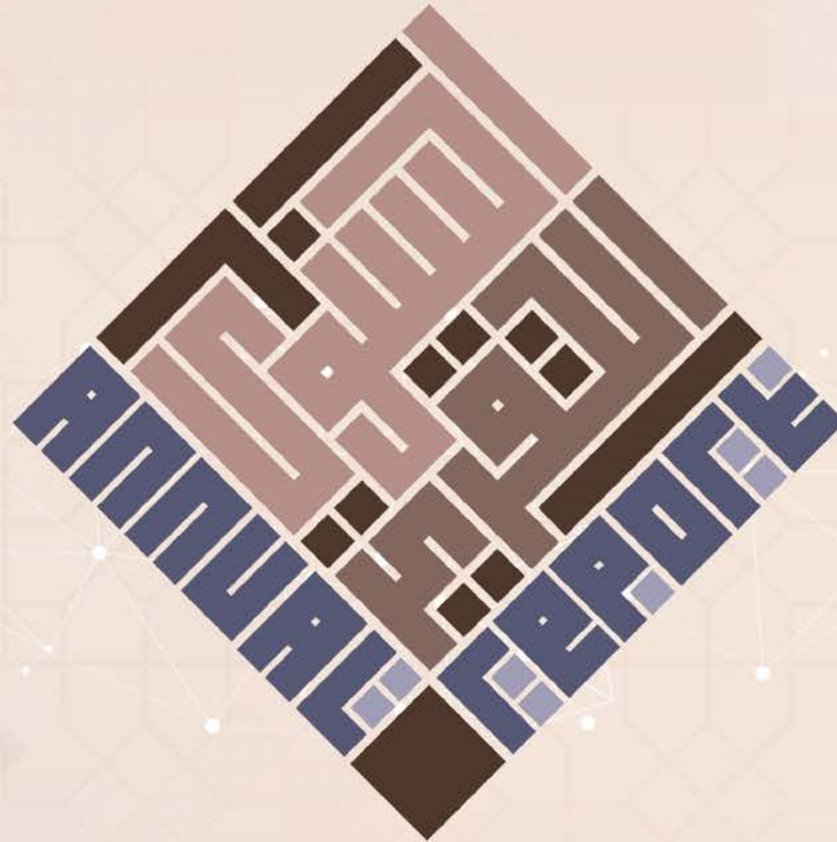




وزارة النقل والإتصالات  
Ministry of Transport & Communications



التميز المؤسسي  
Organizational Excellence



2017





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Qaboos bin Said | Sultan of Oman

And Know That Civilizations Do Not Exist Unless They Possess  
The Basic Elements, First And Foremost, The Love Of Work Among  
And Between The One Nation



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## H.E. The Minister`s Speech



First and foremost, a word of appreciation for those involved at the various sectors and departments of the Ministry, for their most valuable efforts exerted. Without which, none of the projects charted out on the Ministry's 2017 plan would have been realized. We are all quite aware of the Ministry's vision statement for the Sultanate of Oman; to become a pioneer in the transport and communications sector, which could only be achieved through the offering of high-quality, accessible, sustainable and safe services. The Ministry aspires that the transport and communications' sector to become the second source of national revenue and to position the Sultanate among the top ten countries in the Global Logistical performance index by the year 2040.

The Ministry aims to achieve a high level of regional and international competitiveness in the transport, logistics and communications' sectors. While also improving on the quality of the public transport services, obtain a high level of accessible and ever developing telecommunications services, providing accurate information for decision making, introducing modern technology and developing scientific research in transport and logistics, and raising performance indicators to the highest levels of institutional excellence.

We look forward to the coming year to exert more efforts to achieve the ambitions and aspirations set by the Ministry's plan for 2018. Praying to God to help us all and enlighten our paths toward serving our beloved country under the wise leadership of His Majesty Sultan Qaboos.

Dr. Ahmed Mohammed Salem Al-Futaisi  
Minister of Transport & Communications





## Vision

Transform Oman into becoming a pioneer in Transport and Communications sector by providing quality-driven, sustainable, secure and available services whilst maintaining its community roles and responsibilities. We aim to make Transport and Communications sectors the second source of national revenue by the year 2040 as well position The Sultanate to become among the top ten countries in the international logistics performance.



## Mission

To layout and propose the general transport and communications policy and to take serious steps in its adoption, implementation and follow-ups. To coordinate and supervise among the concerned government and other institutional bodies operating in this sector. To develop the legislative framework and adopt international conventions in a way to suit the sector.

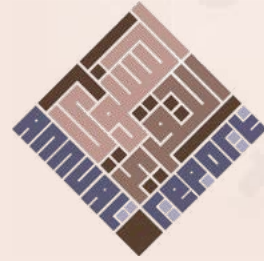


## Objectives

1. To significantly increase the contribution of the transport sector to the social and economic development
2. To enhance competitiveness in the transport sector
3. To create an integrated, sustainable transport system that is both effective and efficient.
4. To achieve high level of availability and development of the telecommunication services







2017

Chapter One:

# PLANNING AND POLICIES



Possessing a Geo-strategic location and good infrastructure alone are not enough to push forward and develop the economy. In order to compete internationally, it is far greater to activate and administer the system as a whole with efficiency, where survival is ensured for those who have greater procedural and technical developments and who are most effective.

To achieve these goals, the strategies should be formulated with clear visions and ambitious goals and by development and equipment of national capabilities that are ready to take initiative actions into their own hands.

From this point in mind, the Ministry has been developing and modifying the policies and the strategies related to the transport and communications sectors. Here is a summary of these developments from the year 2017:

### First: Policies

The draft of the general transport policy was finalized and submitted to the Council of Ministers for consideration and approval. The general policy for the postal sector was also proposed and submitted to the Council of Ministers for consideration and guidance.

### Second: Strategies

The Public Transport Strategy (2015 - 2025) was adopted in 2017 by the Council of Ministers and was prepared for the purpose of improving the public transport system in Muscat Governorate, which includes various public transport means such as buses, taxis and non-motorized means of transportation such as walking and cycling. The ministry is keen to follow up on the implementation of this strategy which will continue until the year 2040.

It is worth mentioning that the Ministry oversees the follow-up of the national strategy of the logistics sector through periodic reports and measuring performance indicators. Oman Logistics Center along with the International Omani Logistic Group (ASYAD) is supervising the implementation of the strategy.

The Directorate General of Ports and Maritime Affairs is responsible of drawing up the Maritime administration strategy which expected to be completed this year 2018. And the Public Authority of Civil Aviation is responsible for the preparation of the National Civil Aviation Strategy and is expected to be completed this year 2018 as well.

And the Directorate General of Communications and Postal Services is preparing the (ICT Strategy). The vision, objectives and strategic objectives of the project have been finalized.

The Directorate General will seek during the coming year to:

1. Follow up the issuance of the Communications and Information Technology Laws and Regulation.
2. Finalize the National ICT Strategy and submit it to the Council of Ministers for approval.
3. Review the Postal Services Regulation Act.
4. Proposed an Emergency Plan for the Telecommunications sector.
5. Carry on the implementation of the initiatives and programs proposed in the general policy of the Postal Services according to the time-plan prepared for this purpose.
6. Continue to follow up the implementation of the national broadband strategy.



### Third: Investment Opportunities in the Transport & Communications Sector:

- Opportunities adopted for during 2017:

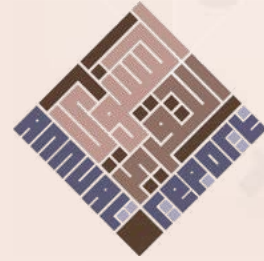
Discussions are underway with some investment companies to develop the ports in Khassab and Shinnas. The Objectives of the project are summarized in the followings:

1. Rehabilitation and development of the port by developing the scopes of fishing, tourism, commercial and logistics.
2. Creating new employment opportunities for the local population and making the port a tourist and economic center.
3. Diversifying the sources of income through the provision of commercial, tourism, fisheries, and leisure and sports activities with a new and distinguished concept.

- Expected Opportunities for 2018:

1. Establishing Fee Zones at Airports.
2. A Cargo Village at Muscat International Airport.
3. A developer for Sohar Airport.
4. Investment in truck accommodation sites in the Sultanate in coordination with ASYAD.





2017

Chapter Two:

# REGULATIONS AND LEGISLATION



Regulations, along with planning and policies, are among the most important aspects that the ministry is working to develop through setting up the laws, regulations and legislations that regulates the work of operators in the transport and communications sectors and facilitates procedures to improve the performance at both the supervisory and operational levels.

Here we review some of the laws and regulations that have been introduced or amended during this year:

### First: Roads and Land Transport:

- **Issuing the Executive Regulations of the Land Transport Law**

The executive regulation act included the definitions, general provisions, licensing, conditions and procedures as well as to the procedures of using smart applications and road transportation safety requirements. It also includes procedures for standardizing the tariffs and fees for land transportation services, penalties for violators and establishing a detailed Database for the companies, individuals and various means of land transportation.

- **Issuing Roads and Facilities protection regulation:**

As a result of the widening of the dirt and asphalt road network, the need for a regulatory legal framework to maintain and ensure their sustainability became important. The regulation included 17 articles to regulate road works and explains the cost of maintenance and repair to road components. The objectives of the protection roaster are to:

1. Facilitate the regulation of services.
2. Facilitate issuance of permits.
3. Limit violations and abuses that may occur by some companies.

- **Inaugurating Highway Design Standards and Standard specifications for the Construction of Roads and Bridges 2017:**

The Highway design and standard specifications for the construction of roads and bridges guide (November 2017) includes four volumes. The first and second volumes are concerned with the design of roads and bridges. The third volume is the standard specifications for the construction of roads and bridges. A new fourth volume has been added to

implement the terms of the drainage Culverts system. The implementation of these terms takes into account obtaining the best possible specifications at the lowest cost. It also includes the amendments of road signs and Traffic Safety Regulations to conform to the specification of the GCC Standard Specifications. The new guide aims to keep up with the latest international standards and specifications in this regard by establishing a secure and a sustainable road network of high quality.

- **Convention on International Road Transport (TIR) Convention:**

The Royal Decree for the accession to the International Road Transport Agreement (TIR), which forms an integral part to trade facilitation and supports the National Strategy for Logistics (2040), is about to be issued soon.

It is worth mentioning that the international road transport system "TIR" in the agreement allows goods to move from countries of origin to their final destinations completely sealed and packaged.



This in turn will save efforts and minimizes time for trucks crossing border checkpoints from days to just a few hours, and will contribute to the provision of huge advantages for companies operating transport fleets and customs authorities and will facilitates the movement of goods, which means significantly reducing the volume of transactions and the need for manual inspection of goods and thus reduce the financial and administrative burdens.

One of the pillars of the "TIR" system is the mutual recognition of customs procedures among member states, which to date amount to 71 countries from the European Union, South Africa and the Middle East, and there are more than 33 thousand certified operators who will benefit from the system.

## Second: Marine Transport:

- **Regulations:**

In order to enhance the maritime safety of Omani vessels and to preserve lives and comply with international requirements, regulations were established for the qualification of Omani seafarers and the following regulations were issued:

1. A regulation for seafarers ID documents.
2. A regulation of safe management of commercial vessels.
3. A regulation of the procedures for the qualification, training and licensing of seafarers working on non-internationally navigable Omani vessels.
4. Load measurement regulation.
5. Regulation of the license of maritime pilots.

