



Government of Sultanate of Oman



Information Technology Authority

**Oman eGovernment
Architecture Framework (OeGAF)
Business Reference Model (BRM)**

Revision History

Version	Date of Revision	Prepared / Updated By	Reviewed By	Reason for Change	Affected Sections
1.0	6 Jan 2010	IDA International	OeGAF Steering Committee and Core Team	-	-
1.3	27 Nov 2013	Syed Faruk		Removed all obsoleted items and information; Amended basic global changes like 'IT' to 'ICT'	All
1.4	13 Dec 2013	Syed Faruk		Removed list of government agencies and their urls; - Ministry of National Economy - Supreme Committee for Town Planning - Ministry of Agriculture - Ministry of Fisheries - Sohar Development Office	Section 3
1.5	27 Dec 2013	Syed Faruk		Redefine the BRM scope; added new government agencies within the respective LOBs - Supreme Council of Planning - Ministry of Agriculture & Fisheries	Section 1.5, Section 2 & Section 3

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				- Oman Academic Accreditation Authority - The Education Council of Oman - Oman Medical Specialty Board - Be'ah - Council of Administrative Affairs for the Judiciary - Public Authority for Manpower Register - The National Security Council - Sohar Municipality - The Duqm Special Economic Zone Authority - Oman Post Company - Public Authority for Civil Aviation - Public Authority for Consumer Protection - National Center for Statistics & Information - Public Authority for Radio & TV	

Version	Date of Revision	Prepared / Updated By	Reviewed By	Reason for Change	Affected Sections
				Updated section 3	
1.6	6 February 2014	Syed Faruk		Inserted architecture vision of BRM and re-order sections	All

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1 Overview

1.1 Document Purpose

The Business Architecture of the Oman eGovernment Architecture Framework (OeGAF) comprises two architecture elements, namely the government-wide lines of business and the associated government functions performed by the Oman Government.

The BRM defines and provides the detailed description of these government-wide lines of business and the associated government functions. Establishing this government-wide view will enable the prioritisation of government functions to be streamlined and centralised or common Information and Communications Technology (ICT) systems to be implemented, leading to overall efficiency of the Oman Government and greater convenience to the constituents of government services.

1.2 Objectives and Benefits of BRM

The BRM is one of the fundamental components of OeGAF. It defines the different lines of business and the associated government functions of the Oman Government that cut across the boundaries of different agencies.

Through this government-wide perspective of lines of business and government functions, the BRM provides an insight for identifying potential government functions for streamlining and optimisation of business processes, and for consolidation and integration of ICT systems.

The Oman Government will be highly effective and efficient in performing its functions as a result of the follow up efforts to streamline and optimise business processes, and consolidate and integrate ICT systems. The final beneficiaries will be the citizens, residents and commercial establishments in Oman as they will enjoy greater convenience and better user experience when they transact with the Oman Government.

Hence, the development of BRM is important and necessary to support the objectives of the following eOman Strategic Pillars, established in 2008 to guide Information Technology Authority (ITA) in its implementation of eOman Strategy:

- (a) National Infrastructure Development
- (b) Enhance Government Performance
- (c) Development of Standards, Policies, Procedures and Regulations.

Figure BA-1 depicts how the BRM supports the above mentioned eOman Strategic Pillars.

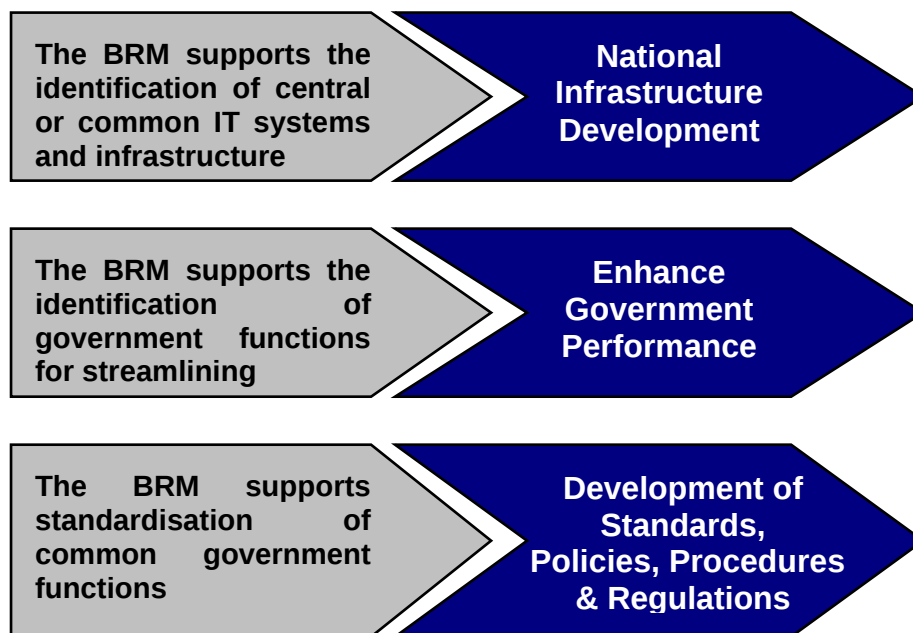


Figure BA-1: BRM Supports the eOman Strategic Pillars

With proper follow through, the BRM will bring about the below benefits:

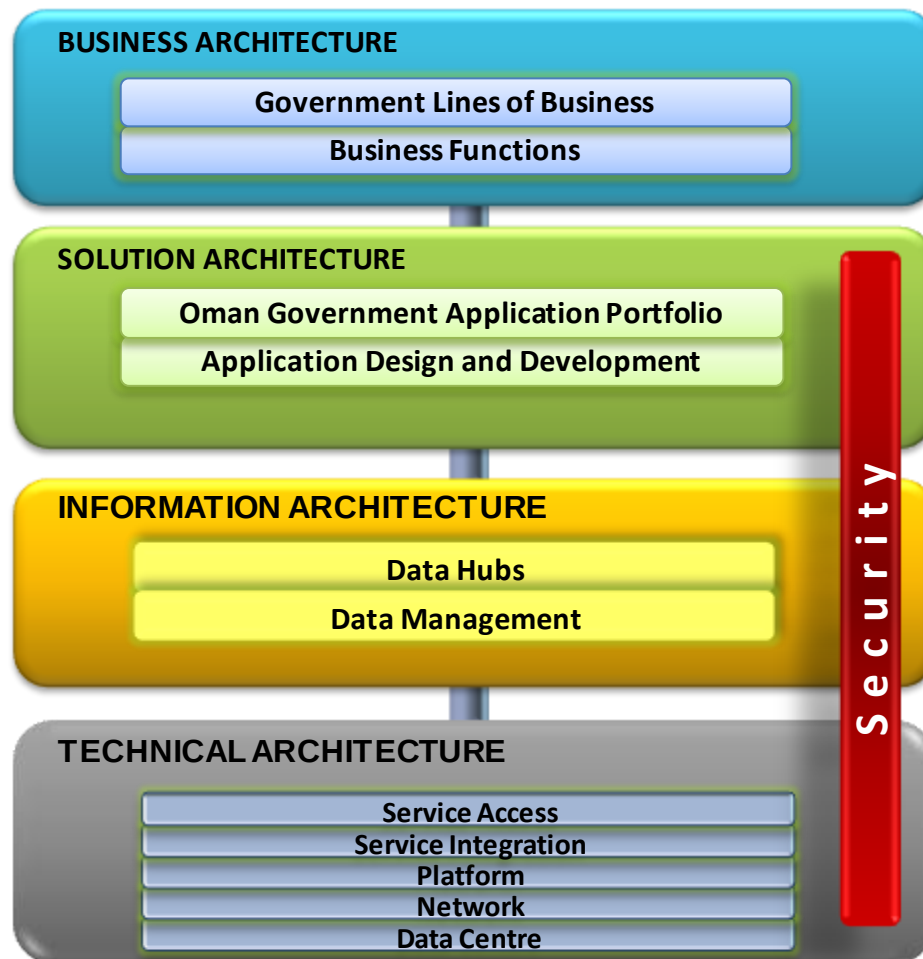
- (a) Enhance interoperability across government agencies
- (b) Facilitate move towards shared services
- (c) Leverage on current ICT investment and assets
- (d) Improve user experience, achieve cost savings, and reduce complexity
- (e) Augment the governance practices through clearer accountability
- (f) Align ICT projects of government agencies to central ICT initiatives.

1.3 Background on Oman eGovernment Architecture Framework

OeGAF consists of four main architectures as follows:

- (a) Business Architecture
- (b) Solution Architecture
- (c) Information Architecture
- (d) Technical Architecture.

Each of the architecture has a corresponding Reference Model. Each Reference Model describes a framework to define and organise the architecture elements. Figure [BA-2](#) depicts the overall OeGAF Reference Architecture.



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Figure BA-2: OeGAF Reference Architecture

The OeGAF four Reference Models are:

The **Business Reference Model (BRM)** describes the different lines of business and the associated government functions of the Oman Government that cut across the boundaries of different agencies.

The **Solution Reference Model (SRM)** describes the common applications and application components that can be shared across the Oman Government. It includes the technical standards and security considerations pertaining to the design and implementation of solutions and applications.

The **Information Reference Model (IRM)** lists the data definitions and data elements of common and shared data that are used across the Oman Government. As part of the initial baseline scope, IRM describes the data

pertaining to 'Person', 'Establishment' and 'Land' data hubs which are commonly used by various agencies' applications. It also defines technical standards, design and security considerations and best practices related to the management of data.

The **Technical Reference Model (TRM)** defines the infrastructure technologies and their respective technical standards to enable better system integration and interoperability across the Oman Government. It also defines the security considerations and standards related to the infrastructure technologies.

The mention of the technologies and technical standards in the TRM, IRM and SRM is to provide logical and easy reference for readers.

1.4 Relation to Other OeGAF Reference Models

The BRM is the key fundamental component of OeGAF, and the government-wide government functions defined will influence the development of the SRM and IRM as follows:

- (a) For SRM, the BRM provides the insight for identifying potential government functions for streamlining and optimisation of business processes, and for consolidation and integration of ICT systems. For example, through the BRM (see Section 4.18 below), it is easy to identify a need for a One-Stop-Shop system to be implemented that allows online application of all commercial establishment licenses.

Please refer to SRM for the detailed list of common and shared systems identified.

- (b) For IRM, the lines of business and government functions defined in BRM will aid the discovery of data required by the government functions that will result in the creation of conceptual data model. For example, through the BRM the following central repositories can be easily identified for detailed definition in IRM:

- (i) Central repository of data on citizens and residents required to support the Civil Event Records Maintenance function (see Section 4.3 below)
- (ii) Central repository of data on commercial establishments required to support the Licensing and Regulatory Control of Commercial Establishments function (see Section 4.18 below)
- (iii) Central repository of data on land information required to support the City Planning and Development function and Land, Building and Public Facilities Development and Management function (see Section 4.2 below).

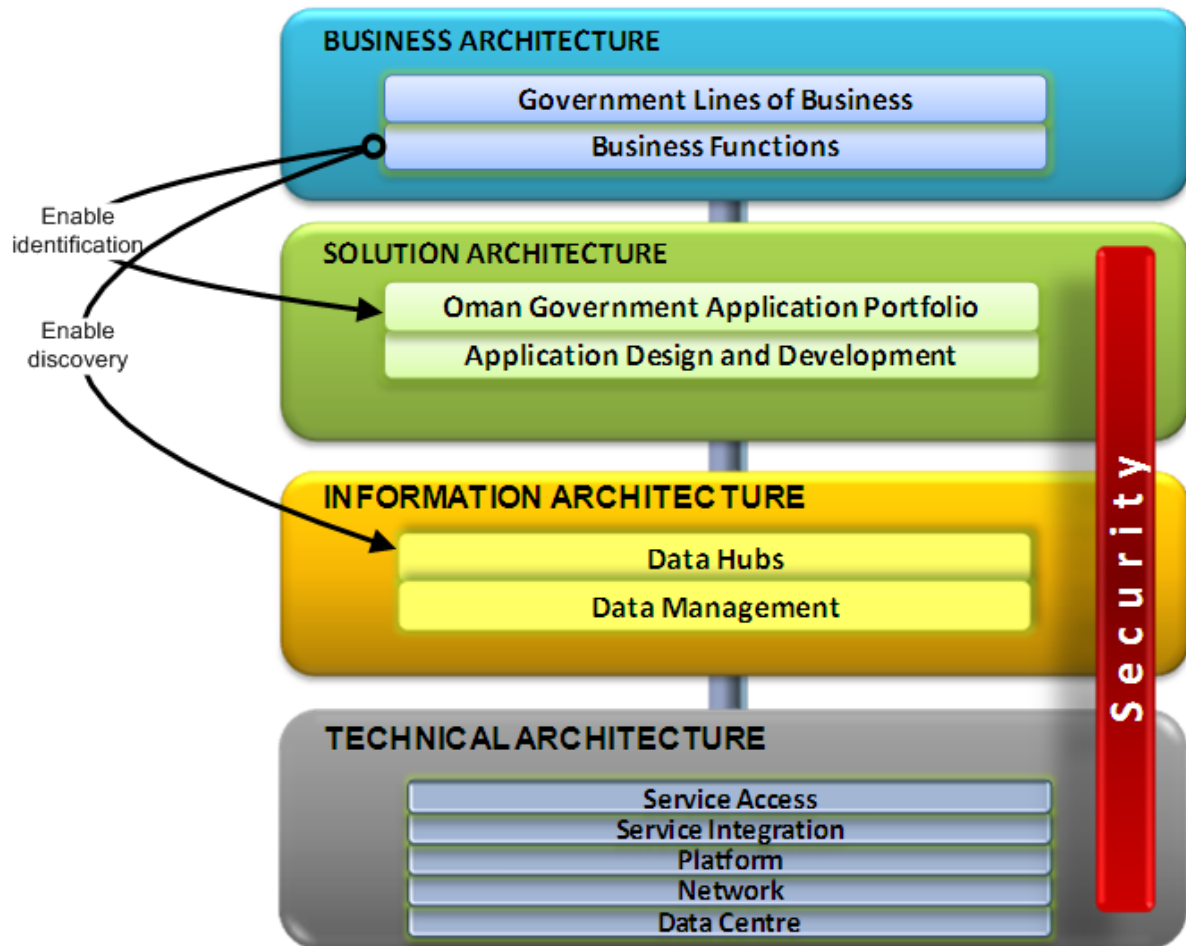
In addition, the involvement of the primary¹ and enabling² agencies in the government functions identified in Section **Error! Reference source not found.** below can also be utilised to assign data ownership. In this context, the guiding principle is that the primary agency would be most likely the source of data and resulting in being the natural candidate to be data owner. Refer to the IRM for further details.

