



Introduction

Planning is one of the fundamental tools that contribute to achieving sustainable development and implementing projects effectively, and specialist terminology is an essential part of understanding planning mechanisms and the formulation of strategies. We hope that this booklet will help to raise awareness and clarify key concepts relating to planning, thereby helping to improve performance and direct efforts towards achieving the desired development goals.

This booklet aims to provide a comprehensive guide to a range of key terms in the field of planning and development. The booklet is aimed in particular at those working in the fields of planning and development, as well as anyone interested in deepening their knowledge of this vital field.

Vision

Refers to the future plan drawn up by states with the aim of achieving comprehensive and sustainable development across various economic, social and environmental sectors.

Oman Vision 2040 is a long-term strategic plan aimed at transforming the Sultanate of Oman into an economically and socially advanced nation whilst preserving cultural and environmental values. This vision focuses on developing non-oil sectors, promoting environmental sustainability, and achieving social welfare for citizens.

Planning

A strategic process aimed at defining future objectives and guiding the use of resources in an effective and sustainable manner to achieve comprehensive development across various sectors. Planning in Oman encompasses a range of activities aimed at improving economic, social and environmental performance, and striking a balance between population growth, urban development and sustainable development.

Five-Year Development Plans

These are a set of strategic plans drawn up by the Government of the Sultanate of Oman to guide the country's economic and social development over a five-year period. These plans are developed periodically to achieve specific objectives relating to sustainable growth, economic diversification, improving citizens' quality of life, and achieving comprehensive development across various sectors.





The Tenth Five-Year Development Plan

The Tenth

An integrated and comprehensive medium-term national action plan drawn up by the government for implementation over a five-year period (2021–2025) within the framework of the National Vision Oman 2040, through which the Government, in partnership with the private sector and civil society, seeks to achieve comprehensive and sustainable economic and social development.





Objectives

Specific, measurable outcomes that the organisation aims to achieve within a defined timeframe.

Values

These are the principles or standards to which the organisation adheres in its work, and which guide staff behaviour and decision-making within the organisation. Values reflect the organisation's culture.



Strategy

A long-term framework setting out the overarching objectives and the tools needed to achieve them.

Policies

A set of principles or rules that guide decision-making and action; they often define the framework within which strategies are implemented.



Strategic Objectives

The overarching objectives that are focused on being achieved through specific long-term plans and programmes. These objectives aim to improve the national economy, achieve sustainable development and enhance the well-being of citizens.

Strategic Partnerships

These are long-term cooperative relationships established by the government with various local and international partners to achieve shared economic, social and development objectives.

Global trends

Analysis of major trends affecting various sectors, such as economic shifts or technological innovations.

Strategic planning

It is the process of formulating policies and plans aimed at achieving long-term objectives, with a focus on achieving sustainable development across various sectors such as the economy, society and the environment. Strategic planning in Oman is closely linked to the Oman Vision 2040

Strategic Priorities

The key areas or objectives that require focus in order to achieve the sector's transformation towards the Vision's targets.

Sectoral strategy

A framework that sets out the objectives, policies, programmes, projects, activities and indicators relating to a specific sector or part of that sector, and which aims to develop the sector in line with the guidelines of long-term and medium-term development plans.

Spatial Strategy

A framework for defining the visions, objectives, policies, programmes, projects, activities and indicators relating to the governorates, and is prepared within the framework of the long-term development plan and urban development plans.

Sectoral Sustainability

Strategies that ensure the conservation of resources and the achievement of environmental, social and economic balance within the sector.

RISK MANAGEMENT

Strategic risks

Risks that affect the ability of the organisation to achieve its strategic objectives. These may include market changes, technological shifts or intense competition.

Risk management

The process of identifying and assessing potential risks and developing plans to manage them.

Change Management

: the process of planning and implementing organisational changes in a way that minimises risks and maximises the chances of success.

Roadmap

Identifying the objectives and steps required to achieve a specific strategy over a given period of time.



Impact measurement

A tool for assessing the expected or actual impact of strategies or programmes.

Financial performance indicators

These are the metrics used to assess an organisation's financial performance, such as return on investment (ROI), profit margins and the cost-to-revenue ratio.

Scenario planning

A planning method for exploring various possible outcomes based on multiple variables using scenarios.

