



Factors affecting the effectiveness of sustainable development in the Sultanate of Oman after 2020

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Abstract

This study aims to identify the importance of factors influencing the effectiveness of sustainable development in countries and the developmental role of governments striving to achieve it for their institutions through policies and strategies centered on institutional development. This is accomplished by examining these factors within development projects. Our study focuses on the Sultanate of Oman, which possesses numerous influential actors in sustainable development that impact the achievement of governmental development goals. Sustainable development is a relatively new concept that aims to achieve a balance between social, political, economic, and administrative factors, and to meet societal needs. This study focuses on the Sultanate of Oman and the factors that have influenced sustainable development post-2020, particularly the ascension of Sultan Haitham bin Tariq to power and his pursuit of developing and implementing government policies through well-defined strategies at both the local and international levels. It also examines the importance and role of Oman Vision 2040 in achieving sustainable development through diversifying economic resources, reducing dependence on oil, adopting long-term strategies, promoting sustainability and a positive social environment, and understanding the effectiveness of economic, social, and geographical factors in achieving government objectives and their impact on fostering sustainable development and meeting societal needs.

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Introduction

Political change processes vary from country to country. Some occur through elections and the transfer of power through parliament, while others occur through revolutions and military coups. There are also hereditary transfers of power, as in the Sultanate of Oman and other countries. The challenge of state-building is linked to the mechanism of assuming power. Political stability is closely tied to political and social stability and institutional development, which the government seeks to achieve through comprehensive and sustainable development. This is done while considering the importance and role of the factors influencing this process, which the Sultanate of Oman possesses, including its geographical location, social culture, economic factors, international relations, and regional actors and variables. In the Sultanate of Oman, particularly after 2020, with the accession of Sultan Haitham bin Tariq and the launch of Oman Vision 2040, the state has taken broad and comprehensive steps towards achieving sustainable development at the local and international levels, employing technological strategies to support national efforts and focus on strategic development goals.

The Importance of the Study

The importance of this research lies in the crucial role of governmental institutions in achieving developmental goals, regardless of the type and mechanism of the political system. This includes addressing challenges, adapting to changes and crises, and achieving political and social stability. It also involves ensuring that the security system is not negatively impacted and that development is aligned with it within a framework of security and development, without compromising societal goals and needs or international strategies. Furthermore, the research highlights the importance of sustainable development in the progress and growth of the Sultanate of Oman, considering the factors that influence its effectiveness and categorizing it to benefit developmental processes through flexibility and adaptation to local political changes and international economic, security, and technological changes.

Objective of the Study

This study aims to clarify the importance of assuming power through peaceful means and the importance of aligning political development with sustainable development, highlighting their interconnectedness. Not every political system that adopts elections as a path to power is necessarily democratic or conducive to achieving sustainable development. Rather, it must be a comprehensive developmental system that aims to achieve the public interest, common good, and local and international societal goals within sound governmental policies that are compatible with international changes in political and administrative practices and keep pace with economic changes to improve the state's social reality.

Problem of the Study

This study explores the importance of factors influencing the effectiveness of sustainable development in the Sultanate of Oman post-2020. These factors include the role of political stability, hereditary rule, and the importance of flexibility in decision-making. Despite the pursuit of sustainable development, the mechanism of assuming power may hinder popular participation in governance and restrict public involvement in political decision-making due to the centralization of power and the limited decentralization of administrative localities, which operate within a hierarchical structure with the monarch in decision-making.

Hypothesis of the Study

The study's hypothesis revolves around the role of joint decisions and the decision-making and implementation processes in achieving a pioneering governmental environment, regardless of the type of government. This is accomplished through unifying efforts and establishing plans for joint cooperation, supported by funding, robust institutional structures, investment in human capital, and interaction within institutions. The study also examines the factors influencing the effectiveness of strategic plans for achieving sustainable development in general, and in the Sultanate of Oman in particular. It further explores the challenges and crises that impact sustainable development and the factors that contribute to its achievement through strategic plans, including Oman Vision 2040.

