

The National Programme for Government Digital Transformation(2021–2025)

Annual Report for the Year 2025





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Within the framework of the high-level attention given to accelerating the National Programme for Government Digital Transformation and enhancing the effectiveness of government services delivered through the Unified Government Services Portal, the esteemed Council of Ministers has directed the continued consolidation of efforts and integration of roles among government units to position the Unified Portal as a central gateway for delivering government services to beneficiaries. This includes working to enhance the use of artificial intelligence technologies in developing the portal, enabling the provision of innovative digital services that meet users' expectations and ensure their satisfaction.

Esteemed Council of Ministers Meeting

6 January 2026

Opening Statement

The year 2025, marking the final year of the first five-year plan of the National Programme for Government Digital Transformation (2021-2025), represents a pivotal milestone in Oman's digital transformation journey. It signifies the transition from establishing regulatory frameworks and formulating policies to the large-scale, institutional implementation of digital initiatives and projects. This shift has been clearly reflected in enhanced government performance and efficiency, improved service quality, streamlined procedures, and expanded automation - translating strategic vision into tangible operational outcomes.

During this phase, the "Tahawul" Programme focused on completing the development of an integrated national operating ecosystem founded on unified efforts, strengthened institutional integration, advanced digital infrastructure, and the application of robust governance frameworks. These efforts have ensured disciplined and sustainable implementation of digital transformation projects and initiatives, while reinforcing the readiness of government entities to respond effectively to rapidly evolving technological developments.

In this context, the report presents an analytical overview of the national initiatives implemented, the efforts undertaken to build digital capabilities, the measures adopted to enhance institutional readiness, and the implementation practices that promote sustainability. These include monitoring mechanisms, performance measurement frameworks, and structured change management approaches, presented using statistical methodologies based on approved data and indicators through the end of 2025.

The report also highlights the key performance indicators and qualitative outcomes achieved - accomplishments that would not have been possible without close collaboration among government entities, the continuous support of digital transformation leaders, effective integration with private sector partners, and the dedicated efforts of national competencies who assumed implementation responsibilities and addressed challenges with efficiency and professionalism.

As the first five-year plan of "Tahawul" concludes, the next phase will build upon these achievements and advance towards higher levels of digital maturity. The focus will centre on maximising added value, accelerating digital innovation, and reinforcing the principles of proactive digital government. This direction aligns with the objectives of the next stage of Oman's renewed renaissance under the leadership of His Majesty Sultan Haitham bin Tarik - may Allah protect and preserve him.



**His Excellency Eng.
Saeed bin Hamoud Al Maawali**
Minister of Transport, Communications and
Information Technology
General Supervisor of the National
Programme for Government Digital
Transformation (2021-2025)

The General Framework of the National Programme for Government Digital Transformation (Tahawul)

Oman Vision 2040

Key Pillars

- People and Society
- Organisational Performance

Directions

- High-quality government performance and services
- An agile, innovative and future-shaping government apparatus
- Advanced infrastructure and technology that enable all sectors
- An effective government sector in the field of planning, organisation, follow-up, evaluation and foreseeing the future
- Balanced and reliable government decisions

The National Programme for Government Digital Transformation "Tahawul"

The Vision

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



Pillars

- Simplification of procedures and proactive processes
- Data standardisation, integration and availability
- Digital integration and organisational collaboration
- Advanced digital architecture and agile management
- Shared digital platforms and solutions



Tracks

- Excellence in e-services
- Efficiency of digital solutions and infrastructure
- Empowering national capabilities and managing digital change
- Community participation and awareness



Implementation Enablers

- Strategic partnership with the private sector
- Empower specialised national competencies and small and medium enterprises
- Organisational collaboration, centralisation of planning and sharing of digital resources and solutions



Outcomes

- Accurate data that supports planning, decision-making and future prediction
- Smart, push services and innovative digital solutions
- Simplified procedures and a rewarding digital experience
- Systems, data integration and agile management
- Multiple digital channels, security and transparency
- Competitiveness, revenue growth and support for development



The Core Pillars of the National Programme for Government Digital Transformation (2021–2025)



Simplification and Digitalisation of Procedures

It focuses on enhancing the beneficiary experience by simplifying procedures, accelerating services and anticipating needs



Unifying, integrating and making data accessible

It focuses on making data the core of digital transformation by improving its quality, unifying and integrating it to support decision-making and build a smart government



Digital Empowerment and Institutional Collaboration

Enhancing entities' readiness for digital transformation by building capacities and fostering a culture of change and collaboration to ensure successful implementation



Advanced Digital Infrastructure and Agile Management

It focuses on enhancing digital readiness by developing the technical infrastructure and adopting agile management to achieve efficiency and sustainability



Shared Digital Platforms and Solutions

It focuses on enhancing government integration through unified digital platforms to reduce costs, improve efficiency and support planning



Laws and Legislation

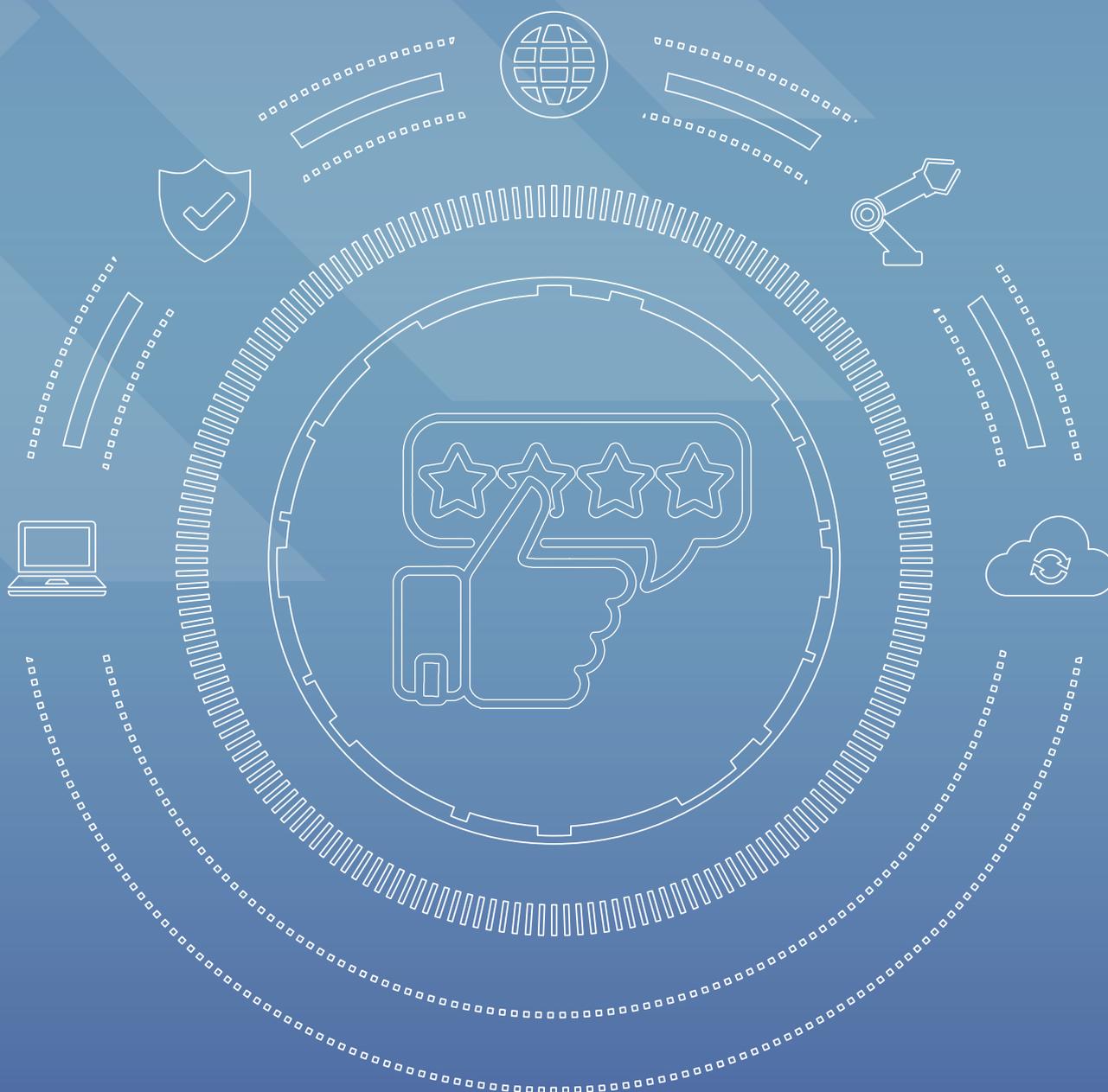
It focuses on updating the legal and regulatory frameworks to keep pace with digital transformation and support decision-making



Cybersecurity

It focuses on enhancing the protection of digital infrastructure and electronic services, strengthening information security, raising community awareness, and building trust in the safe and reliable use of digital services

Sultanate of Oman's International and Regional Rankings in Digital Transformation





Sultanate of Oman's International and Regional Rankings in Digital Transformation

The Sultanate of Oman has advanced by

6%

in the 2024 E-Government and Mobile Services Maturity Index, issued by the United Nations Economic and Social Commission for Western Asia (ESCWA)

The Sultanate of Oman is ranked in the top global category

in the Digital Government Maturity Index issued by the World Bank for 2025, reflecting a 22% increase compared to its performance in the 2022 report.

