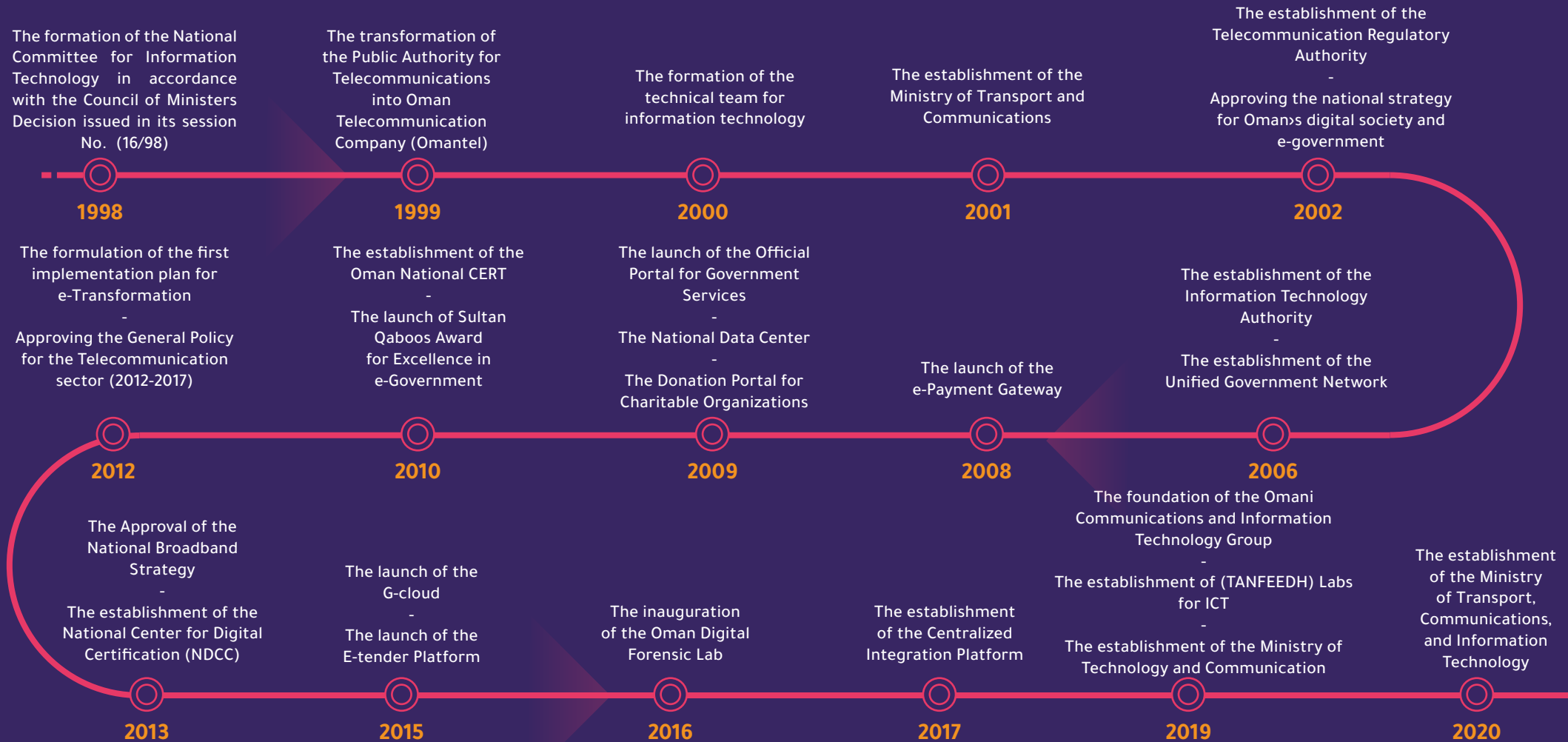


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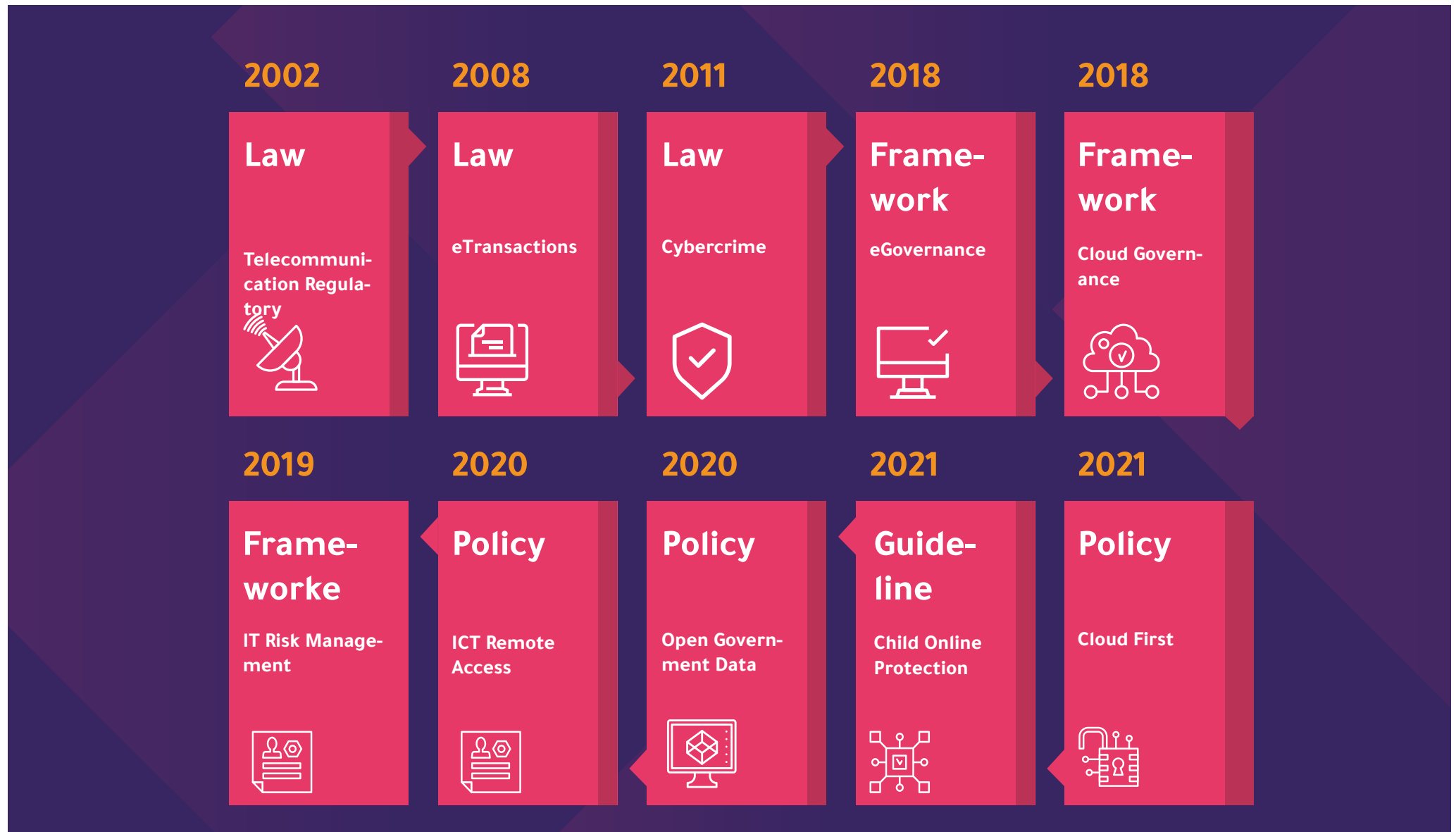
Digital Transformation in Sultanate of Oman

