

البرنامج الوطني للاقتصاد الرقمي..

National Program for Digital Economy



ريادة رقمية
Digital Leadership



ابتكار مستدام
Sustainable Innovation



اقتصاد تنافسي
Competitive Economy



مجتمع مزدهر
Prosperous Society



In light of rapid global advancements in frontier technologies and their applications, including artificial intelligence (AI) and its potential to amplify productivity and efficiency across myriad sectors, and with our profound recognition of the necessity to diversify sources of income through knowledge, technology, and innovation, we are resolutely intent on positioning the digital economy as a pivotal and central pillar of our national economy. We have promulgated directives to inaugurate a national programme for the adoption and localisation of AI and to expedite the establishment of legislations that will enable AI technologies to become an instrumental force in our developmental sectors.

14 November 2023

His Majesty Sultan Haitham bin Tarik



Leadership Message and National Commitment

The digital economy has emerged as a key driver of national competitiveness and a cornerstone of sustainable economic growth, particularly amid rapid global advances in modern technologies and their expanding applications across sectors.

In line with the strategic directives of His Majesty Sultan Haitham bin Tariq—may Allah protect and preserve him—to harness modern technologies in support of economic growth and strengthen the Sultanate of Oman's position in the global economy, Oman is steadily advancing towards a sophisticated, innovation- and knowledge-based digital economy that is fully aligned with the strategic objectives of Oman Vision 2040.

During the first phase of the National Program for Digital Economy, national efforts delivered tangible progress in developing digital infrastructure, expanding digital services, and launching pioneering initiatives in advanced technologies. These achievements have established a strong foundation for Oman's digital transformation journey and significantly enhanced the future readiness of the national economy.

H.E. Eng. Said Hamood Al Mawali

Minister of Transport, Communications and Information Technology



In its second phase, the National Program for Digital Economy focuses on maximizing the economic impact of digital transformation by advancing the digitalization of economic sectors and enhancing their productivity. The Program aims to increase the digital economy's contribution to gross domestic product (GDP) to 10 percent by 2040, while supporting the growth of digital industries, empowering national enterprises, attracting high-value investments, and strengthening Oman's global competitiveness in the digital economy.

This phase builds on the integrated digital ecosystem established during the first phase, encompassing digital infrastructure, digital government, data, advanced technologies, innovation, skills development, digital industries, and an enabling business environment. During the second phase, national efforts will focus on strengthening coordination among relevant entities, accelerating implementation, and expanding the adoption of advanced technologies to maximize their positive impact on the national economy.

The National Program for Digital Economy is implemented through a robust partnership model involving key government entities, including the Telecommunications Regulatory Authority (TRA), the Central Bank of Oman (CBO), and the Ministry of Commerce, Industry and Investment Promotion (MoCIIP). This collaborative approach strengthens institutional integration, aligns national efforts, and accelerates the achievement of targeted outcomes.

H.E. Dr. Ali Amur Al Shidhani
Undersecretary for Communications and Information Technology
(Chairman of the Technical Committee of the National Program for Digital Economy)

In this phase, the National Program for Digital Economy (NPDE) is focused on accelerating implementation and maximizing impact by translating strategic directions into practical, actionable initiatives across key sectors.

The Technology Programs Office supports this direction by strengthening coordination among relevant entities, monitoring the implementation of initiatives, and ensuring clear delivery pathways. Through this role, the Office contributes to achieving tangible outcomes that support the growth of the digital economy.

We reaffirm our commitment, in close collaboration with all relevant entities, to advancing joint efforts toward achieving the objectives of the National Program for Digital Economy and accelerating the pace of delivery. This commitment supports the role of the digital economy as a principal driver of development in the Sultanate of Oman.

Message of the Technology (Ministry of Transport Communications and Information Technology)



Executive Summary

National Context

The Sultanate of Oman occupies a strong position within the regional digital landscape, underpinned by a distinctive competitive advantage that combines its strategic geographic location at the crossroads of continents and global submarine cable routes with political and regulatory stability, creating a reliable and attractive environment for digital investment. Recognizing the digital economy as a principal driver of economic growth and sustainable diversification, the Sultanate of Oman launched the National Program for Digital Economy

(NPDE) as an integrated national framework to accelerate the development of the digital sector and maximize the impact of digital technologies across productive and service sectors. The first phase of the Program (2021-2025) established strong foundations for digital infrastructure, advanced the digital government ecosystem, and strengthened enabling regulatory frameworks, paving the way for a more advanced phase focused on maximizing the economic value generated by digital assets and capabilities.

Strategic Framework

NPDE is guided by an integrated strategic framework and an ambitious vision:

“A digital economy as a tributary to the national economy, reinforcing digital sovereignty and providing high-value, sustainable opportunities for society.”

Its mission is to empower society and both the public and private sectors to adopt advanced digital technologies that drive deep economic transformation through smart, integrated, and scalable national projects with export potential.

The Program is structured around three main pillars:

01 Digital Society

02 Digital Government

03 Digital Sectors and Business

These pillars are supported by four foundational enablers:



Strategic Alignment and Governance

The Program is strategically aligned with Oman Vision 2040 and contributes to its objectives across national priorities and development objectives. The initiatives of its second phase have also been integrated into the Eleventh Five-Year Plan, ensuring coordinated implementation and accelerating progress toward a diversified and sustainable national economy.

The Program operates within an integrated governance framework that ensures a seamless transition from strategic direction to effective implementation. The

Financial and Economic Committee of the Council of Ministers provides strategic oversight, while the Technical Committee for the Digital Economy leads executive direction and performance oversight, supported by the Technology Programs Office at the Ministry of Transport, Communications and Information Technology. Specialized program management teams lead the implementation of initiatives in coordination with relevant national entities.