23

globally

2

in the Gulf region

Sub-Index: State of Core Government Systems

First Category

50

Network Readiness Index

45

The Government AI Readiness Index

41

United Nations E-Government Development Survey Index

22

United Nations Survey Index on Communications Infrastructure

2024 Indicators



The Sultanate of Oman's International and Regional Rankings in Digital Transformation

The Digital Government Award (DGA) 2025

Artificial Intelligence Use Category

إعلان المشروع الفائزة والمتميز



المتميز

Ministry of Health

"Early Diagnosis System for Diabetic Retinopathy"



Best Government Digital Service Category

إعلان المشروع الفائزة والمتميز



المتميز

Ministry of Housing and Urban Planning

"Choose Your Land" Service



Best Digital Inclusion Initiative Category

إعلان المشروع الفائزة والمتميز



المتميز

Telecommunications Regulatory Authority

"Digital Authorisation Service"



Best Projects (X-SDI) Award

For the Project **"Comprehensive Digital Transformation: Towards Smart, Sustainable, and Green Industrial Cities Driven by Artificial Intelligence"**

"City of Tomorrow 2025" Conference
Shanghai City, People's Republic of China

2-6 September 2025



Key Outcomes of the National Programme for Government Digital Transformation and Their Impact on Entity Performance Efficiency and the Digital Experience





Key Outcomes of the National Programme for Government Digital Transformation and Their Impact on Entity Performance Efficiency and the Digital Experience

2,277

services and automatic permits digitalised for the period (2021-2025)

2,523

Targeted



Launch of the Digital Guide for Documenting and Indexing Government Services

4,100

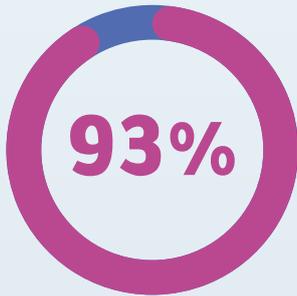
Documented Services



Manajem Labs for Simplifying Government Procedures

14

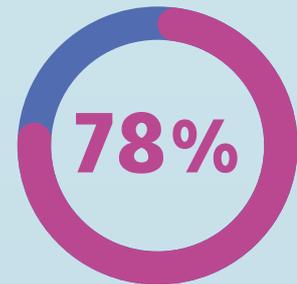
An integrated Life Events Service Journey developed during the period (February 2024 - May 2025)



Percentage of services providing service request confirmation notifications compared to 64% at the end of 2021

Ranking of Digital Channels Used by Beneficiaries to Access Government Services

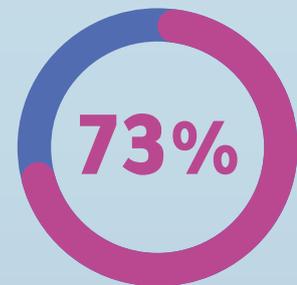
- Website
- Mobile Apps
- Front Offices
- Sanad Centres



Average beneficiary satisfaction with digital services across 48 government entities, compared to 77% at the end of 2024



Percentage of services offering the service quality evaluation feature compared to 6% at the end of 2021

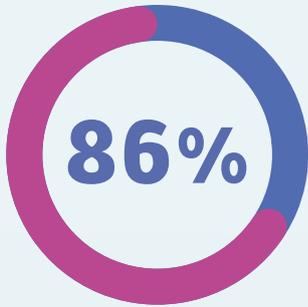


The percentage of websites offering the design usability evaluation feature, compared to 11% in 2021

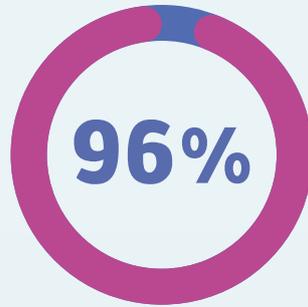




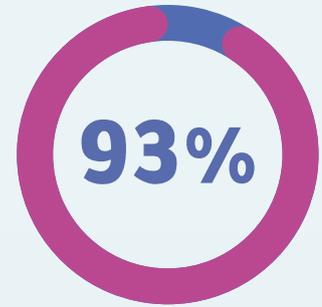
Key Outcomes of the National Programme for Government Digital Transformation and Their Impact on Entity Performance Efficiency and the Digital Experience



of government entities have an internal data classification policy, up from six at the beginning of 2023



of entities have a clear mechanism for collecting information to support continuous improvement, compared to 16% in 2021



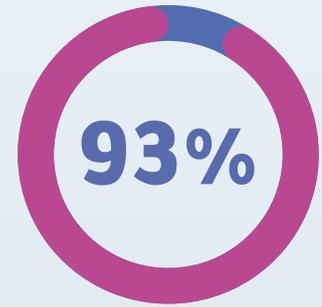
of entities use dashboards to monitor and track institutional performance and the progress of projects and initiatives, compared to 38% in 2021



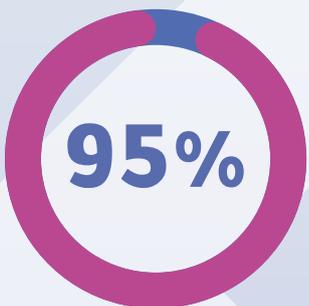
of entities have a plan for implementing digital participation aligned with the Digital Participation Guide for the government sector, compared to 22% in 2021



entities have a portal or digital channel for conducting digital participation activities, up from 1% at the end of 2021



have a plan for managing change culture in digital transformation, compared to 17% in 2021



have a plan or mechanism for managing innovation in digital transformation, from conception to implementation, compared to 6% in 2021



200

innovative solutions were implemented in entities during the period 2021-2025

Key Outcomes of the National Programme for Government Digital Transformation and Their Impact on Entity Performance Efficiency and the Digital Experience

Average response time for complaints and reports from digital service beneficiaries

No more than one day



The percentage of institutions collecting service fees through the electronic payment gateway rose to **98%**, compared to **49%** at the end of 2021



45,850,000

digital transactions via the e-Payment Gateway (OmanNet) between January and September 2025, compared to **31,656,481** between January and December 2021



Unifying, Integrating and Making Data Accessible

391%

Increase in the number of data records exchanged through the National Integration Platform, from **459,957,530** in 2021 to **2,259,933,668** in 2025



Government Services Challenge



58 Participants



12 Teams



4 Teams Awarded



120+

Digital community consultations were conducted to strengthen government efforts in promoting a digital participation approach in the Government sector



Key Outcomes of the National Programme for Government Digital Transformation and Their Impact on Entity Performance Efficiency and the Digital Experience

217

Total government digital systems, portals, and applications developed to provide services to beneficiaries during the period (2021-2025)



147

New digital systems and portals



33

New mobile applications



37

New digital experiences developed for government websites

Launch of The Digital Excellence Award in the Government Sector 2025

17

Number of award categories

51

Number of participating entities

194

Total submissions across all categories

Government Digital Excellence Award



The second edition 2025

Key Outcomes of the National Programme for Government Digital Transformation and Their Impact on Entity Performance Efficiency and the Digital Experience

Added Value of Implementing Government Digital Transformation Projects (2021-2025)

OMR **15,287,626**

Total cost of projects assigned to small and medium enterprises (SMEs)

10%

of the total programme expenditure for 2022-2025, plus the cost of projects assigned through investment and strategic partnerships

44%

increase from OMR 10,651,818 in the first half of 2024

Digital Service Agreement

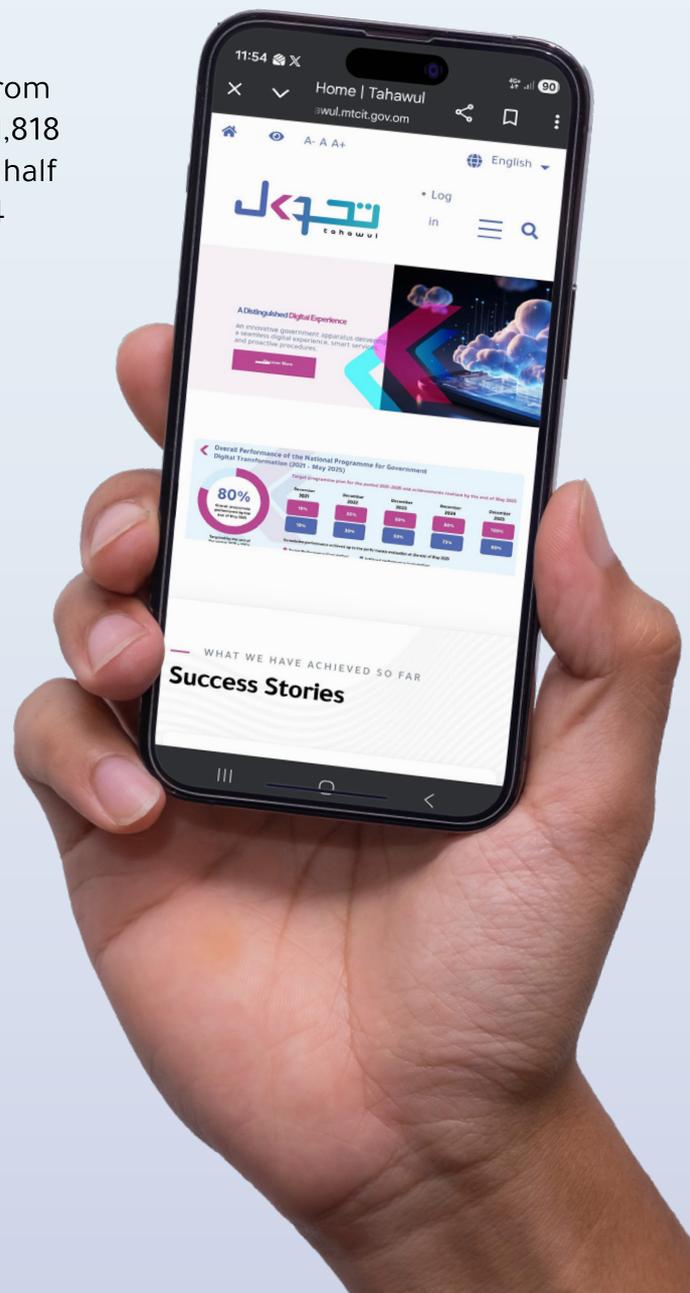
Increase in the percentage of entities providing a service agreement to beneficiaries to