Digital transformation

in Sultanate of Oman - Timeline

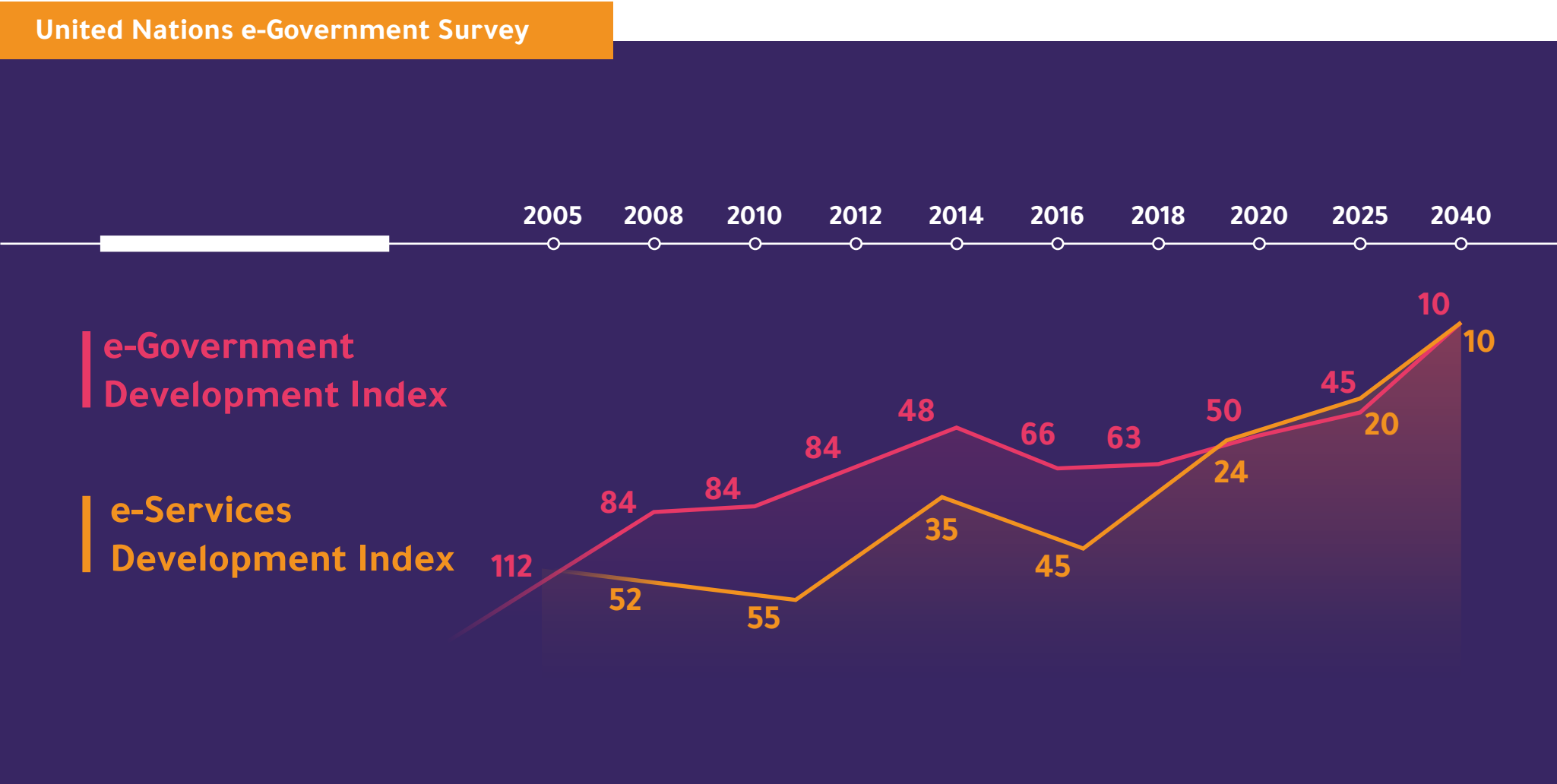


Legislative and Regulatory Framework for Digital Transformation- Timeline



International Ranking

Over the past years, the Sultanate has recorded a remarkable development in strategic direction towards government digital transformation, which has reflected in boosting the Sultanate's position and rank internationally and regionally in the field of e-government transformation.



The Sultanate of Oman Ranking in the Local and International Indicators

Local Indicators

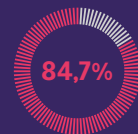


▼ Indicator

Mobile phone subscrip-
tions per 100 People



Mobile Broadband sub-
scriptions per 100 People



Fixed line subscriptions per
100 family

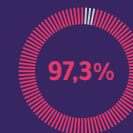


Fixed Broadband subscrip-
tions per 100 family



▼ Indicator

Population coverage of
mobile networks 3G



Population coverage of
fixed networks 4G



The number of communi-
cation towers with differ-
ent technologies

International Indicators



▼ Indicator

Rank
48
2020

Government Readiness of
for the AI (Artificial Intelli-
gence)

Rank
5
2020

Digital Economy

Rank
50
2020

E-government Develop-
ment EGDl

Rank
38
2020

E-Participation

Rank
16
2020

Digital Access Rights Evalu-
ation (DARE)

▼ Indicator

Rank
85.30
2020

ICT Regulatory Tracker

Rank
21
2021

Cyber Security Readiness

Rank
62
2020

Communication and Infor-
mation Development (IDI)

Rank
11
2020

Open Data Inventory Re-
port

International Recognition - United Nations Public Service Award

2011

Knowledge
Management in
Government
Information Technology
Authority

Preventing corruption in the
public sector

Ministry of Civil Service

Development of public service
delivery

Ministry of Education

Development of specialized public
service delivery

Oman Cancer Association

2012

Promote the elimination of gender
inequalities

Ministry of Health

2013

Development of public service
delivery

Ministry of Regional Municipalities and
Water Resources

Preventing corruption in the
public sector

State Audit Institution

2014

The Omani Nurse-Midwife program (Shifa)

Ministry of Health

International Recognition - World Summit on the Information Society

2012

One Stop Shop Business E-Services

Ministry of Commerce and Industry)

2013

E-health category - maternal and childcare

Ministry of Health

2014

Building trust and protection in using information technology and communication
Information Technology Authority

Information Technology Authority

2015

Electronic Recruitment System project

Ministry of Manpower

2016

E-health, Health Portal

Ministry of Health

2018

Access to information and knowledge: Parent Mobile App

Ministry of Education

2011

E-services for business sector

Central Bank of Oman

G to G Services project

Information Technology Authority I Tender Board

Portal for development sectors

Higher Education Admission Centre

Portal for development sectors

Ministry of Education

G to G Services project

Ministry of Civil Services

2013

Best joint governmental e-service category

Ministry of Commerce and Industry

Best initiatives regarding electronic containment project

Information Technology Authority

Best joint governmental e-service category

Higher Education Admission Centre

Election project for the Shura Council and municipal council members - best e-service for individuals

Call Centre - best governmental practice in the field of e-participation

Muscat Municipality

Online registration - best integrated e-service

Ministry of Manpower

Website project for the authority

Consumer Protection Authority

Ministry of Interior

2015

Best website

The National Centre for Statistic and Information

Best integrated governmental service for business sector

AL Raffd Fund

Two honouring awards

Royal Oman Police and the Ministry of Commerce and Industry

Best practice in community participation

Consumer Protection Authority

Main Digital Transformation Projects in the Government Sector

▼
Esnad

www.tenderboard.gov.om

A unified digital system that manages all government tendering processes

▼
Environmental Services and Climate Affairs

www.meca.gov.om

A digital portal that makes it easier for beneficiaries to access and obtain Ministry of Environment and Climate Affairs services electronically

▼
E-visa

evisa.rop.gov.om

A digital system that simplifies the procedures for applying, issuing and following up on travel visas online

▼
E-Work Permits System

www.manpower.gov.om

A digital system that electronically manages the procedures and processes of permits for domestic workforce and business owners

▼
Sanubdea

www.paci.gov.om

A digital portal that facilitates access to handicraft services electronically and enables digital access to training programme

▼
Qadha Judicial Services

www.caaj.gov.om

A digital platform that provides judicial services digitally

▼
Health Services

www.moh.gov.om

A digital portal that makes it easier for beneficiaries to access and obtain Ministry of Health services electronically

▼
National Manpower Register

www.nce.gov.om

A digital system managing records of national job seekers and enabling them to compete for available jobs online

▼
Agricultural and Fisheries Services (first phase)

www.maf.gov.om/eServices

A digital platform for online agricultural and fisheries-related government services



Bayan

www.customs.gov.om

A unified digital system and gateway facilitating customs clearance procedures



Tax Management

www.taxoman.gov.om

A digital portal that facilitates electronic tax payment and follow-up services



Education Services

www.moe.gov.om

A portal that provides educational services including educational administration services in a digitally interactive way to student and parents



The Central System of Employment Management that Supports Transparency in Recruitment Procedures

Ministry of Labour



Injaz Municipal Services

www.mrmwr.gov.om

A digital system that electronically manages the procedures and processes of municipal services, including technical, health and water services



Invest Easy

www.business.gov.om

An online system that serves as a single gateway for the business community and enables investors and business owners to manage business and commercial activities in the Sultanate electronically



Higher Education Services Digital Portal

www.mohe.gov.om

A digital portal that provides academic services to students in higher education electronically



Mawrid

A central system for managing human resources and salaries

Ministry of Labour



Injaaz media services

www.injaaz.om

A digital portal that facilitates obtaining the necessary approvals for media and journalism services online



Wathiq Judicial Services

www.moj.gov.om

An online system facilitating access to judicial services, including public notary, compromise and reconciliation, lawyers and legalizations



Endowment and Religious Affairs Services Digital Platform

www.mara.gov.om

A digital platform that provides endowment, zakat, Hajj and other services



Remote Training System and Empowering National Capacities

Ministry of Labour

Lessons Learned

Despite Oman's remarkable progress in the field of digital transformation, there remain greater opportunities to benefit from, especially in improving user experience for e-services and relying on the latest digital technologies and Fourth Industrial Revolution technologies in several fields, in analysing business models, in enhancing data exchange and to maximize the usefulness of digital channels.



Activating the role of the change management team, control the quality of digital service delivery, and continuously measure beneficiary satisfaction



The need for having a clear roadmap and implementation plan for digital transformation in the Sultanate



The need to find a mechanism to ensure the sustainability of implementing digital transformation programmes



The need to review and simplify work procedures and employ modern technologies to support their automation continuously



The need to activate push services for services that require periodic renewal



Accelerating digital integration between entities and enable deep analytics



2

Government Digital Transformation Program 2021-2025

Government Digital Transformation

We seek in the digital transformation program to raise the level of efficiency of the government performance, encourage innovation in service delivery, enhance spending and economic growth through adopting information and communication technology

Digital Transformation and Government Business Model

Government digital transformation programs are linked to governments' vision of future business models based on integration, transparency, improving procedures and making data-driven decisions, which contributes to:

Raise the level of performance efficiency, improve processes chain, and simplify procedures

Innovate in service delivery and government services for beneficiaries

Improve user experience and gain their satisfaction

Enhance spending and economic growth, raise Gross domestic product (GDP) and foreign investment

Oman Vision 2040

Sectoral Strategies

Five-year Development Plans

Government bodies

Councils

Ministries

Authorities

Government centers

Digital transformation is a solid foundation to achieve the national visions, strategies, and programmes. It contributes to support planning, decision-making, and future prediction through implementing smart digital technologies

Creative human society | Economy with a Competitive Infrastructure | Country of responsible authorities | Sustainable environment elements

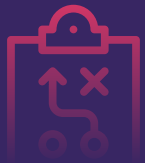
The National Direction of Digital Transformation in the Sultanate

Directions and objectives of Oman Vision 2040 have shown the need for agile, innovative, and future-shaping government apparatus based on the principles of governance and future ambition to achieve advanced levels of e-government approach. Therefore, the Government Digital Transformation Programme has been developed as one of the enabler executive programmes to meet the desired priorities. The programme includes in its implementation plan many governmental entities, representing in their competencies all the main sectors that support empowerment of the government sector.

The programme reflects positively on the government entities in the coming years. It will enhance their efficiency and develop solutions characterized by simplicity, transparency, and innovation. It will also help to continue working on development and improvement by simplifying business models, developing new channels and tools, and benefiting from the rapid technological changes and opportunities available in successive industrial revolutions.