The BRM is indirectly related to TRM through SRM and IRM, as TRM defines the infrastructural standards for the use by SRM and IRM.

Figure BA-3 below provides a pictorial overview of how the BRM is related to SRM and IRM.

¹ Primary agency is the agency that is overall responsible for a government function.

² Enabling agency contributes to the fulfillment of a government function through its specific areas of responsibility.



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Figure BA-3: Relation to Other OeGAF Reference Models

1.5 Scope of Business Reference Model

The scope of BRM covers the complete government-wide perspective of lines of business and the associated government functions for the current available list of government agencies. Thus, the BRM does not include all government agencies, but it does cover a comprehensive list of the key ministries, councils, authorities, municipalities and boards.

The definitions of line of business and the government function are as follows:

- (a) Line of business is a broad category of government functions
- (b) Government function is specific business activities associated to a line of business.

The lines of business defined are further categorised into two areas of business as follows:

- (a) Services to Citizens, Residents and Commercial Establishments
These are lines of business with government functions that directly serve the citizens, residents and commercial establishments.
- (b) Internal Corporate and Support Services
These are activities that support the delivery of government services and ensure the effective operations of the Oman Government.

1.6 Target Audience

The BRM treats the Oman Government as a large business enterprise when defining its lines of business and the associated government functions. Hence, the BRM is a business architecture document that provides a good representation of the business of the Oman Government. Upon careful study of the BRM, it will provide a thorough insight into the different functions of the Oman Government business.

The target audience for the BRM are therefore as follows:

- (a) Government Senior Executives
The BRM provides the senior executives in the Oman Government a valuable government-wide view of the government business. The BRM will be a useful input to these senior executives when initiating government-wide planning and streamlining the government functions.
- (b) Strategic Planners in ITA
ITA is the central agency established to drive the implementation of eOman Strategy. The BRM can be used by the strategic planners in ITA to identify potential common government functions and the agencies that can be involved in cross-agency collaboration. Business process workshops can then be subsequently conducted to facilitate discussion amongst agencies and derive projects on shared processes, systems and data. This will lead to improved government operations efficiency and effectiveness when the projects are implemented.

(c) ICT Directors/Managers in Agencies

ICT directors/managers in agencies can use the BRM to find out which other agencies are also involved in the same lines of business and government functions. This can then trigger feasibility studies and collaboration opportunities amongst the agencies to derive common business processes. It can also be used to identify potential shared systems and data sharing opportunities.

In addition, for agencies developing their very own specific business reference models, the BRM is a useful reference that will help agencies in identifying relevant functions in their areas of responsibility where close collaboration with other agencies is required.

1.7 BRM Design Principles

It is important when defining the lines of business and the associated government functions that we are not restricted by the current functions and boundaries of agencies. Instead, a government-wide perspective should be adopted. The below design principles are established to guide the definition of lines of business and the associated government functions through a government-wide perspective.

Principle 1: Integrated View of Government Functions Independent of Agency Boundaries

The lines of business and the associated government functions are defined based on a whole-of-government approach that categorise related government functions together, regardless of the agencies that perform such functions. An integrated view is essential in identifying and implementing whole-of-government ICT systems that deliver seamless services to the citizens, residents and commercial establishments of Oman.

Principle 2: Focus on Alignment of Agencies Activities as Logical Business Functions

Different agencies' activities are group together through a business focus approach to provide a holistic view of the government functions. It will facilitate improvement of business processes in the Oman Government, resulting in more efficient and higher quality public services.

1.8 Governance of BRM

The ongoing management and execution of BRM is part of the overall governance of OeGAF as stated in the final OeGAF document. It includes reviewing and updating the lines of business and the associated government functions defined. New lines of business and government functions may be added when necessary.

2 Lines of Business and Government Functions Definition

2.1 Definition Approach

The BRM defines the different lines of business and the associated government functions of the Oman Government that cuts across the boundaries of different agencies. In addition, unlike commercial enterprises whose core business activities are clearer and more instinctive, government business is diverse and there is no singular set of overarching whole-of-government business objectives.

There is also no generic BRM on government-wide lines of business and government functions available for adaptation by OeGAF. Moreover, it is not practical to adapt the lines of business and government functions defined by other countries as the government model and the national issues and priorities vary from country to country.

To meet the objectives of OeGAF, a whole-of-government and business-driven approach was adopted when defining lines of business and the associated government functions for the Oman Government. Information on the vision/mission statements, functions/objectives and organisation structures of the government agencies were obtained from the following credible sources:

- (a) Translated Royal Decrees
- (b) Information collected by ITA from agencies for its implementation of central initiatives
- (c) Agencies English websites
- (d) Guide to Administrative System in Oman published by Institute of Public Administration (IPA).

The gathered information were studied and analysed to establish a three-level hierarchy for BRM shown in Figure BA-4 below:

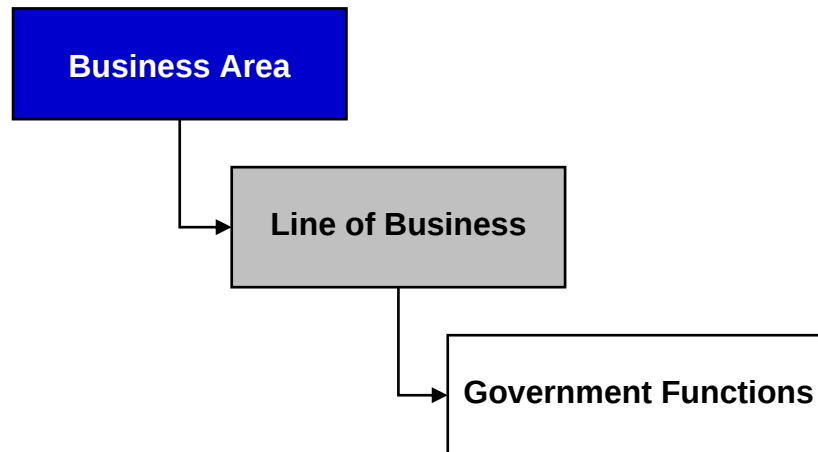


Figure BA-4: Three-Level Hierarchy of BRM

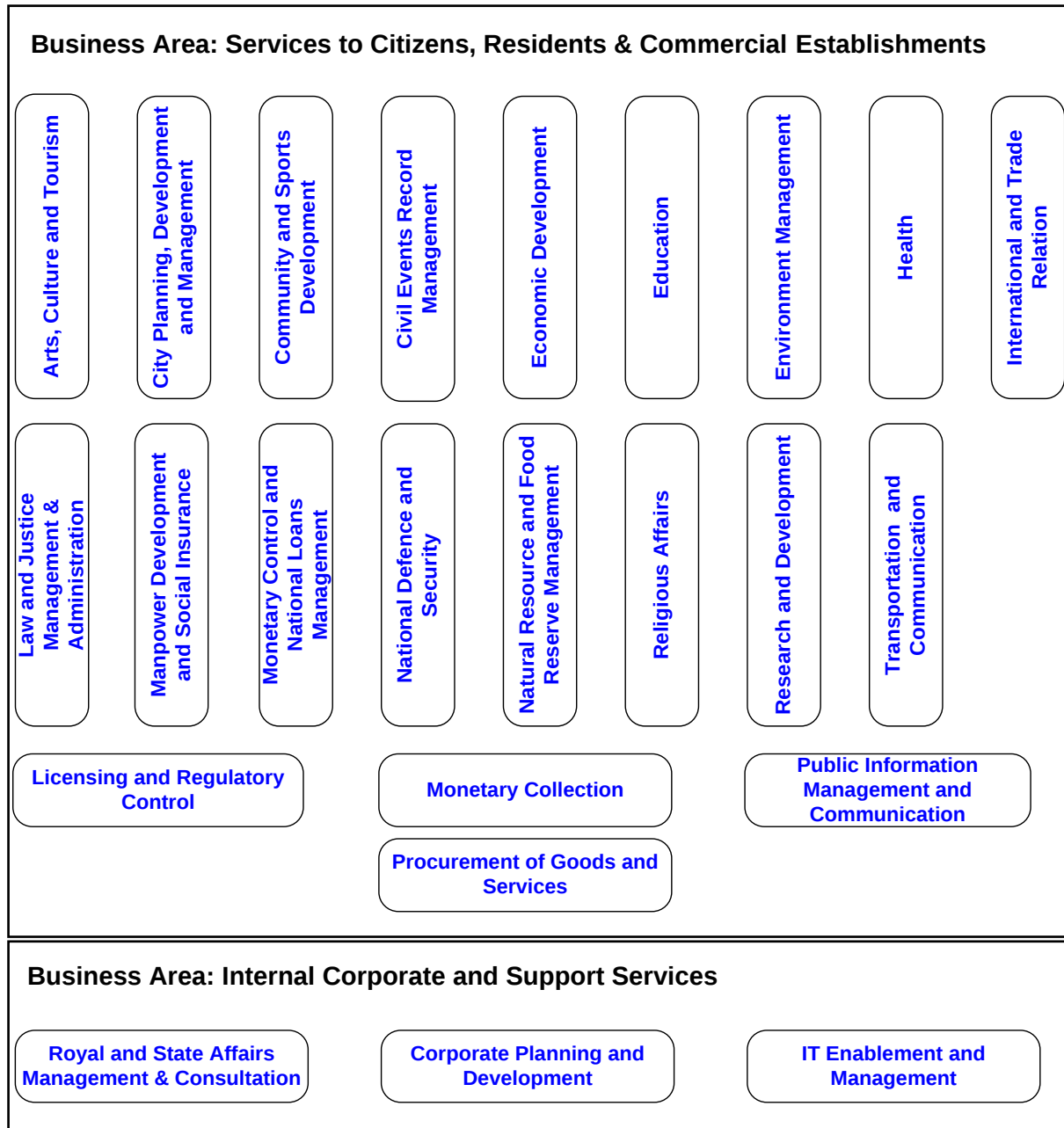
2.2 Structure of BRM

The BRM uses a three-level hierarchy structure to describe the business of Oman Government in the following manners:

- (a) Two areas of business that categorise the lines of business are as follows:
 - (i) Services to Citizens, Residents and Commercial Establishments are external customer facing services that Oman Government provides.
 - (ii) Internal Corporate and Support Services are activities that support the delivery of government services and ensure the effective operations of Oman Government
- (b) There are twenty one lines of business in the Services to Citizens, Residents and Commercial Establishments business area and three lines of business in the Internal Corporate and Support Services business area. The lines of business in each business area are further categorised as follows:
 - (i) Vertical lines of business refer to government services that relate directly to a business domain

- (ii) Horizontal lines of business refer to common government services that can be found across different business domains
- (c) Within each line of business are a set of associated government functions.

Figure BA-5 below provides an overview of the Oman Government lines of business.



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Figure BA-5: Overview of the Oman Government Lines of Business

3 Improving Performance of Government Functions

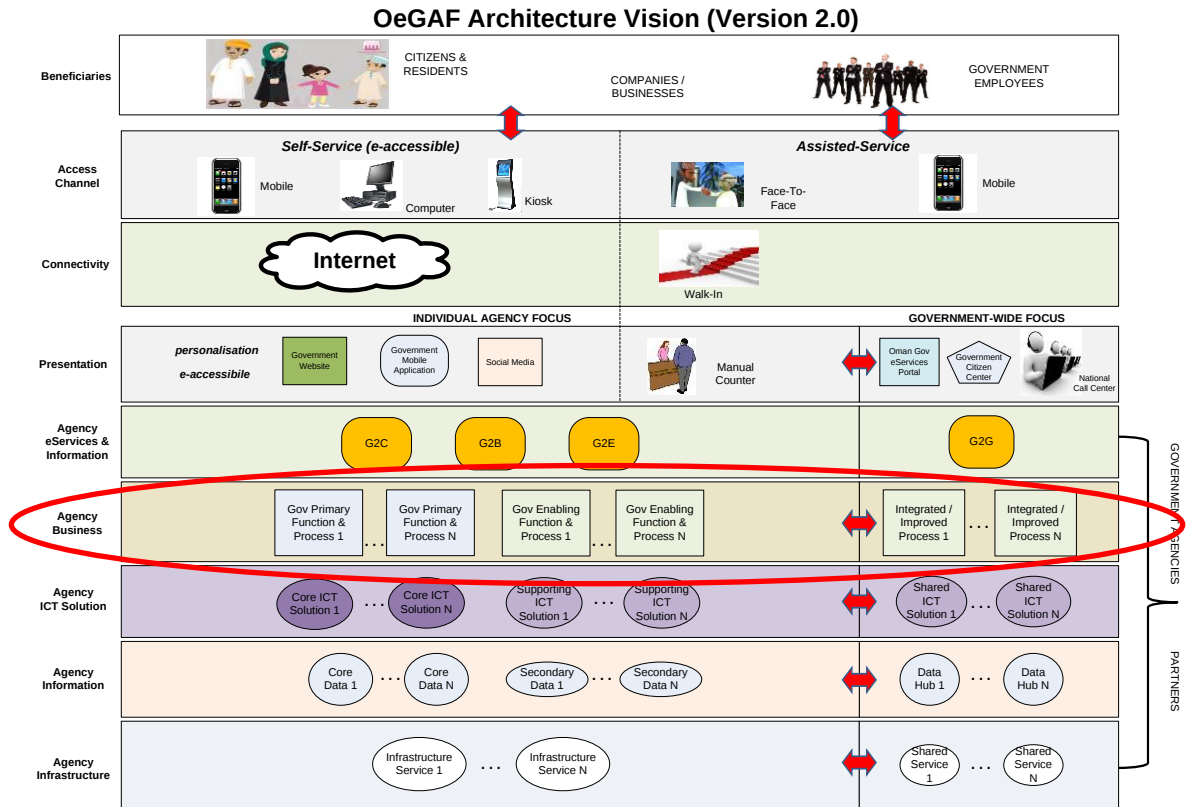
3.1 Intent

The intent of this section is to help government agencies to understand, review and improve the performance of their respective government functions and processes.