82%

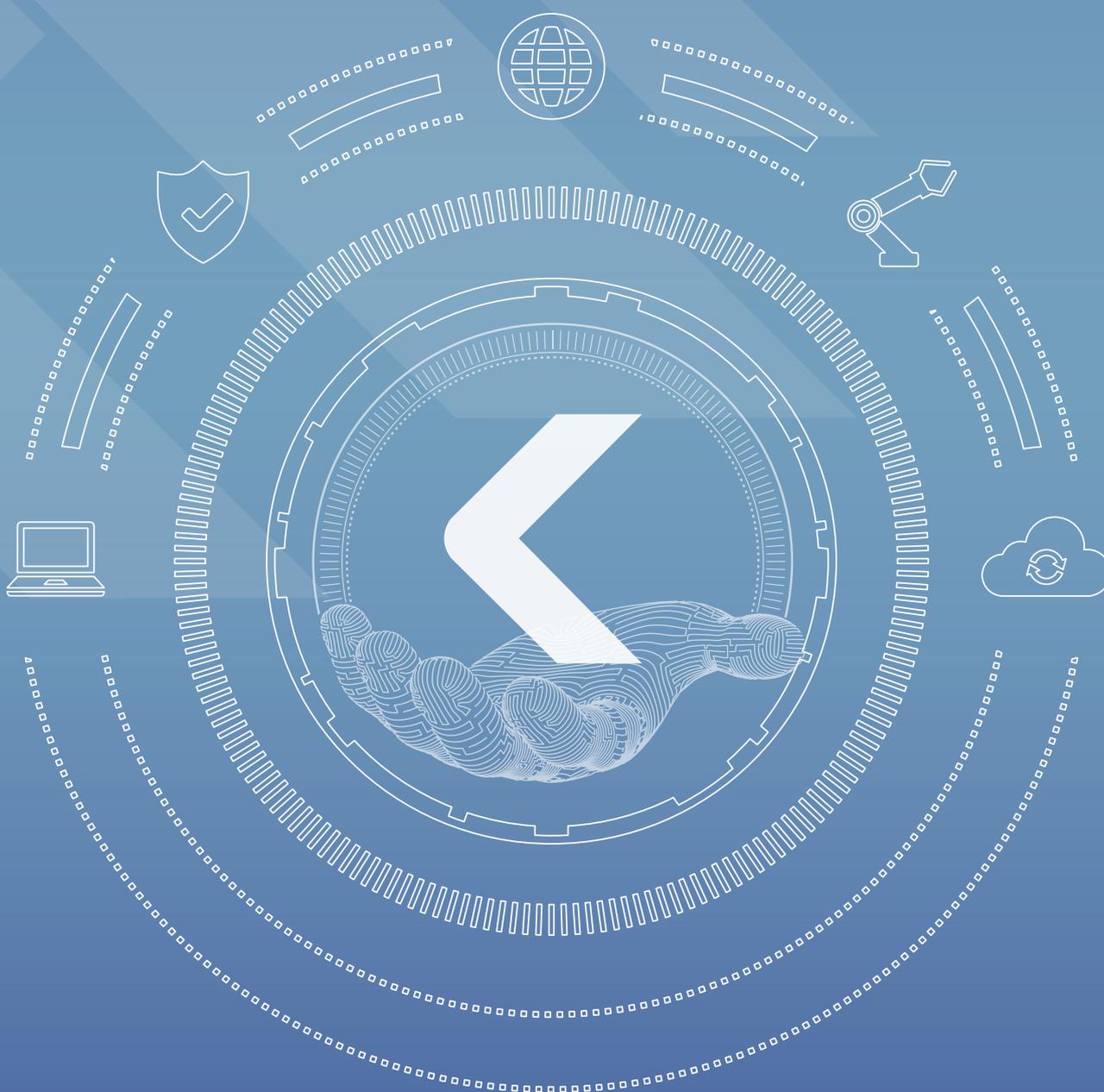
compared to 8% by the end of 2021

251

Number of small and medium-sized enterprises contracted to implement digital transformation projects/initiatives during the period (2021-2025)



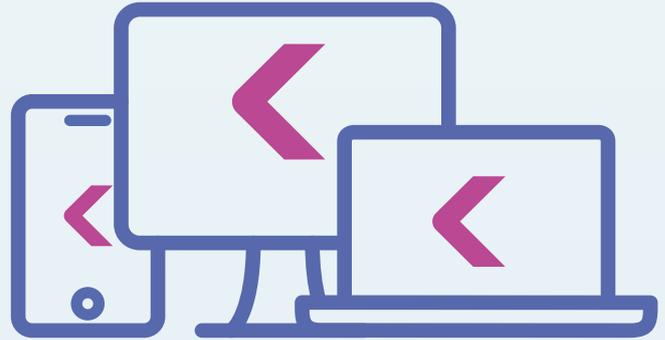
Overall Performance of the National Programme for Government Digital Transformation (2021–2025)





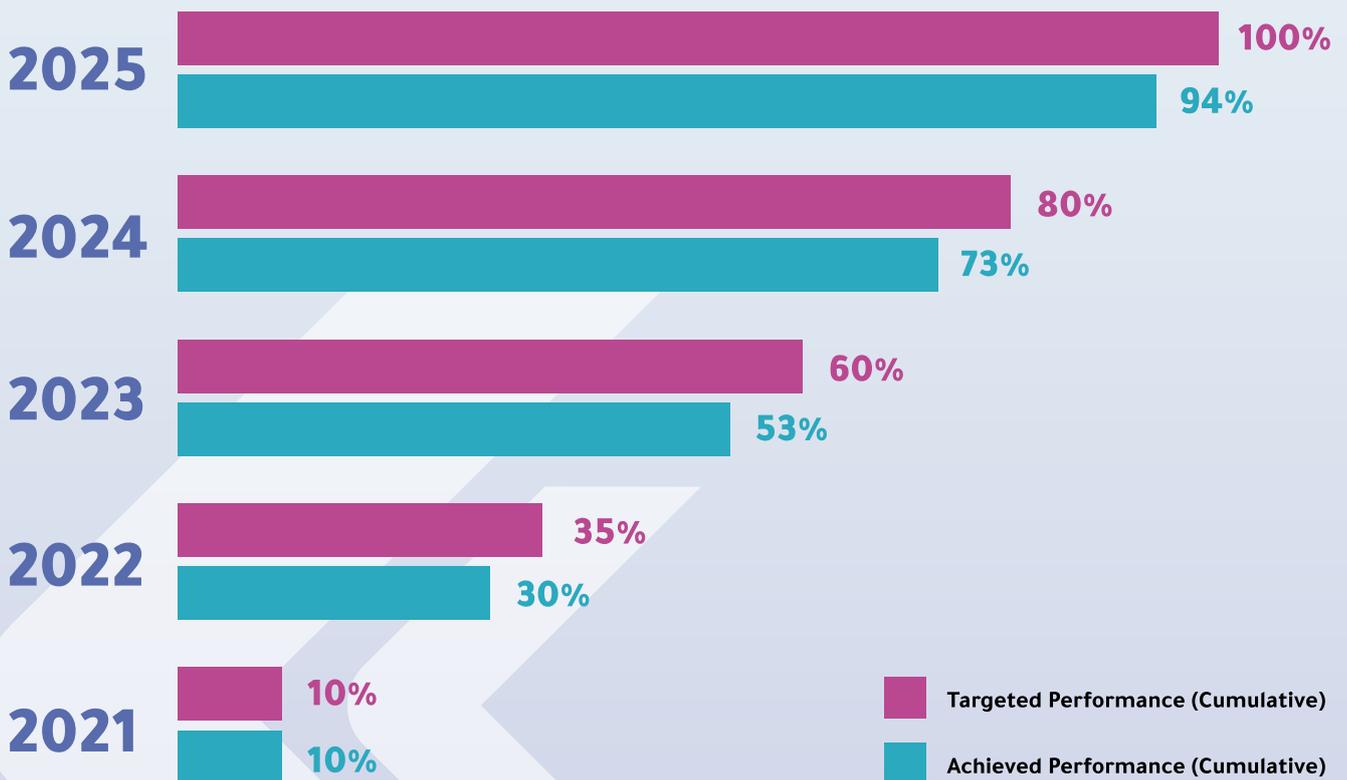
Overall Performance of the National Programme for Government Digital Transformation 2021-2025