Phased Roadmap and Progress

NPDE is implemented through a phased and progressive approach that enables continuous evaluation, course correction, and adaptation to rapidly evolving technological developments, with each phase building on the achievements of the previous one.

Phase I (2021-2025): Building the Foundations

The first phase represented a critical foundational stage, marked by progress in global digital indicators and increased investment across the telecommunications, information technology, artificial intelligence, and space sectors. It also saw the launch of strategic projects, including the Omani satellite “OmanSat-1”

and the national language model “Mueen AI,” alongside growth in e-commerce, digital transactions, and the startup ecosystem. Together, these developments strengthened institutional and human readiness for the next phase.

Phase II (2026-2030): Maximizing Economic Impact

Building on these foundations, the Sultanate of Oman is entering the second phase of NPDE, shifting the focus from establishing digital foundations to maximizing the economic impact of digital transformation and connecting digital technologies more directly with the drivers of economic growth.

This phase comprises 84 initiatives across eight interconnected executive programs that collectively form an integrated digital economic ecosystem. The port-

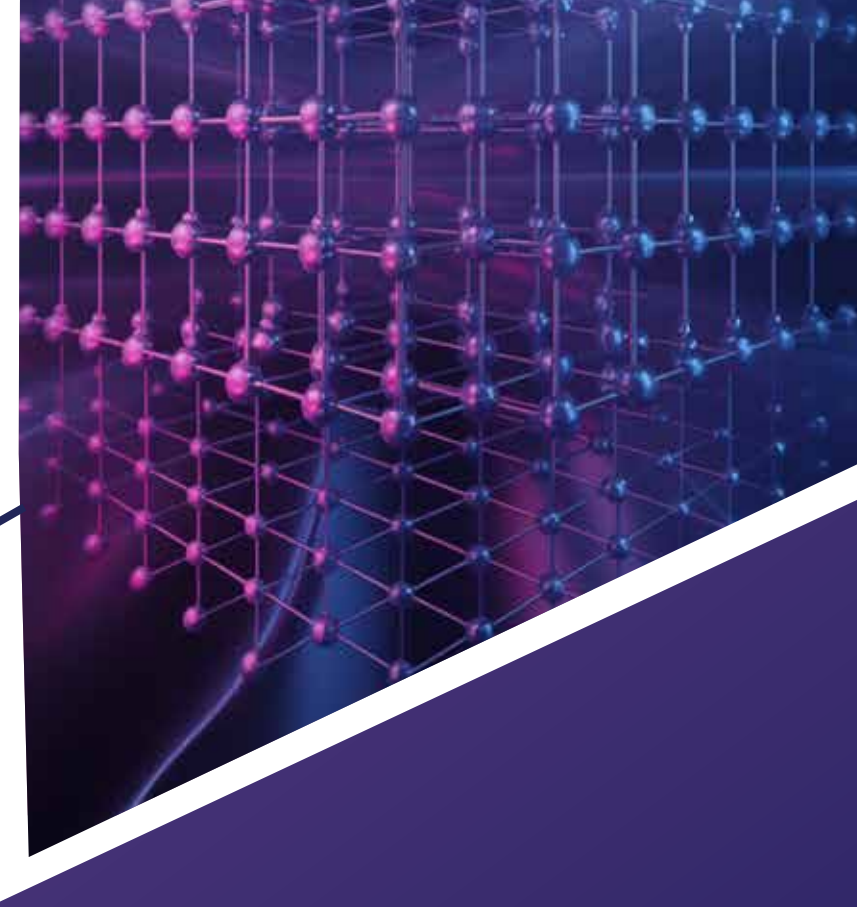
folio combines enabling programs that enhance economic efficiency and strengthen the business environment with productive programs that unlock high-value digital sectors, including digital industry, artificial intelligence, and space. Together, these programs contribute to enhancing productivity, localizing technology, developing advanced capabilities, supporting business growth, and expanding digital exports.

Investment Opportunities and the Path to 2040

The Program creates significant opportunities for investment and strategic partnerships, translating the growth of the digital sector into scalable, export-oriented economic opportunities. It invites investors, technology companies, entrepreneurs, academic institutions, and international partners to contribute to the development of Oman's digital economy and help shape its future.

By 2030, the second phase is expected to deliver a significant increase in the digital economy's contribution to gross domestic product (GDP), laying the foundation for the Sultanate of Oman's transition to Phase III (2031-2035), focused on strengthening national digital industries and advancing a knowledge-driven economy. This will be followed by Phase IV (2036-2040), which aims to expand digital exports and strengthen global competitiveness.

Through this phased roadmap, the Sultanate of Oman is advancing toward its strategic objective of increasing the digital economy's contribution to 10 percent of GDP by 2040 and strengthening its position as a leading regional hub for digital production, innovation, and exports.



Introduction: Global Trends and National Opportunities

Digital Economy: The New Driver of Sustainable Growth

The world is undergoing a pivotal transformation in which digital technologies are reshaping the foundations of growth, competitiveness, and economic resilience at an unprecedented pace. Data, artificial intelligence, cloud computing, digital platforms, cybersecurity, and other advanced technologies have transcended their traditional role as enabling tools to become principal drivers of economic growth, productivity, and resilience, increasingly determining the ability of economies to innovate, attract high-value investment, and strengthen economic sovereignty.