In the previous section, the line of business (LOB) and the corresponding government functions within the LOB were defined. This section, on the other hand, will guide government agencies on the steps to improve their government functions.

3.2 Role of Government Functions in OeGAF Architecture Vision

The Oman Government functions and processes play a vital role in the OeGAF architecture vision. To deliver quality eServices to the citizens, residents and businesses and, at the same time, to improve the government efficiency, the government functions and processes have to be continuously reviewed and improved. Figure [BA-6](#) describes the overall OeGAF Architecture Vision. As highlighted in the figure, the requirements of the government businesses will drive the implementation of relevant ICT solutions, information/data and infrastructure to deliver quality eServices to the beneficiaries.



BA-6: OeGAF Version 2.0 Architecture Vision

3.3 Guide for Continuous Improvements of Government Functions & Processes

Zooming into the 'Agency Business' layer itself will lead us to Oman Government Businesses architecture components as shown in Figure [BA-7](#) below.

OeGAF Architecture Vision (Version 2.0) Oman Government Businesses

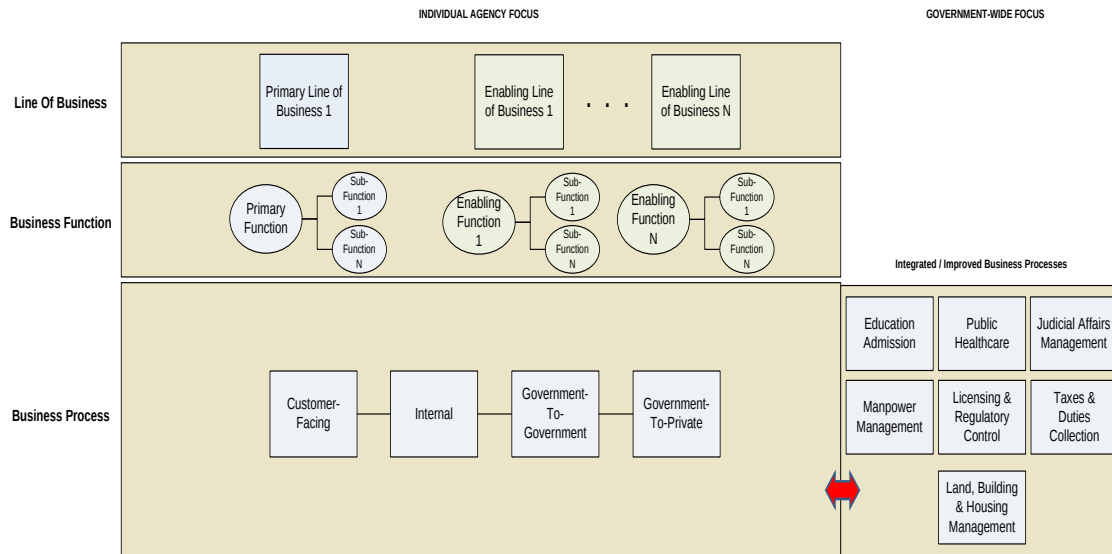


Figure BA-7: Oman Government Businesses Architecture Components

The following steps will guide government agencies to improve the performance of their respective government functions and processes.

(i) Understand Your LOB and Government Functions

Each government agency can refer to [Section 4](#) below to understand its LOB and related government functions. It is important to note that each government agency would typically have functions that span over more than one LOB.

For example, while the Ministry of Education is the primary agency for the Education LOB, this ministry is also responsible for other government functions such as licensing & regulatory control of private schools, monetary collection especially schools fees, procurement of goods & services for all the schools, and the management of public information on education-related information to parents and public.

Each government agency should also compare the policies and responsibilities as defined in Royal Decrees, and match them to the various government functions.

(ii) Prioritise the Government Functions and Processes for Improvements

From the list of the government functions and processes, a government agency should give priority to those functions where the agency is responsible as a **primary agency**. The primary functions and processes should be given priority for improvements over the enabling functions and processes.

In alignment with the *Oman eGovernment Transformation Plan*, all government agencies have to also prioritise and implement eServices that are beneficial to the citizens, residents, commercial establishments/businesses and other government agencies. With the prioritised primary government functions carried out above, the list of eServices to be implemented would also be naturally prioritised as well.

(iii) Carry Out Business Process Improvements

For the prioritised government functions and processes, it is recommended to carry out a business process improvements or even a business process re-engineering. The objective is to review, innovate and develop better business processes that would lead to improvements in internal efficiency and deliver better eServices.

The business processes are typically divided into four categories – customer facing, internal, government-to-government and government-to-private.

Note that these improved business processes should be documented. Subsequently, the appropriate ICT solution(s) can be implemented to

support the newly improved business processes or eServices (please refer to Solution Reference Model for details).

(iv) Explore Opportunities With Other Government Agencies

Each government agency should never plan and implement projects and services on its own. Every government agency would rely on other agencies to fully carry out its responsibilities and functions. In Figure BA-7 above, the key integrated business processes were identified based on their social and economic impacts on delivering value-added services to the public. Government agencies who are involved in these government-wide integrated business processes have to collaborate among a number of related government agencies to implement the improved business processes. Government agencies who have business licensing function, for example, can work with the Ministry of Commerce and Industry to jointly develop integrated process to approve the application for new or renewal of commercial establishments.

Section 4 lists the details of LOBs and functions so that each government agency can easily identify the other agencies that it has to work with.

To further aid the integration work among government agencies, ITA has consolidated a list of Shared Services and Central Initiatives that would speed up the implementation and integration of improved business processes and eServices. Government agencies can approach ITA for more help and coordination effort with other agencies to jointly develop and implement integrated projects and eServices.

4 Mapping of Government Lines of Business with Government Agencies

This section describes the various government functions within each line of business. It also lists the government agencies that are responsible for the respective government functions.

For a quick reference on mapping of government agencies to their line of business and government functions, please refer to [Appendix A](#).

4.1 Arts, Culture and Tourism

This category of government functions involves preservation and promotion of culture, arts and heritage to the public and tourists.

Figure [BA-8](#) below shows the government functions associated with the Art, Culture and Tourism line of business.

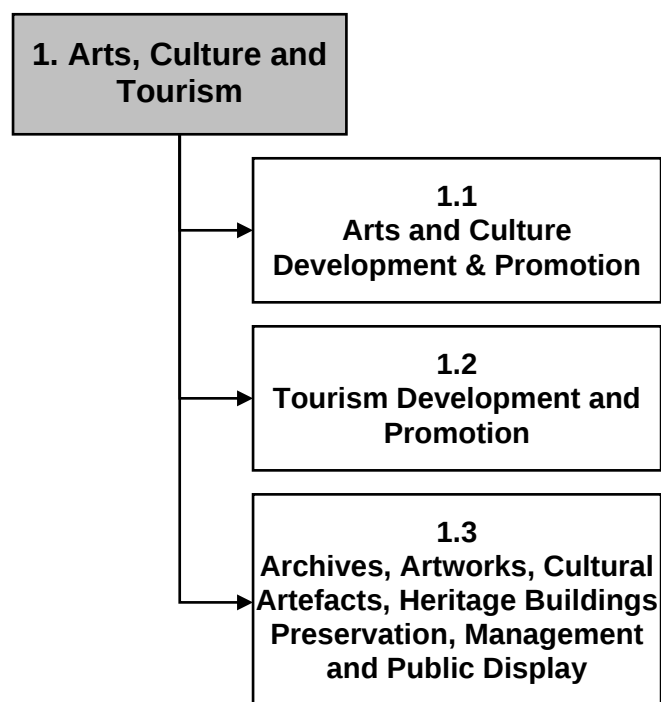


Figure BA-8: Government Functions of Arts, Culture and Tourism

Table **BA-1** provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
1.1	Arts & Culture Development and Promotion This government function involves development and promotion of arts and culture as an integral part of the lives of the people of Oman. It also involves showcasing the artistic excellence, cultural diversity and heritage through local and international events. Agencies (a) Ministry of Heritage and Culture Primary agency³ that is overall responsible for the development and promotion of Omani arts, music, theatre, cinematograph, arts and folk songs. (b) Diwan of Royal Court Enabling agency⁴ responsible for the promotion of Islamic culture. (c) Ministry of Tourism Enabling agency responsible for the promotion of historical, cultural and natural heritage of Oman as a key tourism attraction theme.
1.2	Tourism Development and Promotion This government function involves development and promotion of Oman as an ideal place for business, trade, pleasure and living. Agencies Ministry of Tourism is the primary agency that is overall responsible for this government function.
1.3	Archives, Artworks, Cultural Artefacts, Heritage Buildings Preservation, Management and Public Display This government function involves storage and management of records, documents, artworks, artefacts, historic buildings and other materials of

³ Primary agency is the agency that is overall responsible for the government function.

⁴ Enabling agency contributes to the fulfillment of the government function through its specific areas of responsibility.

	national, historical, archaeological, or cultural values. It also involves displaying such valuable items on museums or libraries.
	Agencies (a) Ministry of Heritage and Culture Primary agency that is overall responsible for the management and maintenance of monuments, museums, historic buildings, archives and historical records and manuscripts. (b) Ministry of Tourism Enabling agency responsible for the management and maintenance of castle and forts under the care of the ministry. (c) Ministry of Information Enabling agency responsible for the approval of national artworks for display and circulation. (d) National Records and Archives Authority Enabling agency responsible for the setup of necessary processes, standards, policies and procedures to govern the management of documents archival and information assets across ministerial agencies. (e) Diwan of Royal Court Enabling agency responsible for the management of Centre for Islamic Culture.

Table BA-1: Mapping of Government Functions for Arts, Culture and Tourism with Agencies Involved.

4.2 City Planning, Development and Management

This category of government functions involves city planning, development and management in the administrative regions and governorates.

Figure [BA-9](#) below shows the government functions associated with the City Planning, Development and Management line of business.

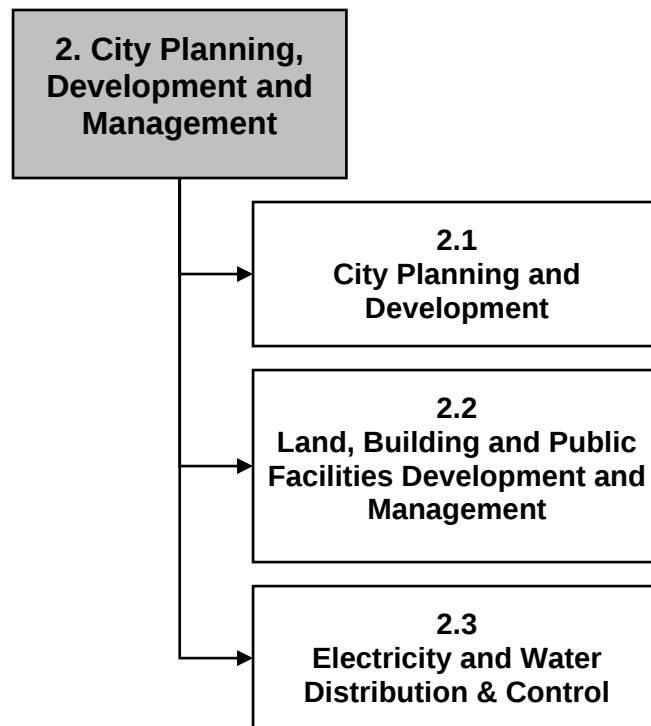


Figure BA-9: Government Functions of City Planning, Development and Management

Table **BA-2** provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
2.1	City Planning and Development This government function involves planning and development of overall city landscape and infrastructure for all regions and governorates. Agencies (a) Supreme Council of Planning Primary agency that is overall responsible for the formulation of policies and strategy for city planning. (b) Ministry of Housing Enabling agency responsible for the planning and regulating land use for housing and economical purposes.
2.2	Land, Building and Public Facilities Development and Management This government function involves planning, development and management of land, buildings and public facilities in municipalities. Agencies (a) Ministry of Housing Primary agency that is overall responsible for the leasing of lands to government agencies for national development purpose, and allocation of lands to citizens for residential purpose. (b) Muscat Municipality Enabling agency responsible for the development and management of building and public facilities in Muscat municipality. (c) Dhofar Municipality Enabling agency responsible for the development and management of building and public facilities in Dhofar municipality. (d) Sohar Municipality

	Enabling agency responsible for the development and management of building and public facilities in Sohar. (e) Ministry of Regional Municipalities and Water Resources Enabling agency responsible for the development and management of building and public facilities in other regions and governorates. (f) Ministry of Sport Affairs Enabling agency responsible for the development and management of sports facilities.
2.3	Electricity and Water Distribution & Control This government function involves activities to ensure nation-wide provision of electricity and water services.
	Agencies (a) Public Authority of Electricity and Water Primary agency that is overall responsible for electricity and water distribution and control.

Table BA-2: Mapping of Government Functions for City Planning, Development and Management with Agencies

4.3 Civil Events Record Management

This category of government functions involves maintenance of civil records for citizens and residents of Oman.

Figure [BA-10](#) below shows the government functions associated with the Civil Events Record Management line of business.