Other regulations are also being prepared and drafted to be issued next year, and these include:

1. Ports safety regulations.
2. Ship refueling regulations and licensing.
3. A regulation of loading lines.
4. Regulation of the transport of hazardous materials on ships in Omani ports.
5. Regulation of Maritime Labor.
6. Regulation of the organization and operation of marine tourism units, yachts, picnic boats and water sports boats.
7. Oman Ports Management and Operation Regulations.
8. Regulation of the practice of agents and brokers of shipping.

The new Seafarers ID Document was also launched to replace the old seafarers passport, and will now include both the Omanis and foreigners. Also we have launched the new model of the maritime competence certificate. The two documents were designed with security features to prevent fraud or alteration of the documents. The certificate is issued by the Ministry.

- **Memorandum of Understanding for The Mutual Recognition of The Maritime Certificate of Competency:**

The Memorandum of Understanding was signed for the mutual recognition of maritime Certificate of Competency between the Government of the Sultanate and the Government of the Kingdom of Bahrain, which aims at fulfilling the obligations of the parties under the International Convention on Standards of Training ,certification and watchkeeping (STCW 1978), along with its amendments and that is to ensure the safety of life and property at sea, and maintain safety and protection of marine environment and taking into account the guidance of International Maritime Organization (IMO).



- **Maritime Law**

The Ministry is currently updating the maritime law with the aim of approving and issuing it next year. The committee responsible for the update has worked in accordance with several principles, including ensuring that the modern maritime law is compatible with international marine developments in the field of maritime navigation and the maritime industry, by drafting new laws that were not included in the current law, among which; A new and special chapter was prepared to regulate the issue of shipbuilding as a maritime business of great importance in this era and a desire to develop the concept of shipbuilding in the dedicated facilities in the Omani ports. The Maritime Law dealt with organizing the work of the shipping agencies and cargo and unloading brokers. The project also dealt with detailing the issue of maritime accidents and amending the provisions of transporting people and goods. The project is still being reviewed and amended until it is completed during the coming year.

### Third: Ports:

- **The Oman Global Logistics Group (ASYAD) was granted the license to manage and operate Sultan Qaboos Port:**

The Ministry of Transport and Communications has granted the license to manage and operate Sultan Qaboos's Port to Marafi Company, an affiliate of the Oman Global Logistics group (ASYAD), and that is for all of its maritime operations and ship handling as of 1 January 2018. The license granted to the new national operator is consistent with its vision to enhance the utilization of government investments in the Logistics sector for some new and existing berths and ports of the Sultanate, providing high quality services to the commercial community, as well as developing facilities and supporting services, and opening wider horizons through partnerships and international commercial relations in accordance with a long term strategy to transfer of its experiences in the management of berths at international ports.

- **Customs pre-clearance Service:**

In an important step to facilitate and fast-forward procedures and attract investments, the pilot program for Customs pre-clearance services was launched in collaboration with the Directorate General of Customs at Suhar Industrial Port. The objective was to clear 20% of the goods before reaching their final destinations by the end of 2017.



## Fourth: Air Transport:

The following is a summary of what has been accomplished in relation to regulation and issuance of legislation in air transport sector :

- **Completed in and Throughout 2017:**

The Public Authority of Civil Aviation has completed:

1. Drafting the Civil Aviation Act and discussing it with the relevant authorities.
2. Studied the proposal of separating the navigation and meteorology from the Public Authority of Civil Aviation.
3. Reviewed and updated the regulation of civil aviation and issued newer regulations and legislations.
4. The establishment of the Omani Aviation Group: This decision came about with the aim of effectively managing and developing the government's investments in infrastructure and services in the civil aviation sector, and building main performance indicators, strategies, financial and economic plans for the group companies.
5. The establishment of Oman Aviation Services Company to provide aviation services and to improve productivity and efficiency in ground handling, catering and freight

services, hospitality infrastructure and enhance partnership opportunities in aviation services.

6. Issuing an Air Operator Certificate for Air Aviation, along with the issuance of operational licenses AOC and EOL and finalizing accreditation procedures.
7. Issuing the initial approvals for all of: National Helicopter Company and Muscat Institute for Aviation Science.
8. Negotiations with 17 countries in the area of air transport agreements have been undergoing. The new agreements included Chile, Afghanistan and Botswana. The updated agreements included: Indonesia, the United Kingdom, Kenya, Zimbabwe, and amendments have been made to existing agreements between the Sultanate of Oman, Kuwait and Vietnam.

- **The Master Plan for 2018:**

1. Negotiations with 34 countries in the field of air transport agreements.
2. Adding a seventh air sector to improve the efficiency and safety of air traffic in the Omani airspace.
3. Automatic linkage hob has been established between Muscat Air Monitoring Center and the Mumbai Air Control Center using the AIDC system.

4. Launching the navigational and meteorological services at Duqm Airport.
5. Launching the first phase of air traffic control services from Suhar Airport.
6. Introducing the incoming traffic management program for Muscat International Airport (Arrival Manager)

## Fifth: Communications and Postal Services

Key work done in relation to communications and mail services:

1. Established a holding company for the ICT sector: The file was redirected to the State General Reserve Fund.
2. Established a company for communication towers: The Company will be responsible for constructing communication towers throughout the Sultanate of Oman.
3. Satellite Load Partnership Project: The first phase of the project was completed which included, identification of needs, technical specifications and finding alternative funding for the project.
4. Issuance tariffs for retails services and access / interconnection.





5. Granted license to a third mobile operator to investment funds. The establishment of a third mobile operator company is currently underway with a strategic and capable partner.

### Sixth: Public Opinion survey on Public Transport Services

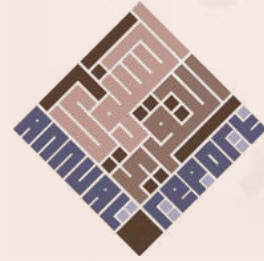
Coordination with the Supreme Council for planning for the implementation of the survey to be included within the implementation of questionnaires conducted within their National Spatial strategy was launched last October 2017. The questionnaire was designed to measure the level of satisfaction of users of the public transport services in the Muscat Governorate, and to measure where the demand for the services are more concentrated by asking users of public transportation systems of their current locations and their final destinations. The samples gathered reached a total number of 1850 users distributed on various bus stations in the governorate and some stations outside Muscat Governorate. The analysis and results will be completed and approved during the first half of the year 2018.

The questionnaire included the following points:

1. Locations of bus stations (total of 29 stations).
2. Starting point and destinations.
3. The purpose of using public transport.
4. Fees paid during the trip.
5. User satisfaction with the service (fees, security and safety, number of times using public transport, bus comfort).
6. User opinions about bus stops.

It is worth mentioning that the project included various surveys relating to the transport sector in order to obtain data to be used in the operation of the transport planning model, which is being prepared as one of the outputs of this project which will provide decision makers with clear indicators of traffic routes and alternatives.





2017

Chapter Three:

# TRANSPORT INFRASTRUCTURE



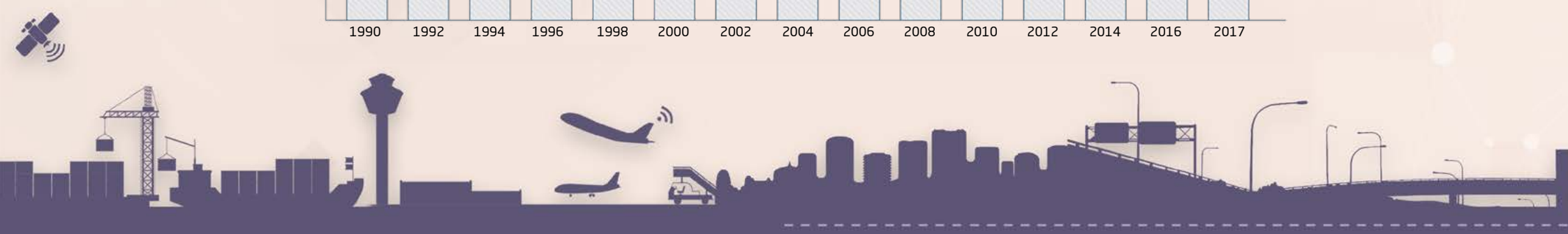
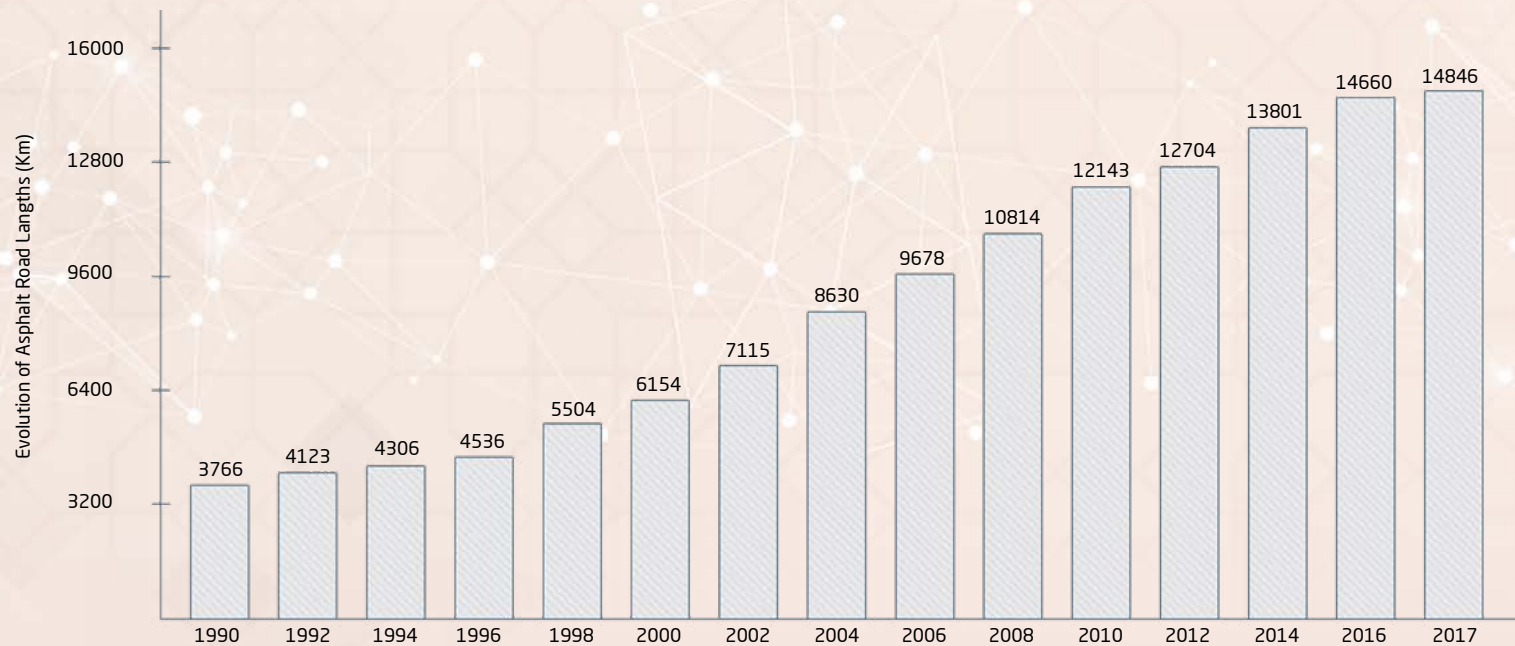
### First: Roads

The Sultanate of Oman’s road network continuously developing, and the ministry is constantly expand on the existing road network through the implementation of the main and secondary roads and by increasing on the efficiency of the network through the construction of Dual Carriage way roads and flyovers while staying focused traffic safety as the number one priority.