“The transformation to a smart government requires the design of a strategic direction and a long-term organizational and digital change process, with the participation of the public and private sectors, and the integration of work and cooperation between organizations to achieve a unified vision”

Reasons for Developing the Government Digital Transformation Programme



Developing a clear vision and implementation roadmap for digital transformation in the Sultanate



Defining digital transformation priorities and enabling their systematic implementation



Avoiding duplication and addressing complexity of operations



Creating digital channels to access electronic services



Building trust in the Government Digital Transformation Programme



Supporting realization of national directions and priorities of Oman Vision 2040

Strategic Alignment

with National Visions and Directions

A knowledge-based society is one in which the government enjoys transparency in its dealings and enabling easy access to it by all segments of society

The Government Digital Transformation Programme is not a limited work that can be accomplished within a short period, but is a process of continuous development and long-term change in which multiple entities and sectors collaborate. Also, it requires a large number of interrelated programmes and projects, which are implemented successively. So, it is necessary for everyone to unite and make joint efforts to ensure harmony and consistency between the programmes and projects implemented in this area.

“Digital transformation helps to plan well and support sound decision-making by relying on smart digital solutions, quality data and integrated systems”

The programme is in line with Oman Vision 2040 and main directions of the Sultanate's Information and Communications Technology. It is also in line with the main directions of the Government Digital Transformation Programme that supports strategic economic and social sectors, empowers them with digital technologies, consolidates the principles of digital transformation and enhances the digital lifestyle in the Omani society.

Oman Vision 2040

Advanced Infrastructure and technology as well as high-quality performance and government services

An effective government sector in the field of planning, organization, follow-up and evaluation and foreseeing the future

A flexible, innovative, and future-shaping government apparatus based on the principles of good governance

National program for the Digital Economy

Smart digital integrated government

Digitalizing the most important economic sectors

Digital society

Moving from Interaction to Integration Level

Smart Government

Integration and Sustainability

Features



value added,
innovation and
sustainability

Services



proactive and
predictive

Success indicators



% open data
% smart services

Principles and leadership



beneficiary
and data



E-government

Foundation and Interaction

customized



Services

efficiency and
transparency



Features

% digital services



Success indicators

technology

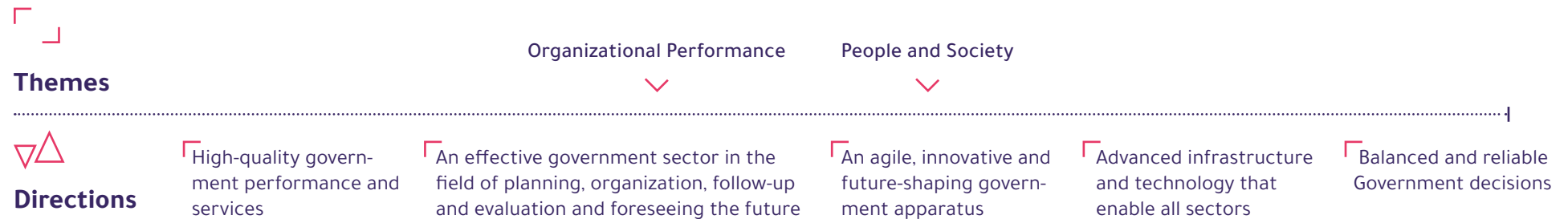


Principles and leadership

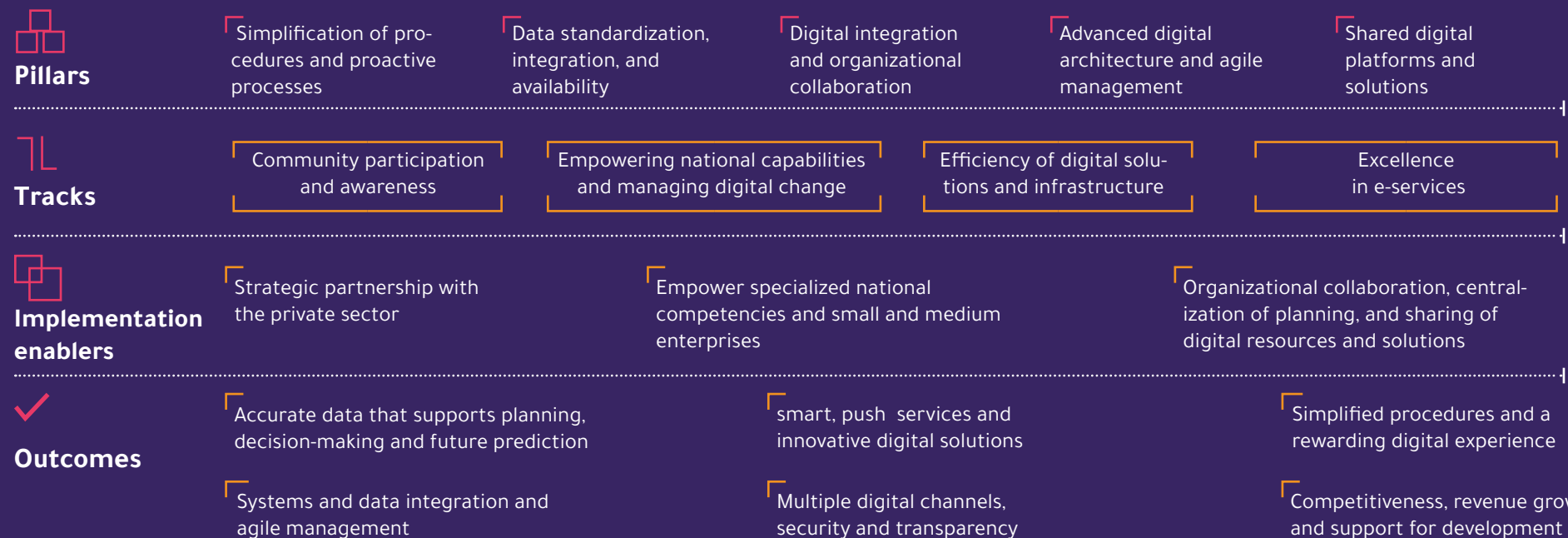
The graph above represents the levels of the digital transformation and their features

General Framework of the Digital Government Transformation Program

National Vision



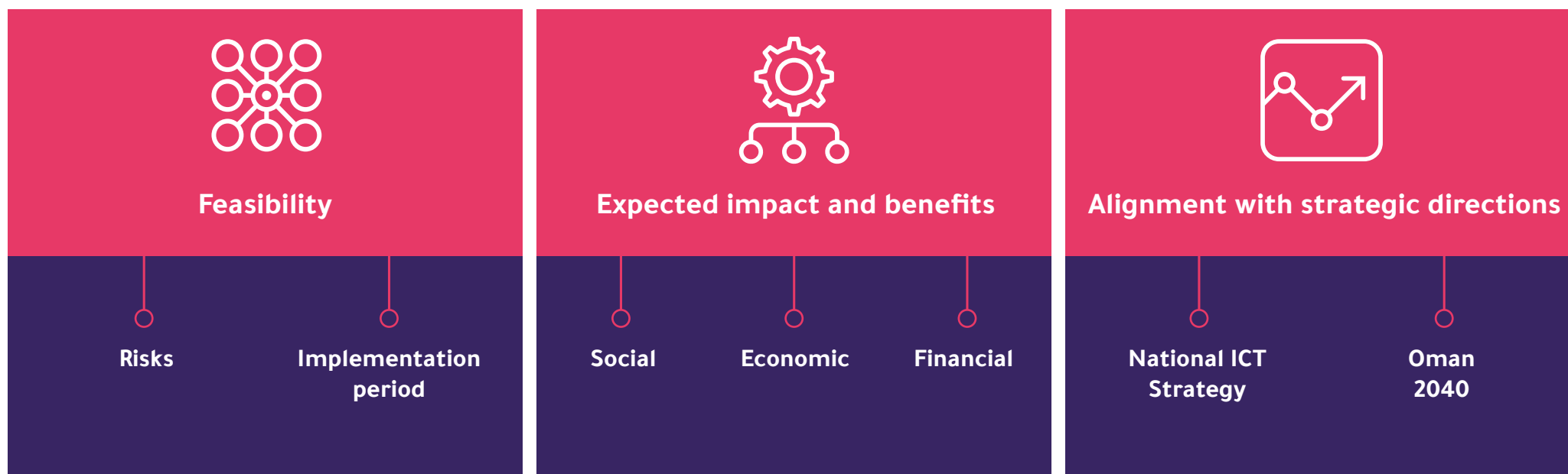
Vision: An innovative government apparatus that provides a rewarding digital experience, smart services, and proactive measures



Mechanism to List Priorities of the Government Digital Transformation Program

Priorities for its next phase have been identified in accordance with the vision framework and strategic objectives, through a people-centric perspective directed towards improving the business environment, achieving sustainability and supporting economic development in the Sultanate. Also, implementing digital transformation will be gradual and modular, creating an environment conducive to successive stages of digital maturity that contribute towards achieving success, building credibility, and creating more control and flexibility in the implementation stages.