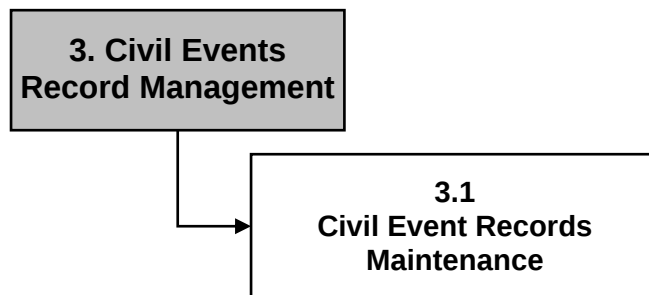


Figure BA-10: Government Function of Civil Events Record Management

Table [BA-3](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
3.1	Civil Event Records Maintenance This government function involves recording and maintaining of birth, death and marital status of citizens and residents. This function will result in issuance of birth certificates, death certificates, ID cards for citizens, and residence cards. Agencies (a) Royal Oman Police Primary agency that is overall responsible for the maintenance of civil event records. It is also overall responsible for issuance of birth certificates, death certificates, ID cards and residence cards. (b) Ministry of Justice

	Enabling agency responsible for notifying Royal Oman Police to update the civil event records upon issuance of marriage/divorce certificates.
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Table BA-3: Mapping of Government Function for Civil Events Record Management with Agencies

4.4 Community and Sports Development

This category of government functions involves community development and promoting social cohesion and national pride through sporting success.

Figure BA-11 below shows the government functions associated with the Community and Sports Development line of business.

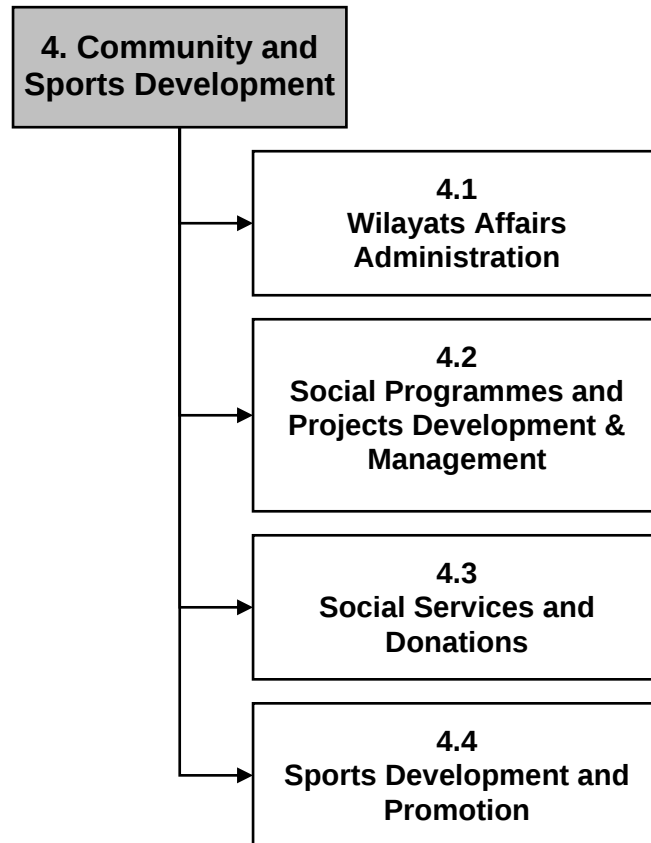


Figure BA-11: Government Functions of Community and Sports Development

Table **BA-4** provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
4.1	Wilayats Affairs Administration This government function involves activities aimed at improving community development and promoting community bonding in wilayats. Agencies (a) Office of the Governor of Muscat Enabling agency responsible for the wilayats affairs in Muscat. (b) Office of the Minister of State and Governor of Dhofar Enabling agency responsible for the wilayats affairs in Dhofar. (c) Ministry of Interior Enabling agency responsible for the wilayats affairs in other regions and governorates.
4.2	Social Programmes and Projects Development & Management This government function involves development, implementation and management of social programmes and projects for the welfare of all segments of community. Agencies (a) Ministry of Social Development Primary agency that is overall responsible for the social programmes and projects development & management. (b) Ministry of Housing Enabling agency responsible for the development and management of social housing and housing loan programmes. (c) Oman Housing Bank Enabling agency responsible for the provision of housing loans.
4.3	Social Services and Donations

	This government function involves delivery of social services to the different beneficiary groups. It also involves collection and distribution of donations. Agencies (a) Ministry of Social Development Primary agency that is overall responsible for the social services planning and provision. (b) Sohar Municipality Enabling agency responsible for the social services in Sohar. (c) Oman Charitable Organisation Enabling agency that supports the social programmes and services through collection of grants, donation, other participations, and voluntary assistances from individuals and corporation. (d) Ministry of Awqaf & Religious Affairs Enabling agency that supports the selected social programmes and services, individuals, and families through Awqaf.
4.4	Sports Development and Promotion This government function involves development and promotion of sports through increasing sports participation and building international sporting success. Agencies Ministry of Sport Affairs is the primary agency that is overall responsible for this government function.

Table BA-4: Mapping of Government Functions for Community and Sports Development with Agencies

4.5 Economic Development

This category of government functions involves promoting of commercial / industry development and management of the domestic economy.

Figure [BA-12](#) below shows the government functions associated with the Economic Development line of business.

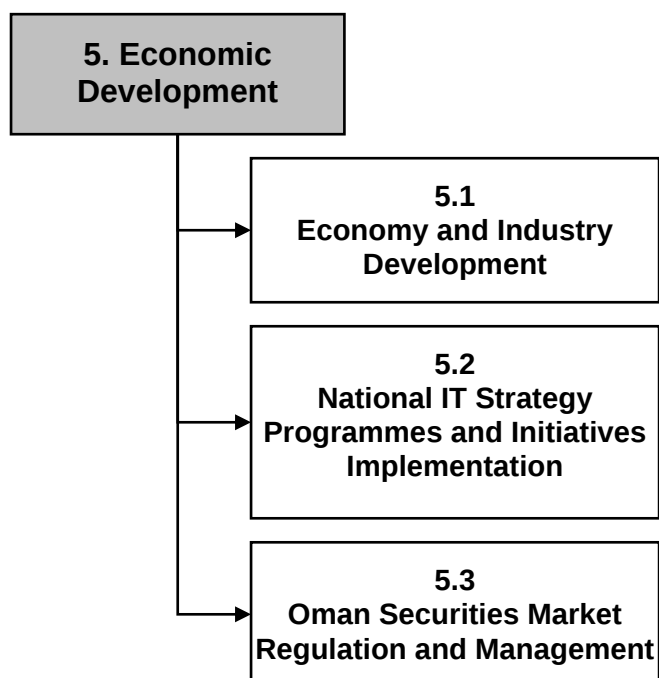


Figure BA-12: Government Functions of Economic Development

Table [BA-5](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
5.1	Economy and Industry Development This government function involves creation of economic and business opportunities and stimulus, and promotion of financial and economic stability.
	Agencies (a) Supreme Council of Planning

	Primary agency that is overall responsible for the economy development.
	(b) Ministry of Commerce and Industry Enabling agency responsible for the development of commercial, industrial, and minerals sectors.
	(c) Ministry of Tourism Enabling agency responsible for the development of tourism industry.
	(d) Ministry of Agriculture and Fisheries Enabling agency responsible for the development of agriculture and fisheries industry.
	(e) Ministry of Oil and Gas Enabling agency responsible for the development of oil and gas industry.
	(f) Information Technology Authority Enabling agency responsible for the development of IT industry.
	(g) Telecommunications Regulatory Authority Enabling agency responsible for the development of telecommunication industry
	(h) Oman Chamber of Commerce and Industry Enabling agency that supports industry development through facilitation of exchange between government and its members, and provision of useful industry data to its members.
	(i) Public Establishment for Industrial Estates Enabling agency responsible for the planning, development and management of industrial estates.
	(j) Oman Development Bank

	Enabling agency responsible for the financing development projects of large, medium and small enterprises.
5.2	National IT Strategy Programmes and Initiatives Implementation This government function involves implementation and management of the eOman initiative that will direct Oman toward a sustainable knowledge-based economy.
	Agencies Information Technology Authority is the primary agency that is overall responsible for this government function.
5.3	Oman Securities Market Regulation and Management This government function involves regulation and management of Oman securities market.
	Agencies (a) Capital Market Authority Primary agency that is overall responsible for the regulation and management of Muscat Securities Market. (b) Muscat Securities Market Enabling agency responsible for the regulation of dealing activities in the securities market.

Table BA-5: Mapping of Government Functions for Economic Development with Agencies

4.6 Education

This category of government functions involves provision of quality education.

Figure [BA-13](#) below shows the government functions associated with the Education line of business.

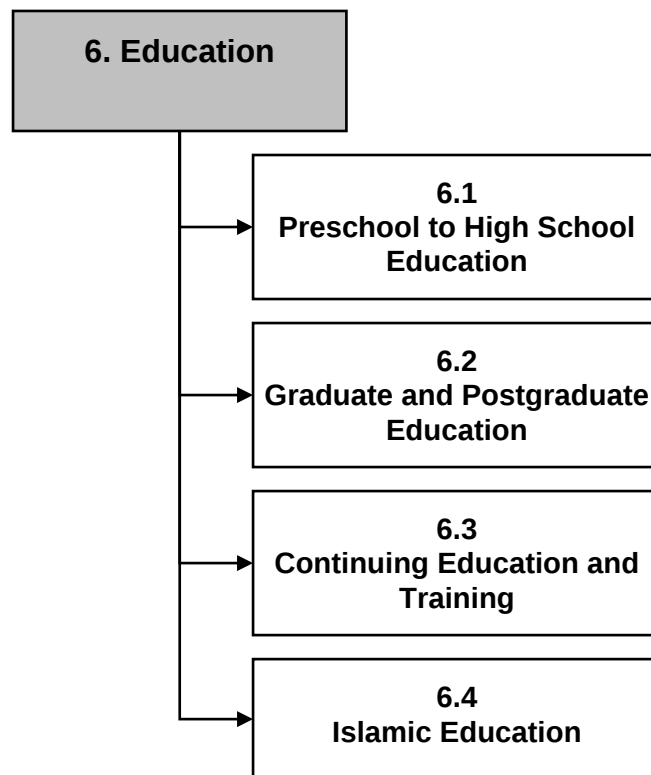


Figure BA-13: Government Functions of Education

Table [BA-6](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
6.1	Preschool to High School Education This government function involves curriculum planning and development, delivery of teaching and administrative services to preschool to high school students.
	Agencies

	Ministry of Education is the primary agency that is overall responsible for this government function.
6.2	Graduate and Postgraduate Education This government function involves curriculum planning and development, and delivery of teaching and administrative services to undergraduate and postgraduate students. Agencies (a) Ministry of Higher Education Primary agency that is overall responsible for the development and management of the higher education system. (b) Sultan Qaboos University Council Enabling agency responsible to maintain and improve the standards for the teaching, learning and research in the university. (c) Higher Education Admissions Centre Enabling agency responsible for the regulation of admission to higher education institutions. (d) Oman Academic Accreditation Authority Enabling agency responsible for assisting the development of the Omani higher education sector through institutional and accreditation processes. (e) The Education Council of Oman Enabling agency that serves as an umbrella organisation for policy development, analysis, and implementation. The Council works to ensure that the development of the education sector falls in line with national economic and social priorities. (f) Oman Medical Specialty Board Enabling agency that ensures the standard of excellence in quality postgraduate medical education and training.

6.3	Continuing Education and Training This government function involves all training and educational activities for continual learning purpose. Agencies (a) Ministry of Manpower Primary agency that is overall responsible for the planning, development and management of vocational technical training programmes. (b) Ministry of Higher Education Enabling agency responsible for the development of suitable higher education programmes to support continued learning requirements. (c) Sultan Qaboos University Council Enabling agency responsible for the provision of specialty training courses in addition to the formal undergraduate and postgraduate courses. It provides the greatest possible degree of coordination among the course disciplines, its graduates, and the demands of the national development plan. (d) The Education Council of Oman Enabling agency that serves as an umbrella organization for policy development, analysis, and implementation. The Council works to ensure that the development of the education sector falls in line with national economic and social priorities.
6.4	Islamic Education This government function involves curriculum planning and development, and delivery of teaching and administrative services of Islamic education. Agencies Ministry of Awqaf and Religious Affairs is the primary agency that is overall responsible for this government function.

Table BA-6: Mapping of Government Functions for Education with Agencies

4.7 Environment Management

This category of government functions involves monitoring of environment and weather, determine proper environmental standards and ensure their compliance, and address environmental hazards and contamination.

Figure BA-14 below shows the government functions associated with the Environment Management line of business.

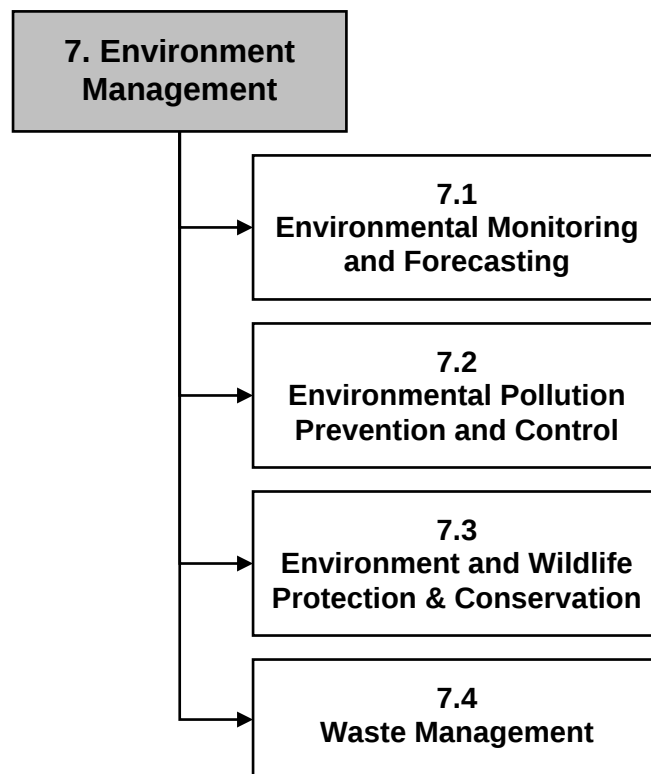


Figure BA-14: Government Functions of Environment Management

Table BA-7 provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
7.1	Environmental Monitoring and Forecasting This government function involves the observation and prediction of environmental conditions, weather and climate.