Methodology

This study employs a descriptive and analytical approach, identifying the factors influencing the effectiveness of sustainable development in the Sultanate of Oman after 2020, as well as the administrative variables and the powers vested in the Head of State.

Structure of the Study

The study addresses two main axes of factors influencing the effectiveness of sustainable development in the Sultanate of Oman after 2020. The first axis focuses on developmental governments, and the second on the policies of the Sultanate of Oman after 2020 and the factors affecting the effectiveness of sustainable development.

First Axis: Developmental Governments

Discussing governmental development leads to two paths: the first is the general governmental path, and the second is the private path, which involves the participation of governmental and non-governmental institutions. These paths lead to the achievement of targeted local and international governmental community development, aiming to place the government among the ranks of developed nations and enable it to contribute to the global role within international policies. This influence stems from its advanced structural authority, which is a crucial factor in a country's standing internationally and its development at the local level.

First: Institutional Structural Development

Institutional structures are the foundation of the development process. They clarify the mechanisms for achieving the strategic goals of institutions and the mechanisms for cooperation and achieving objectives with international institutions and organizations that strive to develop societies at the economic, social, and political levels, categorized within the framework of human rights. Governments contribute to achieving these goals, and their policies are reflected in them to achieve societal and political acceptance and satisfaction. The term or concept of institutionalization is considered a study of the multifaceted dimensions and factors resulting from the interaction of numerous cognitive and social actors to achieve sound organizational practices. Today, the world is shaping development factors through institutional development and artificial intelligence processes in institutional work, influencing political action and reflecting the political planning of the government's development portfolio for its administrative institutions. These institutions are divided into the authorities constituted by each state, their operational context, and their legislation in distributing governmental tasks in terms of legislation, implementation, and judicial and oversight powers. It is an integrated governance system for sustainable development at the level of laws, policies, and programs for managing various interests through good governance across different sectors to ensure sustainable development and social justice. Development Institutional development is divided into comprehensive, specific, and integrated development encompassing both human and technological elements. Countries contribute to this development through their governments' strategies and planning pillars to achieve

sustainable, efficient, and effective institutional development, capable of fulfilling local and international objectives. The development process involves improving institutional performance and achieving the institution's goals, vision, and mission in a legitimate and legal manner. This is reflected in its internal management and its external impact, which is shaped by societal needs, constitutional principles, and government policies. It also requires ensuring consistency in coordination, organization, and management, developing methods and building capabilities that meet contemporary requirements in every time and place. Furthermore, it necessitates addressing challenges to institutional development through administrative and legal empowerment, combating corruption, and resisting obstacles to development. These obstacles can include political instability and the absence of truly visionary, productive strategies that are compatible with material and administrative factors, as well as the various strategies the government seeks to implement.^[1]

All of the aforementioned structural foundations and the concept of institutional excellence are essential for administrative development and raising the standards of institutional performance.

And forming an effective system with a work ethic through investing the resources that it possesses, both economic and human resources, and the sense of institutional belonging among individuals and their participation in decision-making.

It is worth noting that governments rely on numerous strategies to achieve genuine developmental institutional structures. These strategies fall under various theories employed by specialists in government strategy implementation, including the integrated systems theory, modern management theories, good governance theories, and reformist theories. All government institutions strive to achieve these theories through their organizational structures, the stages and mechanisms for achieving their objectives, their degree of independence, and the political impact on realizing these strategies. Ensuring adherence to these strategies and recognizing the importance of institutional structures leads to globally advanced institutional frameworks, placing them among the ranks of developed nations. This is achieved through the adoption of:

- Modern technological strategies, such as big data, machine learning, and artificial intelligence.
- Implementation of these strategies by specialists within a body experienced in international technological developments.
- Re-engineering and streamlining administrative processes to incorporate intellectual strategies in e-government.
- Providing services through input-output alternatives, such as smart government and proactive government.