First: Criteria Adopted to Select Priority Initiatives and Projects



Second: Methodology to Classify and Select Priority Essential Services Targeted for the Next Stage by Focusing on Impact and Readiness

1

Classify services type and give priority to transactional services



Service Type
Informational - Interactive - Transactional



2

Determine the level of procedures and prioritize services at the high and complex level



Transactional Level
Low - Medium - High



3

Classification of services according to frequency of use and focus on daily and monthly services



Frequency of use
Daily - Monthly - Annually - Seasonally



4

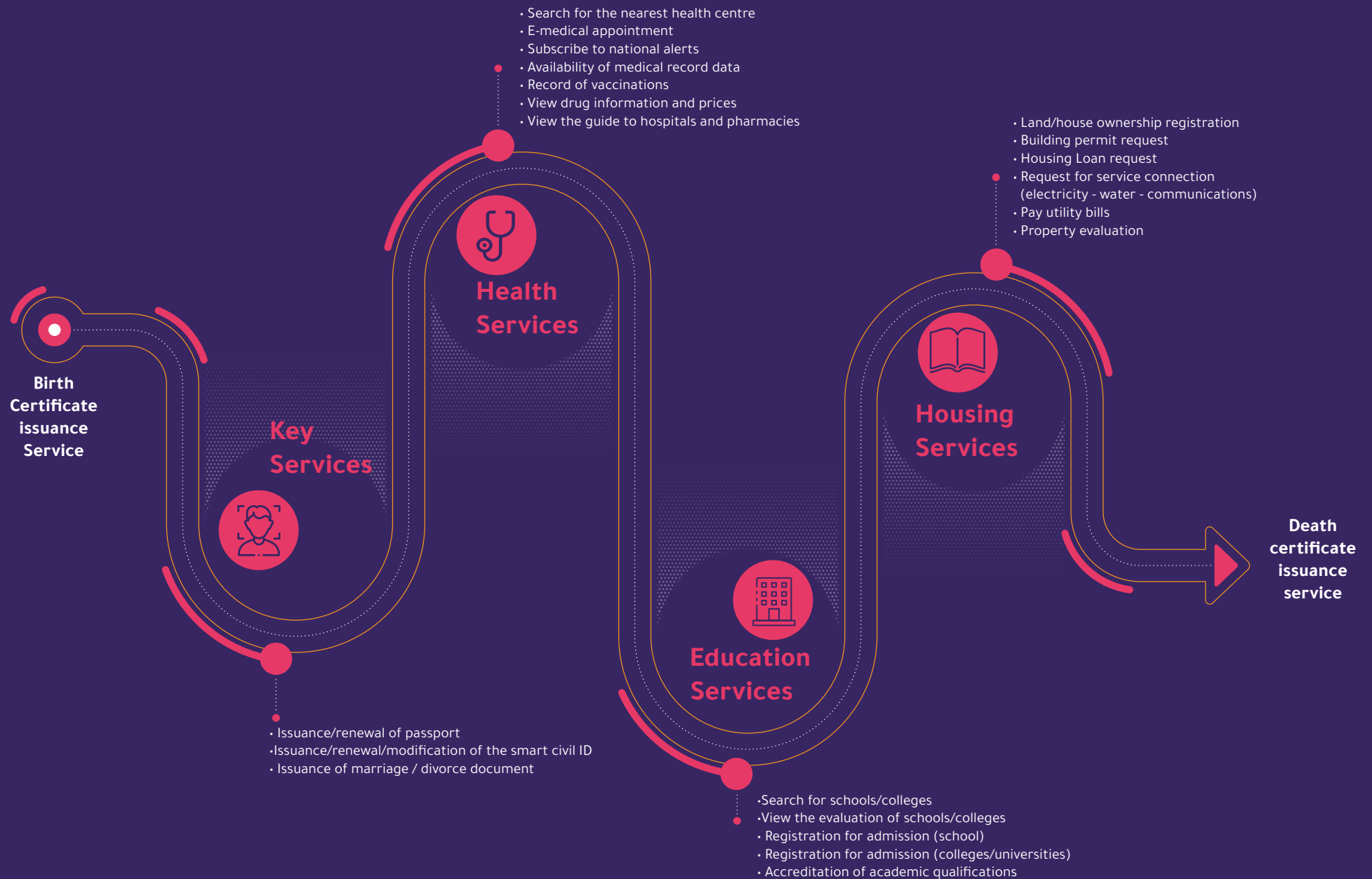
Identify beneficiary groups and give priority to services provided to citizens and businessmen



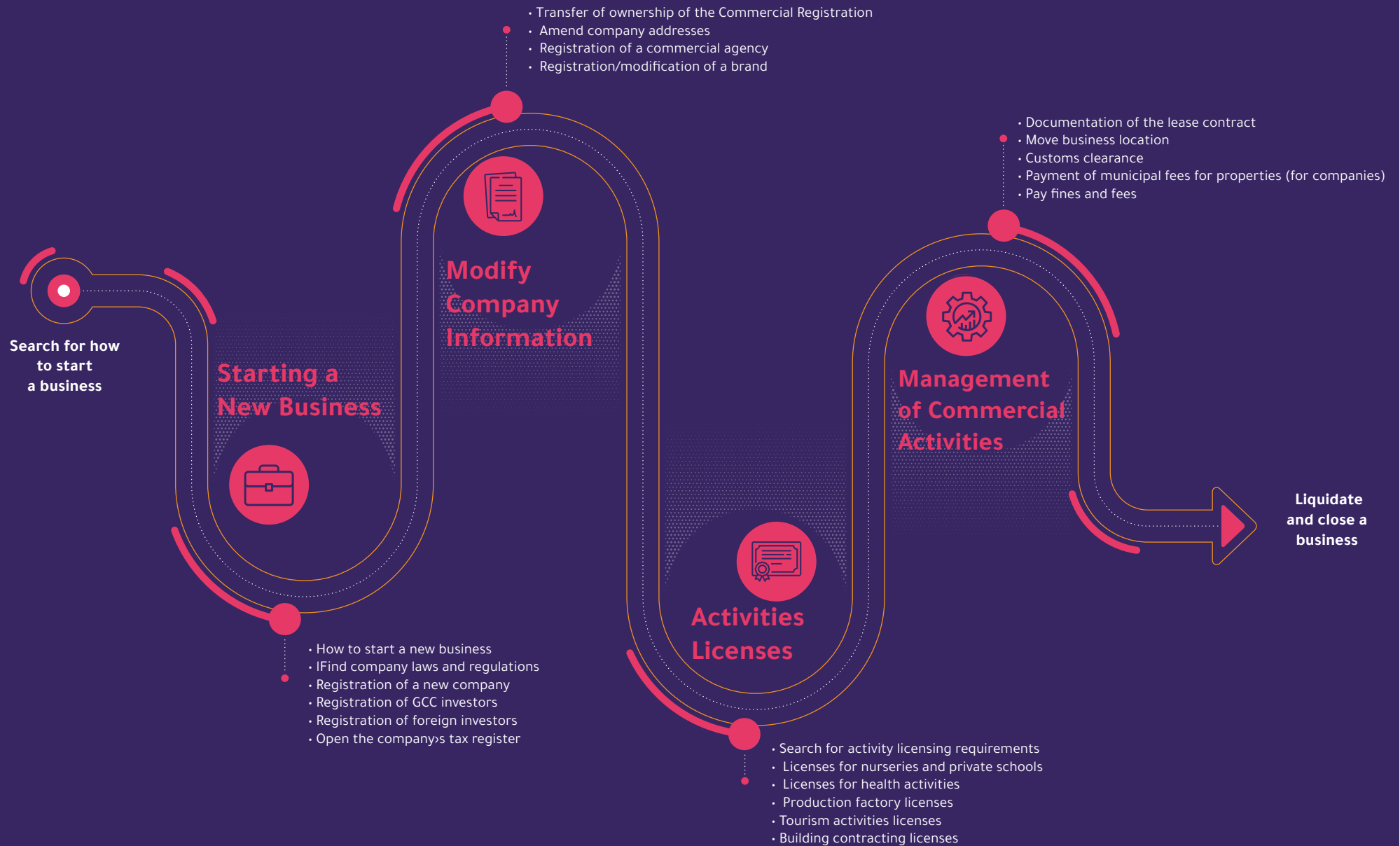
Beneficiaries
Citizens - Businessmen - Government



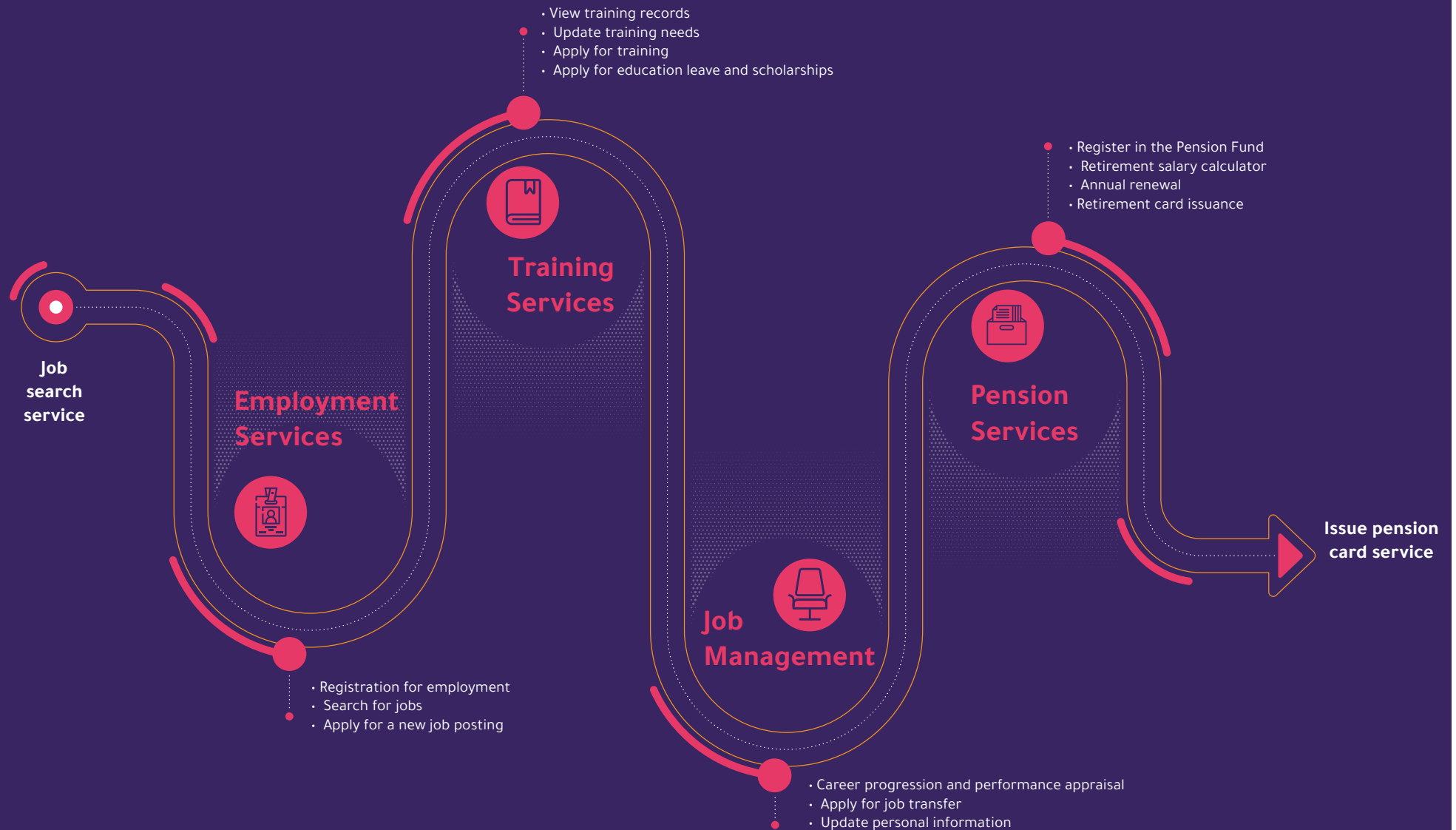
Examples of services related to everyday life