Overall Performance of the Programme



Target was 100% by the end of December 2025

Planned Targets and Achievements of the Programme for the Period (2021-2025)

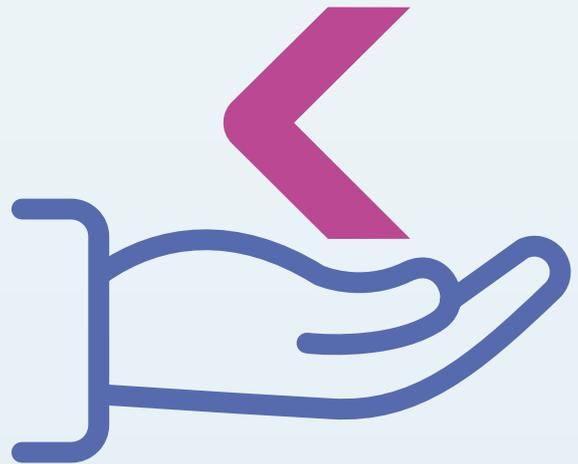




Implementation Status of Government Procedures Simplification



Target was 100% by the end of December 2025

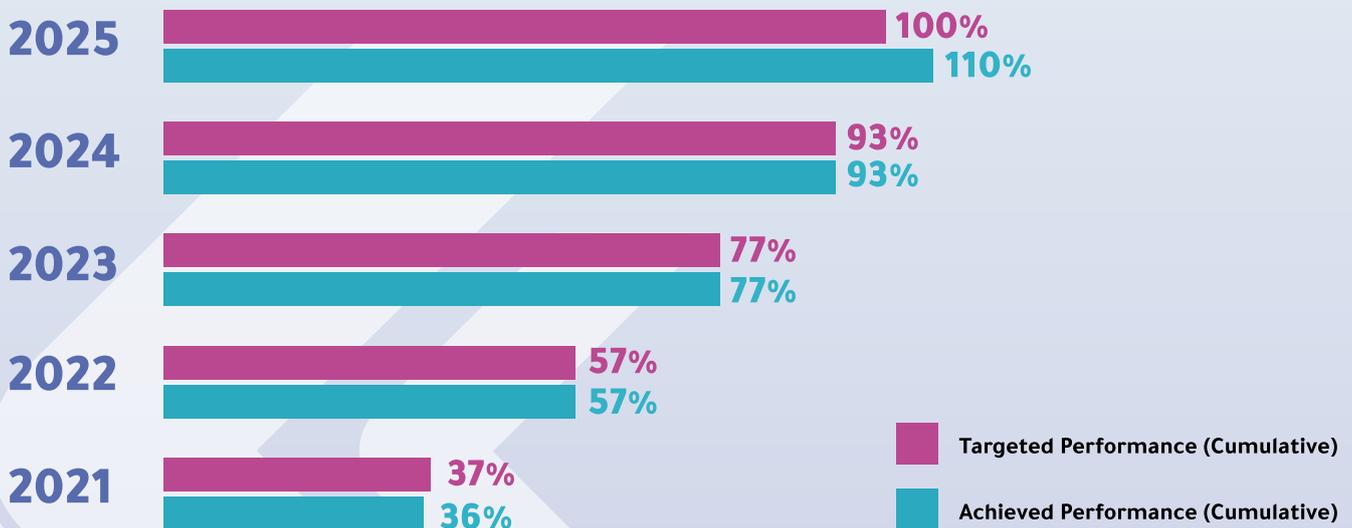


3,166 Services
Total Achieved
(2021 - 2025)



2,869 Services
Total Target
(2021-2025)

Targeted and Achieved Plan for Simplifying Government Services (2021-2025)





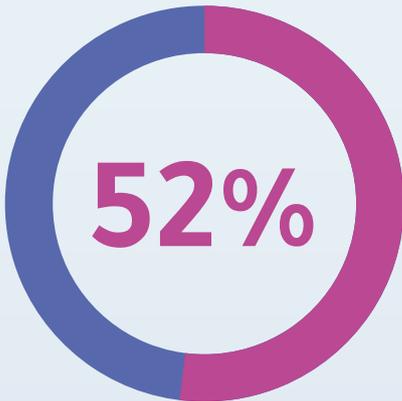
Implementation Status of Government Procedures Simplification



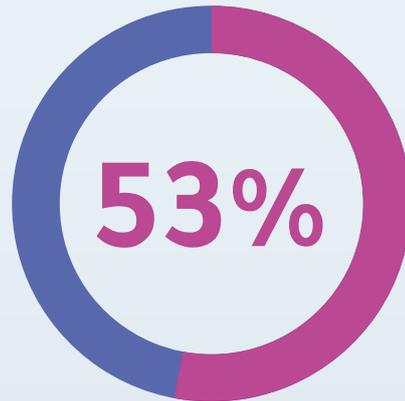
Average Reduction Rate in the Number of Documents Required for Service Delivery



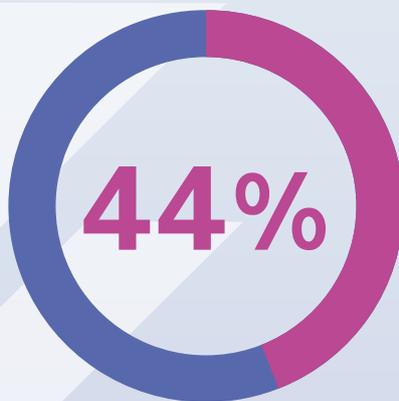
Average Reduction Rate in Visits to Service Offices



Average Reduction Rate in the Timeframe for Simplified Service Procedures



Average Reduction Rate in the Number of Internal Approvals for Simplified Procedures



Average Reduction Rate in the Number of Steps for Simplified Service Procedures



Implementation Status of Government Procedures Simplification

Key Entities That Simplified Their Procedures (2021-2025)

115 Ministry of Commerce, Industry and Investment Promotion	50 Telecommunications Regulatory Authority	11 Royal Oman Police	358 Ministry of Transport, Communications and Information Technology
99 Ministry of Labour	14 Small and Medium Enterprises Development Authority	132 Ministry of Social Development	340 Ministry of Agricultural, Fisheries and Water Resources
34 Ministry of Heritage and Tourism	35 Ministry of Foreign Affairs	24 Oman Chamber of Commerce and Industry	20 Tax Authority
15 Ministry of Information	35 Ministry of Energy and Minerals	70 Ministry of Interior	7 Consumer Protection Authority
180 Supreme Judicial Council	17 Oman Authority for Academic Accreditation and Quality Assurance of Education	86 Public Authority for Special Economic Zones and Free Zones	113 Civil Aviation Authority
71 Ministry of Housing and Urban Planning	26 Social Protection Fund	44 Ministry of Justice and Legal Affairs	9 Authority for Public Services Regulation
119 University of Technology and Applied Sciences	24 Ministry of Education	30 Financial Services Authority	90 Muscat Governorate

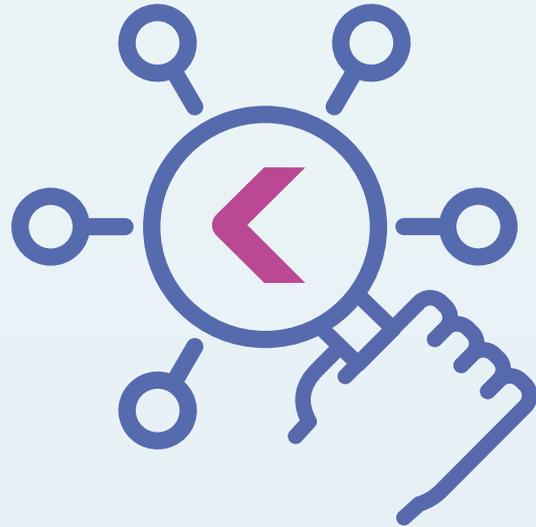


Implementation Status of Government Services Digitalisation

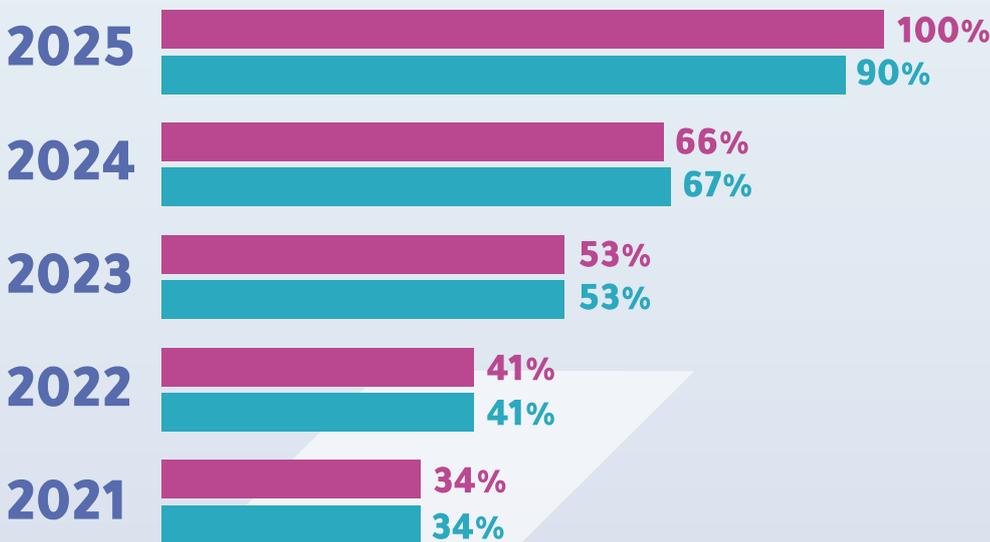
Digitalisation of Priority Core Services + Automated Permits



Target was 100% by the end of December 2025



Planned Performance for Digitalisation of Priority Services + Automated Permits (2021-2025)



* The above data includes the targeted and achieved for priority core services (1,385) + automated permits (1,138)



* The achieved percentages are in line with the targets set out in the plan.