- Emphasizing the importance of feedback and assessing the extent to which strategies are being achieved and their developmental role.
- To achieve the greatest number of electronic services within a digital governance framework for institutions through access to these services by beneficiaries in the community.
- Highlighting the importance of e-government services in delivering community services by disseminating statistics on their use and developmental impact.

One of the pillars of institutional development, and one of its objectives, is achieving progress in the field of population through the Ministry of Economy, the General Directorate of Social Sectors, and the Directorate of Development Planning. This involves mechanisms for linking entities authorized to work on population issues with other development sectors, and integrating and making human beings the foundation and focus of development processes in all sectoral plans and strategies of government institutions. This is achieved through institutional visions that contribute to community development.^[2] These pillars are mentioned in several institutional frameworks, including the environmental and social pillars, as well as the crucial role of the economic pillar. These pillars are fundamental to the integration of government objectives in a truly integrated manner, linking government strategies with social needs and international development consensus. The goal is to achieve sustainable development, and its indicators include democracy, building individual capacities in society, political and developmental participation, building a foundation of national institutions, and societal values. These pillars are dynamic and developmental, and they align with government policies and societal changes.^[3]

Second: Renewable Development within International Variables

Renewal is an inherent process of development. The foundation and most important pillar of development is building individual capacities, which are linked to institutional capacities. This transcends the concept of primitive and traditional capabilities, aligning with international variables that contribute to the development of governmental institutions with local and national goals and strategies.^[4] These variables include globalization and the integration of economic factors and technology, which contribute to finding alternative development methods compatible with economic changes at the local and international levels, international digitalization, green development,^[5] and processes that contribute to geopolitical shifts and global crises and their impact on development factors. The most prominent factors of renewed development within international variables are embodied in three

¹ Mahmoud Anbar and Rasha Kamel, Drawing up the strategic administrative policy in digital transformation and economic impact and criteria for selecting relevant committees, research paper, Al-Bayan Center for Studies and Planning, Iraq, 2021, p. 4.

² Progress in Population and Development in the Sultanate of Oman, Ministry of Economy, Beirut, 2023, p. 3.

³ Jaloud Rashid, Mechanisms and Pillars of Sustainable Development, Journal of Historical and Social Studies, University of Nouakchott, Faculty of Arts and Humanities, Issue 28, 2018, pp. 147-148.

⁴ Khair Al-Nisa bint Ramadan bin Mustahil bin Nasib, "The Present State of Sustainable Development in the Sultanate of Oman," Arab Journal of Arts and Humanities*, Volume 9, Issue 36, 2025, p. 150.

⁵ Haider Zayer Al-Amiri and Anwar Jawad Dakhel, "The Foreign Policy of the Sultanate of Oman under Sultan Haitham bin Tariq and Future Prospects,"

Kufa Studies Center Journal, Issue 71, Part 2, 2023, p. 6.

categories: administrative, social, economic, health, and educational.

After 2020, following the COVID-19 pandemic, and despite the fact that these goals were defined by the United Nations in its 17 goals, which are as follows^[6]:

- Eradicating poverty, hunger, and disease, and achieving green development.
- Quality education, gender equality, and sustainable local cities.
- Decent work, economic development, and infrastructure development.

Second Axis: The policies of the Sultanate of Oman post-2020

Countries witness many changes in their political structures, especially after a change in the political system, whether through democratic means or other changes that direct the state towards organizational change. However, these organizational changes did not alter the mechanism of governance in the Sultanate of Oman, which is a hereditary monarchy. After the death of Sultan Qaboos in January 2020, who had held power since 1970, the hereditary transfer of power was to Sultan Haitham bin Tariq Al Said. This transfer and hereditary rule, whose mechanism we understand in political systems and their internal structures, means that the head of state holds the three powers: he is the head of state, the head of government, and he has the authority to appoint ministers and the commander-in-chief of the armed forces. Among the most prominent constitutional amendments issued by the Sultan regarding his powers and introduced to the Constitution of the Sultanate of Oman in 2021 are the following^[7]:

- Administrative organization among state institutions
 - Creation of the position of Crown Prince
 - Defining clearer mechanisms for the transfer of power through inheritance.^[8]
1. Khair Al-Nisa bint Ramadan bin Mustahil bin Nasib, "The Present State of Sustainable Development in the Sultanate of Oman," *Arab Journal of Arts and Humanities**, Volume 9, Issue 36, 2025, p. 150.
 2. Haider Zayer Al-Amiri and Anwar Jawad Dakhel, "The Foreign Policy of the Sultanate of Oman under Sultan Haitham bin Tariq and Future Prospects," **Kufa Studies Center Journal**, Issue 71, Part 2, 2023, p. 6.
 3. Elena DeLozier, "The Sultan of Oman Transfers Some of His Powers to the New Government," 2020, available at the following website: <https://www.washingtoninstitute.org>

These mechanisms and political processes within the Sultanate are conducted through two councils collectively known as the Council of Oman. The first is the Omani Consultative Council (Majlis al-Shura), elected by the people

and serving in an advisory capacity. The second is the Omani State Council (Majlis al-Dawla), appointed by the Sultan and responsible for reviewing the country's laws and general policies, alongside the Council of Ministers and other ministries. However, this system lacks political pluralism, and the democratic transfer of power is limited to the Consultative Council only partially. While it is a centralized system, this does not preclude administrative and organizational reforms within the ministries, along with the establishment of governance units and the implementation of effective strategic planning.^[9]

First: The Institutional Structures of the Sultanate of Oman

There are numerous institutions involved in achieving sustainable development alongside the ministries in the Sultanate. These include the Ministry of Agriculture, Fisheries and Water Resources, as well as several other governmental bodies such as the Oman Chamber of Commerce and Industry, the General Secretariat for National Celebrations, the Ministry of Education, the Ministry of Information, the Royal Oman Police, the Public Authority for Small and Medium Enterprises Development, the Ministry of Heritage and Tourism, the Ministry of Commerce, Industry and Investment Promotion, the Ministry of Endowments and Religious Affairs, and the Ministry of Transport, Communications and Information Technology. There is cooperation between the public and private sectors, particularly between the Ministry of Education and private educational institutions, and between service ministries to address population issues and provide quality services and a decent standard of living for their citizens. Furthermore, there are several international and regional cooperation agreements, including^[10]

The Convention on Human Rights

1. Ali bin Mohammed bin Hamad Al Busaidi, "The Emergence and Historical Development of Parliamentary Councils in the Sultanate of Oman," *Al Ma'rifah Journal*, Issue 24, 2025, p. 155.
2. "Progress Achieved in Population and Development in the Sultanate of Oman," a document published by the Ministry of Economy, Sultanate of Oman, 2023, available on the website below: www.unescwa.org
 - The Convention on the Rights of the Child.
 - The Convention on the Elimination of All Forms of Discrimination against Women.
 - The Convention on the Minimum Age for Admission to Employment.
 - The International Labour Organization Convention on Forced and Compulsory Labour.
 - The Paris Agreement on Climate Change.

⁶ Elena DeLozier, "The Sultan of Oman Transfers Some of His Powers to the New Government," 2020, available at the following website: <https://www.washingtoninstitute.org>

⁷ Ali bin Mohammed bin Hamad Al Busaidi, "The Emergence and Historical Development of Parliamentary Councils in the Sultanate of Oman," *Al Ma'rifah Journal*, Issue 24, 2025, p. 155.

⁸ "Progress Achieved in Population and Development in the Sultanate of Oman," a document published by the Ministry of Economy, Sultanate of Oman, 2023, available on the website below: www.unescwa.org

⁹ The Unified Portal: A Digital Window for Integrating Government Services, *Oman Daily Observer*, 2025, available on the website below: www.omandaily.om

¹⁰ Ahmed bin Saeed and Abdullah bin Saif, "The Role of Transformational Leadership in Achieving Sustainable Development in the Government Sector in the Sultanate of Oman," *The American International Journal of Humanities and Social Sciences*, Issue 7, 2021, pp. 83-86.