Examples of Services Related to Business Cycle



Examples of Employment-Related Services



3

Implementation Tracks for the Government Digital Transformation Program

Four implementation tracks have been identified to help achieve the national vision and directions of the programme. Strategic objectives have been developed for each track and appropriate initiatives proposed to ensure implementation and work according to the specific pillars to realize the desired results.

» First Track

Excellence in e-Services



» Second Track

Efficiency of Solutions and Infrastructure



» Third Track

Empowering national capabilities and managing digital change



» Fourth Track

Community Participation and Awareness



26

strategic
objectives



67

performance
indicators



36

proposed projects
and initiatives



The First Track

Excellence in e-Services

This track focuses on developing digital services provided to beneficiaries, citizens and businessmen by employing the user journey methodology, and simplifying and facilitating access mechanisms to services, information and data through the use of digital channels.

The track will also focus on promoting smart and mobile channels and improving the Sultanate's assessment in the e-government services maturity indicator. In addition, the track will contribute to increasing transparency and providing services that raise the level and ambitions of the beneficiaries and meet their needs.

7 | Strategic objectives 

21 | Performance indicators 

10 | Proposed projects and initiatives 

Strategic Objectives

Raise the Sultanate's rank in the e-services development index of the UN e-government survey

Classify government services and document and simplify their procedures to enhance their efficiency and improve the quality of their delivery

Raise the standards and quality of digital channels to achieve a rewarding user experience

Increase availability and accessibility to e-services through smart and mobile devices

Increase the number of open government data for vital sectors

Raise the quality of digital channels that provide smart services to achieve a rewarding user experience

List of Project and Initiatives

Digitalizing priority essential services and raising the level of their development, maturity, and digital efficiency

The project aims to enable joint organizational work, cooperation and automation of priority essential services, and enable their availability electronically so that they meet the needs and expectations of the beneficiaries

Establish a joint national call centre to enable follow-up of government customer services

The project aims to develop a unified and central call centre to provide direct support to citizens to complete e-services, respond to enquiries, and follow up on government services

The Service Mine procedures simplification and government services processes engineering

The initiative is concerned with organizing a lab (workshop) that involves a specialized group of government entities in cooperation with the private sector to work centrally on reviewing and classifying government services procedures and simplifying and improving their processes in a way that enhances user experience from start to finish regardless of which government entity is the service provider

Unified mobile app development for smart government services

The project seeks to develop a central mobile app for all smart government services to contribute to improving user experience and enhancing the mobile services approach in the Sultanate

Develop the unified central platform for smart chatting (chatbot) for government services

The project aims to develop a central platform for smart chatbots and align it with all digital channels that provide e-services to facilitate and speed up the application of smart chat services in the government sector

Classification and development of a central digital system for indexing and managing government services

The initiative is concerned with developing a digital system that documents the details/information of government services and the requirements for their completion, as well as providing user guide and for government services and their digital level

First: Document and Simplify Work Procedures and Processes Engineering of Targeted Services

Believing in the importance of documenting and simplifying work procedures and improving their processes and their role in accelerating and raising the efficiency of services before starting the phase of automation or digitalization of services, and to ensure the provision of a rewarding experience to the beneficiaries, two initiatives have been designed in this field, namely:

1: The Initiative to Classify, Document and Index Government Services

This initiative is concerned with reviewing and reclassifying services, preparing description guides for them, and determining their requirements, especially those affected by the organizational restructuring of the state's administrative apparatus



Number of Target Entities

All government entities without exception, with priority given to targeted entities that provide priority services



Time Period for Completion of the Initiative

The first quarter of 2022

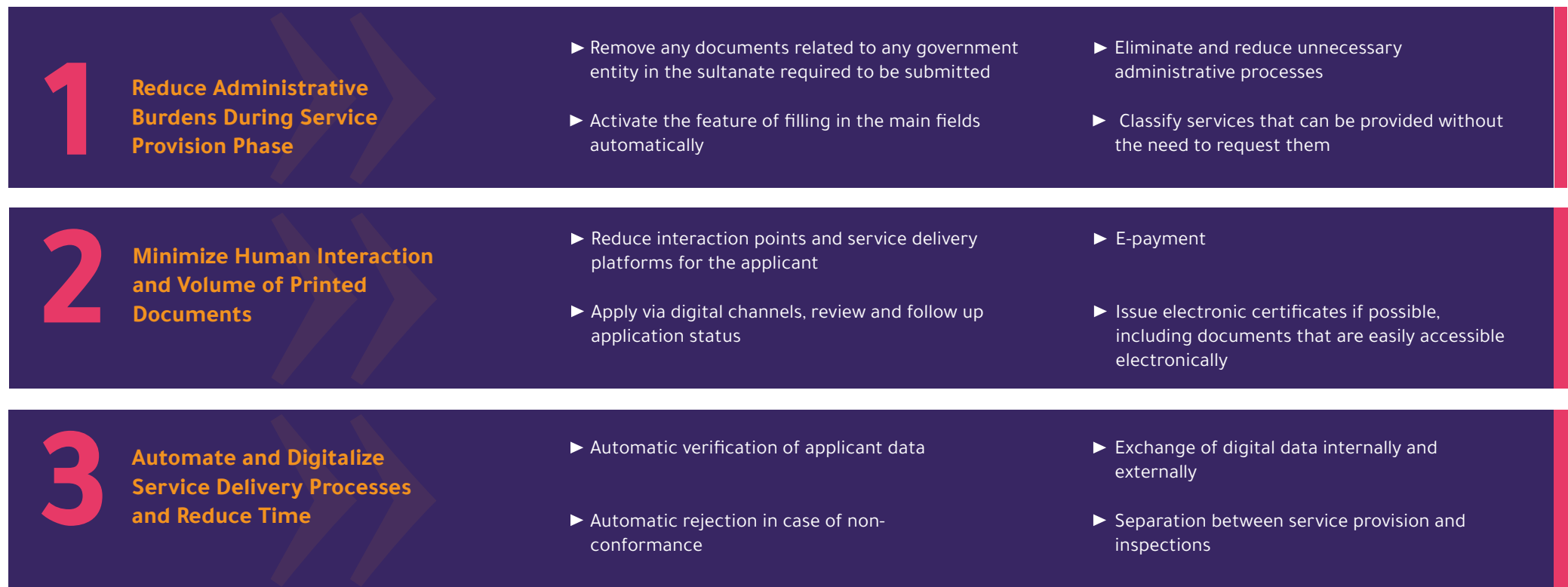


Initiative Results

Accurately describe and classify government services and their requirements, and publish service catalogue on the digital channels

2: The Service Mine Initiative to Simplify Procedures and Process Re-engineering of Government Services

The initiative is concerned with reviewing and simplifying service procedures in accordance with best practices and applying standards related to improving the quality of services, taking into consideration the social, economic, financial and other impacts. The following figure shows the pillars of the process to simplify and improve procedures.



The table shows the number of targeted procedures for improvement and simplification, broken down by years

Number of procedures Percentage of completion	1074 procedures	448 procedures	517 procedures	476 procedures	354 procedures
	37%	53%	71%	88%	100%
Years	2021	2022	2023	2024	2025



Number of Target Procedures

2,869
procedures



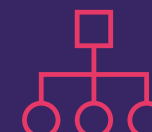
Initiative Implementation Mechanism

The initiative will be implemented by organizing central lab and workshops through which all entities related to the procedures and supporting entities will participate. The application of best practices to create flexible and simplified procedures will be taken into consideration



Time Period for Completion of the Initiative

The last
quarter of 2023



Entities Concerned With Implementation

Oman Vision 2040 Implementation Follow-Up Unit, with the participation of all entities related to the provision of targeted and priority services and small and medium enterprises

Second Track

Efficiency of Digital Solutions and Infrastructure

This track focuses on enhancing the internal efficiency of administrative systems and improving performance of the administrative apparatus by developing innovative solutions, providing advanced digital infrastructure, and employing modern technologies to optimize use of resources.

8 | Strategic objectives 

16 | Performance indicators 

12 | Proposed projects and initiatives 

This track also deals with the development of main systems and the integration and centralization of shared ones, in addition to building and developing systems of a specialized nature to enable entities to keep pace with technical changes, enable remote work, develop services related to the employee and improve his experience as a major partner in providing services.