Financial planning

It is the process of setting an organisation's financial objectives and developing strategies to achieve these objectives, including drawing up budgets and allocating financial resources



Development Planning

A framework comprising activities aimed at achieving sustainable and inclusive development, encompassing all aspects arising from the planning process—from the preparation of plans, strategies, policies, programmes and projects, including monitoring their implementation and evaluating them.

Structural planning

The formulation of plans aimed at bringing about fundamental changes in the economic and social structure.

Short-term planning

Plans intended to be achieved within a short period of time (one month, three months, one year).

Long-term planning

Plans with a timeframe exceeding five years



Operational planning

The preparation of short-term plans to carry out day-to-day activities and achieve specific objectives.

Tactical planning

Drawing up medium-term plans to achieve specific objectives within the strategic framework.

Comprehensive planning

Planning that addresses all aspects of the organisation and takes into account the various dimensions of the internal and external environment.

Joint planning

Planning carried out between several bodies or parties to ensure the coordination of efforts.

Institutional planning

It is the process of setting strategic objectives at the level of the company or organisation as a whole, and involves defining the company's vision and mission, as well as allocating resources across the various departments.

Participatory planning

Planning aimed at promoting community participation by involving stakeholders and development partners (the private sector, civil society and partners), in addition to project planners, with the aim of formulating development plans and selecting the best available options for their implementation.

Indicative planning

is a form of planning that supports the transition to free-market mechanisms and promotes the participation of various development partners (the private sector, civil society and various partners) in the plan. It involves setting out clear indicators and guidelines for development partners regarding the expectations and general objectives of the plan, its programmes and priorities, to serve as a guide.



Urban Planning

The process of organising and developing land use and public facilities in cities and urban areas to achieve sustainable development that meets the needs of the current and future population.

Urban Development Plans

Plans issued by the relevant authorities to regulate and guide the use of land and urban and rural areas; with the aim of achieving a balance between economic, social and environmental development, ensuring the sustainability of natural resources, and improving the quality of life for the population.

Spatial planning

The process of organising and guiding land use in various geographical areas in order to achieve balanced and sustainable development. Spatial planning aims to identify the best ways to use land in urban, rural and nomadic areas, so as to contribute to improving the quality of life, promoting economic development, and the conservation of the environment and natural resources.



Analytical tools

SWOT

SWOT Analysis

A tool for gathering and analysing information on the internal and external factors that affect an organisation and its strategic goals and objectives in a single place, to assess the organisation's current situation by analysing its strengths, weaknesses, opportunities and threats.

Stakeholder Analysis

Identifying and assessing individuals or groups that influence or are influenced by the sectoral strategy.

Analysis

PESTEL

is an analytical tool that focuses on the political, economic, social, technological, environmental and legal factors that affect the organisation.



Re-evaluation

A periodic assessment of the plan to ensure its effectiveness and to make adjustments where necessary.

Gap analysis

A comparison of the current situation with future objectives to identify gaps and draw up plans to bridge them.

Development Project Evaluation and Selection Matrix

A mechanism for evaluating and selecting development projects according to a clear methodology, through which priority projects are selected for implementation in order to ensure social and economic impact and to meet current and future requirements in a manner align with the Sultanate's visions, plans and strategies.

The Duksi Matrix

This is a model used to analyse and classify projects based on various factors such as potential returns, cost and the availability of resources. It can be used to help companies make clearer decisions.

صُنِعَ فِي عُمان
Made in OMAN



Local content

is a term used to refer to the proportion or value of goods and services produced domestically within a particular country, which are used or consumed within that country. Domestic content reflects the extent to which a national economy is capable of achieving self-sufficiency in the production of goods and services, rather than relying on imports from abroad.



The State Budget

A financial programme prepared annually by the government to achieve specific objectives, in accordance with the rules and regulations set out in the Finance Act and its implementing regulations, setting out the government's forecasts for state revenue and expenditure, as well as estimates of the surplus, deficit and financing requirements during the financial year.

Development Budget

This is the budget allocated for government expenditure on non-recurrent government expenditure and covers development projects designed to support social and economic development.

Budget management

This is the process of monitoring expenditure and revenue against the approved budget and taking measures to ensure that expenditure does not exceed the set limits.