In this context, the World Economic Forum (WEF) and the Group of Twenty (G20) define the digital economy as a comprehensive ecosystem of economic activities encompassing the digital sector itself, together with digital functions embedded within non-digital sectors. It is based on digitized information and knowledge as the principal factors of production and on modern information networks as the principal environment for economic activity.

Simply put, the digital economy is an economy shaped by technology, enabled by data, organized through platforms, and accelerated by innovation—an economy in which traditional boundaries between sectors continue to dissolve and opportunities for value creation continue to multiply.

The emergence of the digital economy has coincided with accelerating waves of industrial transformation, making it an increasingly important contributor to global gross domestic product (GDP). Its significance extends beyond its direct economic size to its cross-sectoral impact in enhancing productivity, empowering small and medium-sized enterprises, and creating new opportunities for entrepreneurship, flexible work arrangements, and exports.

This trajectory is further reinforced by the UN Trade and Development (UNCTAD), which noted in its World Investment Report 2025 that the digital economy is projected to generate more than two-thirds of new value over the coming decade, with annual growth rates ranging between 10 and 12 percent, outpacing the growth of the global economy. Meanwhile, Forrester projected in 2024 that the digital economy would account for 17 percent of global GDP by 2028. However, estimates published by the International Data Center Authority (IDCA) in 2026 indicate that the digital economy had already reached 17.3 percent of global nominal GDP in 2025, equivalent to slightly more than USD 20 trillion out of an estimated global total of USD 119 trillion.



In light of this transformation, keeping pace with the digital economy is no longer merely a development option; it has become a strategic imperative for maintaining competitiveness and avoiding widening growth gaps. The challenge extends beyond adopting and using digital technologies to building national capabilities that can develop scalable, export-oriented digital solutions. Embedding the digital economy within national policies, investments, and productive capacities is therefore fundamental to advancing economic diversification and resilience and building a modern economy capable of meeting the demands of the twenty-first century.

The State of the Digital Economy in the Sultanate of Oman: Landscape and Opportunities

Since the launch of the National Program for Digital Economy (NPDE) in 2021, the Sultanate of Oman has embarked on an ambitious national journey to develop its digital economy through 2040. This journey is anchored in a clear strategic vision and targeted investments aimed at building a competitive and sustainable digital economy aligned with the objectives of Oman Vision 2040.

Phase I (2021-2025) delivered pivotal foundational achievements, including advancing the maturity of the digital government ecosystem, strengthening telecommunications and data infrastructure, and establishing enabling legislative and regulatory frameworks. These efforts enhanced service efficiency, strengthened the readiness of society and institutions, and established a

and institutions, and established a robust foundation for more advanced phases of technology-driven economic transformation.

In parallel, digital technologies have reshaped economic participation in the Sultanate of Oman by expanding market access and growth opportunities for small and medium-sized enterprises and entrepreneurs. Supported by the accelerating adoption of financial technologies (FinTech), e-commerce, and digital platforms, this shift reflects the national economy's progressive transition from digital consumption toward greater digital contribution and production, while strengthening the role of the private sector as a principal driver of growth and innovation.

Today, the digital economy in the Sulta-

nate of Oman stands at a pivotal juncture, as national efforts shift from building digital foundations to maximizing the economic value generated by existing digital assets and capabilities. Phase II of NPDE (2026-2030) focuses on economic enablement by connecting digital transformation more directly with priority productive and service sectors, accelerating sectoral digitalization, localizing advanced technologies, and stimulating investment in scalable, export-oriented digital solutions.

This transition represents a significant opportunity to generate multiplier effects across the economy and advance the Sultanate of Oman toward a more productive and export-oriented digital economy, supporting national economic diversification and long-term growth.

The Sultanate of Oman's Unique Competitive Advantage

The Sultanate of Oman possesses a distinctive competitive advantage that combines its inherent structural strengths with a clear national ambition to build a productive and globally connected digital economy. This advantage is reinforced by four interconnected competitive strengths that create favorable conditions for technology investment, digital production, and sustainable economic growth:

Political and Regulatory Stability: Long-term political and regulatory stability provides a secure, predictable, and attractive environment for major technology investments. This environment is further supported by flexible regulatory frameworks that encourage public-private partnerships and a strong national commitment to advancing responsible digital sovereignty and localizing advanced technologies.

A Young and Digitally Empowered Population: More than 50 percent of the population comprises a digitally empowered generation equipped with the tools of innovation, providing a dynamic and adaptable talent base that supports entrepreneurship and the growth of small and medium-sized enterprises within the digital economy.

Geographic Location and Global Connectivity: Positioned at the intersection of major global submarine data cable routes and at the crossroads of three continents, the Sultanate of Oman serves as a natural digital bridge connecting international markets with ultra-low latency. This connectivity, supported by advanced national infrastructure, strengthens its potential to become a preferred regional hub for cloud computing and hyperscale cross-border data centers.

Clean Energy and Digital Sustainability: The Sultanate of Oman's capabilities in clean energy and green hydrogen create significant potential to host green data centers and sustainable digital services that meet environmental, social, and governance (ESG) standards and attract global investors seeking energy efficiency and long-term resource sustainability.

Together, these competitive strengths create favorable conditions for technology-driven economic transformation and support the development of a practical innovation ecosystem. They enable the Sultanate of Oman to translate its structural advantages into scalable, export-oriented economic opportunities while strengthening its attractiveness to talent, investors, and strategic partners seeking to contribute to the growth and future development of Oman's digital economy.