Strategic Objectives

Digital transformation of infrastructure for priority service entities that support the directions of Oman Vision 2040 and global competitiveness

Develop new digital solutions and applications that are centralized, shared and enabled to be applied and used

Ensure the sustainability and continuity of the digital business environment in service entities providing e-services

Develop common central systems, increase their use and raise their operational efficiency

Increase the percentage of digital and smart applications developed in cooperation with the private sector

Reduce financial spending and avoid duplication in the development of digital transformation projects

List of Projects and Initiatives

Development of digital infrastructure programme for service and strategic entities related to the provision of main and supportive services to enhance the performance of the administrative apparatus and boost Oman's competitiveness globally

The project aims to study and develop the infrastructure of the targeted and priority entities to directly contribute to economic and social development, provide main services to citizens and businessmen, and enhance the performance of the administrative apparatus

Develop and enable essential digital solutions and systems that support organizational planning

The project seeks to developing and enabling the use of main planning systems that are concerned with managing and planning organizational work. The project will identify systems, applications and other technologies that have been previously developed and invested in, with the aim of studying and considering their roll-out and availability, in addition to proposing other solutions that can be used jointly and centrally.

Acceleration of government e-integration

The initiative aims at enabling digital integration between government entities through the use of the national integration channel and providing appropriate solutions and tools while empowering the necessary national workforce.

Unified national portal for e-government services

The project aims to develop the unified national portal for e-government services and improve the digital user experience, as well as providing and integrated services and achieving the unified access approach to e-services.

Enable the unified e-access service

The initiative aims to increase the use of the unified e-access service for registration and user identity verification as an accurate and reliable means for individuals, citizens and residents to have unified access to e-government services

Enable open-source software adoption in the public sector

The initiative is concerned with planning technical resources in government entities and evaluating the benefits of open-source software to support suppliers of this type of software in the Sultanate and promote its use in the government sector.

First: Develop digital infrastructure for entities that support the development of essential services and enable strategic sectors.

To achieve the Executive Plan for this track and ensure the availability of the infrastructure and digital readiness necessary to improve work efficiency of public sector entities, entities were identified as per classification of the target entities in the Executive Plan, taking into account the entities directly concerned with the development of essential services, entities that support the development of multi-dimensional national projects and empowerment of strategic economic sectors and the targeted social sectors in Oman's Vision 2040 and the .Sultanate's tenth Five-Year Plan. The digital readiness indicator and the current status of the target entities were also taken into consideration

Classification of Organizations Targeted for Digital Readiness Review and Improvement/Development



Second: E-integration, Data Availability and Sharing

Given the importance of the next stage and the future ambition to improve the level of digital transformation in the public sector and strive to move from interaction to integration stage, which depends heavily on achieving organizational integration and accuracy and high-quality data, the focus and priority will be given to the e-integration initiative and linking of systems and data in the target entities. The focus will also be on data refinement, restructuring and classification according to unified frameworks and standards through the implementation of the national data management strategy.

Number of target entities	Time Period for Completion	Results
All government entities without exception, with priority given to targeted entities that provide critical and highly important services.	The last quarter of 2023	Accurate and refined data, data management strategy, data integration roadmap, and open data portal

Third: Develop Central and Shared National Systems and Solutions that Support Organizational Planning and Improve Internal Efficiency

This area focuses on developing and enabling national central and shared systems and solutions and reducing expenditures to achieve development and maintenance requirements. To ensure more effective results, the work requirements in this track have been divided into three supportive directions, namely:

1. Accelerate Development of Central and Shared Systems to Ensure Readiness and Maximize Their Benefits

The table below shows the set of main systems that will be developed to ensure their readiness and efficiency to meet the requirements of all target entities and enable them to improve organizational management and support national planning.

Human Resources Management (Mawrid)	Ministry of Labour	Unified Financial Management (Finance)	Ministry of Fianance	E-Documents and Digital Archiving Management (Wusoul)	National Records and Archives Authority
Tenders and Procurement Management (Esnad)	Tender Board General Secretariat	Geospatial data management	National Centre for Statistics and Information	Tax management system	Tax Authority

2. Enable and Use Central and Shared Solutions and Systems in Government Entities

Divide the institutions' priorities to enable and increase the use of central and shared systems

First group		Focus on entities that do not have main systems, especially those that were recently established due to the restructuring of the state's administrative apparatus
Second group		Focus on entities that have old digital systems that require updating and upgrading to ensure the sustainability of their work and achieve their efficiency and productivity

3- Innovation in Developing New Shared Solutions and Applications

Given the importance of the integration of entities work, especially in digital infrastructure, solutions and applications, the table below shows a proposal for the most main digital solutions and applications that will be developed or introduced. Also, the possibility of benefiting from some other solutions that were previously invested in and developed independently will be considered to qualify them to be used centrally to contribute to reducing spending and enhancing the approach of joint work.

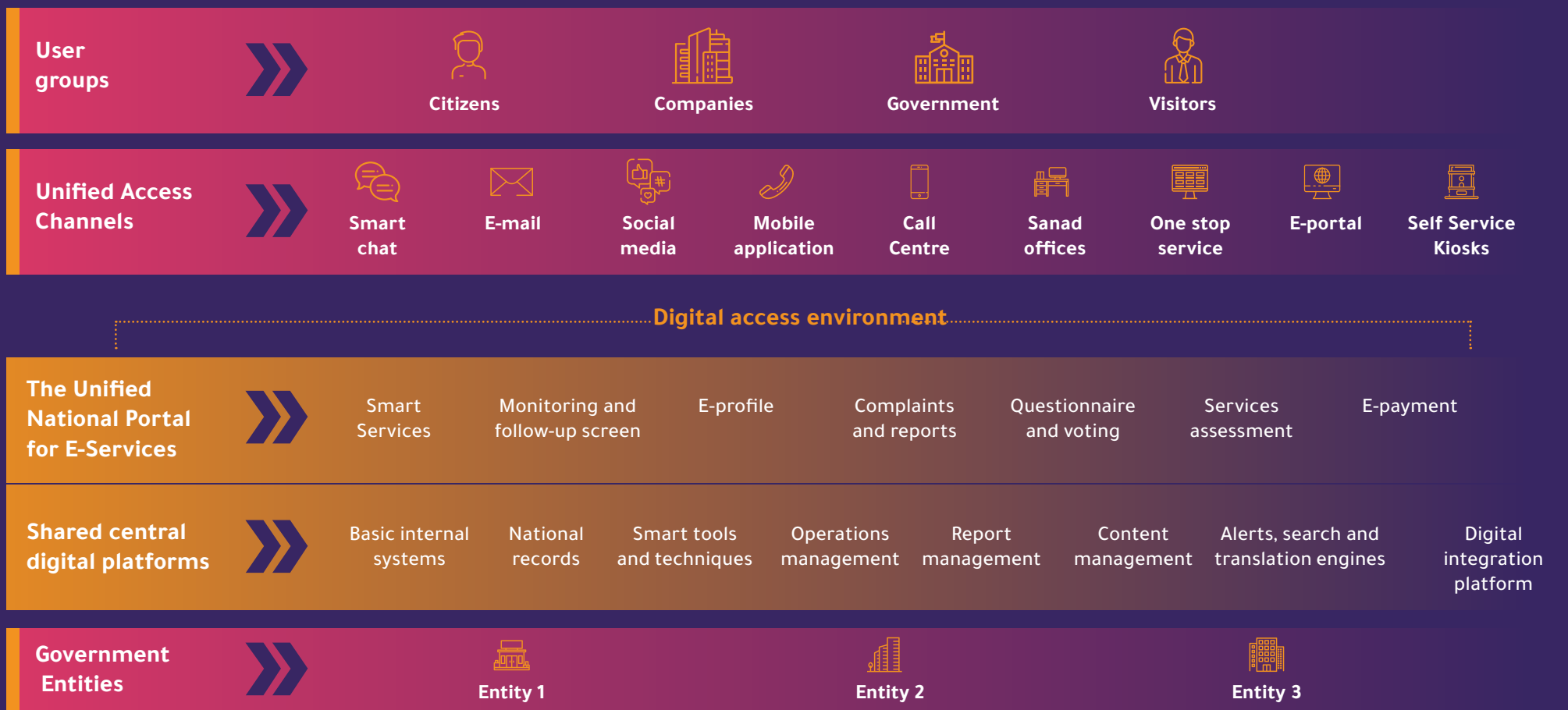
Organizational and individual performance measurement system	The unified national portal for e-services	Awareness and training system for the government sector
The national digital system for complaints and feedback	Early warning and future forecasting system	Central inspection and monitoring system
Unified alerts management system	Organizational development and planning system	A system for managing appointments for services with special and exceptional procedures
Government licenses and permits management system	Programme and performance balancing system	

Fourth: Develop a Unified National Portal for E-Services to Ensure Unified Access and Improve User Experience

Developing a unified national portal for e-government services is one of the possibilities that meet aspirations and ambitions of citizens, residents, businessmen and investors on the quality and level of government services they seek, and to empower Oman's strategic, economic and development sectors.