The Ministry is also working on linking rural areas with urban centers by expanding the network of track roads of the Sultanate, thus achieving the social objectives of these roads by linking villages with cities.

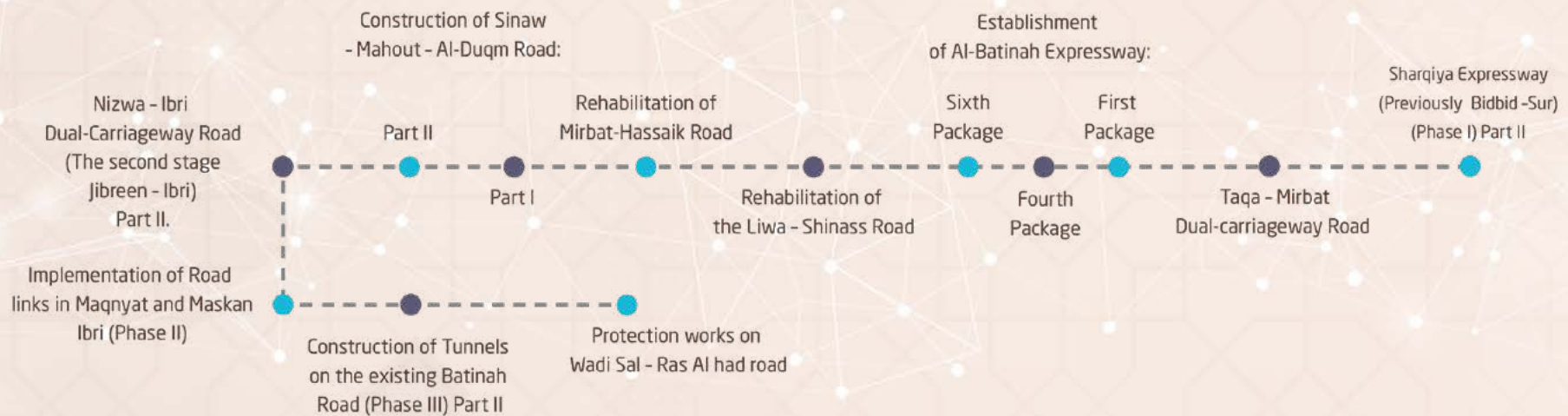
The Ministry continues to maintain the asphalt and Track road network in the governorates with a high quality level to ensure continuity of traffic and maintain the level of traffic safety.

Chart (1): Development of the length of the Road Network of the Ministry Until 2017



The total length of asphalt roads completed during 2017 was about 433 km with a total cost of around 285 million Omani Riyals. The total number of completed projects reached (13) asphalt road with a total running lengths of around (659 km), with total length of (370 km) completed in the year 2017. In addition to the implementation and completion of significant portions of (4) asphalt projects with a total length of around (63 km). The completed projects included a number of intersections, bridges and tunnels.

- Roads Opened for Traffic During 2017:



No.	Name of Project	Total Length of project (KM)	Length under construction (KM)
1	Al-Sharqiya Expressway (Phase I) Part I.	40	24
2	Al-Sharqiya Expressway (Phase II) Part I.	77	59
3	Al-Sharqiya Expressway (Phase II) Part II.	56	56
4	Construction of Al Batinah Expressway (package I).	44.8	9.8
5	Construction of Al Batinah Expressway (package III).	46.2	46.2
6	Construction of Sahem -Al-Felaj Road (Saham link road) - (The additional works to Al Batinah Expressway Project - Fourth package).	13	13
7	Construction of Al Batinah Express Way (5 <sup>th</sup> package).	41	34
8	Completion of phase two of Sinow Mahout Al Duqm (Until Mahout R/A).	17	17
9	Implementing the second phase of Road links at Muqniyat and Masken Walayat of Ibri.	27	11.2
10	Construction of Tunnels on the current Al Batinah road (Phase 3) Part 1.	-	-
11	Saih Qutnah Road at Al Jabel Al- Akhdar at Walayat of Nizwa.	8.6	8.6
12	Implementing Sabt Road - Al Mazroa' at Al Kamil and Al Wafi, The Governorate of Al-Sharqya S.	4	4

Table Number (1)

**Under construction road projects In 2017**

No.	Name of Project	Total Length of project (KM)	Length under construction (KM)
13	Construction of Al Abilla - Al fayadh Road at Al Buraimi Governorate.	41.86	41.86
14	A Dual-carriageway Road from Oman LNG R/A to Bilad Sur R/A.	14.65	14.65
15	Safety works at Khasab Costal Road (Khasab - Tibyat).	38.84	38.84
16	A Dual-carriageway Road Ibri - Yanqul (2 <sup>nd</sup> Phase).	34	29
17	A Dual-carriageway Road Barka - Nakhal.	38.5	38.5
18	Construction of Salan bridge at Walayat of . Suhar	-	-
19	A Dual-carriageway Adam - Thamreet Phase One (In addition to 80 Km from the start of the second phase until Walayat Of Haima	200	200
20	A Dual-carriageway Road Adam - Thamreet Second Phase.	119.7	119.7
21	A Dual-carriageway Road of Al Rustaq Escarpment.	14	1.175
22	Implementing the remaining works to Sint - Wadi Al Ala project Al Dakhiliya Governorate.	4	4
23	Construction of Bilad Al-Shahoom - Al Hajir Road.	23	23
24	Al Auqda and Al Abyadh road link.	22	22

**Total Length of Asphalt Roads of Project 815.53 KM Under Construction 925.15 KM**

**Total of Asphalt and Dirt Roads of Project 833.53 KM Under Construction 943.15 KM**





Al-Sharqiya Expressway



Al-Batinah Expressway



- **Projects Under Study and Design:**

The project's design phase is one of the most important stages the implementation phase because the various design elements are directly related to the costs of constructions and to the road safety factors. During the design phase, the technical and engineering characteristics of the project are defined such as the scope of the project, the size and type of work required to implement the project. After ensuring the economic feasibility of the project, the design phase involves several stages. The first of which is to study and select the optimal route for the road, followed by the preliminary designs of the project and then the detailed designs of the project. This stage is followed by the preparation of tender documents. At each stage of the project, a complete review of all studies, designs and documents prepared by the consultant after being coordinated with all concerned parties. Here is a list of the undergoing reviews of some of the proposed projects taken by the ministry:

1. Dual carriageway road project of Al-Yahmadi - Masroun in the Wilayat of Ibra. The length of the road is (18) Km and is currently in the approval of the final designs stage.

2. Designing road links project connecting Al Aqida villages and Saih Green and other surrounding villages with Walayat of Al Qabil. The length of these links is around (66) Km. The preparation of tender documents has been finalized and the project is currently in the stage of approving the validity of the designs.
3. The design, implementation, operation and maintenance project for Diba - Lima and Khasab road with a (65) Km length. The amendments of the tender documents based on the observations of the Ministry of Finance and the Ministry of Legal Affairs has been finalized.
4. The project of designing an asphalt road at Bat archaeological site in Wallayat of Ibri with a 3.3 Km length is currently in the approval of the design stage.
5. The project of designing road links in Liwa Walayat (Humaydah and surrounding areas) and other links at Walayat of Shinas. The length of these links and joints is around (24) km. The preparation of tender documents has been completed and is currently in design approval stage.
6. Wadi Bani Omar road in the Walayat of Saham road enhancement project. The project has been divided into

two parts, the length of the first part is (21) km and starts from the Al Lihban to Al Islat which is in the design approval stage while the second part with a length of (21) Km is in the initial final stages.

7. Evaluation of Al Batinah Coastal Road (Phase II). This study is currently in the primary stage and is validated by the validation approval committee.
8. A project to add the third and fourth lanes to the Rasail - Bidbid dual carriageway road, from Al Sahwa Tower R/A to Bidbid's interchange. The length of this project is about (35) Km and is located in both Muscat and Al Dakhiliya governorates. The project has been divided into two parts, the first part starts from the Muscat Expressway Interchange where the detailed designs have been approved and the project is currently in the approval stage of the validity of the designs. The second part starts from Al Sahwa R/A up to Muscat Expressway interchange which is currently in the detailed design stage.
9. The design of Al Saih Al Ahmer Bridge, this project involves the design of a flyover in the area of Saih Al Ahmer on the Rusail - Bidbid dual carriageway road.



The project is currently in the stage of validation of the detailed designs.

10. Designing Al Buraimi - Mahdah Dual carriageway road project, the length of the road is around (26) km and starts from Al Buraimi Hospital's R/A and ends inside of city of Mahdha. The project is currently in the detailed design stage.
11. The dualization of Wadi Saa' - Hafeet road and Ibri Bypass road, the project is comprised of designing a dual carriageway road from Zaroub R/A to Hafeet's R/A with a length of around (52) Km, which is currently in the stage of determining the right course, Designing a (46) Km Ibri bypass road which is currently in the stage of determining the right path and the designing of Dual carriageway from the closest R/A to Al Wali's R/A to Tanim's R/A with an estimated length of (10.5) Km and is currently in the stage of determining the path.
12. The project of Al Sail road and Film - Al Ghudhn Road. The length of Al Sail road is around (23) Km and starts from the interchange located in Sinaw - Mahout Road and ends at El Sail village. And the Film - Al Ghusn Road

which is around (9) Km. It connects between Film village and ends at Al Ghusn village in Al Wusta Governorate and is currently in the detailed designing stage.

13. The Shafei - Al-Naqia road project, the main road is about (28) km long with road links connecting Al Shafie area in the Izki Walayat with Al Naqiya area in Walayat of Adam. The validity of the detailed design of the project is currently underway along with the completion of approvals from the concerned bodies and in particular The Ministry of Housing and The Ministry of Defense.





Total  
341,65 KM

Note: This length includes the parts that were completed during 2017 (total length)

No.	Name of Project	Total Length of Project (Km)
1	Al Sharqiya Expressway (Phase II) Part One.	77
2	Construction of Al Batinah ExpressWay (Second Package).	44.8
3	Construction of Al Batinah ExpressWay (Third Package).	46.2
4	Construction of Al Batinah ExpressWay (Fifth Package).	41
5	Completion of Sinaw - Mahoot - Al Duqm Road (Until Mahoot R/A).	17
6	Implementation of road links at Muqniyat and Maskin in Ibri Walayat (Phase II).	27
7	Construction of tunnels on the current Al Batinah Road (Phase III) Part One.	-
8	Implementation of Sabit - Al Mazroa' road in Al Kamil and Al Wafi Walayat in the governorate of South Al Sharqiya	4
9	Implementation of Qurayat - Sur dual carriageway from the Oman LNG R/A to Bilad Sur R/A.	14.65
10	Construction of Sallan Bridge in Suhar Walayat.	-
11	Completion of the remaining works on the Sint - Wadi Al Alla's project at the Governorate of Al-Dakhlya.	4
12	Construction of Bilad Al Shahoom - Al Hajr Road.	23
13	constructing the Masirah Al Rawajih's road in Al Jabel Al-Akhdar in Nizwa Walayat.	7

Table Number (2)

Expected Road  
Projects to Be  
Completed During  
2018



## Second: Ports

A new container terminal (Terminal C) has been constructed and has been equipped with the latest technology on the infra and upper structures at Sohar Port. The new modern plant has been equipped with giant remote control cranes that are capable of handling the largest container ships. In addition to the new automated system of scheduling trucks for loading and unloading which led to the reduction of waiting time inside the port, besides the new automated gates that reduced paperwork and thus accelerated entry and exit and terminated the amount of the transactions involved.