National Program for Digital Economy



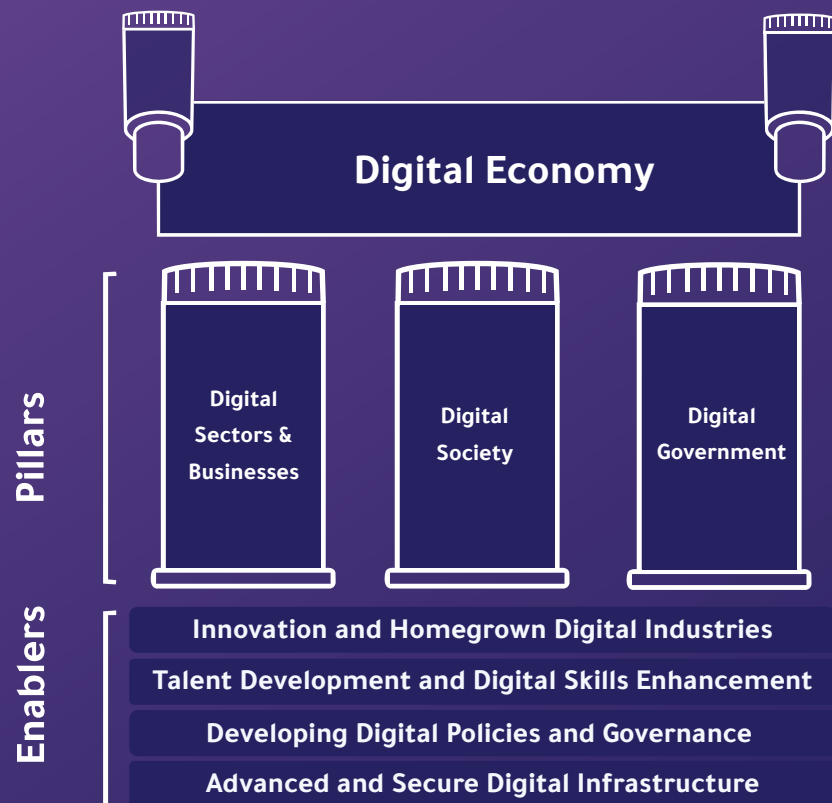
Strategic Framework

Program Vision

A digital economy as a tributary to the national economy, reinforcing digital sovereignty and providing high-value, sustainable opportunities for society.

Program Mission

Empowering society and both the public and private sectors to adopt advanced digital technologies that drive deep economic transformation through smart, integrated, and scalable national projects with export potential.



Strategic Pillars and Foundational

Building on the Program's vision and mission, the strategic framework of the National Program for Digital Economy (NPDE) is designed as an integrated ecosystem for advancing the digital economy. It comprises three strategic pillars representing the principal areas of transformation, supported by four foundational enablers that provide the capabilities and conditions required for effective implementation and sustainable impact. Together, these components form an integrated framework for achieving the Program's strategic objectives.

● Pillars

Digital Society

Building an active and engaged digital society in which individuals possess the digital skills and capabilities needed to interact safely and effectively with modern technologies and participate actively in the digital economy. This strengthens digital inclusion, enhances quality of life, and enables society to adapt confidently and effectively to future change.

Digital Government

Driving a transformative shift in public sector performance through the transition to an agile and proactive digital government model, in which decisions are informed by data and advanced analytics and digital services are delivered efficiently and transparently. This model places beneficiaries at the center, contributing to improved public spending efficiency, enhanced service quality, and more effective decision-making.

Digital Sectors & Business

Enabling an advanced and competitive digital business environment that supports growth across economic sectors through the integration of advanced digital technologies into business models, wider adoption of innovation, and attraction of high-value investment. This contributes to increased productivity, stronger national competitiveness, and sustainable economic growth.

● Foundational Enablers

Advanced and Secure Digital Infrastructure

01

Developing advanced, secure, resilient, and reliable digital infrastructure capable of supporting rapid growth, enabling innovation, and strengthening national readiness for future technologies.

02

Developing Digital Policies and Governance

Building effective and agile digital policies and governance ecosystem that strengthens trust in the digital environment, encourages investment, and promotes the responsible use of technologies. This supports sustainability while maintaining an appropriate balance between innovation and regulation.

03

Talent Development and Digital Skills Enhancement

Developing competitive national talent, leadership capabilities, and specialized digital skills required to advance the digital economy and lead digital transformation through education, training, and capability development, while keeping pace with rapid technological advancement.

04

Innovation and Homegrown Digital Industries

Developing homegrown digital industries through innovation and technology localization and transforming knowledge and technological capabilities into economic value. This contributes to strengthening digital sovereignty and diversifying sources of national income.

Strategic Objectives of the Program

The Program primarily aims to transform the digital sector into a leading economic driver and increase its contribution to GDP through:

01

Achieving an agile, data-driven digital government that delivers proactive digital services.

02

Building an active and engaged digital society, empowered with digital skills and technologies, and capable of embracing the future.

03

Developing leading homegrown digital industries, driven by innovation and technology localization, and contributing to digital sovereignty.

04

Developing advanced, secure digital infrastructure that is resilient and reliable to drive growth and innovation

05

Developing effective and agile digital legislation and governance that strengthen trust and unlock new investment horizons.

06

Developing specialized and competitive national digital talent capable of leading digital transformation and keeping pace with rapid technological advancement.

07

Enabling an advanced digital business environment through the adoption of advanced technologies and promoting investment to elevate efficiency and competitiveness.