The Role of Political Authority in Achieving Institutional Development

Digital transformation is the foundation for governments' shift towards e-government. The Sultanate of Oman has strived to achieve e-government to deliver local services, and this is considered one of the fastest-growing areas of development in the Sultanate. Achievements in several digital government indicators reached 24% in 2024, and 1,700 local government services were digitized, aiming to facilitate and expedite community services. This achievement placed Oman 18th globally in digital services, providing them to individuals through the adoption of digital identity and electronic digital documents, as part of the launch of artificial intelligence programs. This has positioned Oman among the leading countries regionally in the field of public policy development and implementation. Despite the absence of elections and the rotation of power, the system of governance does not preclude achieving governmental development in public institutions and the provision of community services. An example of this is the digital portal, which contributes to the delivery of community services. The Sultanate of Oman is a leading country in achieving sustainable development and digital transformation.^[11] The Omani government has pursued several dimensions to achieve this transformation, including social, environmental, technological, and economic dimensions.^[12]

1. The Unified Portal: A Digital Window for Integrating Government Services, *Oman Daily Observer*, 2025, available on the website below: www.omandaily.om
2. Ahmed bin Saeed and Abdullah bin Saif, *The Role of Transformational Leadership in Achieving Sustainable Development in the Government Sector in the Sultanate of Oman*, *The American International Journal of Humanities and Social Sciences*, Issue 7, 2021, pp. 83-86.

Each dimension focuses on community development while maintaining population size, environmental sustainability by preserving all types of resources, and economic development by reducing energy and natural resource consumption, emphasizing clean technology, and providing digital services.

Government Development Policies (Oman Vision 2040)

Oman Vision 2040 is a development vision aimed at achieving international and local goals, including diversifying economic resources, developing government administrative institutions, and enhancing the efficiency of government institutions. These sequential changes in institutional development have made Oman economically prosperous on the international stage. The vision focuses on efficient institutional management, development work, and effective strategies.

This is achieved through the creation of public policies from the central government down to lower authorities or departments, with participating authorities in decision-

making, including economic planning bodies, the Council of Ministers, and other influential entities. The implementation of Vision 2040 ensures the success of public and local policies, which are represented by local administration through governorates, governors, and municipal councils with limited and restricted powers a form of controlled decentralization.^[13] Oman Vision 2040 comprises governmental goals at both the local and international levels, focusing on diversifying economic resources, fostering community development, and creating a healthy environment, all within the framework of strong and effective institutions to achieve strategic objectives. The renewed renaissance of the year and its 2040 vision were launched with declared international and local achievements and changes, focusing on a future based on renewal within well-studied plans. These plans aim to achieve future goals, including technological alignment at the international level since 2020 and the assumption of power by Sultan Haitham bin Tariq. Addressing international economic challenges, the government has attempted comprehensive reforms to diversify the economy, ensuring social justice by improving quality of life, developing individuals, and maximizing the role of the private sector in the economic process, particularly with regard to foreign companies and their partnership with local sectors. This includes establishing joint investment funds to support the national economy.^[14] These partnerships have contributed to local development by providing a social protection system and raising the standard of living for individuals through education, health, housing, and other services. Many results have been achieved, most notably²:

- Spending control programs and debt reduction were key factors in determining spending ceilings and budgetary needs.
- The inauguration of major strategic projects, such as the fishing port, the Duqm refinery, the vehicle manufacturing industry, and large data centers.
- Oman Vision 2040 contributed to the implementation of projects related to fisheries and agriculture, the establishment of the first railway linking the Sultanate of Oman and the United Arab Emirates, and the activation of logistics sectors and facilities within the Khazaen Economic City, which contributed to the Sultanate's economic development. The fisheries sector, in particular, grew through its adoption of technology, and data indicates a 7.5% growth rate in the sector by 2024, contributing 2% to the GDP.
- One of the pillars that helped in the success of Oman Vision 2040, in partnership with the private sector and alongside small and large enterprises, was the establishment of the Oman Future Fund, with funding exceeding 832 million Omani rials, to implement investments, of which approximately 600 million Omani rials were allocated to foreign investments.
- Achieving development through innovation processes represented by artificial intelligence, and entering the world of space and the digital economy.