Development projects

Development projects are initiatives or programmes aimed at improving economic, social and environmental conditions in communities, through the implementation of infrastructure projects or essential services that contribute to enhancing the well-being of individuals and the development of various sectors. These projects aim to achieve sustainable growth that raises living standards and promotes social justice.

The Benefits Matrix

This is a tool used to assess the potential returns that each project can generate. The matrix is used to compare projects according to the level of returns they generate in relation to their associated costs.

Feasibility Matrix

This is a matrix used to assess specific projects in terms of their technical and economic feasibility.
The assessment involves analysing factors such as cost, time, risks and the technical capabilities of the project.



Performance Indicators in the Sultanate of Oman

These are measurement tools used to assess the Sultanate of Oman's progress towards achieving its strategic objectives, particularly in the areas of the economy, education, health, sustainable development and governance. These indicators help to measure the effectiveness of public policies and the success of national plans such as Oman Vision 2040

Competitive Advantage

Factors that give a country the ability to outperform other countries in specific areas, thereby helping it to attract investment, boost its exports and develop its economic sectors. Competitive advantage is considered one of the key factors underpinning sustainable economic growth

Competitiveness indicators

Competitiveness indicators are a set of metrics and criteria used to assess the ability of a country, company or organisation to compete in the market compared to others. These indicators aim to measure performance in various areas such as innovation, productivity, the ability to attract investment, economic efficiency, the quality of infrastructure, education, healthcare, and other factors that contribute to enhancing competitiveness.

Human development

A broad concept encompassing the improvement of human life and the achievement of comprehensive well-being through:

Employment and training:

providing employment and training opportunities that contribute to the well-being of individuals and society.

Education:

An education system aimed at providing educational opportunities for all members of society.

Health services:

Improving the quality of life for individuals and communities by providing comprehensive and sustainable health services.

External environment

Factors external to the organisation, such as competition, legislation, economic changes, new technologies, and social and political trends.

Internal environment

Refers to internal factors within the organisation that influence its strategies, such as resources, organisational culture, technical capabilities and administrative structure.

Economic Diversification

A strategy aimed at reducing dependence on oil and gas as the main sources of national income, and promoting other economic sectors such as industry, tourism, agriculture and mining, thereby contributing to sustainable economic growth and comprehensive development.

Sustainable development

It is a strategy aimed at striking a balance between economic growth, environmental conservation and improving the quality of life for citizens. The Sultanate of Oman seeks to achieve sustainable development through a range of policies and projects that ensure the needs of the present are met without compromising the ability of future generations to meet their own needs.

Resource management

A process aimed at using natural and human resources in a sustainable and efficient manner to achieve economic and social development, whilst preserving the environment for future generations. Resource management in Oman encompasses a range of areas, including water, energy and natural resources such as oil and gas, as well as human resources.

Governance

is a system for managing and organising government or private institutions and bodies in a way that ensures transparency, accountability and efficiency in decision-making and implementation. Governance involves defining and regulating the laws, policies and procedures that govern how power is exercised within any organisation or state, to ensure the achievement of public objectives and interests and the protection of the rights of individuals and society.



Special Economic Zones

These are specific geographical areas within a country that are designated to attract investment and provide a favourable business environment, whilst offering benefits and incentives to investors and companies. These zones are characterised by an economic and legal system that differs from the rest of the country, offering tax exemptions, customs facilities and other incentives aimed at stimulating economic growth.



Looking to the future

A systematic process involving the analysis of signs of change, data and indicators to identify future trends and shifts, followed by the formulation of medium- and long-term visions aimed at making informed decisions and avoiding potential risks

The digital economy

An economic system enabled by communications and technology to reduce costs, improve operations, foster business growth and enhance the quality of services and products, based on smart government , the digital society and the digitisation of business; it is one of the key components of a knowledge-based economy.

Artificial intelligence

The simulation of human intelligence processes by means of specialised systems linked to digital or electronic devices such as; computers, mobile devices and robots. Artificial intelligence refers to the ability of these digital devices to perform tasks associated with intelligent entities.

Successful planning relies heavily on the use of precise terminology that is understood by all stakeholders, whether they are government bodies, investors or citizens. We hope that this volume will contribute to raising the awareness and knowledge necessary to formulate effective planning policies that keep pace with the changes and challenges facing societies in the modern era.