Strategic Direction and Program Phases

The strategic direction for developing the digital economy in the Sultanate of Oman is guided by a clear, phased approach aligned with Oman Vision 2040. It aims to progressively increase the digital economy's contribution to gross domestic product (GDP) to 10 percent by 2040 through a fundamental transformation in which technology evolves from a cross-sectoral enabler into a productive, export-oriented industry. This transformation supports economic diversification and strengthens national competitiveness.

The strategic direction is implemented through four aligned and integrated phases, with each phase laying the foundation for the next while ensuring the continuity and advancement of long-term initiatives, such as digital government. Phase I establishes the foundations of an integrated digital government through automation. Phase II accelerates the digitalization of key economic sectors. Phase III strengthens and scales homegrown digital industries, while Phase IV expands digital exports and enhances global competitiveness. Together, these phases provide a progressive pathway toward a thriving digital economy that contributes 10 percent to GDP by 2040.



Phase I

(2021 -
2025)

Integrated Digital Government

This phase focuses on accelerating the digital transformation of government through the automation of government processes and services, enhancing the beneficiary experience, and strengthening digital governance and transparency. It also aims to build national capabilities and equip society with the digital skills needed to support digital transformation and participate actively in the digital economy.

Phase II

(2026 -
2030)

Digitalization of Key Economic Sectors

This phase focuses on enabling strategic economic sectors to adopt digital solutions that enhance efficiency and productivity, while supporting digital commerce and digital payment systems. It also aims to encourage small and medium-sized enterprises (SMEs) to embrace digital transformation and promote the adoption of artificial intelligence.

Phase III

(2031 -
2035)

Strengthening Homegrown Digital

This phase focuses on advancing a knowledge-based digital economy by supporting research and development, homegrown digital industries, and cloud services. It also aims to strengthen digital entrepreneurship, enable national companies to expand into global markets, and develop advanced national capabilities in future-oriented disciplines.

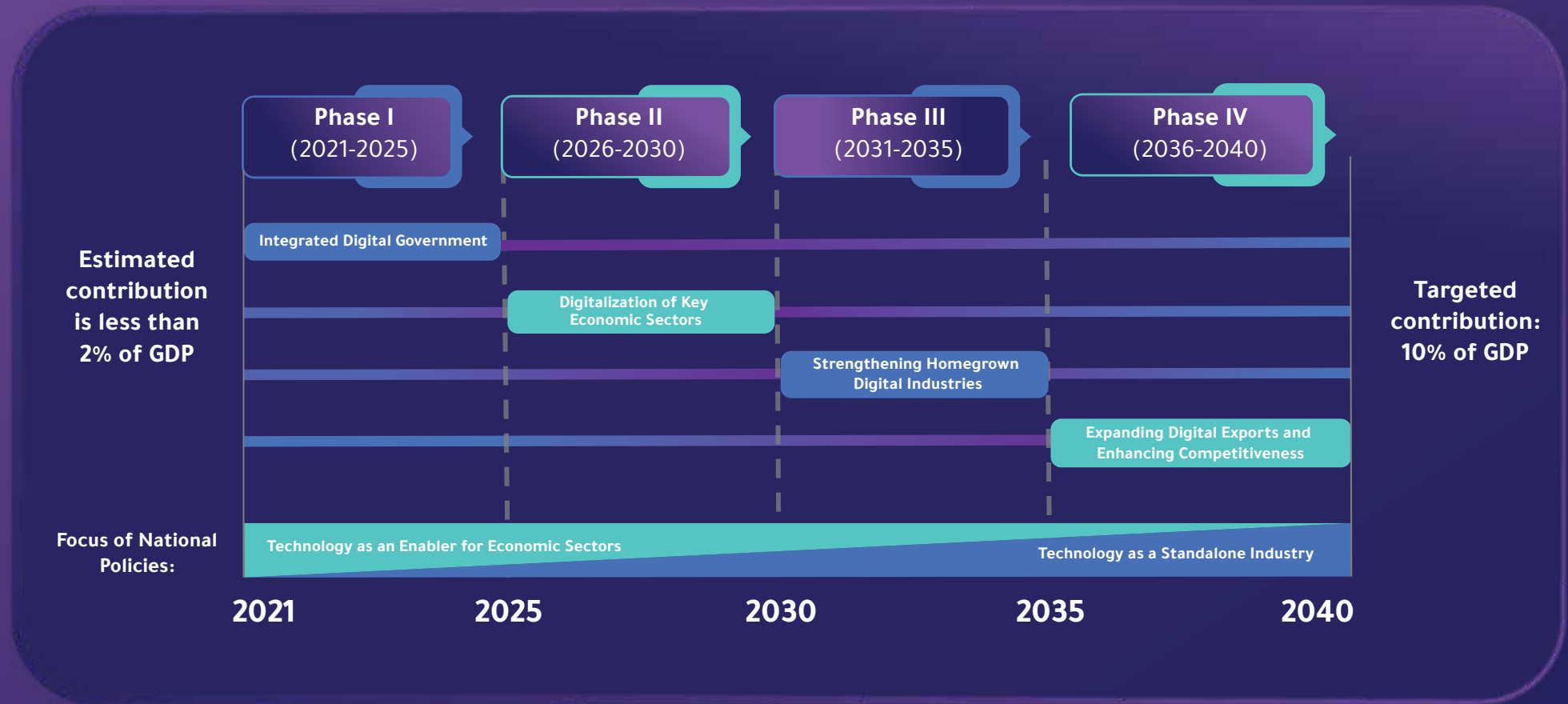
Phase IV

(2036 -
2040)

Expanding Digital Exports and Enhancing Competitiveness

This phase focuses on strengthening the Sultanate of Oman's position as a hub for digital exports and advanced technologies. It also aims to support the expansion of national companies into international markets and advance digital skills programs that strengthen the global competitiveness of national talent.