¹¹ The Oman Vision 2040 document, Ministry of Finance of the Sultanate of Oman.

¹² Statistical Report on Sustainable Development Goals, National Centre for Statistics and Information (Knowledge Enhancement), Sultanate of Oman, 2024, p. 40.

¹³ Khair Al-Nisa bint Ramadan bin Mustahil Beit Naseeb, *The Present State of Sustainable Development in the Sultanate of Oman*, previously cited source, pp. 154-157.

¹⁴ The Sultanate of Oman launches its Eleventh Five-Year Development Plan (2026-2030), Omani Ministry of Foreign Affairs, on the website below: www.fm.gov.om

1. Statistical Report on Sustainable Development Goals, National Centre for Statistics and Information (Knowledge Enhancement), Sultanate of Oman, 2024, p. 40.
2. Khair Al-Nisa bint Ramadan bin Mustahil Beit Naseeb, *The Present State of Sustainable Development in the Sultanate of Oman*, previously cited source, pp. 154-157.
 - Strengthening institutional development within the government budget, allocating five billion rials each to the health, education, housing, and social welfare sectors. Developing human capital through the education system, the labor market, and improving the quality of education. The Sultanate of Oman aspires to be among the top 20 countries in education indicators by 2030.
 - Allocating 4.4 billion rials to support job creation for citizens. Enhancing learning outcomes in technology and engineering to build a knowledge-based economy, establishing business incubators in cooperation with the private sector, and fostering a culture of innovation. Transforming student projects into commercial products through funding and training initiatives to advance the labor market.

These are the strategies upon which the Sultanate of Oman has based its development plans, addressing challenges and regional and global changes, and enhancing competitiveness to improve the local situation and achieve comprehensive development through successful plans and strategies a diversified economy, independent of oil and internationally competitive, is being developed. This includes strengthening partnerships with the World Bank and developing economic projects in Duqm, valued at \$1.2 billion. The Investment Law of 2020, which allowed foreign ownership in several sectors, has been implemented, along with five-year plans, an expansion of market programs and initiatives, and strategic programs for the information technology sector. The plan encompasses 190 strategic programs aligned with Oman Vision 2040.¹ One of the factors influencing the effectiveness of sustainable development after 2020, and which has been properly leveraged, is Oman's strategic geographic location. This location serves as a hub for foreign investment and a valuable asset in influencing international policy and achieving its objectives. This is facilitated by its ports, airports, free zones, and the importance of the Strait of Hormuz, which places it within the international trade route. The ports of Salalah and Sohar further enhance Oman's strategic position in the international trade arena.^[15]

1. The Sultanate of Oman launches its Eleventh Five-Year Development Plan (2026-2030), Omani Ministry of Foreign Affairs, on the website below: www.fm.gov.om
2. Ayman Abdul Karim Al-Faisal, *The Sultanate of Oman (Its Regional and International Positions and Neutrality in its Foreign Policy)*, Al-Bayan Center for Studies and Planning, 2020, p. 60.

Second: Political Strategies for the Transition to Post-Sustainable Development

Establishing Oman Vision 2040 requires continuous and

sustained commitment to addressing regional and international challenges and changes across all economic, political, and technological sectors. This necessitates fostering cooperation with other nations through agreements and strategies that position the Sultanate among developed countries. This will be achieved through labor market policies designed to ensure sustainable development, as well as privatization and foreign investment policies.

The Sultanate of Oman aims to achieve sustainable development through a green horizon, decarbonization, and energy transition. This includes considering the impact of energy consumption on economic growth and urbanization, alongside financial development, and the role and importance of foreign investment. In the global race to produce green hydrogen, Oman has also taken a leading role in the post-sustainable development phase. Through plans designed to secure an international standing for economic growth, Oman leverages factors influencing the effectiveness of sustainable development, including geopolitical and geo-economics factors.