	Agencies (a) Ministry of Environment and Climate Affairs Primary agency that is overall responsible for the monitoring of environmental conditions. (b) Ministry of Transport and Communications Enabling agency responsible for the monitoring of weather and climate.
7.2	Environmental Pollution Prevention and Control This government function involves monitoring, prevention and remediation of environmental pollutions.
	Agencies Ministry of Environment and Climate Affairs is the primary agency that is overall responsible for this government function.
7.3	Environment and Wildlife Protection & Conservation This government function involves immediate and long-term initiatives to protect and conserve environment and wildlife.
	Agencies Ministry of Environment and Climate Affairs is the primary agency that is overall responsible for this government function.
7.4	Waste Management This government function involves management of waste, including collection, recycling, incineration and landfill.
	Agencies (a) Muscat Municipality Enabling agency responsible for the management of waste in Muscat municipality. (b) Dhofar Municipality Enabling agency responsible for the management of waste in Dhofar municipality.

	(c) Sohar Municipality Enabling agency responsible for the management of waste in Sohar. (d) Ministry of Regional Municipalities and Water Resources Enabling agency responsible for the management of waste in other regions and governorates. (e) Be'ah (a Trademark of the Oman Environmental Services Holding Company SAOC) Enabling agency responsible for all key waste management areas, including waste collection, transportation, separation, and processing, recycling, incineration, land-filling, handling of solid, industrial (hazardous and non-hazardous waste) and medical waste and remediation of environment loads.
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Table BA-7: Mapping of Government Functions for Environment Management with Agencies

4.8 Health

This category of government functions involves ensuring quality healthcare and overall well-being of citizens and residents.

Figure [BA-15](#) below shows the government functions associated with the Health line of business.

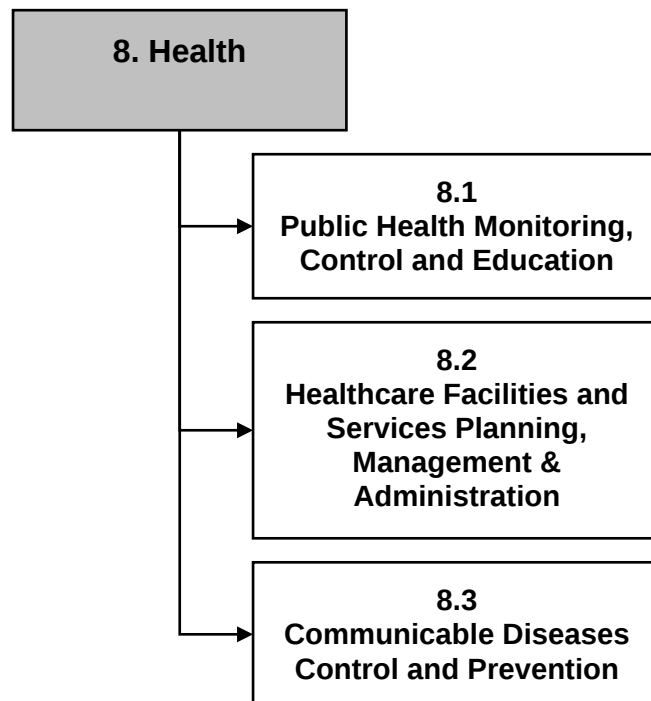


Figure BA-15: Government Functions of Health

Table [BA-8](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
8.1	Public Health Monitoring, Control and Education This government function involves monitoring and surveillance of health risk factors that are important to public health. It also involves development of education programmes to encourage healthy lifestyles.
	Agencies (a) Ministry of Health

	Primary agency that is overall responsible for the monitoring, control and education on public health. (b) Muscat Municipality Enabling agency responsible for the monitoring, control and education of public health in Muscat municipality. (c) Dhofar Municipality Enabling agency responsible for the monitoring, control and education of public health in Dhofar municipality. (d) Sohar Municipality Enabling agency responsible for the monitoring, control and education of public health in Sohar. (e) Ministry of Regional Municipalities and Water Resources Enabling agency responsible for the monitoring, control and education of public health in other regions and governorates.
8.2	Healthcare Facilities and Services Planning, Management & Administration This government function involves delivery of health care services through hospitals and clinics. Agencies (a) Ministry of Health Primary agency that is overall responsible for the planning, management and administration of healthcare facilities and services. (b) Sultan Qaboos University Enabling agency responsible for the management and administration of the Sultan Qaboos University Hospital.
8.3	Communicable Diseases Control and Prevention This government function involves prevention and mitigation of diseases and conditions.

	Agencies (a) Ministry of Health Primary agency that is overall responsible for the control and prevention of communicable diseases affecting people. (b) Ministry of Agriculture and Fisheries Enabling agency responsible for the control and prevention of communicable diseases affecting agriculture, livestock, fish and other aquatic resource.
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Table BA-8: Mapping of Government Functions for Health with Agencies

4.9 International and Trade Relation

This category of government functions involves promotion of national interests and trade internationally.

Figure [BA-16](#) below shows the government functions associated with the International and Trade Relation line of business.

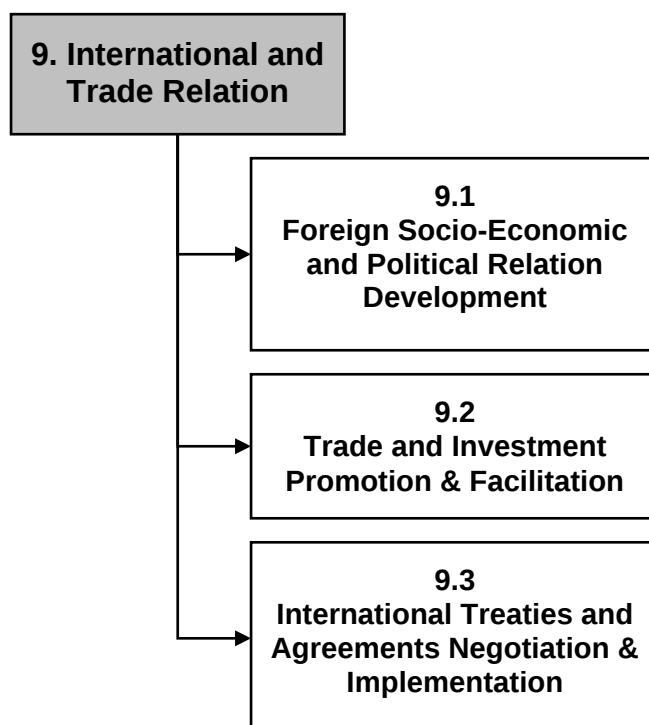


Figure BA-16: Government Functions of International and Trade Relation

Table [BA-9](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
9.1	Foreign Socio-Economic and Political Relation Development
	This government function involves implementation of programmes to foster political relationship with other countries for advancement of national interests.
	Agencies

	Ministry of Foreign Affairs is the primary agency that is overall responsible for this government function.
9.2	Trade and Investment Promotion & Facilitation This government function involves development and promotion of foreign investments and expansion of trade and services. Agencies (a) Ministry of Foreign Affairs Primary agency that is overall responsible for the promotion and facilitation of trade and investment to and from Oman. (b) The Omani Centre for Investment Promotion and Export Development Enabling agency responsible for the promotion and facilitation of trade and investment to Oman.
9.3	International Treaties and Agreements Negotiation & Implementation This government function involves the negotiation and implementation of treaties and agreements with foreign governments and organisations. Agencies (a) Ministry of Finance Enabling agency responsible for the negotiation and implementation of treaties and agreements on national economic and fiscal matters. (b) Ministry of Commerce and Industry Enabling agency responsible for the negotiation and implementation of treaties and agreements on commerce and industry matters. (c) Ministry of Foreign Affairs Enabling agency responsible for the negotiation and implementation of treaties and agreements on international trade and foreign affairs matters.

	(d) Ministry of Transport and Communications Enabling agency responsible for the negotiation and implementation of treaties and agreements on transport and telecommunications related matters. (e) Ministry of Environment and Climate Affairs Enabling agency responsible for the negotiation and implementation of treaties and agreements on environmental and climate matters (f) Ministry of Legal Affairs Enabling agency responsible for the study, advice, review and draft treaties and international agreements.
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Table BA-9: Mapping of Government Functions for International and Trade Relation with Agencies

4.10 Law and Justice Management & Administration

This category of government functions involves management, administration and enforcement of law & justice.

Figure BA-17 below shows the government functions associated with the Law and Justice Management & Administration line of business.

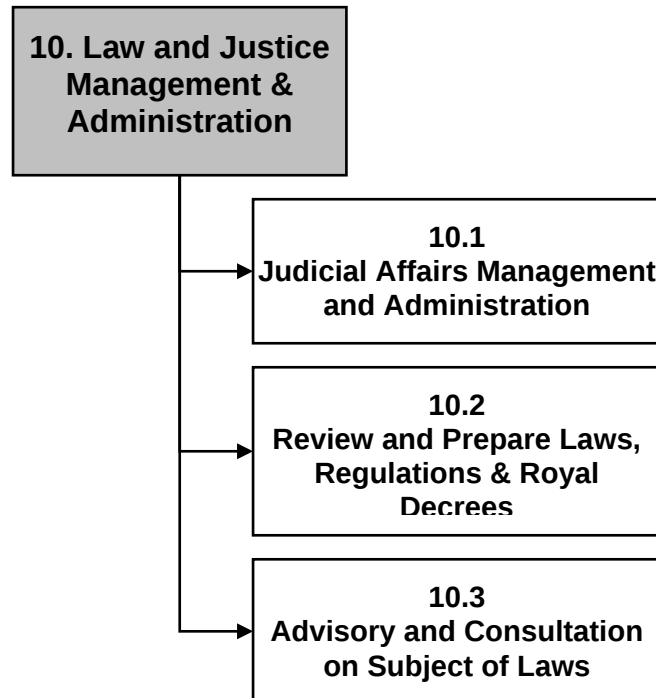


Figure BA-17: Government Functions of Law and Justice Management & Administration

Table BA-10 provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
10.1	Judicial Affairs Management and Administration
	This government function involves conducting hearings in courts of law and the administrative services to support the hearing sessions.
	Agencies (a) Ministry of Justice

	Primary agency that is overall responsible for the development, and management of judicial system. (b) Council of Administrative Affairs for the Judiciary Enabling agency responsible for the administration of justice through the respective courts of laws – i.e. primary court, supreme court and court of appeal.
10.2	Review and Prepare Laws, Regulations & Royal Decrees This government function involves review and preparation of laws, regulations and royal decrees. Agencies Ministry of Legal Affairs is the primary agency that is overall responsible for this government function.
10.3	Advisory and Consultation on Subject of Laws This government function involves provision of advisory and consultation to government agencies on the subject of laws. Agencies Ministry of Legal Affairs is the primary agency that is overall responsible for this government function.

Table BA-10: Mapping of Government Functions for Law and Justice Management & Administration with Agencies

4.11 Manpower Development and Social Insurance Protection

This category of government functions involves planning and management of manpower for the needs of different economic sectors. It also includes activities that look into the social insurance protection of the workforce.

Figure BA-18 below shows the government functions associated with the Manpower Development and Social Insurance line of business.

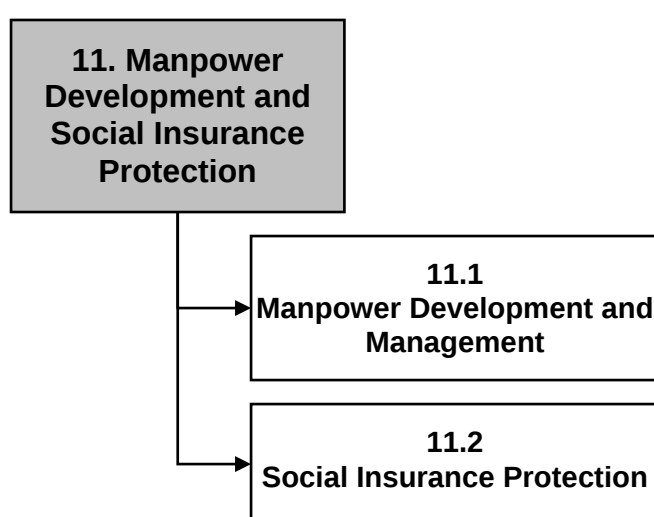


Figure BA-18: Government Functions of Manpower Development and Social Insurance Protection

Table BA-11 provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
11.1	Manpower Development and Management This government function involves identification of manpower needs, develop required capabilities and talents, and enhance current capabilities and productivity of the workforce in the different economic sectors.
	Agencies (a) Ministry of Manpower

	Primary agency that is overall responsible for the development of manpower programmes to meet the needs of the various economic sectors. (b) Public Authority for Manpower Register Enabling agency responsible for the registration of manpower. (c) Information Technology Authority Enabling agency responsible for the development of manpower programmes to meet the needs of the IT industry. (d) Public Authority for Craft Industries Enabling agency responsible for the development of manpower programmes to meet the needs of the traditional craft industries. (e) Ministry of Health Enabling agency responsible for the development of manpower programmes to meet the needs of the health care industry.
11.2	Social Insurance Protection This government function involves provision of social protection insurance. Agencies (a) Civil Service Employees Pension Fund Enabling agency responsible for the provision of the social insurance protection to the employees of the Civil Service. (b) Diwan of Royal Court Enabling agency responsible for the provision of the social insurance protection to the employees of Diwan of Royal Court. (c) Public Authority for Social Insurance Enabling agency responsible for the provision of the social insurance protection to citizens working in the private sector.

	(d) Royal Oman Police Enabling agency responsible for the provision of the social insurance protection to the employees of Royal Oman Police.
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Table BA-11: Mapping of Government Functions for Manpower Development and Social Insurance Protection with Agencies

4.12 Monetary Control and National Loans Management

This category of government functions involves control of monetary flow and management of national loans.

Figure BA-19 below shows the government functions associated with the Monetary Control and National Loans Management line of business.