Strategic Direction





Alignment with Oman Vision 2040

Alignment with Oman Vision 2040

The National Program for Digital Economy (NPDE) is grounded in the national conviction that the digital sector is no longer merely a technological enabler; it has become a strategic pillar for achieving the ambitious national aspirations of Oman Vision 2040. From its inception, the Program was designed as an integrated national ecosystem, serving as a strategic bridge between future digital aspirations and the Sultanate of Oman's broader development priorities.

The Program's vision of developing a digital economy that contributes to the national economy, strengthens digital sovereignty, and creates high-value, sustainable opportunities aligns closely with its mission of empowering society and the public and private sectors to adopt advanced digital technologies that drive profound economic and developmental transformation. Through its pillars, foundational enablers, and strategic objectives, the Program translates these strategic directions into tangible national initiatives and projects that place innovation and technology at the heart of the national development journey.

The analytical table and detailed sections that follow illustrate the areas of alignment and integration between the Program and the four pillars and twelve national priorities of Oman Vision 2040. This alignment demonstrates how the Program contributes across the national development agenda and supports the Sultanate of Oman's progress toward a comprehensive and sustainable digital economy.

Oman Vision 2040			National Program for Digital Economy						
	National Priority	Pillar	Digital Government	Digital Society	Digital Sectors & Business	Digital Infrastructure	Policies & Governance	Talents & Digital Skills	Innovation & Digital Industries
1	Education, Learning, Scientific Research and National Capabilities	People and Society	*	✓	*	*	*	✓	✓
2	Health		✓	✓	*	✓	*	*	*
3	Citizenship, Identity, and National Heritage & Culture		*	✓	*	*	*	*	*
4	Well-being and Social Protection		✓	✓	*	✓	*	✓	
1	Economic Leadership and Management	Economy and Development	✓		✓	*	✓	✓	
2	Economic Diversification and Fiscal Sustainability		✓		✓	✓	✓	*	✓
3	Labour Market and Employment		✓	✓	✓	*	✓	✓	*
4	The Private Sector, Investment, and International Cooperation		✓		✓	✓	✓		✓
5	Development of Governorates and Sustainable Cities		✓	✓	✓	✓	*		*
1	Environment and Natural Resources	Sustainable Environment	✓	*	✓	✓	✓		✓
1	Legislative, Judicial and Oversight System	Governance and Institutional Performance	✓	*		✓	✓	*	*
2	Governance of the State's Administrative Bodies, Resources, and Projects		✓	*	*	✓	✓	✓	✓

● People and Society

A Digitally Empowered Society Leading the Future
The Program contributes to human capital development and the advancement of competitive national capabilities. In education, learning, and scientific research, it supports talent development, digital skills enhancement, and innovation, strengthening the connection between knowledge and economic value and contributing to the development of a sustainable knowledge-based economy. In healthcare, it supports the advance-

● Economy and Development:

A Digital Economy Driving Growth and Competitiveness
The Program contributes to economic leadership and governance by enabling the use of data, advanced analytics, and performance indicators to support evidence-based decision-making, strengthen economic policymaking, and improve responsiveness to emerging developments.

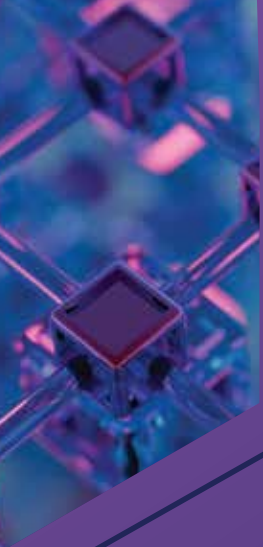
It also plays a central role in advancing economic diversification and financial sustainability by positioning digital sectors, digital businesses, and homegrown digital industries as engines of growth. Through technology localization, innovation, entrepreneurship, and the attraction of

ment of digital health services through digital government, proactive data-driven services, and advanced digital infrastructure.

The Program also promotes digital citizenship and supports the protection of national identity in the digital environment. Through inclusive and accessible digital services, it contributes to social well-being and social protection while enabling all segments of society to participate actively and safely in the digital society.

integration of Omani enterprises into global value chains.

The Program further contributes to the transformation of the labor market by developing digital skills and supporting high-value employment opportunities, while empowering the private sector and encouraging investment through an advanced and attractive digital business environment. Its impact also extends to governorate development and sustainable cities by enabling smart city initiatives and supporting governorates in leveraging their comparative advantages, contributing to more balanced development and stronger national competitiveness.



● Sustainable Environment

Smart Digital Solutions for Resource Sustainability and Environmental Protection ,The Program supports the Sustainable Environment pillar by enabling the use of digital technologies to advance environmental protection and the sustainable management of natural resources. Through digital government, advanced digital infrastructure, and effective digital policies and governance, it supports more intelligent resource management, greater efficiency in energy and water use, and the transition toward a green and circular economy.

The Program also enables innovative digital solutions in renewable energy, food and water securi

ty, and environmental monitoring, strengthening the resilience of ecosystems and supporting adaptation to climate change. Data and advanced analytics further support informed environmental decision-making, while innovation and homegrown digital industries create opportunities to transform environmental challenges into value-added economic solutions. The Digital Society pillar complements these efforts by promoting environmental awareness and encouraging more sustainable patterns of consumption and production.