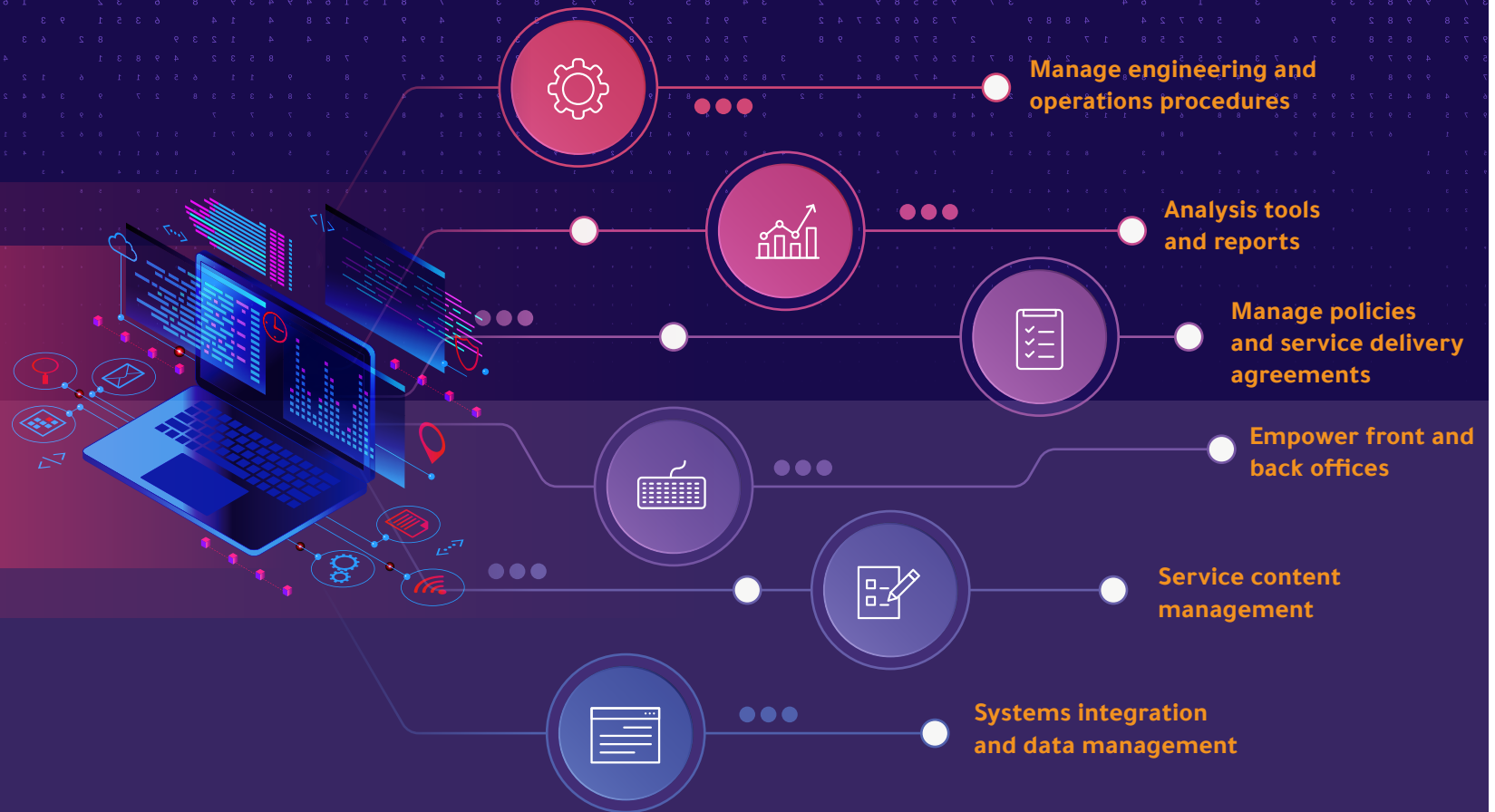
The development of the portal is one of the most important stages of the transformation to a smart government and the most important enablers to ensure speed of service, information and technical integration and access to all e-services through one portal only. The portal will contribute to improving e-services, providing smart services, and creating a rewarding digital experience for beneficiaries.

Future Model of the Unified National Portal for E-Services



The main components of the portal

The main components of the portal



Portal Features and Benefits



Portal Features and Benefits

A single form and point of access to e-services

Integrated interdependence between different government systems

Integrated and secure services according to user needs

A shared portal for government entities services

Transparency and confidence in operations and speed of response

Excellent experience and ease of use



Main Factors for Success

Efficient advanced infrastructure

Implementation of controls and policies

Strategic partnership with the private sector

Efficiency and sustainability

Specialized national capabilities

User acceptance and raising the level of trust

Third Track

Empowering National Capabilities and Managing Digital Change

This track focuses on adopting a culture of change management in all targeted entities by creating the necessary frameworks and guidelines, as well as developing a joint plan for change management in the Government Digital Transformation Programme.

The track will also work on developing capabilities and human skills to ensure their sustainability and continued fulfilment of the requirements of digital transformation.

5 | Strategic objectives 

16 | Performance indicators 

7 | Proposed projects and initiatives 

Strategic Objectives of the Third Track : Empowering National Capabilities and Managing Digital Change

Invest in capacity building and develop specialized skills in digital transformation

Increase specialized research and studies in government digital transformation

Enable government innovation and support the improvement of the work environment

Promote a culture of organizational change management and implement digital transformation

Enable knowledge and exchanging experiences between the public, private and academic sectors in digital transformation

List of Projects and Initiatives

Empowering national capabilities in the government sector in digital transformation and the implementation of digital initiatives, projects and services

The initiative aims to build and develop national skills in the public sector and empower them with the necessary capabilities to manage digital transformation initiatives and projects and ensure the application of best practices.

Create a virtual platform to improve government relations and exchange knowledge and experiences in government digital transformation

The initiative aims to develop a virtual platform that enhances and sustains cooperation between government entities to improve communication, share best practices in the field of digital transformation and enable knowledge transfer.

Development of a change management strategy and framework for digital transformation

It seeks to prepare and implement a change management strategy concerned with digital transformation in government entities that contributes to achieving the required change and generating the desire and readiness to develop performance. It includes building the capacities of a number of officials in government entities to provide them with future skills and digital transformation.

Government innovation Initiative

It aims to enhance and create a culture of government innovation, build capacity by continuing to implement the government innovation initiative and implement specialized training programmes targeting change management staff and develop e-services in government entities.

Oman Forum for Digital Transformation

This initiative aims at Organizing an annual forum aimed at disseminating the best practices in digital transformation and review the best solutions, experiences, digital services, systems and modern technologies in the Sultanate, as well as reviewing regional and global experiences in the area.

Digital Transformation Ambassadors team

The initiative will work on Forming a team of Oman's ambassadors for digital transformation that includes elites from all governorates of the Sultanate to contribute to the implementation of awareness activities and employ the best knowledge practices in the field of digital transformation and modern technologies.

Fourth Track

Community Participation and Awareness

This track focuses on enhancing e-participation and improving communication and cooperation between the government and the citizen/beneficiary to provide citizen-centric e-services, achieve community participation in designing services, simplify procedures, formulate policies, and make decisions related to e-government.

6 | Strategic objectives 

14 | performance indicators 

7 | proposed projects and initiatives 

It will also improve the results of e-services development indicator and e-participation of the Sultanate in the United Nations e-government survey issued by the UN Commission for Economic and Social Affairs. This track will also contribute to the design of digital tools that help the government bridge the digital gap and enhance e-participation in various sectors.

Strategic Objectives

Increase interaction and community participation in the field of e-services and digital transformation.

Raise the Sultanate's ranking in the e-participation index.

Enhance the quality of digital channels and achieve a rewarding user experience.

Enhance partnership with the private sector and small and medium enterprises to implement digital transformation projects and initiatives.

Enable government entities to effectively use social media platforms and support the provision of e-services.

Improve communication, increase coordination and cooperation between government entities in the field of digital transformation and promote smart services to increase their spread and use.

List of Projects and Initiatives

Develop and implement a national communication and awareness plan for the marketing/dissemination of smart services of government entities.

Prepare and implement a national plan for communication and awareness of digital transformation and the development of e-services to contribute to continuous development, in addition to implementing long-term activities that raise the degree of community awareness of e-services, how to use them and the tools supporting their implementation.

The mystery shopper Approach to measure the level of quality and efficiency of e-services and the satisfaction of the beneficiaries.

Implement mystery shopper initiative to assess the performance and quality of government services provided by government entities, along with measuring the satisfaction of beneficiaries and developing continuous development reports.

Develop a guideline for e-participation activities.

Develop a guide to achieve community participation during the digital transformation journey and ensure the implementation of e-participation activities.

Strategic partnership development of government digital transformation projects and initiatives.

Strengthen the partnership of the public and private sectors in adopting the development and implementation of digital transformation projects and initiatives, expanding the scope of partnership through developing framework agreements, and benefiting from the skills of the private sector to support organizational transformation.

Develop e-community participation tools to support the development of the government digital transformation programme.

Develop centralized tools for e-participation to help entities to increase community participation and express opinion and comment on the development of e-services.

Enable the utilization of modern web technologies and social networks to provide e-services.

Support government entities to become proficient in the use of modern web technologies and social networking tools, given their importance, speed of their development and their high ability to spread.