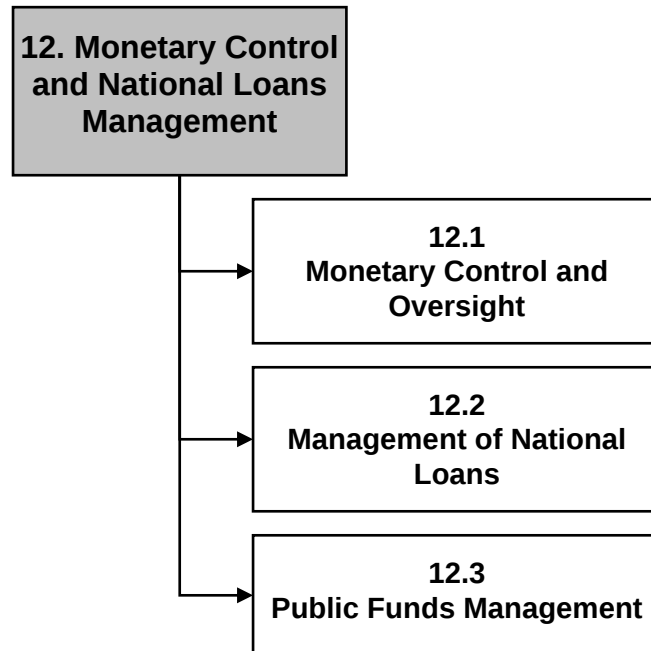


Figure BA-19: Government Functions of Monetary Control and National Loans Management

Table BA-12 provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
12.1	Monetary Control and Oversight This government function involves regulation and control of money supply and demand. Agencies Central Bank of Oman is the primary agency that is overall responsible for this government function.
12.2	Management of National Loans

	This government function involves management of loans on behalf of the Oman Government. Agencies Central Bank of Oman is the primary agency that is overall responsible for this government function.
12.3	Public Funds Management This government function involves management of public funds and investment. Agencies (a) Ministry of Justice Enabling agency responsible for the management of Funds for Orphans and Minors. (b) Ministry of Manpower Enabling agency responsible for the management of SANAD Fund, which is a financial assistance scheme aims to encourage self-employment of citizens. (c) State General Reserve Fund Enabling agency responsible for the management of State Reserve Fund. (d) Ministry of Finance Enabling agency responsible for the management of Oman Investment Fund. (e) Public Authority for Social Insurance (PASI) Enabling agency responsible for the management of PASI Pension Fund. (f) Civil Service Employees Pension Fund Enabling agency for the management of Civil Service Employees Pension Fund. (g) Ministry of Awqaf & Religious Affairs

	Enabling agency responsible for the management of Awqaf Fund, Zakat Fund and Bait al Mal Fund.
(h)	Royal Oman Police Enabling agency responsible for the management of Royal Oman Police Pension Fund.
(i)	Diwan of Royal Court Enabling agency responsible for the management of Diwan of Royal Court Retirement Fund.

Table BA-12: Mapping of Government Functions for Monetary Control and National Loans Management with Agencies

4.13 National Defence and Security

This category of government functions involves defending of Oman's sovereignty and protection of citizens, residents and internal infrastructure.

Figure [BA-20](#) below shows the government functions associated with the National Defence and Security line of business.

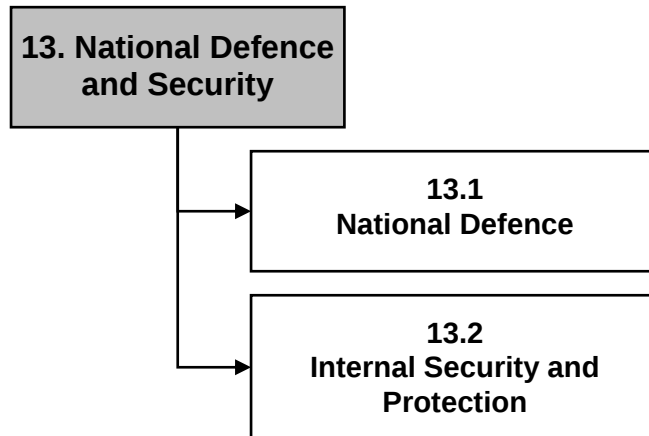


Figure BA-20: Government Functions of National Defence and Security

Table [BA-13](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
13.1	National Defence This government function involves protection of Oman's national interests and sovereignty.
	Agencies Ministry of Defence is the primary agency that is overall responsible for this government function.
13.2	Internal Security and Protection This government function involves protection of infrastructure and installations in Oman against attacks.
	Agencies (a) The National Security Council

	Reporting directly to His Majesty, the National Security Council is overall responsible for making decisions on national security and for the protection of the people in the Sultanate of Oman.
	(b) Royal Oman Police Primary agency that is overall responsible for maintaining law and order, and ensuring internal security and protection.
	(c) Public Prosecutor's Office Enabling agency responsible for the prosecution of criminals and law offenders.
	(d) Internal Security Services Enabling agency responsible for the overall internal security of the Sultanate of Oman.
	(e) The Sultan Special Force The Internal Security Services and the Sultan Special Force perform sensitive government functions that are not to be discussed openly. Hence, detailed involvements of these agencies in this government function are not discussed in the BRM.

Table BA-13: Mapping of Government Functions for National Defence and Security with Agencies

4.14 Natural Resource and Food Reserve Management

This category of government functions involves management of natural resources and food reserve to ensure sustainable supply.

Figure BA-21 below shows the government functions associated with the Natural Resource and Food Reserve Management line of business.

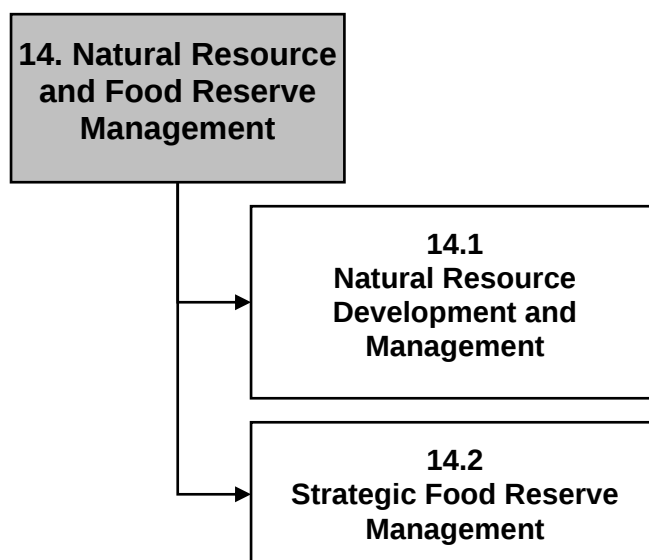


Figure BA-21: Government Functions of Natural Resource and Food Reserve Management

Table BA-14 provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
14.1	Natural Resource Development and Management This government function involves development and management of natural resources, such as, water, oil and gas.
	Agencies (a) Ministry of Agriculture and Fisheries Enabling agency responsible for the development and management of agricultural resource, livestock, fish and other aquatic resource.

	(b) Ministry of Oil and Gas Enabling agency responsible for the development and management of oil and gas resource. (c) Ministry of Regional Municipalities & Water Resources Enabling agency responsible for the development and management of water resource.
14.2	Strategic Food Reserve Management This government function involves management and storage of strategic food reserves, such as, grains and rice. Agencies Public Authority for Stores and Food Reserve is the primary agency that is overall responsible for this government function.

Table BA-14: Mapping of Government Functions for Natural Resource and Food Reserve Management with Agencies

4.15 Religious Affairs

This category of government functions involves planning and coordination of Haj and management of Mosques.

Figure [BA-22](#) below shows the government functions associated with the Religious Affairs line of business.

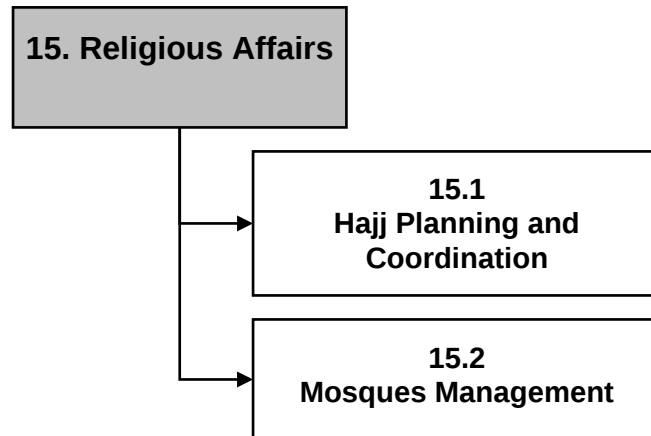


Figure BA-22: Government Functions of Religious Affairs

Table [BA-15](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
15.1	Hajj Planning and Coordination This government function involves coordination of travel arrangements for Omani groups travelling to Mecca.
	Agencies Ministry of Awqaf and Religious Affairs is the primary agency that is overall responsible for this government function.
15.2	Mosques Management This government function involves building and management of mosques.
	Agencies

	Ministry of Awqaf and Religious Affairs is the primary agency that is overall responsible for this government function.
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Table BA-15: Mapping of Government Functions for Religious Affairs with Agencies

4.16 Research and Development

This category of government functions involves promotion of research and development activities.

Figure [BA-23](#) below shows the government functions associated with the Research and Development line of business.

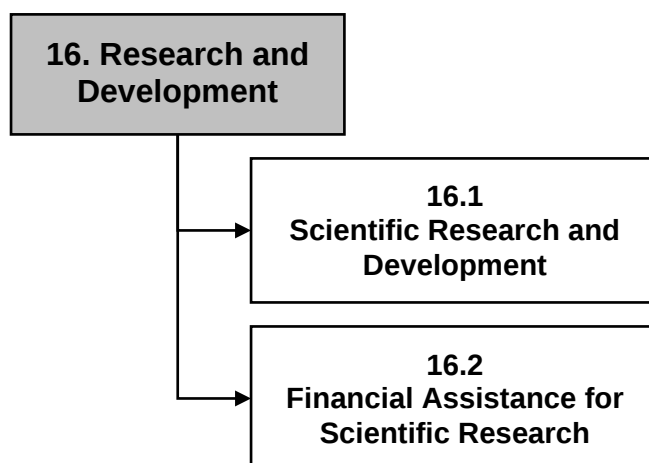


Figure BA-23: Government Functions of Research and Development

Table [BA-16](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
16.1	Scientific Research and Development This government function involves development of scientific research capacities and fosters research excellence.
	Agencies (a) The Research Council Primary agency that is overall responsible for the development and management of programmes to promote and support scientific research and development. (b) Sultan Qaboos University

	Enabling agency responsible for the planning and management of scientific research projects initiated by the university.
16.2	Financial Assistance for Scientific Research This government function involves provision of financial assistance for scientific research projects.
	Agencies The Research Council is the primary agency that is overall responsible for this government function.

Table BA-16: Mapping of Government Functions for Research and Development with Agencies

4.17 Transportation and Communication

This category of government functions involves management of all modes of transportation and communication.

Figure [BA-24](#) below shows the government functions associated with the Transportation and Communication line of business.

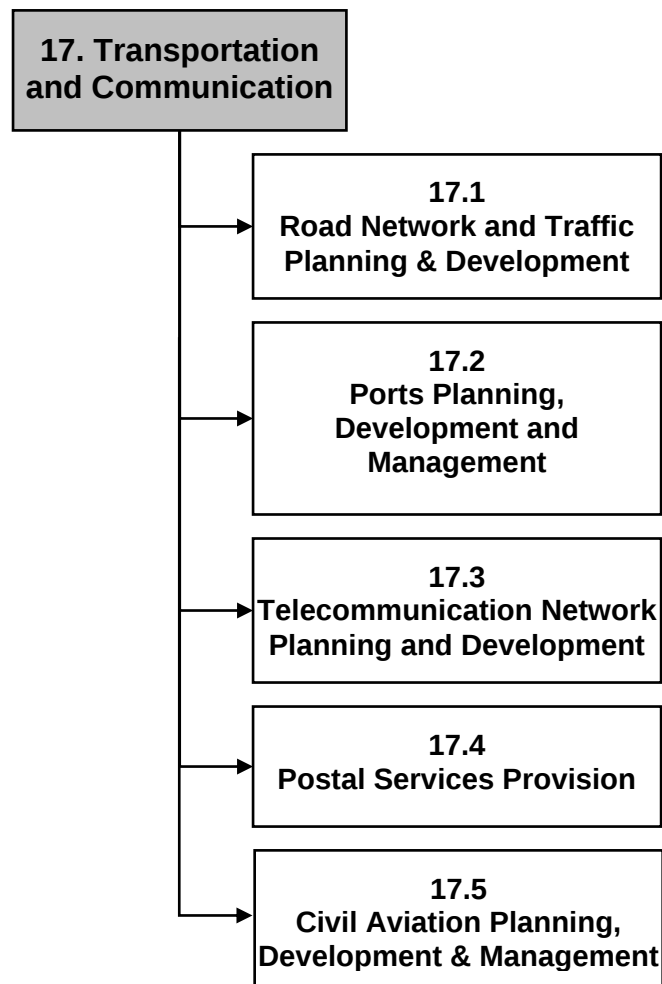


Figure BA-24: Government Functions of Transportation and Communication

Table [BA-17](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
17.1	Road Network and Traffic Planning & Development This government function involves planning and development of roads. It also involves management of traffic flow. Agencies (a) Ministry of Transport and Communications Primary agency that is overall responsible for the planning and development of national road network. (b) Supreme Council of Planning Enabling agency responsible for the planning and development of road network in its urban development projects. (c) Muscat Municipality Enabling agency responsible for the planning and development of road network in Muscat municipality. (d) Dhofar Municipality Enabling agency responsible for the planning and development of road network in Dhofar municipality. (e) Sohar Municipality Enabling agency responsible for the planning and development of road network in Sohar. (f) Ministry of Regional Municipalities & Water Resources Enabling agency responsible for the planning and development of road network in other regions and governorates. (g) Royal Oman Police Enabling agency responsible for the planning of traffic flow and control on the road network.
17.2	Ports Planning, Development and Management This government function involves planning, development and management of airports and seaports.