Salalah Port: The consultancy services for the rehabilitation and development of the general cargo Terminal reached 56% and is expected to be completed by September 2018. The completion rate of the construction of the central services path project reached 30% and the project is expected to be completed by the middle of 2019.

It is planned to:

Expansion of the Bulk Material Handling Terminal at Sohar Port to reach a capacity of 10 million tons.

Start of various other projects in Sohar Port, and these are:

1. Construction of additional livestock barns.
2. Additional floating berths "pontons" for fishing activities
3. Construction of a permanent pier



Sohar Port



### Third: Airports:

- Muscat International Airport:

The Ministry and the relevant authorities are making great efforts to complete the Muscat International Airport during this year. The new airport is expected to be operational on the 20th March 2018. Therefore, tests and operational simulations and trials have been initiated in the passenger terminal building, that has a capacity of (20) million passengers, and this number is expected to increase to reach (56) million passengers at later stages. The total area of the Passengers Terminal Building is (580) thousand square meters and consists of three wings (3 levels per wing) a central area of (5 levels) that connects the three wings. There are 3 main entrances that lead to these wings in addition to arrival and departure lounges and a VIP lounge.

There are (118) travel procedures booths for airlines and (82) desk for the procedures of passport control and residence for the Oman Royal Police. Retail areas are distributed at both air and land sides of the building on an area of (12) thousand square meters, in addition to café's food quarters and designated areas for rest at both sides of the building.



The building has two gates dedicated to large aircraft such as the Airbus 380 and the Boeing 747, which are connected to boarding bridges, and a number of 10 baggage strips, of which (8) are designated for international flights and (2) for domestic flights with a capacity of handling (5200) bags per hour, and with a running length of (7) km. The building also has private lounges for first class and business class passengers, along with airline offices, car rental, tourist information booths and various other services. The passenger building contains a 4-star hotel on the air side and consists of (90) rooms with all of the necessary services, such as a swimming pool, food quarters and a gym. The building has been designed to accommodate future expansions by allocating an area that can fit additional (90) more rooms.

The passengers' terminal contains (40) air boarding bridges to facilitate passengers' aircraft boarding with ease, and this in turn is connected with (29) waiting areas. The building also contains (16) additional waiting areas for transporting passengers to and from the aircraft by bus if needs be. There are (29) aircraft parking spaces attached to the building and at a distance another (10) parking spaces designated for emergency situations. These emergency parking spaces will

be ready by the first phase and will reach (30) parking spaces at the implementation of subsequent stages.

The building is equipped with (149) electrical elevators

of various sizes and purposes, (59) escalators and (39) travellers. The building is also equipped with (7) clinics, (24) prayer rooms distributed on the ground and air sides of the building.



The traffic zone (departures and arrivals area) consists of three levels located on a mass area of (89) thousand square meters. The airport buildings can be accessed through a network of roads.

The ground level contains operators and operation offices and facilities with an entrance that connects it with the main lobby, while the higher levels of the building are exclusive for arrivals and departures.



- **Regional Airports:**

- **Duqm Airport:**

The Duqm Airport has witnessed a number of construction works in the passenger terminal, the shipping terminal and the control tower with the aim of completing the works by the middle of the coming year 2018. The third package of Duqm Airport, which is being implemented currently, is considered the latest construction package for the airport. This package involves the construction of passengers' terminal, and an air control tower with a height of (37) meters along with a surveillance building and an air cargo terminal, firefighting building, an airport equipment maintenance facility and many other facilities.

The total area of the passenger terminal is about (5700) square meters, and the capacity of the airport at this stage is 500 thousand passengers per year, while the cargo terminal accommodates about (25) thousand tons annually.

The airport is a major addition to the economic zone in Duqm and aims to facilitate travels of the investors, citizens and the workers throughout the region, which is located at about

(550) km from the capital Muscat. The first and second packages included the construction of the airport runway with a length of (4) km of connecting routes, and aprons that would accommodate four air crafts including an Airbus A380. Add to that, the implementation of a network of roads, drainage systems, an electricity grid and other service facilities.

- **Musandam Airport**

The tender for conducting a study on the establishment of an airport in Musandam Governorate was issued and the operation order has been issued to the consultant.

- **Proposed Completion Projects and/or Expected to Be Proposed During the Coming Year:**

1. The official opening of the passenger terminal at Duqm Air Port.
2. Oman Aviation Group floats Suhar Airport passenger terminal building and the associated facilities for private investment.
3. Musandam Airport: Completion of the preliminary study of the proposed sites (the first phase), and the start of the second phase's works (detailed studies).

- **Projects of The Public Authority of Civil Aviation for The Year 2017:**

1. Completion of the development of maritime communications and the expansion of emergency communications.
2. Completion of the transfer and installation of the new emergency air navigation center.
3. Completion of the supply and installation of close proximity radars at Salalah Airport.
4. Kick-starting and activating takeoff and landing project and procedures through satellite (SID & STARS).

- **Planned Projects:**

1. Completion of the weather stations in:
  - South Al Batinah Governorate (4 stations)
  - South Al Sharqiya Governorate (5 stations)
  - Al-Dhahirah Governorate (1 station)
2. Construction of a new weather station in Nizwa, Al-Dakhiliya Governorate.





2017

## Chapter Four:

# OPERATION STATUS AND OPERATOR PERFORMANCE



The ministry has established Oman Global Logistics Group (ASYAD) in order to achieve part of the ministry's policies and objectives by increasing the investment and roles of companies operating in this sector, and by increasing their contribution to the national economy. The ministry also registered the Oman Aviation Group, and transferred the ownership of both Oman Airports management Company and Oman Air. The services such as (ground handling, maintenance, catering, and air freight) were also transferred from Oman Air to a company called Oman Aviation Services Company which is also part the group companies. Work is also under progress to establish a new company specialized in air navigation and meteorology. Oman Investment Fund was commissioned to establish an Information and Communication Technology Holding company (ICT) and will include the National Broadband Company and other specialized companies to be established according to detailed feasibility studies.

The focus of the next phase will be on the development of soft infrastructure and the efficiency of the system, such as facilitating the transfer of trade, simplifying procedures, employing modern technology, marketing and training.

During the year 2017, the Omani Global Logistics Group (ASYAD) has taken many steps to develop the work and move forward towards achieving the objective of making the Sultanate occupy the top positions in the logistics sector, to mention a few of these steps: ASYAD Group represented by the Oman Logistics Center signed an agreement with the National Training Fund to establish a strategic relationship to enhance mutual cooperation between the two parties towards the development of competencies of human capital in the logistics sector. Hereunder, we will showcase some of the most important achievements of the companies operating in the transport, communications and postal sectors along with a review of the operational movement of the Sultanate's ports and airports, the public transportation system and the postal services.

### Asyad

During the year 2017, ASYAD has witnessed a number of important achievements such as the adoption of the Group's strategy, work plan and performance indicators for the coming June 2017 period, in addition to the launch of the group's commercial identity. And even though the company

faced difficult times but the performance indicators were quite positive in 2017. These hard times were attributed to the adaptation of many measures to improve the efficiency of the operations of its subsidiaries and to integrate them in accordance with the strategy of the group aims to achieve the aspirations of the Sultanate to be a global logistics center by the year 2040, The following measurers should be mentioned:

#### 1- Achieving Harmony Between the Companies of The Group and Reducing Government Dependency:

In order to improve the efficiency of the group and achieve the optimal utilization of its resources and enhance the integration of services between them to ensure integrated logistics services outcomes and new products in addition to financial savings, ASYAD conducted the followings:

- The adaptation of the governance policy by the groups' companies which is based on the best international practices.
- The supply chain has been linked to the Group's companies to share experiences, harmonize procurement and improve services, resulting in estimated savings of RO 6.2 million.





- The unified recruitment policy has been implemented and the internal recruitment plans have been initiated and staff members have been recruited among the Group companies to maximize the utilization of the Group's human resources.

Harmonization among the Group's companies has had a significant impact on cost reduction and high financial savings. It has also served to provide synergies and complementarity in the provision of services at the Group level and to create an environment to the exchange of expertise and knowledge.

#### 2- Diversification of Group Income Sources:

ASYAD has undertaken several initiatives to optimize the utilization of available resources and open wider horizons for commercial exchange. These include the launch of (INSHA) a project management unit and the establishment of (MARAFI) to manage and operate the berths.

#### 3- Work on Building an Institutional Performance Culture:

ASYAD stressed the importance of developing national human resources in various fields of the logistics sector. It stressed the importance of stimulating the culture of performance

among the employees of the group and encouraging them to acquire knowledge and experience in the field of logistics through a number of programs and workshops.

#### 4- Oman Logistics Center:

The Oman Logistic Center in cooperation with concerned authorities to stimulate and activate the basic principles of the national strategy 2040 and work to make a quantum leap in the systems in the completion of transactions that govern, inspect and finance shipping industry across borders, ports and airports and the entire supply chain. And to attract and analysis, identify and monitor investment opportunities by sectors or locations where possible. This is carried out through the use of the latest technologies as a competitive tool, and to enhance transportation technologies and logistic services, in addition to working to provide the numbers and skills of the national cadres required by the logistics sector throughout its stages of development and growth. Among the most significant achievements of the Center during the year 2017 are:

- Selecting the Sultanate to host the World Conference of the International Union of Road Transport 2018.

- Activate the partnership with the private sector through holding workshops and periodic meetings.
- Implementing 16 initiatives from the National Program for the Promotion of Economic Diversity (TANFEEDH).
- Define the input of the logistics sector to calculate the sector's contribution to the GDP.
- Launching of the National Campaign to define and promote the sector (SAWAID).
- Launching the pre-clearance program for goods in partnership with the Directorate General of Customs.
- Signing a memorandum of understanding with the National Center for Statistics and Information to identify the inputs of the logistics sector and the preparation of indicators and logistics statistics.
- Launch of the national e-commerce team.
- Signing a memorandum of understanding with (ITHRA) to promote and market the logistics sector.
- Awarded 10 certificates to Authorized economic operators(AEO).



- Issuing the decision to establish a single station for inspection in the risk management system and integration with the statement system.

- **Group's Subsidiaries:**

#### 1- Ports and Free Zones Sector:

The Omani ports (Sohar, Duqum and Salalah) recorded a significant volume growth in common goods and in the volume of container handling. The rise amounted to 21.6%, or 850.189 Twenty-Foot Equivalent Units (TEUs).