Targeted: Services + Permits

Achieved: Services + Permits

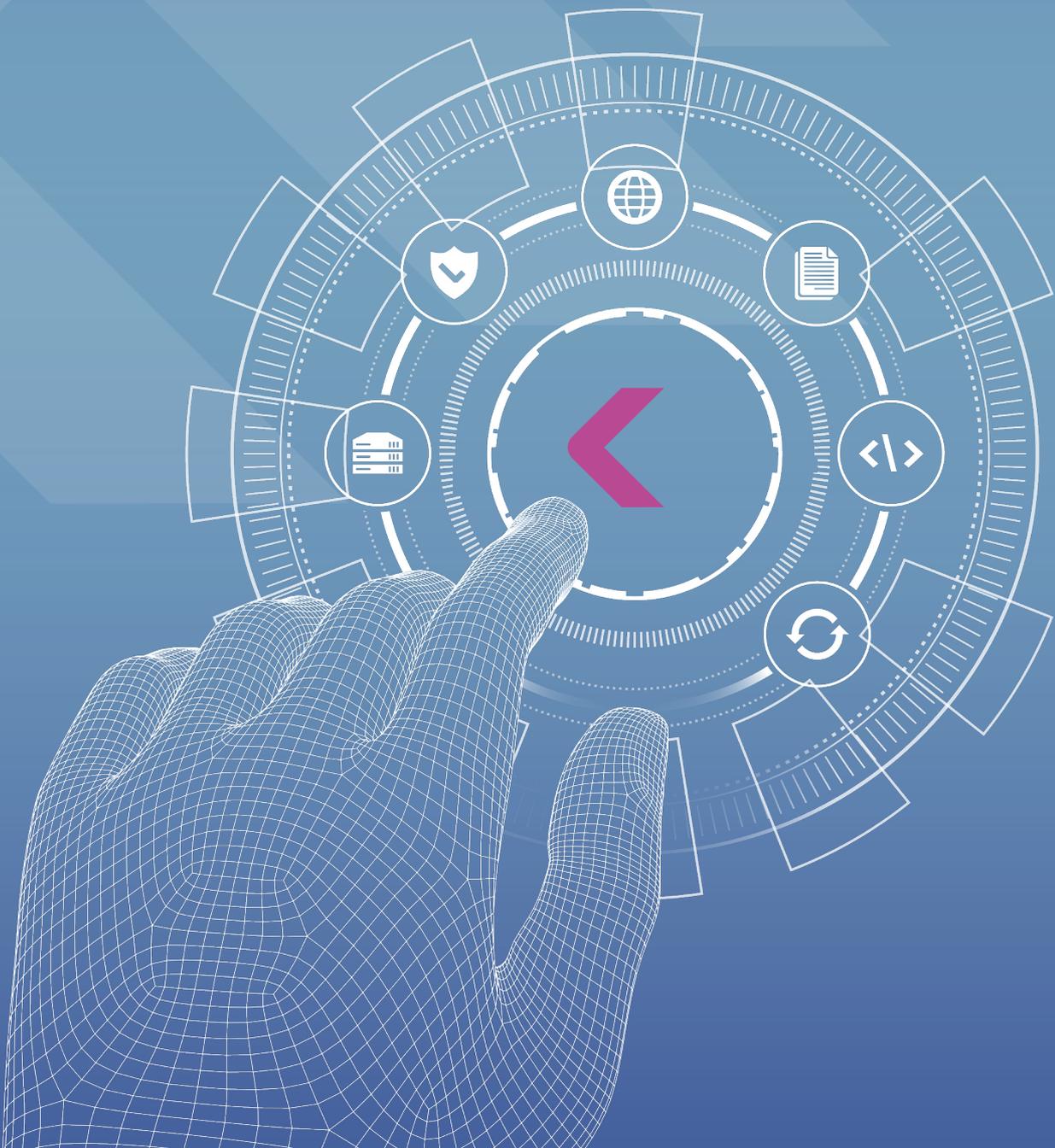


Implementation Status of the Digitalisation of Government Services

Key Entities That Digitalised Their Services (2021-2025)

27 Environment Authority	50 Telecommunications Regulatory Authority	83 Royal Oman Police	61 Ministry of Transport, Communications and Information Technology
69 Ministry of Health	23 Ministry of Energy and Minerals	44 Ministry of Justice and Legal Affairs	155 Ministry of Commerce, Industry and Investment Promotion
35 Ministry of Foreign Affairs	24 Oman Chamber of Commerce and Industry	32 Tax Authority	84 Ministry of Labour
14 Public Prosecution	64 Dhofar Governorate	31 Ministry of Information	36 Ministry of Heritage and Tourism
17 Oman Authority for Academic Accreditation and Quality Assurance of Education	86 Public Authority for Special Economic Zones and Free Zones	149 Ministry of Agricultural, Fisheries and Water Resources	54 Public Establishment for Industrial Estates (Madayn)
94 Ministry of Endowments and Religious Affairs	85 Ministry of Housing and Urban Planning	21 National Records and Archives Authority	25 Social Protection Fund
14 Small and Medium Enterprises Development Authority	74 Ministry of Social Development	111 Financial Services Authority	90 Muscat Governorate

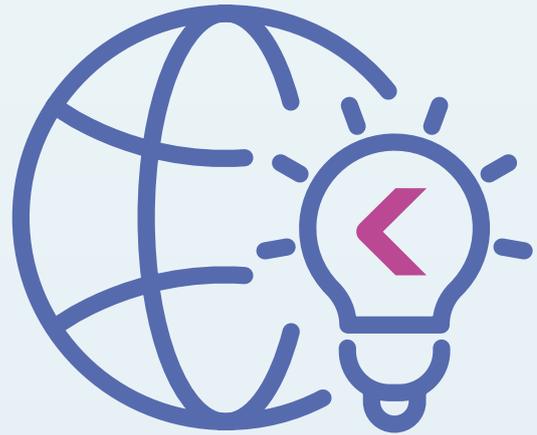
Overall Performance of Government Entities and Governorates in the Digital Transformation Excellence Assessment (2021–2025)





Overall Performance of Government Entities in Digital Transformation 2025

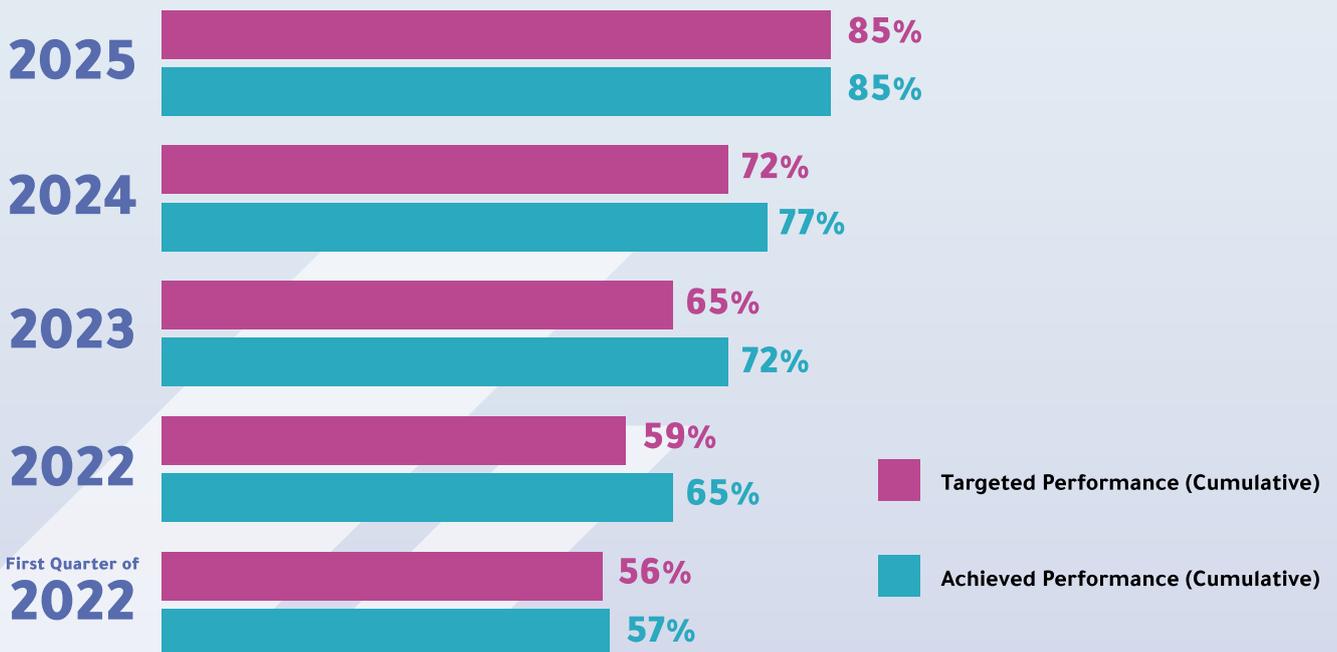
Average Performance of Government Entities in Meeting E-Government Transformation Requirements by the End of December 2025