Oman's post-sustainable development plans have enabled it to prepare and launch through direct and indirect foreign investments. Enhancing economic growth leads to raising the standard of living, with support and development of institutional structures and infrastructure. Economic well-being leads to social well-being for individuals. The economy of the Sultanate of Oman depends heavily on both oil and gas, but with Oman Vision 2040, as well as Oman's post-sustainable development in terms of political action, the shift towards renewable energy and reducing dependence on fossil fuels is through a radical change in the energy sector with new economic policies, keeping pace with changes between the effectiveness of economic and environmental sectors. Oman's efforts are investing in solar and wind energy, through the trend towards hydrogen, carbon capture technologies and sustainable transportation.^[16] Therefore, finding alternative government policies to address the challenges, crises, and regional political and economic changes in the Sultanate of Oman, and activating the security and development policy and adapting to changing international and local conditions, The administrative development processes undertaken by institutions in partnership with private sector entities represent a functional and pivotal shift, demonstrating that a political system can be non-parliamentary, lacking elections for leadership, yet still be a stable developmental system that achieves public benefit through inputs and outputs aimed at fulfilling the needs of Omani society and attaining international standing. Political development is a fundamental pillar and a significant factor in the effectiveness and success of sustainable development in the Sultanate of Oman and the structural developmental changes beyond 2020. Oman, after achieving its Vision 2040, will be at the heart of the integrated digital space.

Conclusions

1. A hereditary system of government is not a negative factor in achieving sustainable development.
2. Rentier economic factors contribute to achieving and finding alternative resources to foreign partnerships.

¹⁵ Ayman Abdul Karim Al-Faisal, *The Sultanate of Oman (Its Regional and International Positions and Neutrality in its Foreign Policy)*, Al-Bayan Center for Studies and Planning, 2020, p. 60.

¹⁶ Abdel gadir,s.e.m.& Mohammed.m.g.a (2024), *Oman's green horizon ; steering towards sustainability through decarburization and energy transition*, 16 (21), p 2-7.

3. Sustainable development is the comprehensive development of all structural and institutional sectors, both governmental and private.

Recommendations

1. Strengthening and empowering government institutions and the private sector through continuous development processes to maintain the structural growth of the institutions they serve.
2. Focusing on social justice and community welfare, providing job opportunities, reducing unemployment rates, and creating employment opportunities for youth.
3. Emphasizing processes that encourage innovation, given the importance of digital management in administrative work.
4. Protecting the environment through green initiatives and clean environments through joint international partnerships.

Conclusion

In conclusion, this study has addressed the importance of factors influencing the effectiveness of sustainable development. These factors, which can be a double-edged sword, include geopolitical influences, international relations, and their impact on regional variables, such as the Strait of Hormuz. These factors also contribute to and facilitate the achievement of sustainable development in the Sultanate of Oman. Sustainable development is an integrated and interconnected process, influenced by and impacted by economic, social, educational, and developmental factors, as well as population size, political, and security-related developmental aspects that the Omani government strives to achieve. The transition to a green economy, digital transformation, a digital developmental government, and the move towards outer space constitute a developmental policy that dedicates governmental resources and investment to human capital.

This policy also encompasses partnerships with the private sector and foreign partners to achieve economic development and improve the lives of individuals at the local level, while simultaneously building peaceful, neutral, and productive international relations at the regional and global levels. Likewise, long-term strategic planning represents political, social and economic stability while keeping pace with the changes occurring in the region, promoting innovation, not relying on the rentier source (oil), and diversifying economic resources. This makes Oman Vision 2040 an ideal vision for achieving successful digital sustainable development, which represents a fundamental pillar in achieving societal goals. Therefore, the Sultanate of Oman after Vision 2040 and sustainable development depend on the government's ability to dedicate itself to the factors influencing its strategies, diversify resources, attract a larger number of foreign partnerships, pursue a clean environment, and achieve social justice to achieve local and international standing.

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