	Agencies (a) Ministry of Transport and Communications Primary agency that is overall responsible for the planning and development of ports. (b) The Duqm Special Economic Zone Authority Enabling agency responsible for the planning, development and management of port in the Duqm area.
17.3	Telecommunication Network Planning and Development This government function involves planning and development of nation-wide telecommunication network. Agencies Telecommunications Regulatory Authority is the primary agency that is overall responsible for this government function.
17.4	Postal Services Provision This government function involves provision of postal services. Agencies (a) Ministry of Transport and Communications Primary agency that is overall responsible for the planning and management of postal services. (b) Oman Post Company (SAOC) Enabling agency responsible for the provisioning of postal services.
17.5	Civil Aviation Planning, Development & Management This government function involves planning, development and management of airports and other civil aviation activities. Agencies (a) Ministry of Transport and Communications Primary agency that is overall responsible for the planning and development of civil aviation in Oman. (b) Public Authority for Civil Aviation Enabling agency responsible for the management of civil aviation and air transport operations.

Table BA-17: Mapping of Government Functions for Transportation and Communication with Agencies

4.18 Licensing and Regulatory Control

This category of government functions involves licensing & regulatory control of commercial establishments, goods, equipment and professionals. It also includes consumer protection against unlawful practices by commercial establishments.

Figure [BA-25](#) below shows the government functions associated with the Licensing and Regulatory Control line of business.

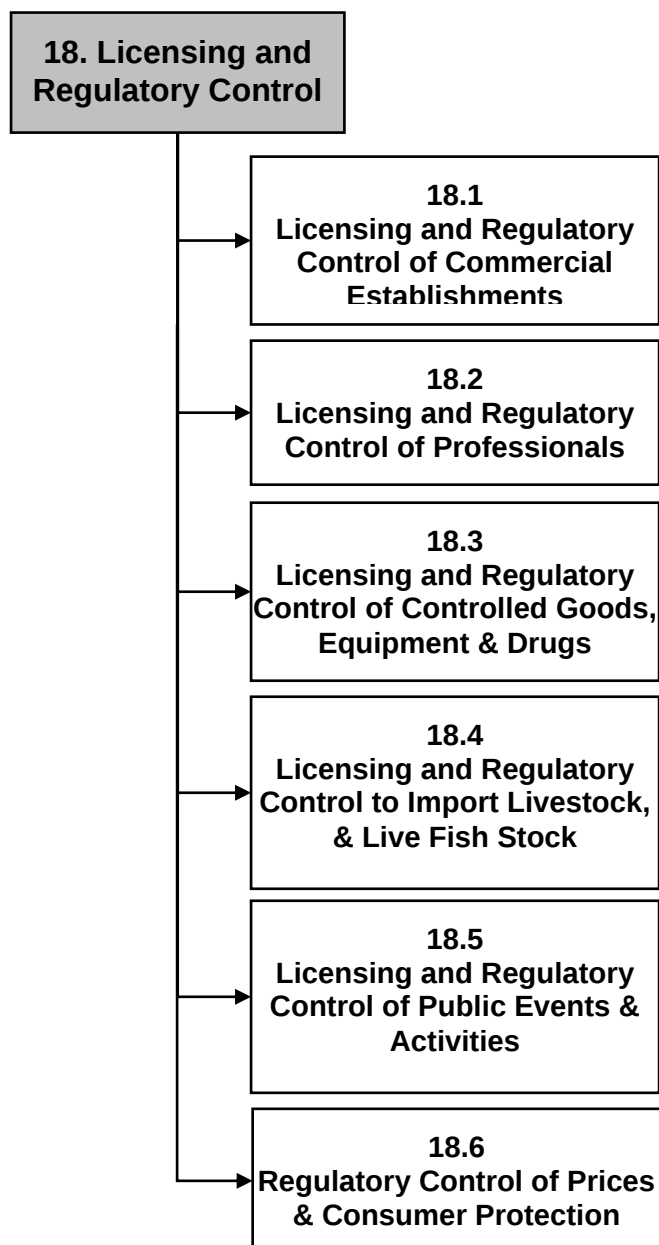


Figure BA-25: Government Functions of Licensing and Regulatory Control

Table BA-18 provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
18.1	Licensing and Regulatory Control of Commercial Establishments This government function involves granting, revoking, and the overall management of licences for commercial establishments requiring regulatory control. Agencies (a) Ministry of Commerce and Industry Primary agency that is overall responsible for the registration of commercial establishments. (b) Ministry of Manpower Enabling agency responsible for the licensing and regulatory control of private vocational training institutions. (c) Royal Oman Police Enabling agency responsible for the licensing and regulatory control of the following commercial establishments: (i) Supply and installation of fire safety related systems (ii) Car servicing and petrol stations, (iii) Sale and storage of liquefied gas cylinders (iv) Sale of used car and car rental (v) Colour copy services (vi) Keys copying services. In addition, ROP is also responsible the issuance of safety and security permit to private schools, food and beverages establishments, factories and industrial projects before commencement of any commercial activities.

	(d) Ministry of Education Enabling agency responsible for the licensing and regulatory control of private schools. (e) Ministry of Higher Education Enabling agency responsible for the licensing and regulatory control of private universities and colleges. (f) Ministry of Health Enabling agency responsible for the licensing and regulatory control of drug manufacturers, private pharmacies, private hospitals and private clinics. (g) Central Bank of Oman Enabling agency responsible for the licensing and regulatory control of financial services establishments. (h) Telecommunications Regulatory Authority Enabling agency responsible for the licensing and regulatory control of telecommunications companies. (i) Public Authority of Electricity and Water Enabling agency responsible for the licensing and regulatory control of electricity and water companies. (j) Ministry of Tourism Enabling agency responsible for the licensing and regulatory control of travel and tourism related companies. (k) Ministry of Agriculture and Fisheries Enabling agency responsible for the licensing and regulatory control of agriculture & fisheries related companies, and manufacturing of fish related products. (l) Public Authority for Craft Industries
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	Enabling agency responsible for the licensing and regulatory control of traditional handicraft establishments. (m) Muscat Municipality Enabling agency responsible for the licensing and regulatory control of commercial activities of commercial establishments in Muscat municipality. (n) Dhofar Municipality Enabling agency responsible for the licensing and regulatory control of commercial activities of commercial establishments in Dhofar municipality. (o) Sohar Municipality Enabling agency responsible for the licensing and regulatory control of commercial activities of commercial establishments in Sohar municipality. (p) Oman Chamber of Commerce and Industry Enabling agency responsible for the registration of commercial establishments in Oman as members. (q) Public Authority for Civil Aviation Enabling agency responsible for the licensing and regulatory control of civil aviation sector companies.
18.2	Licensing and Regulatory Control of Professionals This government function involves granting, revoking, and the overall management of licences for professionals requiring regulatory control. Agencies (a) Ministry of Health Enabling agency responsible for the licensing and regulatory control of healthcare professionals. (b) Ministry of Justice Enabling agency responsible for the licensing and regulatory control of legal professionals.

	(c) Ministry of Transport and Communication Enabling agency responsible for the licensing and regulatory control of air crews. (d) Ministry of Tourism Enabling agency responsible for the licensing and regulatory control of travel agents. (e) Ministry of Agriculture and Fisheries Enabling agency responsible for the licensing and regulatory control of fishermen, sailors and ship technicians. (f) Royal Oman Police Enabling agency responsible for the licensing and regulatory control of driving instructors. (g) Public Authority for Civil Aviation Enabling agency responsible for the licensing and regulatory control of civil aviation professionals such as pilots, flight engineers and specialised aircraft engineers.
18.3	Licensing and Regulatory Control of Controlled Goods, Equipment & Drugs This government function involves granting, revoking, and the overall management of licenses for controlled goods, equipment & drugs requiring regulatory control. Agencies (a) Ministry of Health Enabling agency responsible for the licensing and regulatory control of drugs and medicines. (b) Telecommunications Regulatory Authority Enabling agency responsible for the licensing and regulatory control of telecommunication equipment. (c) Royal Oman Police

	Enabling agency responsible for the licensing and regulatory control of vehicles and hazardous substance. (d) Ministry of Agriculture and Fisheries Enabling agency responsible for the licensing and regulatory control of products and residues of animal origin, animal feeds, and veterinary medicines and vaccines. It is also responsible for the licensing and regulatory control of fish nutrients, coastal / commercial fishing ships and professional fishing boat / ship.
18.4	Licensing and Regulatory Control to Import Livestock & Live Fish Stock This government function involves granting, revoking, and the overall management of licences for importing of equine, livestock, dogs and cats, and live fish stock. Agencies (a) Ministry of Agriculture and Fisheries Enabling agency responsible for the licensing and regulatory control of importing livestock and live fish stock.
18.5	Licensing and Regulatory Control of Public Events & Activities This government function involves granting, revoking, and the overall management of licences for events and activities requiring regulatory control. For example, granting license for sales promotion activities / events. Agencies (a) Muscat Municipality Enabling agency responsible for the licensing and regulatory control of public events and activities in Muscat municipality. (b) Dhofar Municipality Enabling agency responsible for the licensing and regulatory control of public events and activities in Dhofar municipality. (c) Sohar Municipality Enabling agency responsible for the licensing and regulatory control of public events and activities in Sohar municipality.
18.6	Regulatory Control of Prices & Consumer Protection

	This government function involves ensuring fair retail prices & price stability, ensuring availability of basic commodities, creating fair trade competition, and educating & protecting consumer rights
	Agencies The Public Authority for Consumer Protection is the primary agency that is overall responsible for this government function.

Table BA-18: Mapping of Government Functions for Licensing and Regulatory Control with Agencies

4.19 Monetary Collection

This category of government functions involves control of monetary flow and management of national loans.

Figure [BA-26](#) below shows the government functions associated with the Monetary Collection line of business.

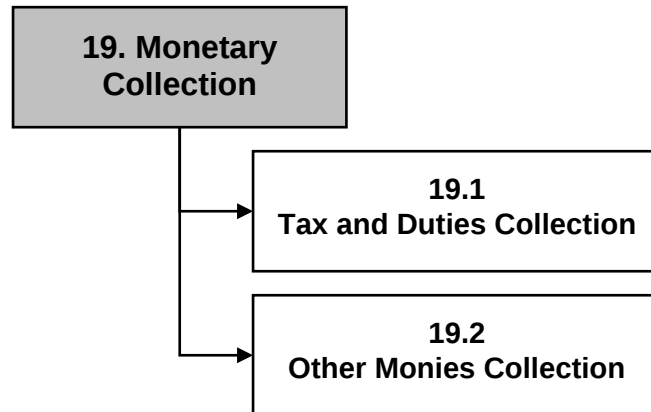


Figure BA-26: Government Functions of Monetary Collection

Table [BA-19](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
19.1	Tax and Duties Collection This government function involves assessment and collection of taxes and duties.
	Agencies (a) Royal Oman Police Enabling agency responsible for collection of custom duties on goods. (b) Ministry of Finance Enabling agency responsible for collection of taxes levied on commercial establishments and services.

	(c) Muscat Municipality Enabling agency responsible for collection of taxes applicable to Muscat municipality. (d) Dhofar Municipality Enabling agency responsible for collection of taxes applicable to Dhofar municipality. (e) Sohar Municipality Enabling agency responsible for collection of taxes applicable to Sohar municipality.
19.2	Other Monies Collection This government function involves collection of fees for goods and services provided by the agencies. Agencies All agencies are involved in this government function as they levy fees and charges for their services.

Table BA-19: Mapping of Government Functions for Monetary Collection with Agencies

4.20 Public Information Management and Communication

This category of government functions involves collection, analysing and publishing of information to the public.

Figure [BA-27](#) below shows the government functions associated with the Public Information Management and Communication line of business.

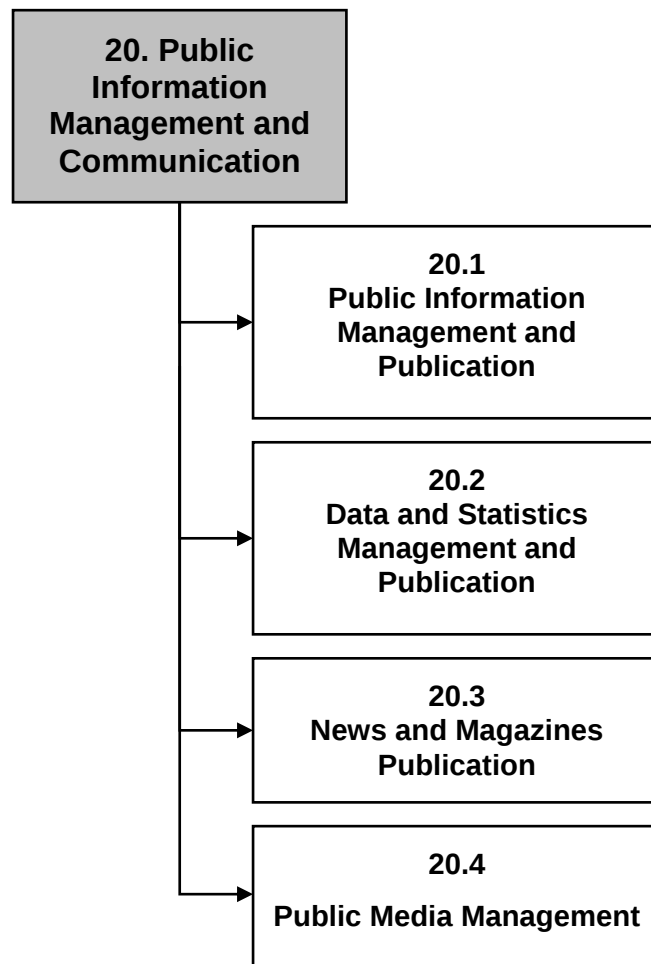


Figure BA-27: Government Functions of Public Information Management and Communication

Table [BA-20](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
20.1	Government Information Management and Publication This government function involves preparation and publishing of information on government projects and services undertaken by the different government agencies. Agencies (a) Ministry of Information Primary agency that is overall responsible for the management and publication of official information on Oman and its government agencies. However, all agencies are also engaged in this government function to provide further details to the members of the public on their specific functions, activities and initiatives/projects.
20.2	Data and Statistics Management and Publication This government function involves provision of data and information on specialised subjects. Agencies (a) National Center for Statistics & Information Primary agency responsible for the management and publication of statistics and information on national economy and social. (b) Public Authority of Electricity and Water Enabling agency responsible for the management and publication of data and statistics on electricity and water sector. (c) Capital Market Authority Enabling agency responsible for the management and publication of data and statistics on financial performance of capital market. (d) Muscat Securities Market Enabling agency responsible for the management and publication of data and statistics on trading activities and trends for the companies listed in the securities market.