Target was 100% by the end of December 2025

*This percentage includes government entities in addition to Muscat, Dhofar, and Musandam Governorates only

Planned Targeted and Achieved Performance of Government Entities in Meeting Digital Transformation Requirements (2021-2025)

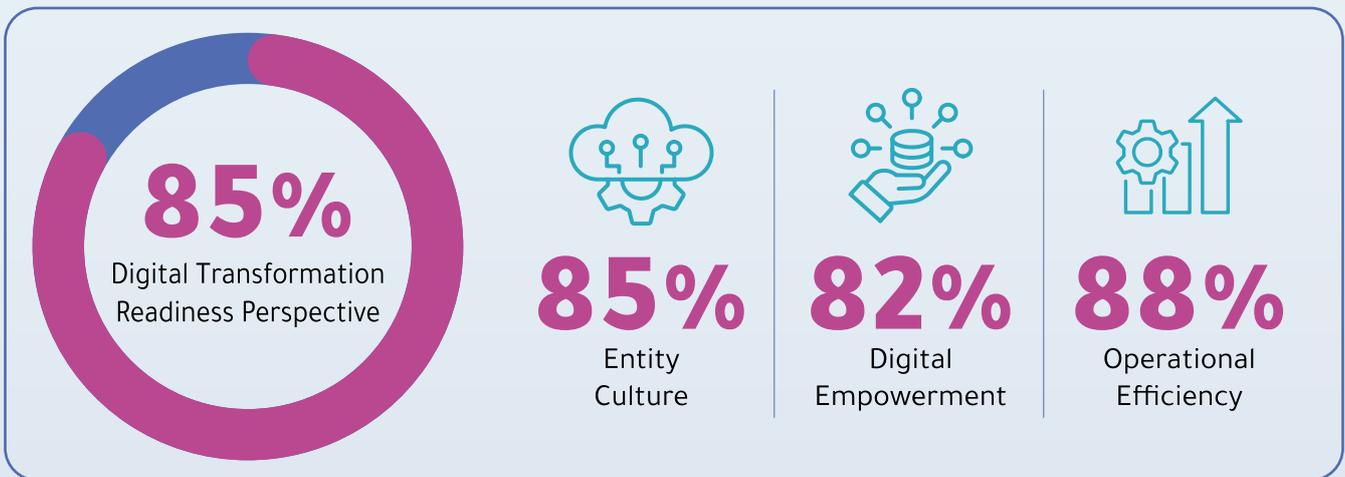


*Cumulative Achieved Performance up to the Performance Evaluation Data Collection Period by the End of December 2025

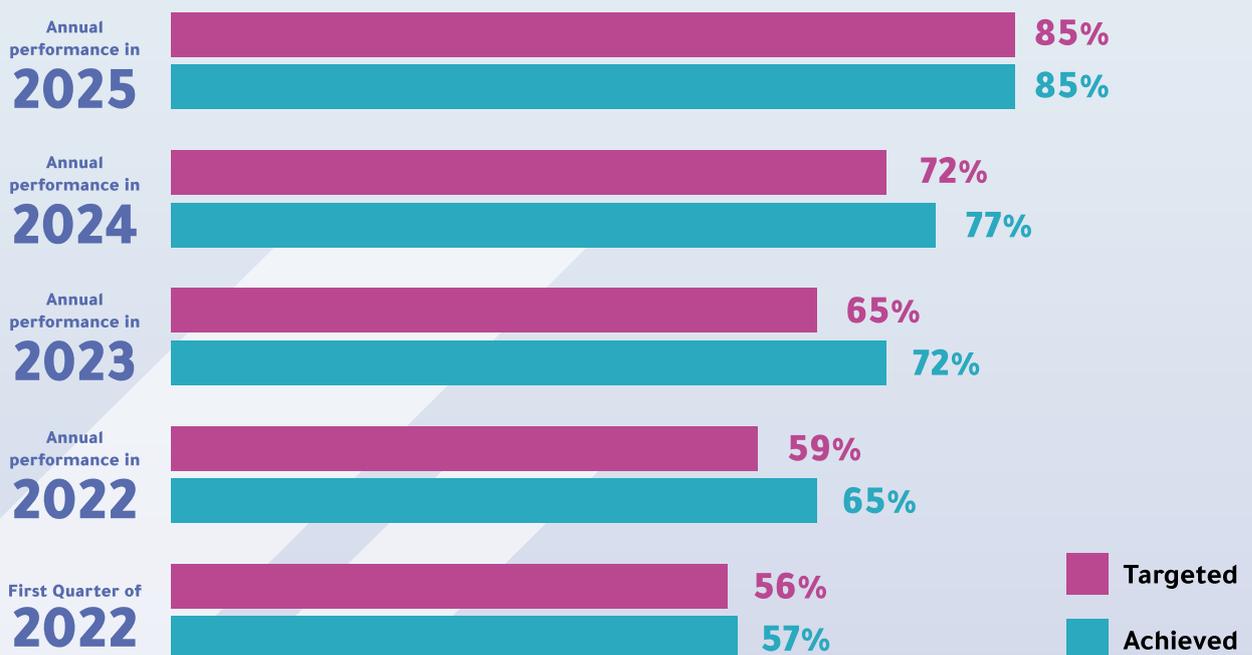


Overall Performance of Government Entities in Digital Transformation 2025

Performance Indicators by Evaluation Perspectives and Dimensions



Development of Government Entities' Performance in Digital Transformation (2021–2025)



* This percentage includes government entities as well as Muscat, Dhofar, and Musandam governorates only



Development of Government Entities' Performance in Digital Transformation (2021-2025)

49 Total entities participating in the performance evaluation

Levels	2024	2025	Change Rates
Advanced (90-100%)	4	13	27%
Above Average (71-89%)	38	36	73%
Average (50-70%)	6	0	0%
Below Average (26-49%)	1	0	0%
Low (0-25%)	0	0	0%

* This percentage includes government entities as well as Muscat, Dhofar, and Musandam governorates only.

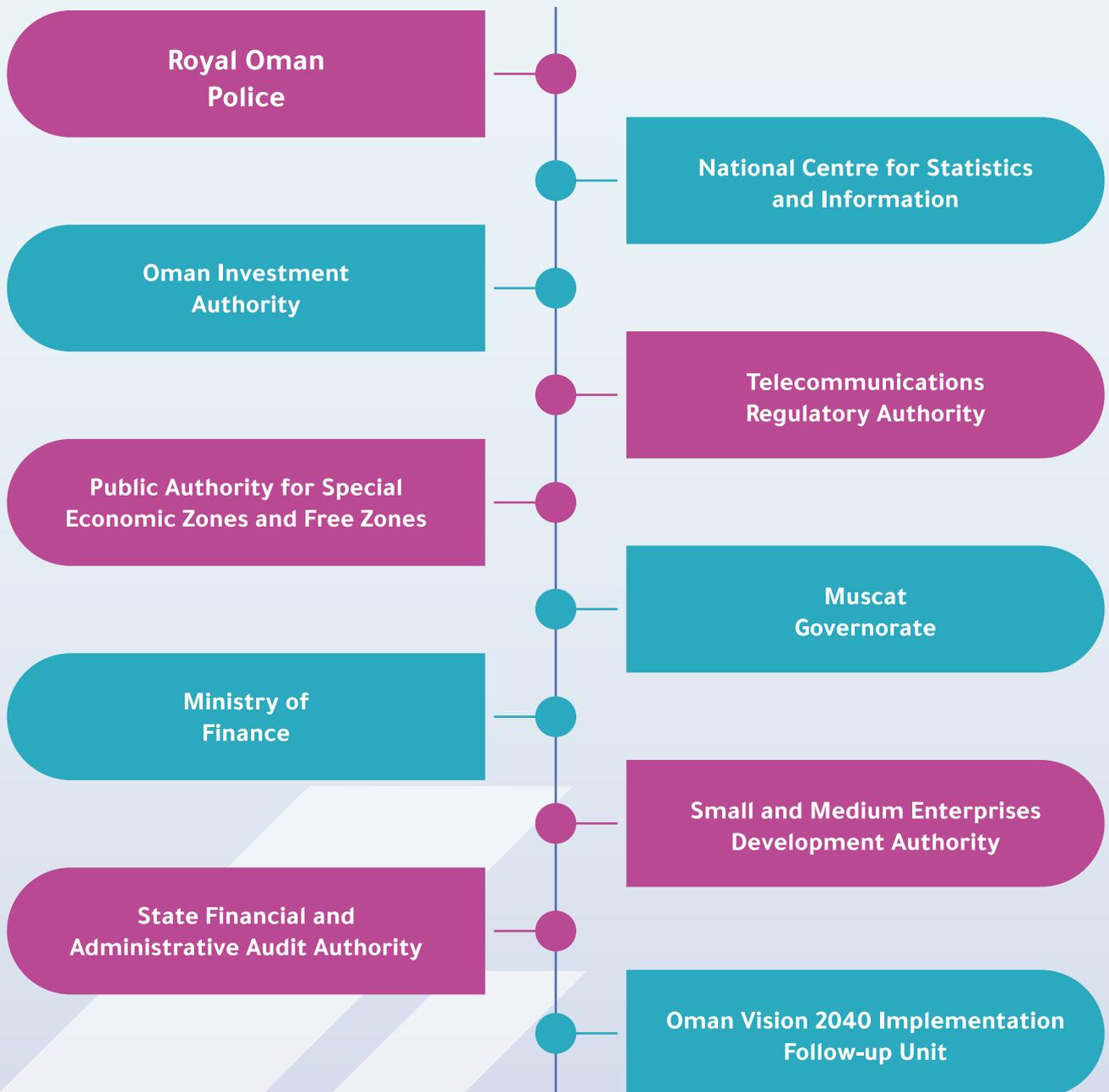
Development of Government Entities' Performance in Digital Transformation (2021–2025)