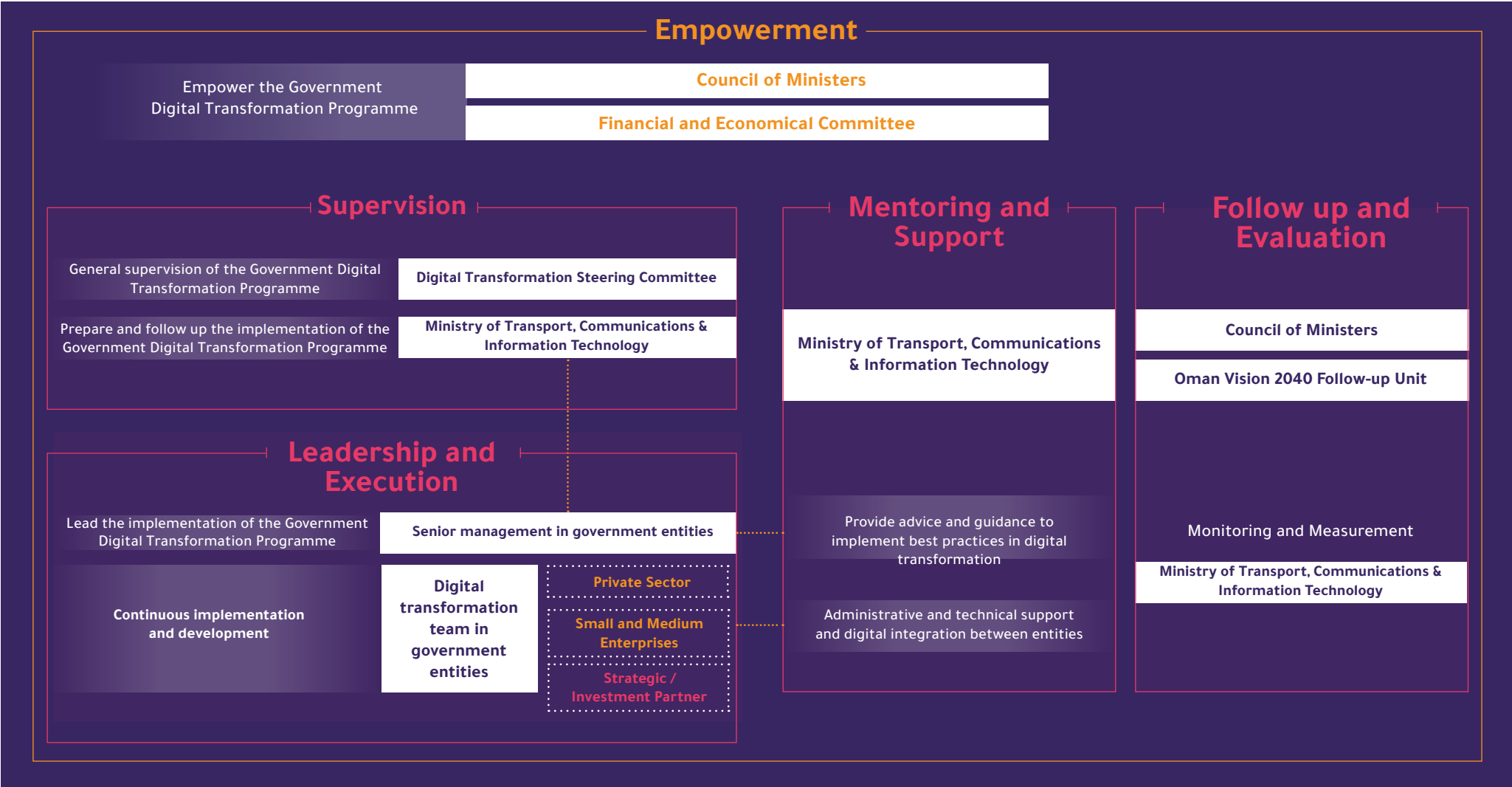
4

Governance Structure

Governance structure

for the Government Digital Transformation Program

Implementation of the Government Digital Transformation Programme requires strong and clear governance that supports achievement of the desired and possible national goals to facilitate and expedite decision-making. It must also include a specific and clear track for the tasks and responsibilities of the various stakeholders involved in all stages of implementation.



Roles and Responsibilities

The Council of Ministers and the National Committee for Digital Transformation are responsible for empowering the Government Digital Transformation Programme and motivating the senior leadership in government entities to adopt organizational change and cooperate in achieving commitment to the necessary controls and frameworks.

Responsibilities of the Council of Ministers

- Approve the Government Digital Transformation Programme
- Approve the governance framework for the Government Digital Transformation Programme.
- Direct and empower the National Committee for Digital Transformation to achieve the national direction for the Government Digital Transformation Programme.
- Issue the necessary decisions to address the challenges facing implementation of digital transformation at the national level.

Responsibilities of the Financial and Economical Committee

- General supervision and empowerment of the Government Digital Transformation Programme.
- Issue decisions and support controls to enable digital transformation
- Approve the strategic/investment partner for the digital transformation programme.
- Propose sustainable financing mechanisms for digital transformation.
- Adopt the annual and operational plan for the Government Digital Transformation Programme
- Approve periodic performance and achievement follow-up reports on digital transformation and submit them to the Council of Ministers.
- Provide guidance on the main issues raised by the supervisory, monitoring and follow-up team.

The Digital Transformation Steering Committee and the supervisory team in the Ministry of Transport, Communications & Information Technology shall assume the supervisory role, tight coordination and support for all government entities targeted to achieve the national goals of the Government Digital Transformation Programme.

Responsibilities of the Digital Transformation Steering Committee

- Identify priority initiatives, projects and services for the Government Digital Transformation.
- Take the necessary decisions to determine the government data required to activate the integration between the various government services.
- Adopt the contracting mechanism of the partnership between the public and private sectors to implement projects and initiatives related to digital transformation.
- Review performance and implementation follow-up reports and proposals for continuous development plans and submit them to the National Committee.
- Address the challenges facing the implementation team and propose effective solutions before submitting them to the National Committee.
- Supervise the management of the implementation of the Government Digital Transformation Programme.

Responsibilities of the Ministry of Transport, Communications & Information Technology

- Prepare and follow up the implementation of the Government Digital Transformation Programme
- develop policies and guidelines related to digital transformation
- Develop the necessary plans and programmes and ensure coordination between relevant initiatives.
- Oversee the management and implementation of sustainable financing for digital transformation
- Supervise the activation of the unified national portal for e-government services and the identification of government units and priority services
- Follow-up on the commitment of government units to use the national platform for integration between government services, initiatives, centres and unified national portals to ensure alignment with national trends in the use of shared services.
- Oversee the development of joint national digital initiatives and solutions
- Prepare performance and implementation follow-up reports and identifying continuous development plans
- managing challenges, proposing solutions and developing appropriate tools to accelerate the transformation of the program and digital services

Government entities undertake the task of implementing programmes, projects and initiatives, and bear the responsibility of achieving them in accordance with the drawn national goals and directions. The entities that support and enable implementation also to undertake the task of effective participation and cooperation such as providing data, support services, and others to ensure the success of the implementation phase.

Responsibilities of Senior Management and the Digital Transformation Team in Government Entities

- Prepare and develop the entities' digital transformation plan in alignment with national directions
- Supervise the implementation of the entities' digital transformation plan and annual review and development
- Application and alignment with the guiding principles and controls for digital transformation
- Classify services, design of business models and simplify procedures
- Integrate with the unified national portal for e-services
- Continuous coordination with the Ministry of Transport, Communications & Information Technology on developing and updating existing e-platforms and solutions whenever required
- Submit reports on follow-up implementation and achievement and manage challenges and risks on an annual basis according to the methodology of monitoring and measuring programme performance

Main Tasks and Responsibilities of the Investment/Strategic Partner

- Build and develop projects while ensuring adherence to agreed schedule and quality.
- Provide the necessary budgets to implement projects/initiatives according to the programme's size and work plan.
- Empower and build national capacities, knowledge transfer, training and qualification.

5

Program Success Indicators

Main success indicators of the program

Excellence in E-services



Baseline
(2020)

24

The Sultanate's rank in the e-services development index

Target
(2025)

20



Baseline
(2020)

Not applicable

Percentage of smart services launched out of the total targeted number

Target
(2025)

100%



Baseline
(2020)

Not applicable

Percentage of services that have been simplified out of the total target number

Target
(2025)

100%



Baseline
(2020)

Not applicable

E-verification of data needed for essential e-services

Target
(2025)

80%



Baseline
(2020)

36%

Percentage of service requests that are automatically approved without human intervention

Target
(2025)

72%



Baseline
(2020)

34%

Percentage of government services that are completely processed electronically

Target
(2025)

80%

Main success indicators of the program

Efficiency of Digital Solutions and Infrastructure



Baseline
(2020)

**Not
applicable**

Launch the updated version of
the unified national portal for
e-services

Target
(2025)

100%



Baseline
(2020)

—

The percentage of financial
savings through the use of
central and shared digital
systems

Target
(2025)

30%



Baseline
(2020)

**Not
applicable**

Number of integrated smart
services available through the
unified e-services portal out of the
total targeted services

Target
(2025)

=>80%



Baseline
(2020)

39%

The percentage of using
e-correspondence systems in the
official correspondence of all
government entities

Target
(2025)

100%



Baseline
(2020)

**Not
applicable**

Percentage of implementing main
systems out of the total target
entities

Target
(2025)

=>80%



Baseline
(2020)

22%

Raise the evaluation of entities in the
e-integration index

Target
(2025)

100%

Main success indicators of the program

Empowering National Capabilities and Managing Digital Change



Baseline
(2020)

**Not
applicable**

Launch a strategy for building national capacities in the public sector in digital transformation

Target
(2025)

100%



Baseline
(2020)

**Not
applicable**

Percentage of human resources in the government sector who have been trained in various areas of digital transformation

Target
(2025)

100%



Baseline
(2020)

**Not
applicable**

Number of innovative solutions adopted in the Government Innovation Initiative

Target
(2025)

100%



Baseline
(2020)

**Not
applicable**

Percentage of enforcement of digital standards and guidelines approved for the digital transformation programme in the targeted government entities

Target
(2025)

100%



Baseline
(2020)

**Not
applicable**

Number of research in the field of digital transformation

Target
(2025)

=>10%



Baseline
(2020)

**Not
applicable**

Launch a digital platform to exchange knowledge and experiences in the field of digital transformation

Target
(2025)

100%

Main success indicators of the program

Community participation and Awareness



Baseline
(2020)

**Not
applicable**

Number of e-participation tools
made available/launched

Target
(2025)

=>3 tools



Baseline
(2020)

**Not
applicable**

Increase the satisfaction rate of
beneficiaries of e-government
services

Target
(2025)

=>60%



Baseline
(2020)

**Not
applicable**

Number of implemented
marketing campaigns to promote
smart services according to the
approved plan

Target
(2025)

100%



Baseline
(2020)

**Not
applicable**

The time taken for government
entities to respond to beneficiaries' enquiries

Target
(2025)

=>90%



Baseline
(2020)

**Rank
38**

Increase Sultanate's ranking
points on the UN e-participation
index

Target
(2025)

**Rank
25**



Baseline
(2020)

3

Number of partnerships with the
private sector to implement
digital transformation
projects and initiatives

Target
(2025)

=>9

6

What will the Government Digital Transformation Program achieve

Summary of Sultanate of Oman's Government Digital Transformation Program Results



Reduce the impacts on the environment due to the overcrowding and the requirements for providing services



Central screen to monitor the performance of services and returns



Technical infrastructure, integration and interconnection and digital interdependence between institutions



Data accuracy - enable planning - decision making - future prediction



Central government platform for complaints and proposals



Platform for measuring individual, institutional and financial performance



Security, transparency, satisfaction of the beneficiaries from government services



Call center and central services



Unified national portal for e-services



Smart services and special experience



National capabilities for transformation sustainability



Empowering local and foreign investment and improving work environment



Simplified and proactive government procedures



Shared essential digital solutions