2017 also witnessed the launching and activation of an automated/electronic system of gate management in the ports of (Sohar, Duqum and Salalah). And opportunities of granting permits to ship refueling services were cast to both local and international companies in the ports of (Sohar and Salalah).

All of this in addition to the launching of several new shipping lines to connect the sultanate's ports with Gulf and other ports in the area which will ensure the increased competitiveness of the Sultanate's ports and attract navigation, according to the followings:

- (MSC) company has commenced direct regional voyages linking Sohar Port, Jebel Ali Port and Sub Ports in the region. The United Arab Shipping Company (UASC) has increased the number of trips from one trip per week to two trips per week linking Sohar Port with Gulf ports and other ports in the region. Oman Shipping Company has also expanded its services to more than one regional destination in the UAE such as Sharjah Port and Khorfakkan Port.

- Qatar Shipping Company (MILAHA) operated a new shipping line between Doha and Sohar and another shipping line between Salalah and Doha. (Simatech) shipping company has also operated a shipping line from Sohar to Doha.

- A shipping line between Sohar and Qarmshahr port in Iran was inaugurated by Torang Daria Company.

#### 2- Shipping Sector:

Oman Shipping Company managed to achieve in spite of the hard circumstances significant growth exceeding market expectations which experienced a drop crude oil tanker prices (VLCC) on an annual basis of 43%. The company made

tremendous efforts to reduce costs and increase profitability through intelligent management of its fleets. These efforts included the establishment of an office to manage and direct internal trips to optimize fleet utilization, which enabled an estimated RO 5.3 million in savings on brokerage fees, steering fees and fleet management. The company also sought global partnerships and diversified services offered to meet market changes.

Oman Post has taken care to implement smart technologies in its operations to ensure fast and diverse services. The company announced the launch of its (IRSAL) service, which allows the user to send or receive, and track the location of any shipment, anywhere in Oman (door to door). In addition to launching of (MATJAR) service for online shopping with the benefit of choosing the time of shipping up to 30 days without additional charges.

#### 3- Public Services Sector:

The public transportation services in the Sultanate witnessed a remarkable development during 2017, in addition to a variety of services provided to passengers, which had a significant impact on the increase in the demand for public



transport services in the Sultanate. The National Transport Company of Oman (Mwasalat) increased its fleet to 439 vehicles at the end of the year resulting in a diversity of services provided and the expansion of the transport services network. In addition to the launching of (OJRA Mwasalat) "Mwasalat Taxi" a taxi service on request from the commercial centers and the airport. Transport services have also begun in the late hours of the most vital routes and routes through bus transport.

Among the positive results of harmonization among the companies of the group is the formation of integrated services, including joint cooperation for the transport of packages between Oman Post and Mwasalat, and the integration of transportation services between the National Ferry Company and Mwasalat besides the integration of various services that resulted in accomplishing savings such as the unified communications center project between Mwasalat, Oman Post and the National Ferry Company.

#### 4- Adopted and Expected Investment Opportunities In 2017 And 2018:

(ASYAD) launched (MARAFI) company to manage and operate marine piers in and out of the Sultanate according to the group's plan to achieve global commercial partnerships. (MARAFI) took over all maritime operations and ship handling at Sultan Qaboos Port as of 1 January 2018 as an initial step, where it is expected to expand on maritime operations through partnerships and global business relationships.

(ASYAD) has also launched a project management unit (Enshaa) under the (TANFEEDH) initiative, which is currently managing tunnels on Al-Sharqiyah expressway project in cooperation with the Ministry of Transport and Communications and the construction of three hospitals in cooperation with the Ministry of Health.

In addition to that, (ASYAD) appointed a strategic developer of the logistics project in Southern Batinah (KHAZAIN) to ensure achieving the required investments and established an integrated logistics services station.

(ASYAD) is planning on investing in the third and fourth partner logistic services companies that provide reliable, integrated services that could be relied on to increase the capabilities of build several logistic solutions and contribute to attracting investment in logistics projects and boosting the economic growth.



First: Transport:

Operational Capacity of The Sultanate's Ports:

1- Sultan Qaboos Port:

Description	2016	2017	Change Percentage (%)	Index Movement
<b>Sea Vessels</b>				
Cruise ships	149	135	9.40%	▼
General Cargo Ships	16	17	6.25%	▲
Bulk Cargo Ships	32	31	-3.13%	▼
Liquid cargo ships	213	189	-11.27%	▼
Ferries voyages	81	54	-33.33%	▼
Transshipment ships	653	550	-15.77%	▼
Other ships	254	232	-8.66%	▼
<b>Total</b>	<b>1,398</b>	<b>1,208</b>	<b>-13.59%</b>	<b>▼</b>
<b>Incoming goods</b>				
Incoming (shipping ton)	1,093,743	1,006,624	-7.97%	▼
<b>Bulk and liquid cargo</b>				
Bulk material	583,846	527,796.784	-9.60%	▼
Liquid material	499,302	471,341.088	-5.60%	▼
<b>Tourist traffic</b>				
Number of tourists	249,497	242,157	-2.94%	▼

Table Number (3): Operational Capacity at Sultan Qaboos Port

2- Salah Port:

Description	2016	2017	Change Percentage	Index Movement
<b>Ship Movement</b>				
Containers	1501	1485	1%	▼
General cargo	406	122	70%	▼
Liquid materials	332	367	11%	▲
Bulk materials	53	49	8%	▼
Tourism	34	24	29%	▼
Others	498	281	44%	▼
<b>Total</b>	<b>2824</b>	<b>2396</b>	<b>15%</b>	<b>▼</b>
<b>Containers' Movement</b>				
Imported containers	87,481	95,782	9%	▲
Exported containers	104,950	109,647	4%	▲
Reloaded containers	3,132,613	3,740,995	19%	▲
<b>General Cargo (shipping Ton)</b>				
Export	10,941,292	11,632,29	6%	▲
Import	2,095,227	1,954,38	7%	▼
Bulk and liquid cargos (shipping Ton)	12,213,311	13,052,911	7%	▲

Table Number (4): Operational Capacity of Salah Port



3- Sohar Port:

Description	2016	2017	Change Percentage	Index Movement
<b>Ship Movement</b>				
Containers ships	496	569	15%	▲
General cargo ships	319	387	21%	▲
Liquid material ships	813	819	1%	▲
Ro-Ro Ships	363	319	12%	▼
Others	331	979	196%	▲
<b>Total</b>	<b>2,322</b>	<b>3,073</b>	<b>32%</b>	<b>▲</b>
<b>Containers' Movement</b>				
Exported containers	286,018	320,338	12%	▲
Imported containers	290,012	335,726	16%	▲
Reloaded containers	44,074	172,169	291%	▲
General cargo movement (shipping ton) (includes bulk goods)	3,627,439	5,838,792	61%	▲
Size of liquid cargo (shipping ton)	18,944,752	15,996,472	16%	▼

Table Number (5): Operational Capacity of Sohar Port

4- Khasab Port:

Description	2016	2017	Change Percentage	Index Movement
<b>Ship Movement</b>				
Tourism Ships	66	45	32%	▼
Ferries Voyages	662	401	39%	▼
Commercial Ships	1720	998	42%	▼
<b>Total</b>	<b>2,448</b>	<b>1,444</b>	<b>41%</b>	<b>▼</b>
Number of boats	35,535	38,088	7%	▲
<b>Tourist Movement</b>				
Number of Tourists	114,445	88,777	22%	▼
Exported goods movement (Ton)	15,814	13,494	15%	▼

Table Number (6): Operational Capacity of Khasab Port

5- Shinas Port

Description	2016	2017	Change Percentage	Index Movement
<b>Ship Movement</b>				
Harbored ships	218	106	51%	▼
<b>Cargo movements (Ton)</b>				
Unloaded cargo	2,064	7,479	262%	▲
Loaded cargo	1,503	52,901	3420%	▲
<b>Total</b>	<b>3,567</b>	<b>60,380</b>	<b>1593%</b>	<b>▲</b>

Table Number (7): Operational Capacity of Shinas Port



- Operational Movement of Ferries:

1- The Civil Ferry Movement Between Shana And Masirah Ports:

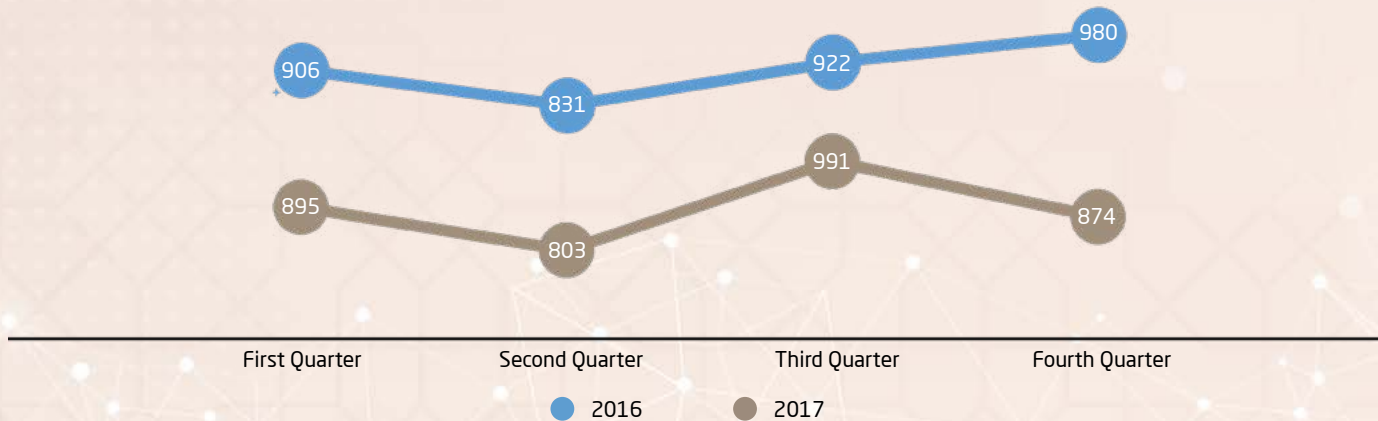


Chart (2): Growth Rate of Passenger Ferries At Masirah Port During 2017 Compared To 2016

2- Ferries Movement of The National Ferry Company Between Shina And Masirah Ports:

Description	2016	2017	Change Percentage	Index Movement
Number of Trips	2,512	2,656	6%	▲
Number of Vessels	48,424	57,465	19%	▲
Number of Passengers	167,996	194,214	16%	▲

Table Number (8): Operating Movements of the National Ferry Company



- Operational Traffic in The Sultanate's Airports:

- 1- The Movement of Aircraft Transiting The Omani Airspace

- 2- Muscat International Airport

Movement of Transit Aircrafts

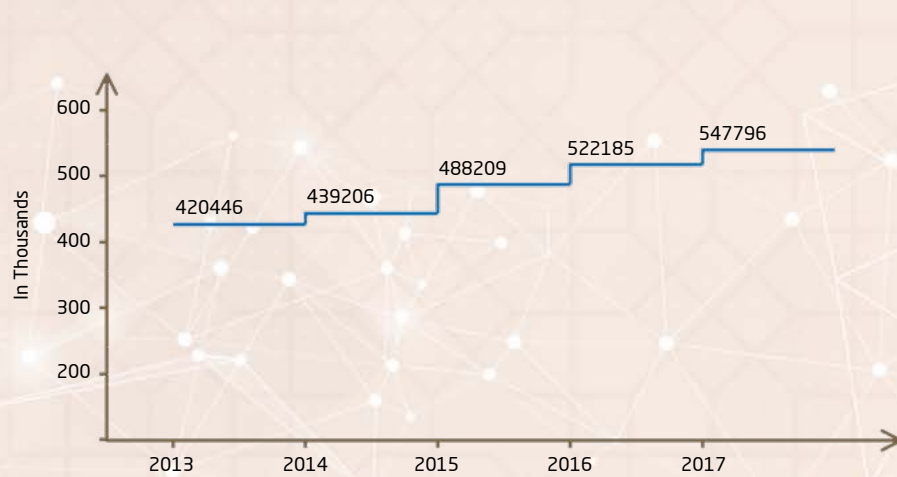


Chart (3): Movement of Transit Aircrafts

Passanger Movement of Muscat International Airport

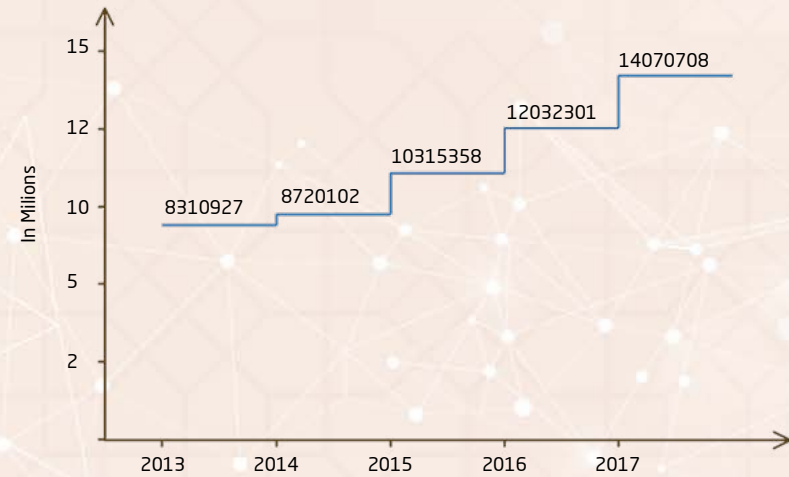


Chart (4): Passanger Movement of Muscat International Airport



# CHAPTER FOUR: OPERATION STATUS AND OPERATOR PERFORMANCE

### Incoming and Outgoing Air traffic at Muscat International Airport

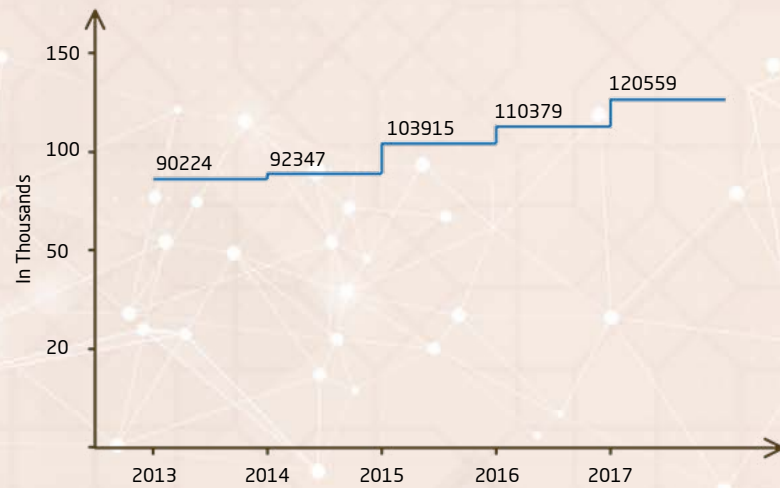


Chart (5): Incoming and Outgoing Air traffic at Muscat International Airport

### Cargo Flights at Muscat International Airport

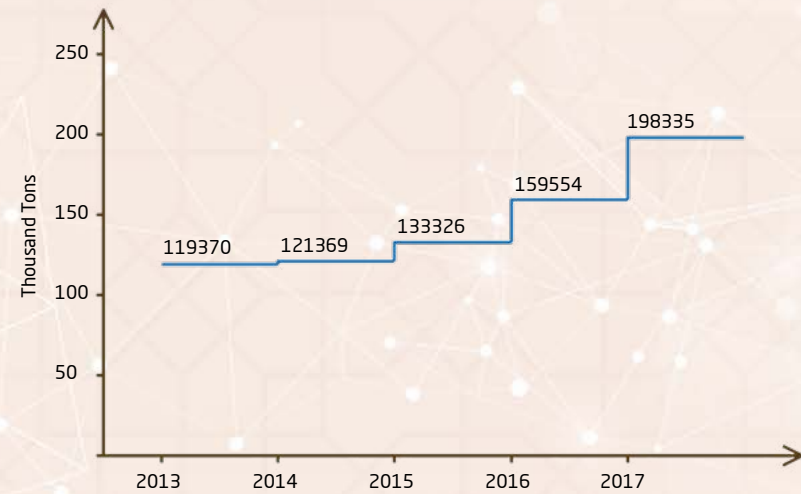


Chart (6): Cargo Flights at Muscat International Airport





3- Salah Airport

Passangers Movements at Salah Airport

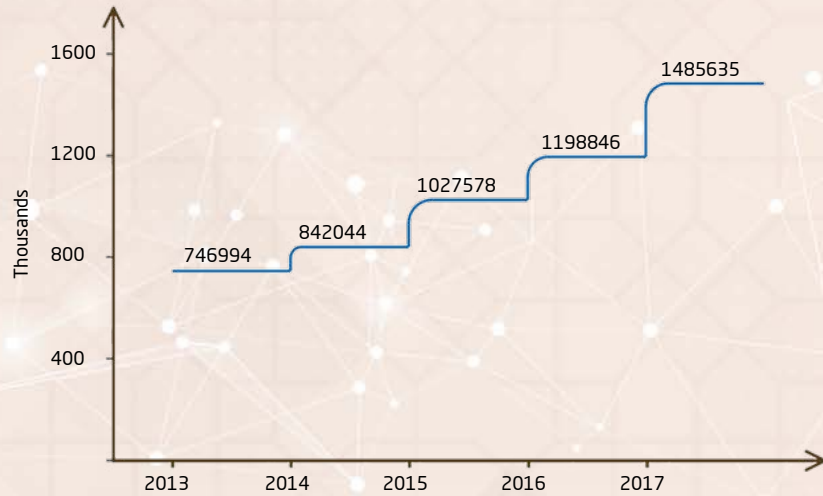


Chart (7): Passangers Movements at Salah Airport

Incoming and Outgoing Flight Movements at Salah Airport

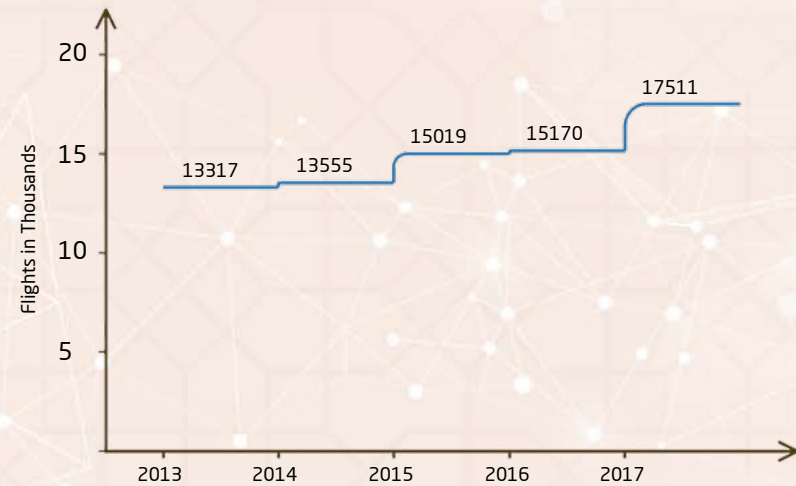


Chart (8): Incoming and Outgoing Flight Movements at Salah Airport



4- Al Duqum Airport

Airflight Shipping at Salalah Airport

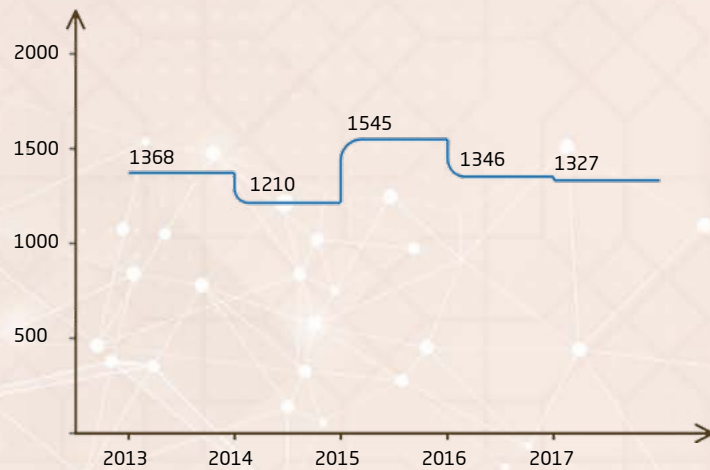


Chart (9): Airflight Shipping at Salalah Airport

Passanger movement at Al Duqum Airport

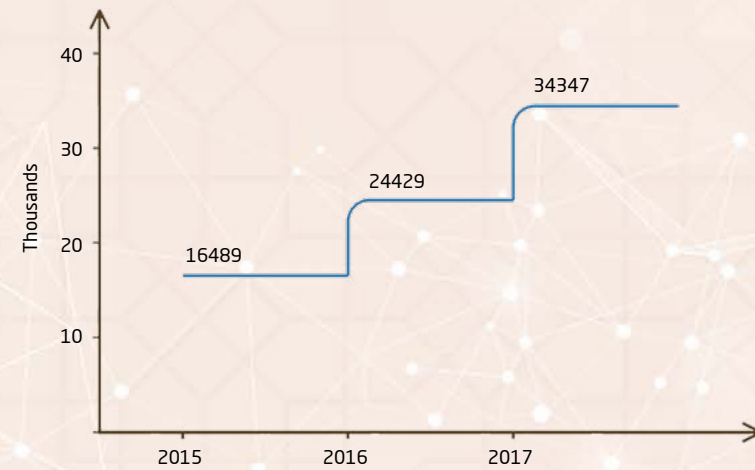


Chart (10): Passanger movement at Al Duqum Airport



5- Sohar Airport

Passenger Movement at Sohar Airport

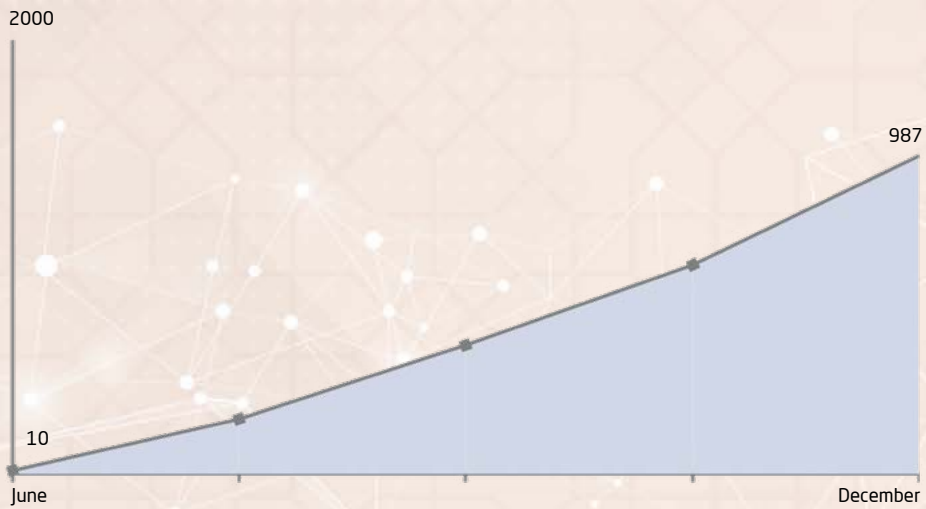


Chart (11): Passenger Movement at Sohar Airport

Flight Movement at Sohar Airport

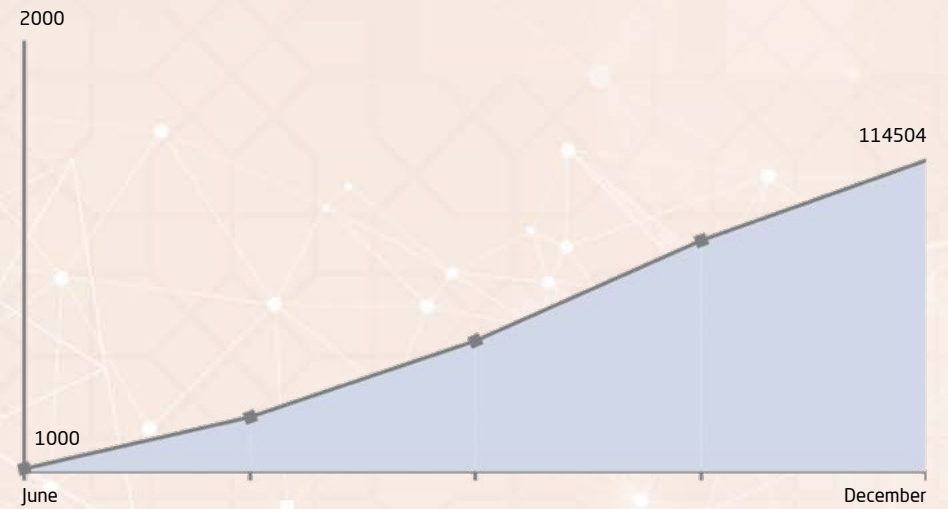


Chart (12): Flight Movement at Sohar Airport



- Operational Traffic on Roads:
- Public Transportation:

1- Achievements of The National Transport Company Of Oman (Mwasalat):

Mwasalat managed to transport more than 4.5 million passengers during the period between 1 January to 31 December 2017 throughout all of its internal lines in Muscat Governorate and external lines to various governorates of the Sultanate, with a growth rate of 21% over 2016, with an average of 12 thousand passengers per day. The peak of passengers was witnessed on Fridays, with more than 18 thousand passengers.

Mwasalat has been awarded among other rewards the International Award for Excellence in the field of buses, an annual reward presented by (IRU). The award is aimed to promote the use of public transport within the city and between cities through innovative projects of high quality and effectiveness in terms of cost.

And in May 2017, Mwasalat was awarded the prize for the Customer Experience category organized by the World Public Transport Union (UITP).

In addition, Mwasalat has also provided the followings: Wi-Fi access, provision of air-conditioned parking in partnership with the private sector, provision of location services and parking on Google Maps, provided transportation services

in collaboration with the National ferry company, extended the public transport services working hours up to midnight in Muscat, and transferred the transportation public services to Al Azeeba Station.



2- Mwasalat Taxis:

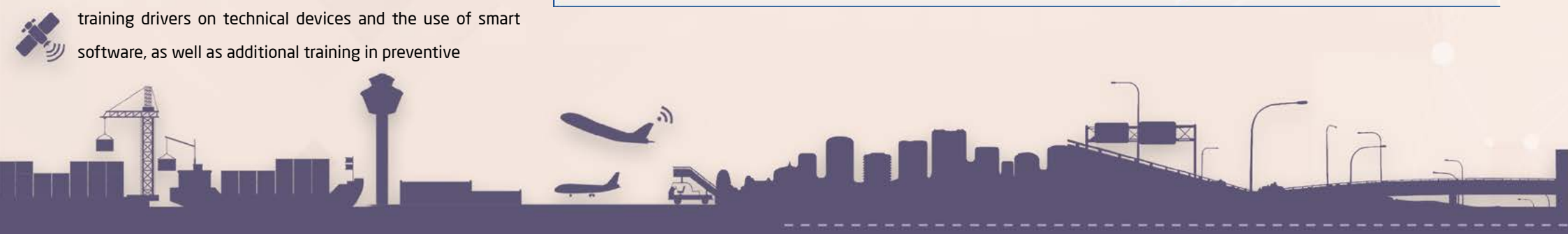