● Governance and Institutional Performance

An Agile Digital Government Shaping the Future
The Program contributes directly to stronger governance and institutional performance by enabling high-quality government services, process automation, and transparent, data-driven decision-making. Through digital government and advanced analytics, it supports more effective management of national resources and projects and advances a proactive government model focused on performance and results.

The Program also supports the digitalization of judicial, regulatory, and oversight processes

through advanced digital infrastructure, e-justice systems, and platforms that strengthen disclosure and transparency. These capabilities contribute to greater institutional efficiency, more effective oversight, and stronger coordination and participation across relevant institutions and society.

Together, these contributions support the development of an agile, transparent, and future-ready governance ecosystem that advances institutional excellence and strengthens public trust.

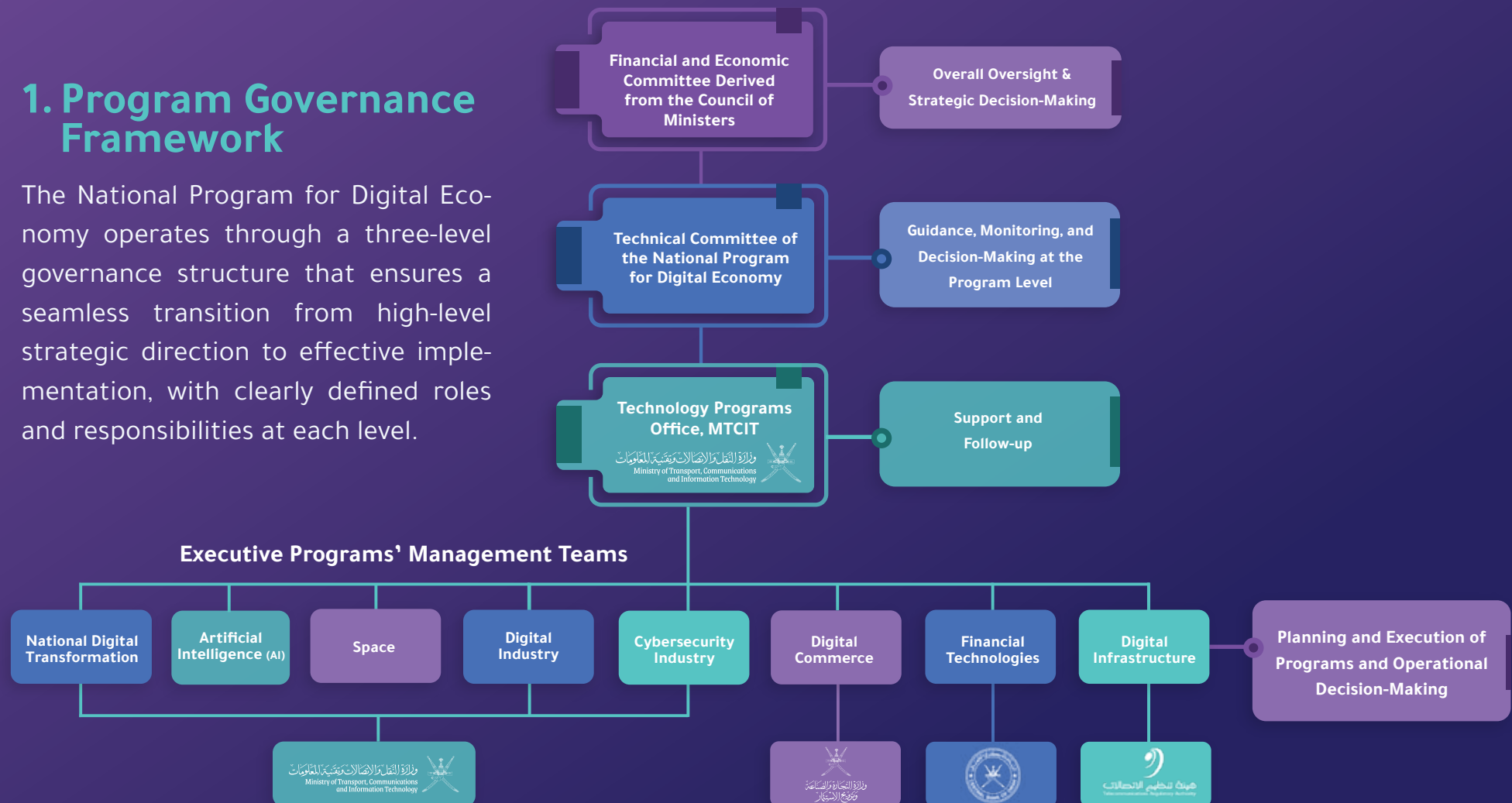


Governance and Delivery Mechanisms

The National Program for Digital Economy (NPDE) operates through an integrated, multi-level governance framework supported by a robust monitoring and evaluation system. The framework is designed to maintain alignment with national priorities, strengthen coordination and integration among relevant stakeholders, and support operational efficiency, sustainability, and continuous improvement across the Program. The monitoring and evaluation system enables progress to be tracked, impact to be measured, and data-driven decision-making to be supported at all levels.

1. Program Governance Framework

The National Program for Digital Economy operates through a three-level governance structure that ensures a seamless transition from high-level strategic direction to effective implementation, with clearly defined roles and responsibilities at each level.