List of Top-Performing Government Entities in Annual Performance (2024-2025)

Entity Name	Improvement Points
Authority for Public Services Regulation	19
Ministry of Information	15
State Financial and Administrative Audit Authority	15
Environment Authority	14
Royal Academy of Management	13
Ministry of Economy	13
Supreme Judicial Council	13
Ministry of Foreign Affairs	13
Tax Authority	11
Ministry of Higher Education, Research and Innovation	10
Consumer Protection Authority	10

Development of Government Entities' Performance in Digital Transformation (2021–2025)

Government Entities Achieving the Highest Performance in Digital Excellence for 2025





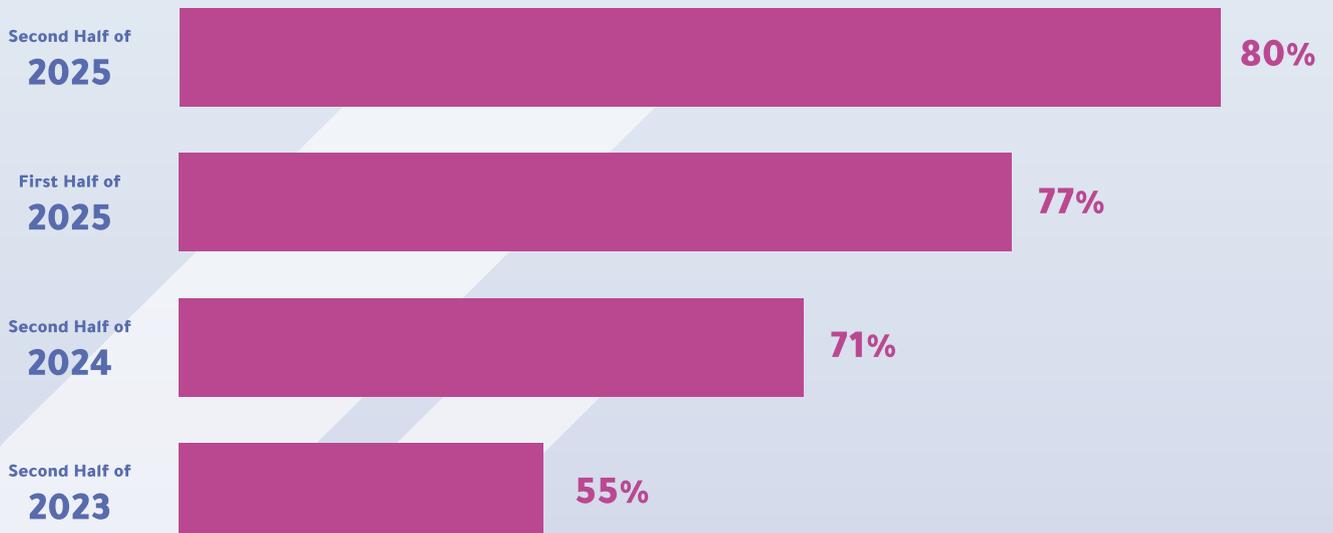
Measuring Governorates' Performance in Digital Transformation for 2025



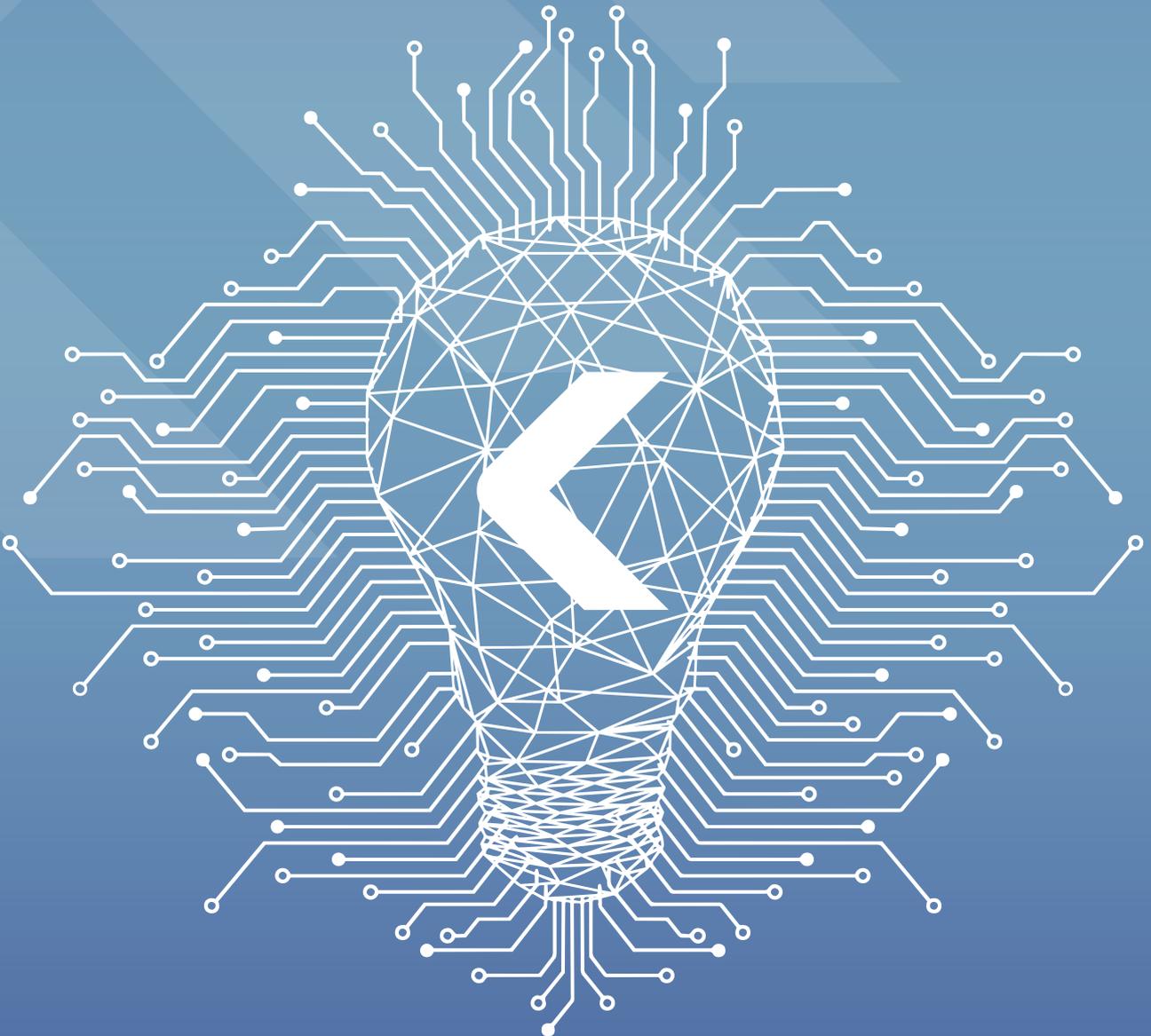
*This percentage includes all governorates of the Sultanate of Oman, except Dhofar, Muscat, and Musandam.



Average Performance of Governorates in Meeting Government Digital Transformation Requirements Between the First and Second Half of 2025

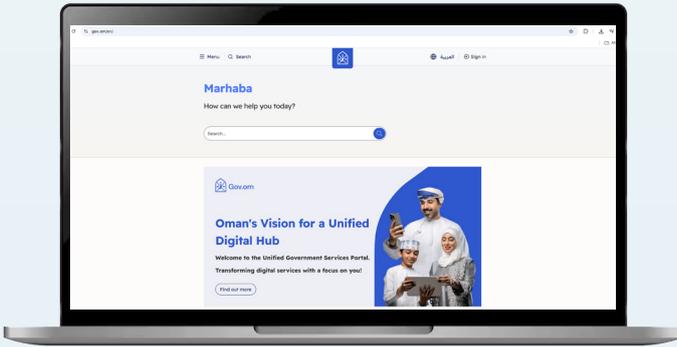


Key Central/Shared Digital Projects and Solutions



Key Central/Shared Digital Projects and Solutions

Launch of the Unified Government Services Portal Gov.om



848,000

Active Users



621,000

Digital Service Requests

10

Government Entities

48

Integrated Services



Launch of the Intelligent Assistant for Digital Government Services



83-94%

Average Satisfaction Rate for the Portal



Launch of the Unified Digital Government Services App

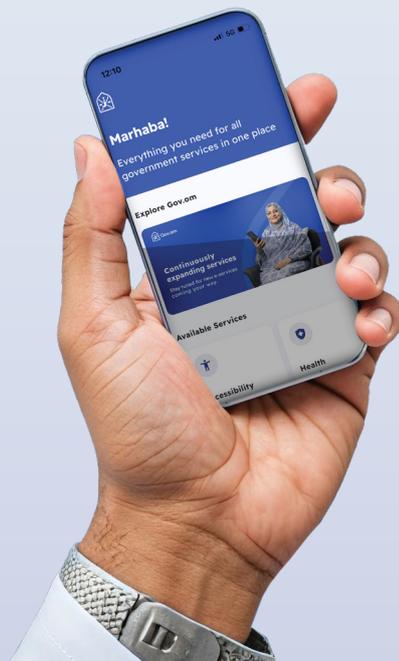


50

Connected Point to the Portal for Electronic Data Exchange



Approval of the Technical Architecture Framework for Integration with the Unified Portal