The actual operation of the service commenced on December 12, 2017. In the initial stage, the services were restricted to malls and shopping centers and the service is available on a demand-driven basis in Muscat Governorate. The launch of the service was preceded by a telephone application for advance and immediate reservation. This allowed all users to access the service 24 hours a day from anywhere in the Muscat Governorate to any other Walayat of the Sultanate. The application also provided information on the vehicle, name of driver, and estimated time of arrival. The total number of users reached 322.2 thousand users until 31st December 2017. Mall and shopping centers user reached around a thousand.

The number of current taxis fleet is about 150 vehicles and the number is increasing and there is a good demand by the Omani citizens to join the transportation taxies due to the company's special advantages, such as: free installation of the technical systems and the toll meter, the dyeing of the vehicle to confirm with the new form of transportation, training drivers on technical devices and the use of smart software, as well as additional training in preventive

leadership and how to serve customers properly along with competitive prices offered when replacing vehicles, free health insurance, and enlisting on the social insurance

system according to the regulations, and sharing 50% of the net profit from advertising on taxis to those who wish.

The Public Transport Lines of Network In The Governorate Of Muscat Until The End Of 2017:



3- Mwasalat Plan for 2018:



4- New Lines of Public Transport Between Cities (Long Lines):



Salalah - Al Mazionah



Muscat - Al Buraimi (Thorough Ibri)



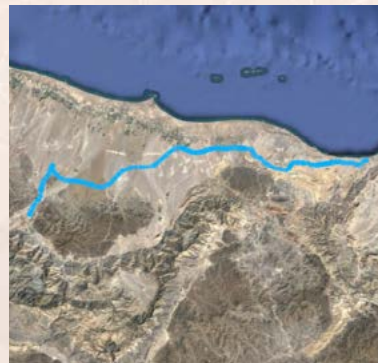
Muscat - Shinah



Salalah - Marmool



Al Khuwair - Al Rustaq (Thorough Al Awabi)



Al-Khuwair - Al Rustaq (Express Way)



Al Khuwair - Samail



Muscat - Haimya (Thorough Al Duqum)



5- Development of Public Transportation Network in Other Major Cities



Development of Public Transportation Network in Sohar



Development of Public Transportation Network in Salalah





Operational Movement of Mail

1- Postal Shipping (Data Up to The Second Quarter Of 2017):

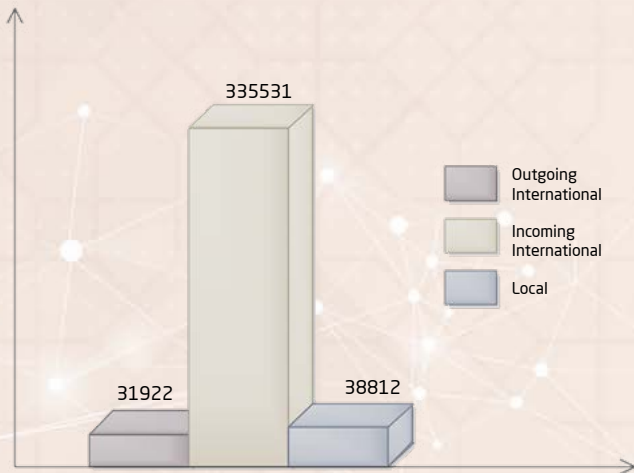


Chart (13): Registered Mail

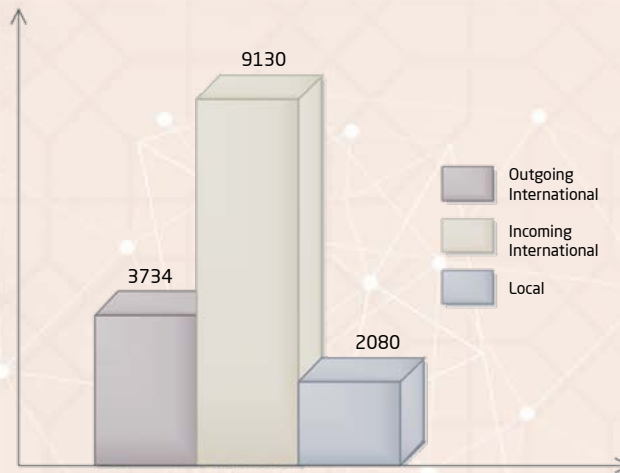


Chart (14): Packages

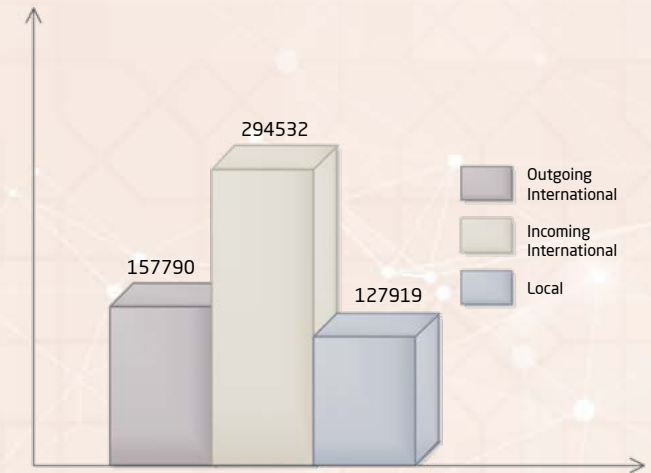


Chart (15): Express Mail



2- Oman Postal Company Achievements:

Oman Post has launched IRSAL application to ensure an easy and reliable shipping experience as possible for all Omanis. With a few steps, this application allows the user to send or receive any shipment anywhere within the Sultanate. The application can locate the user via (GPS). IRSAL network covers more than 82 cities all across the Sultanate and it reaches more than 90% of the population.

In addition to that, the company launched MATJAR store service, which will collect and deliver any international electronic purchases to customers within Oman, starting with the markets of the United States and including famous European and Asian markets. The service will feature 7 days fast and express shipping.