	(e) Ministry of Agriculture and Fisheries Enabling agency responsible for the management and publication of agricultural and fisheries related data and statistics. (f) Ministry of Transport and Communications Enabling agency responsible for the management and publication of meteorology data and statistics. (g) Telecommunications Regulatory Authority Enabling agency responsible for the management and publication of telecommunication sector data and statistics. (h) Information Technology Authority Enabling agency responsible for the management and publication of ICT sector data and statistics.
20.3	News and Magazines Publication This government function involves reporting, distribution and publishing of news and magazines with regards to the development of Oman. Agencies (a) Ministry of Information Primary agency that is overall responsible for the distribution of official news on affairs in Oman to news agencies and magazines publishers. (b) Oman Establishment for Press, News Publication and Advertising Enabling agency responsible for the publication of news and magazines in Oman.
20.4	Public Media Management This government function involves the development, distribution and management of information over public media that has a positive impact on the citizens and residents in Oman. Agencies The Public Authority for Radio and Television is overall responsible for the management of public media that raises the general level of public

	awareness, instilling noble values and embodying the citizen's sense of national identity.
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Table BA-20: Mapping of Government Functions for Public Information Management and Communication with Agencies

4.21 Procurement of Goods and Services

This category of government functions involves administration of procurement process.

Figure [BA-28](#) below shows the government functions associated with the Procurement of Goods and Services line of business.

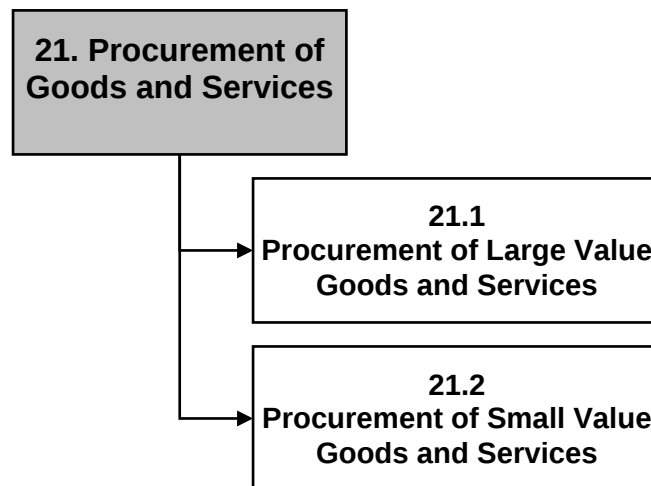


Figure BA-28: Government Functions of Procurement of Goods and Services

Table [BA-21](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
21.1	Procurement of Large Value Goods and Services This government function involves procurement of goods and services of value more than OMR 250,000 in value.
	Agencies (a) The Tender Board Primary agency that is overall responsible for the procurement of goods and services of value more than OMR 250,000 in value on behalf of agencies.

	However, financial independent agencies are responsible for the procurement of goods and services of value more than OMR 250,000 in value for their respective agencies.
21.2	Procurement of Small Value Goods and Services This government function involves procurement of goods and services of value less than OMR 250,000 in value.
	Agencies All agencies are responsible for the procurement of goods and services of value less than OMR 250,000 in value for their respective agencies.

Table BA-21: Mapping of Government Functions for Procurement of Goods and Services with Agencies

4.22 Royal and State Affairs Management & Consultation

This category of government functions involves consultation, coordination and administration of state affairs.

Figure [BA-29](#) below shows the government functions associated with the Royal and State Affairs Management & Consultation line of business.

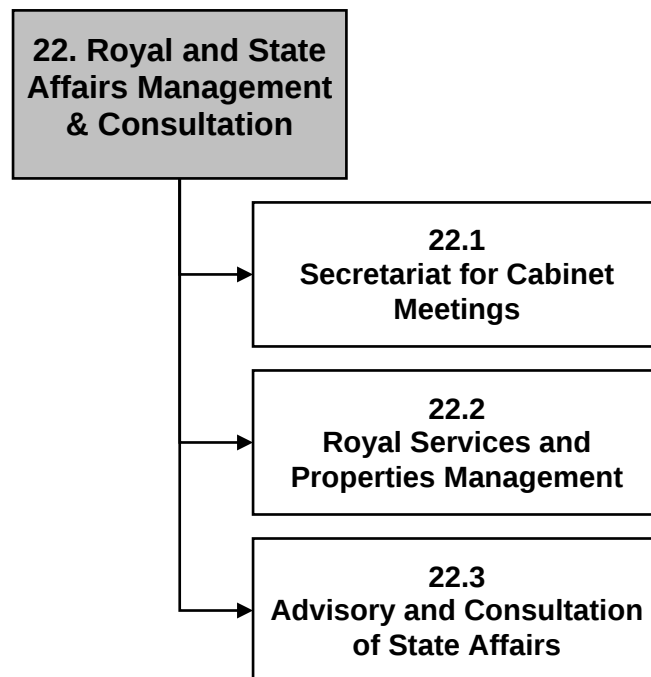


Figure BA-29: Government Functions of Royal and State Affairs Management & Consultation

Table [BA-22](#) provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
22.1	Secretariat for Cabinet Meetings This government function involves management and administration of secretariat functions for cabinet meetings.
	Agencies General Secretariat of the Cabinet of Ministers is the primary agency that is overall responsible for this government function.

22.2	Royal Services and Properties Management This government function involves management of royal properties and administration of royal services.
	Agencies This government function is performed by Royal Court Affairs and Royal Office.
22.3	Advisory and Consultation of State Affairs This government function involves provision of advice and recommendations on state affairs.
	Agencies This government function is performed by Majlis As'shura and State Council.

Table BA-22: Mapping of Government Functions for Royal and State Affairs Management & Consultation with Agencies

4.23 Corporate Planning and Development

This category of government functions involves all activities required in ensuring smooth running of Oman Government.

Figure BA-30 below shows the government functions associated with the Corporate Planning and Development line of business.

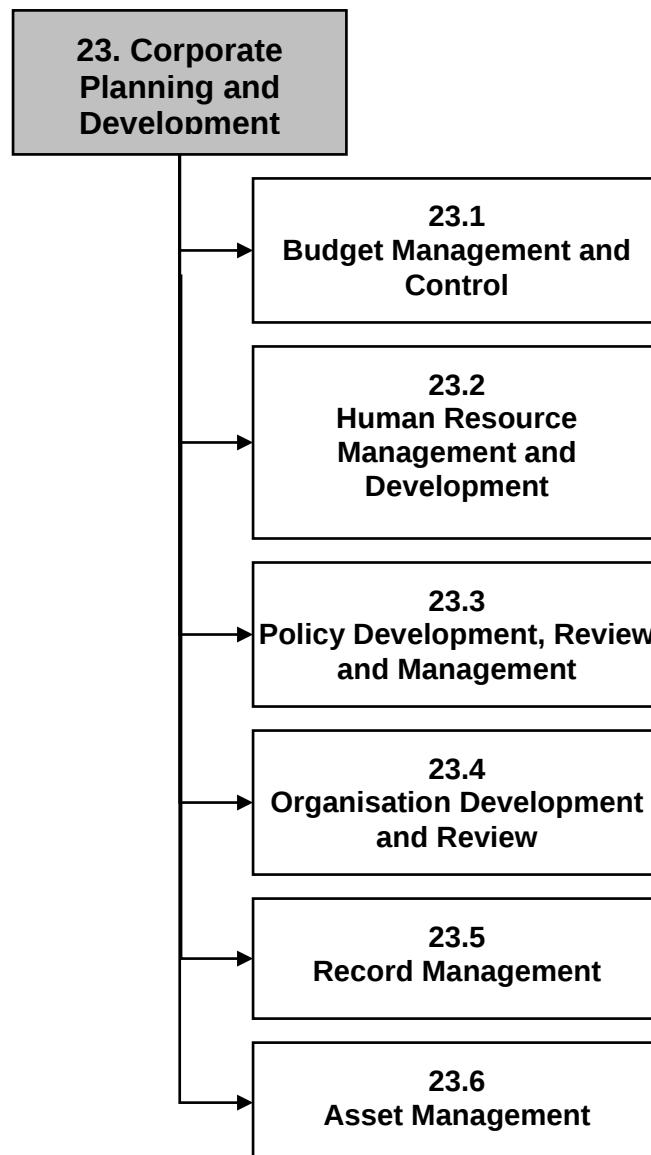


Figure BA-30: Government Functions of Corporate Planning and Development

Table **BA-23** provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
23.1	Budget Management and Control This government functions involves planning, prioritising and management of budget for a targeted period of time. It also includes the collection and monitoring of performance information to assess the effectiveness of the budget utilisation. Agencies (a) Ministry of Finance Primary agency that is overall responsible for the management and control of the Oman Government budget. All agencies are responsible for the management and control of their respective budgets.
23.2	Human Resource Management and Development This government function involves development and management of human resource in the government agencies to meet the competencies required. Agencies (a) Ministry of Civil Service Primary agency that is overall responsible for the planning and development of human resource related policies for the Civil Service. In addition, Ministry of Civil Service is also responsible for the human resource management and development for the Civil Service. However, administrative independent agencies are responsible for the management and development of the human resource in their agencies.
23.3	Policy Development, Review and Management

	This government function involves reviewing existing regulations and policies, and development new regulations and policies to better meet the objectives of the agencies. Agencies This government function is performed by all agencies.
23.4	Organisation Development and Review This government function involves reviewing and development of organisation to achieve organisation excellence, desired corporate culture, boost service levels and promote best practices. Agencies This government function is performed by all agencies.
23.5	Record Management This government function involves the management of the official documents and records in the agencies. Agencies This government function is performed by all agencies.
23.6	Asset Management This government function involves management of the life cycle of asset with financial value in the agencies from acquisition, operations to retirement and disposal. Agencies This government function is performed by all agencies.

Table BA-23: Mapping of Government Functions for Corporate Planning and Development with Agencies

4.24 Information and Communications Technology Enablement and Management

This category of government functions involves appreciating and exploiting information technologies to enable efficient service delivery.

Figure BA-31 below shows the government functions associated with the Information and Communications Technology Enablement and Management line of business.

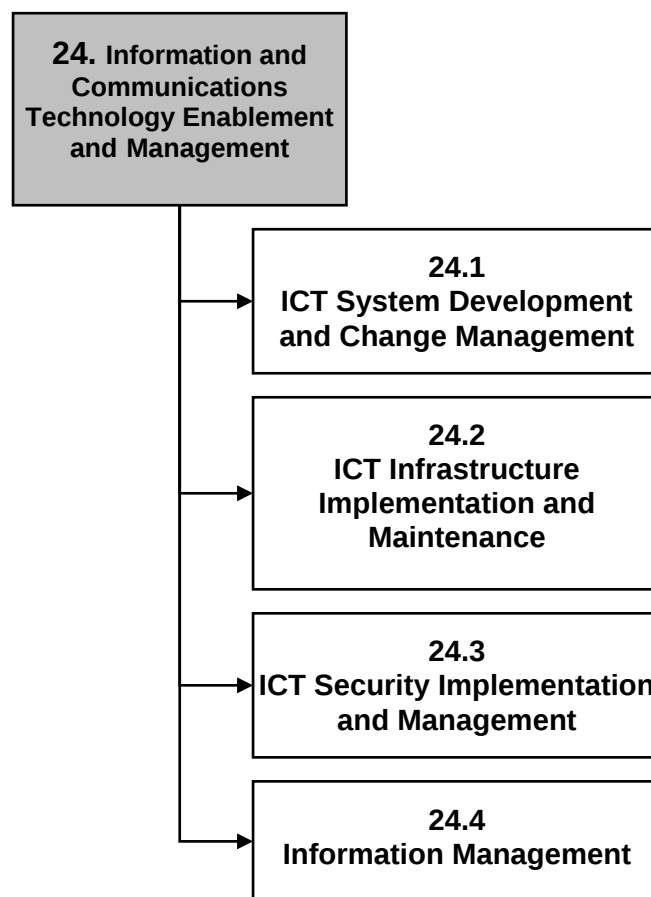


Figure BA-31: Government Functions of Information and Communications Technology Enablement and Management

Table BA-24 provides the function descriptions and list of government agencies involved in this line of business.

Government Function	Description
24.1	ICT System Development and Change Management This government function involves customised design, development and implementation of software application systems. It also includes subsequent change management and maintenance. Agencies a) This government function is performed by all agencies. b) ITA is the central agency responsible for providing the necessary leadership in ICT exploitation, adoption and management. (* see role of ITA below this table)
24.2	ICT Infrastructure Implementation and Maintenance This government function involves planning, design, and maintenance of an ICT Infrastructure. Agencies a) This government function is performed by all agencies. b) ITA is the central agency responsible for providing the necessary leadership in ICT exploitation, adoption and management. (* see role of ITA below this table)
24.3	ICT Security Implementation and Management This government function involves securing of data and ICT systems through defining, implementing and managing security policies, procedures and controls. Agencies a) This government function is performed by all agencies. b) ITA is the central agency responsible for providing the necessary leadership in ICT exploitation, adoption and management. (* see role of ITA below this table)
24.4	Information Management This government function involves management of official information that resides in agency ICT systems.

	Agencies a) This government function is performed by all agencies. b) ITA is the central agency responsible for providing the necessary leadership in ICT exploitation, adoption and management. (* see role of ITA below this table)
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Table BA-24: Mapping of Government Functions for Information and Communications Technology Enablement and Management with Agencies

*** Role of ITA**

To better guide agencies in ICT matters, ITA is the central agency responsible for providing the necessary leadership in ICT exploitation, adoption and management. Agencies consult and seek ITA's advice when implementing their agency-wide ICT systems.

ITA has also implemented efficient, robust and well-managed central ICT infrastructure projects to better support the requirements of agencies. Examples of central ICT infrastructure projects implemented by ITA are Oman eGovernment Services Portal, National Data Center and Oman Government Network.

E - Denotes enabling agency. An enabling agency contributes to the fulfilment of the government function through its specific areas of responsibility.

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[illegible]