Key Central/Shared Digital Projects and Solutions

Launch of the National Platform for Suggestions, Complaints, and Reports tajawob.om

129,527
Number of Submitted Requests

3,644
Number of Services

54
Number of Entities



Key Features

Tracking Transaction Procedures on the Platform

Ability to Access Feedback via Geographic Location

Interactive Conversations Between Users to Accelerate Completion

Real-Time Dynamic Reports and Dashboards

Launch of the "Tajawob" Platform Application



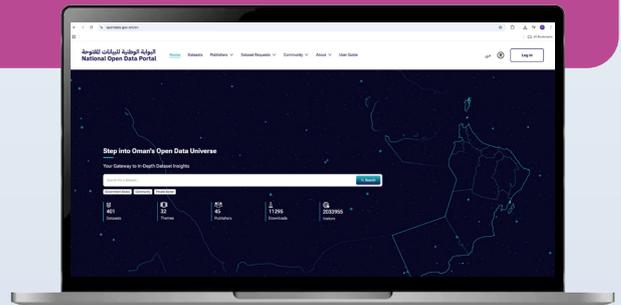
Launch of the National Open Data Portal opendata.gov.om

378
Total Data

1,552,542
Number of Portal Visitors

46
Number of Publishing Entities

32
Number of Available Topics



Launch of the National System for Planning, Evaluation, and Performance Monitoring (Ada'a)

Enhancing coordination among government entities involved in planning, evaluation, and performance monitoring

- Unified and Instant Institutional Reports
- Unified System for Submitting and Monitoring Annual Plans
- National Unit for Information and Decision Support



Key Central/Shared Digital Projects and Solutions

Government Financial System (Maliya) mof.gov.om



Implementing Best Practices in Public Financial Management to Achieve Optimal Use of Financial Resources in Line With the Objectives of Oman Vision 2040

Key Achievements of the "Maliya" System



Completion of Preparation and Training for Operating the Budget Preparation and Execution Platform



Start of Parallel System Operation Phase for Priority Entities



Completion of System Platform Development



Completion of Data Migration and Transfer Setup Activities



Operation of the Main Data Centre and the Backup Centre



Installation of 100% of Core Infrastructure Devices

Electronic Payroll Transfer System



7 Government Entities Participating in the Parallel Operation Phase



Improving Data Quality and Reducing Errors



Integration with Government Systems



5 Government Entities Implementing the Payroll Transfer System

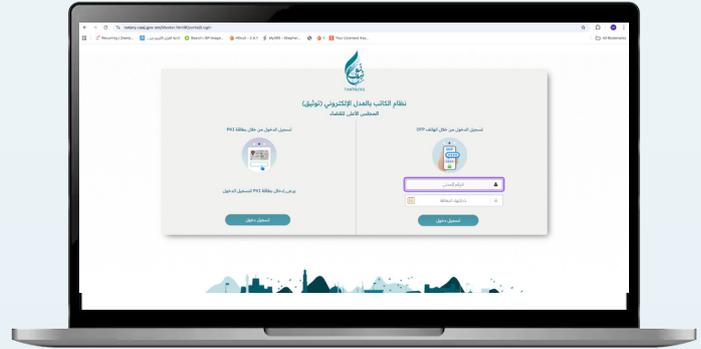


Automated Data Review

Key Central/Shared Digital Projects and Solutions

“Tawtheeq” Public Notary Services Platform notary.caaj.gov.om

Issuance of
500,000+
Official Documents Through the
“Tawtheeq System” for Notary Services
Since Its Launch in 2023



Key Services Provided

Personal Status Services (Marriage Transactions, Divorce, Widowhood, Personal Status Agencies, Personal Status Declarations, Personal Status Undertakings)

Agencies (Inheritance Agencies, General Agencies, Litigation Agencies, Real Estate Agencies, Labour Agencies, Vehicle Agencies)

Addition of a Video Call Feature During Evening Hours

Agency Termination Service

Declarations and Undertakings

Wills and Endowments

Sale, Mortgage and Gift Contracts

Case Management Platform Sjc.gov.om

Key Features to Enhance Efficiency

Activation of Judgment Drafting for Judges and Clerks

Activation of the Service for Sending Judgments to the Public Prosecution

Activation of Electronic Signing and Stamping in Certain Reports and Judgments Within the System

Activation of Property Reservation Service in Coordination With the Ministry of Housing and Urban Planning



Key Targets for the Next Phase

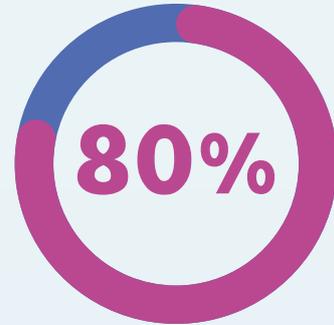
Full Digital Transformation of Court and Enforcement Operations, Covering All Court and Enforcement Departments

Key Central/Shared Digital Projects and Solutions

Establishment of the National Records Centre



Average Percentage of Entities Digitally Integrated With the National Records Centre Out of a Total of 49 Entities (Excluding Governorates, Except Muscat and Dhofar)



Percentage of Government Entities With Coordination and Joint Work for Digital Integration With the National Records Centre

Completion of Defining Mandatory Indicators for the Continued Integration of Government Entities With the National Records Centre

Launch of the Individual and Entity Profile Dashboard as a Front-end for the National Records System Databases

Completion of Drafting the Executive Regulations for the National Records Law

Launch of the National Records System

Completion of Technical Studies and Operational Management With Evaluation of the Digital Infrastructure

Awarding the National Procurement and Project Management System (Takamul)

Management of Government Projects and Procurement at All Stages, Starting from Planning, Followed by Tendering, Contract Monitoring and Execution, and Ending with Contract Closure

The project includes 5 Core and Interconnected Systems



Key Central/Shared Digital Projects and Solutions

The National Platform for Government Integration



2.26+ billion statements

Exchanged Through the National Platform for Government Integration From Its Launch in 2017 Until the End of November 2025

23+ Million

Number of Data Exchanges via the Unified Gulf Network (Zajil) During 2025

49

Data-Providing Entities by the End of 2025 Compared to 31 Entities in 2022

78

Data-Benefiting Entities by the End of 2025 Compared to 59 Entities in 2022

307

Number of Government APIs by the End of 2025

6

Gulf Entities Benefiting from and Providing Data

Key Central/Shared Digital Projects and Solutions

Electronic Authentication

38,932,088

41%



Increase in the number of digital certificates issued through various electronic authentication systems by the end of 2025, up from **27,674,879** at the end of 2022.



202,924,997

108%



Increase in digital user identity authentication requests using various electronic authentication systems by the end of 2025, up from **97,414,938** at the end of 2022

Launch of the Digital Identity “Thiqah”

Secure Digital Identity with an Accredited Electronic Signature



243

Total Number of Integration Projects With the Electronic Authentication System by the End of 2025, Compared to 179 in 2022

74%

Percentage of Government Entities Using Electronic Authentication as a Means to Access Digital Websites and Portals

Key Central/Shared Digital Projects and Solutions

National Digital Systems and Portals Launched, Awarded or Under Implementation

Unified Investor Services Portal

Public Authority for Special Economic Zones and Free Zones

the National Procurement and Project Management System (Takamul)

Projects, Tenders and Local Content Authority

Opinion Surveys System Development

National Centre for Statistics and Information

Unified Municipal System

All Governorates

Individual Performance Measurement System

Entity Performance Measurement System

National System for Capacity Building and Talent Management

Ministry of Labour

National Volunteer Portal (Ayadi)

National Electronic Donations Portal (Jood)

Ministry of Social Development

National Platform for Geographic Names

Ministry of Interior

Electronic Invoicing Project (Fawtara)

Tax Authority

Electronic Matrix for Evaluation and Accreditation of Development Projects

Ministry of Economy

Future Fund Oman Platform

Oman Investment Authority

Invest in Oman Platform

Ministry of Commerce, Industry and Investment Promotion

National Registry of Government Assets

Ministry of Finance

Unified Portal for the Education System

Ministry of Education

Laws and Regulations





Laws and Regulations

Regulatory Framework
for Government Digital
Transformation

Ministerial Decision No. (108 / 2025)

Issuance of the Regulatory
Framework for the Governance
and Management of National Data

Issuance of an Update
to the Electronic
Transactions Law

Royal Decree No. (2025/39)



Digital Participation Policy
for the Entities of the State
Administrative Apparatus

Policy for the Integration of
Electronic Systems for State
Administrative Units

General Policy for the Safe
and Ethical Use of Artificial
Intelligence Systems

National Policy for Digital Accessibility

Cloud Computing Policy

Open Data Policy



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