Second: Communications

- Telecommunication Network Coverage

1- The Spread of Telecommunications Services in The Sultanate:

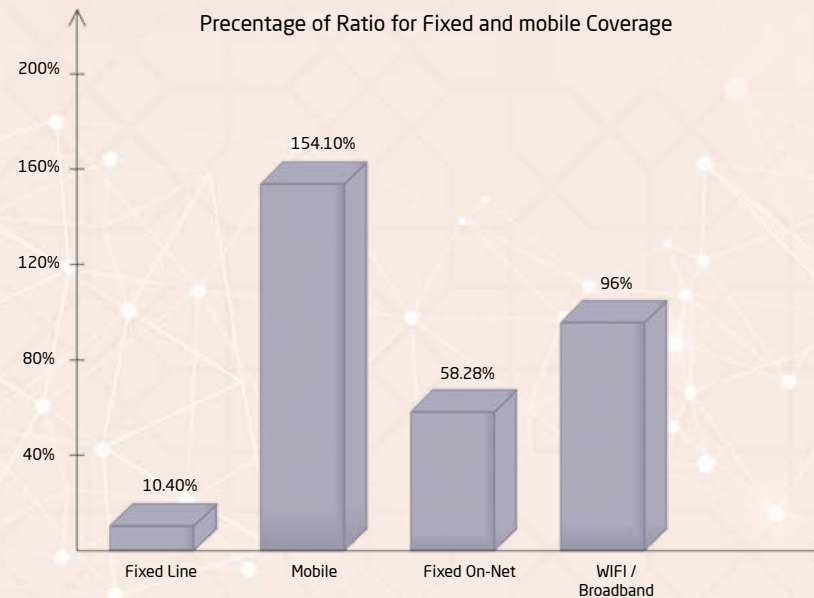


Chart (16): Percentage of Ratio for Fixed and mobile Coverage



2- Coverage of The 3G Network in the Sultanate's Governorates:

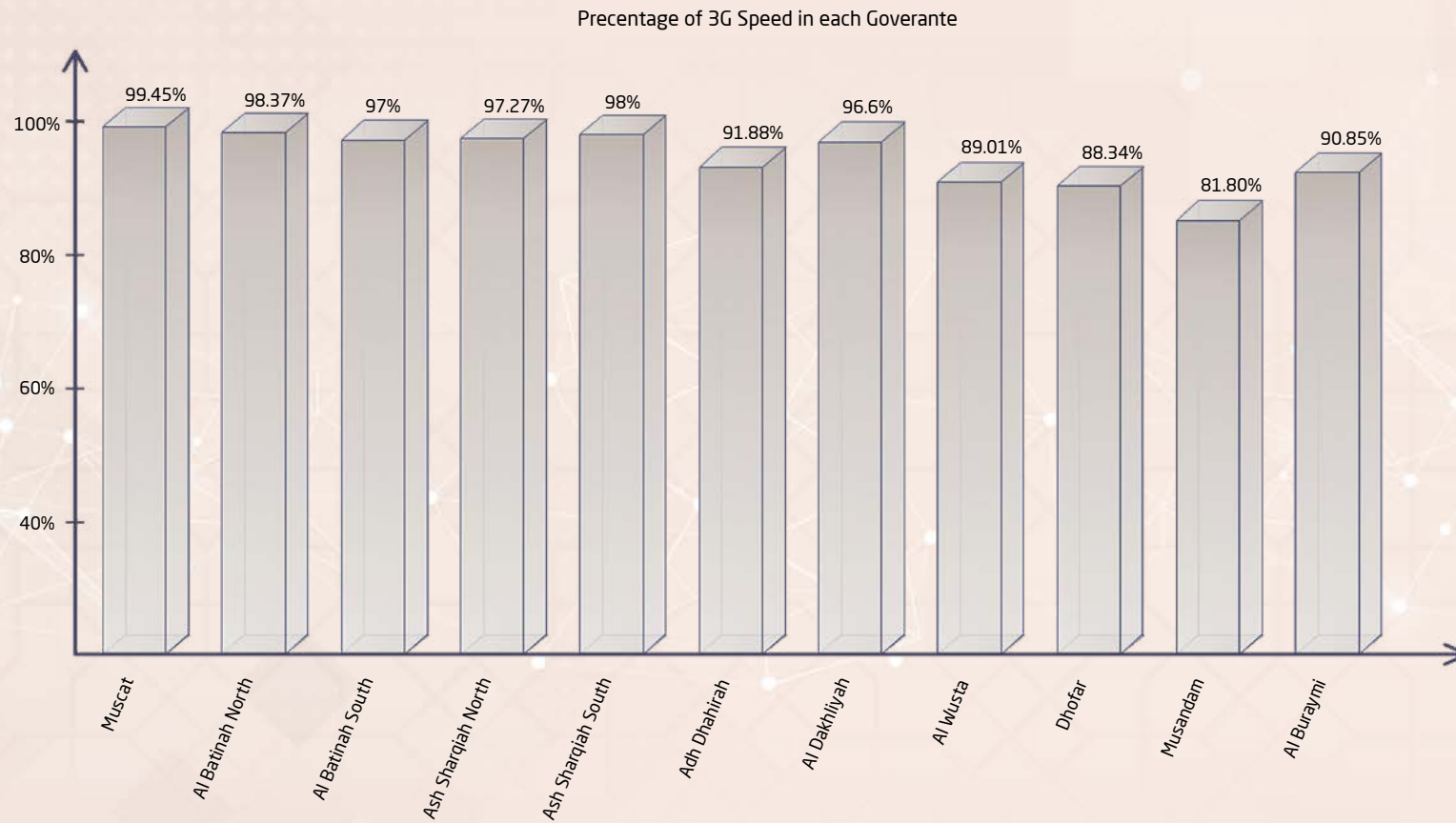


Chart (17): Percentage of 3G Speed in each Goverante



- **Oman Broadband Company**

Oman Broadband Company has signed an agreement with Zain Real Estate Development Company to provide high-speed fiber optic network at construction sites to be implemented by both companies.

#### 1- National Fiber Optic Cable Project:

Oman Broadband Company is investing in the launch of a broadband fiber optic cable network to about (369,439) homes/buildings by the end of 2021, consisting of the laying of (4,977) km of cables with a speed of (9,353) km, and the installation of supporting infrastructure such as fiber distributions centers.

#### 2- Fiber Network Launch Plan:

Oman's broadband plans to launch fiber optic cables in Oman are designed using two platforms:

- **Impact-based launch:**

Oman broadband company will study broadband usage patterns, population densities and expected statistics that determine the future demand for high-speed broadband services in the Sultanate.

- **Effective Release:**

Oman broadband company will work with other government-owned entities to reduce the cost of infrastructure, taking into account the currently available infrastructure that can be commercially exploited.

Oman Broadband is covering rural areas one by one, that is, it passes in front of each house in any given area before the launch and afterwards. Service operators will be able to offer broadband services in these areas and the Oman Broadband company will deliver the connection to the user within 10 days.

- The total number of residential and commercial units equipped with broadband reached 145,000 residential and commercial units at the level of Muscat Governorate, while activating (40,000) units from the total amount of units.
- The length of fiber optics under the management of the Omani Broadband Company reached (15,000) km.
- The number of projects included fiber optic cables reached (24) completed project in addition to (22) project being implemented.

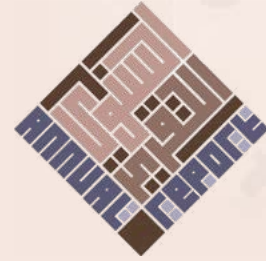
Omani Broadband focuses on social and environmental issues because of their importance to everyone. The company has worked alongside experienced environmental and social

consulting firms to conduct a comprehensive review of the company's social and environmental approach to help formulate an environmental and social management plan. The plan provides a framework for the management and mitigation of the environmental and social impacts associated with the operation of fiber optic cables for 401.017 homes/buildings by the end of 2020. This document contains a high-level environmental and social assessment of potential risks and impacts associated with the project's activities; it also describes how to regulate capacities and institutional resources for the implementation of the planned percussions.

#### 3- Broadband Coverage Network Map:

- The provision of broadband access through fiber optics accounted for 22% of the Sultanate's population, covering 44% of in the Muscat Governorate.
- Broadband coverage in Muscat Governorate was 64% of the 67% planned for 2017.
- Nineteen government institutions have been connected in cooperation with the Information Technology Authority (ITA) within the Oman Government Network Project.
- Coverage in some urban areas was 14%, which exceeded the expected and planned for by 5%.





2017

Chapter Five:

# INSTITUTIONAL DEVELOPMENT



The Ministry is taking steady steps in the process of institutional development through the activation of internal electronic systems and the adoption of several initiatives that contribute to the development of staff through the organization of several workshops, business seminars and courses, and by hosting many prominent personalities in the Sultanate.

The most important achievements of the Ministry during this year:

- The Ministry has moved this year to the new standard of quality management system ISO 9001/2015 and to be audited by a global certification office in the first half of next year 2018.
- The Ministry has achieved the fourth level in measuring the readiness for transformation of e-government.
- Completion of the new ministry's restructuring project.
- **Human Resource Development:**

The human resources strategy has included a number of programs and initiatives. Two programs have already been implemented over the past year, which are:

**The job Rotation Program:** is concerned with the regular mobility of the employee from one job to another in the same or higher career path in the service units. This program has been started under the guidance of the senior management in the ministry to achieve a set of key objectives. Among which are: to develop the performance and enhance staff's management leadership capabilities, to enhance dependability on the principle of competition in order to encourage the competencies of successful management qualified cadres, as well as activate the process of administrative organization in the ministry.

**Effective Trainer Program:** aims at creating professional, qualified and distinguished trainers, preparing them in theory and scientifically, and providing them with the knowledge, skills, experiences, behaviors and experiences that help in the preparation and design of training courses and programs according to the training system and on scientific bases and high level skills. The final evaluation is carried out by the committee and the trainees will afterwards join a specialized training course to obtain a certificate to certify them as trainers.

It is expected that the training program will be started next year, which is an evolving and a continuous training that meets the requirements of the Ministry and is in line with the employee's expectations provided that the training will be carried out in a way that is consistent with the strategic objectives of the ministry, achieving clear results in improving productivity, quality of work and job satisfaction.

- **E-Transformation:**

The Department of Administrative Development and Quality oversees the process of administrative development and follow up the activation of the new management systems and their evaluation and improvement. This is carried out in collaboration with the information technology department, which implements most of the systems internally, and we summarize here some of the projects in this regard:

**Real Estate Management System:** Is dedicated to monitor all activities that provide comprehensive services for the governmental real estate businesses and the establishment of procedures and rules to ensure the preservation of the land and buildings held by the ministry. This includes leasing, renting, investing and granting the right to use the land and



buildings, along with contract renewals and equipping the buildings with the necessary furniture and providing the maintenance.

**Project Management System:** The program aims to provide a comprehensive and accurate database of the Ministry's projects where decision makers can access the project indicators board. This database is updated on monthly basis by the concerned sectors.

**Integration of The Ministry's Services with Both Bayan and Investeasy:** This project aims to add customs permits for land transport and maritime affairs in the common system (Bayan) of The Directorate General of Customs and to investeasy of the Ministry of Commerce and industry.

**The Ministry's readiness for E- Transformation:** This project is being followed up in cooperation with the Information Technology Authority, and the ministry was awarded the fourth position in the readiness level for electronic transformation and will strive during the coming year to achieve the fifth level, which the final level on the readiness scale.

**Follow-Up the Use Softwares & E- Systems:** This project aims to monitor and the level of use of electronic programs, systems and services, and establishes the rate of usage for all internal systems in order to provide better service to users.