Level One: Strategic and Sovereign Oversight

- **Financial and Economic Committee of the Council of Ministers**

The Financial and Economic Committee serves as the highest oversight body for the National Program for Digital Economy, ensuring its alignment with the objectives of Oman Vision 2040. The Committee provides strategic direction through the approval of public policies and strategic directions, allocation of resources, guidance of investments, and sovereign decisions related to the management of major

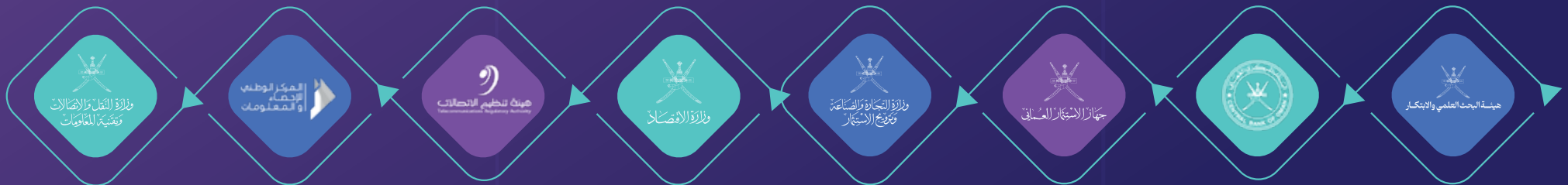
national risks.

The Committee also approves the Program's final strategic key performance indicators and oversees the realization of national economic impact. Through this role, it ensures that the Program advances as a long-term national economic engine contributing to economic diversification and national competitiveness.

Level Two: Program-Level Governance and Strategic Direction

- **Technical Committee of the National Program for Digital Economy**

The Technical Committee serves as the senior steering body responsible for guiding the successful delivery of the Program. It is chaired by the Undersecretary of Communications and Information Technology and comprises the following members: decisions related to the management of major national risks.



The Committee is responsible for conducting technical reviews and approving implementation plans for the Executive Programs, monitoring performance and delivery indicators, addressing operational challenges, and strengthening coordination and integration across the Executive Programs. It also works to prevent overlap and duplication of efforts and evaluates and escalates strategic or systemic issues as required.



Technology Programs Office **(Ministry of Transport, Communications and Information Technology)**

The Technology Programs Office serves as the General Secretariat of the Program and is responsible for its central management and coordination. It supports and oversees Program implementation within an integrated strategic framework encompassing phased planning, management of the strategic roadmap, and coordination and alignment across initiatives and implementing entities. In doing so, the Office maintains alignment with national priorities and strengthens the Program's effectiveness as an interconnected national ecosystem.

At the executive and operational levels, the Office leads coordination among Program teams, oversees implementation quality, and accelerates delivery. Its work is supported by standardized program management methodologies, performance dashboards, and reporting mechanisms, together with analytical and foresight capabilities that support informed, data-driven decision-making and the achievement of sustainable impact across the Program.

Level Three: Operational Delivery

1. Executive Programs' Management Teams

The initiatives and projects of the National Program for Digital Economy are delivered through dedicated Executive Programs' Management Teams, with each team responsible for managing one of the Program's eight executive programs. Operating within unified frameworks and standardized guidelines, the teams are equipped with the tools required for detailed planning, direct implementation of initiatives and projects, day-to-day monitoring, operational performance and risk management, periodic reporting, and coordination with relevant stakeholders. Together, these responsibilities support effective delivery and the achievement of the Program's objectives.

2. Comprehensive Monitoring and Evaluation System

The National Program for Digital Economy (NPDE) operates through an integrated, monitoring and evaluation system designed to track progress, measure economic impact, and support timely decision-making across all levels of governance. The system emphasizes actual outcomes and impact rather than activities alone.

The system comprises the following components:

- 01 Hierarchical Digital Performance Indicator Framework:** A structured framework that begins with the Program's key national and economic impact indicators, extends to the key performance indicators of the Executive Programs, and cascades to detailed operational performance indicators.
- 02 Multi-Level Reporting Cycle:** A structured reporting cycle comprising operational, tactical, and semi-annual strategic reports, ensuring that each level of governance receives the information required for effective oversight and decision-making.
- 03 Unified Digital Monitoring Platform:** A unified digital platform with performance dashboards that provide real-time data on Program performance and its contribution to the national economy. The platform supports automated reporting and risk management while strengthening transparency and proactive oversight.
- 04 Structured Governance Meeting Cadence:** A disciplined schedule of governance meetings across all levels, comprising monthly operational meetings, quarterly steering meetings, and semi-annual strategic meetings. This cadence maintains alignment, accelerates decision-making, and supports continuous performance improvement.
- 05 Clear and Systematic Escalation Mechanism:** A defined escalation pathway with clear responsibilities and response timeframes for addressing challenges. Issues are resolved at the lowest effective level wherever possible and escalated within established timelines when higher-level intervention is required.

3. Sustainability and Continuous Improvement Mechanisms

The National Program for Digital Economy was designed from the outset with sustainability and continuous improvement as core principles rather than objectives introduced at a later stage. This approach is built on two complementary principles: embedding the adaptability required to respond to future change and establishing a sustainable, systematic mechanism for learning from global knowledge and experience.

- **Principle One: Flexible and Future-Evolving Design**

The Program's initiatives and executive programs are not designed as rigid pathways with fixed endpoints. Instead, they operate as open and adaptable frameworks capable of responding to future needs and evolving circumstances. This approach is reflected through:

Continuously Upgradable Centralized Digital Platforms:

01

Centralized platforms, such as the national language model Mueen AI, are designed to evolve and adapt to future requirements.

02

Periodic Institutional Mechanisms:

Established mechanisms enable policies and legislation to be reviewed and updated in response to rapidly evolving technological and economic developments.

03

Dedicated Regulatory and Innovation Sandboxes:

Permanent environments enable emerging technologies and innovative solutions to be tested, assessed, and integrated as they mature.

04

Phased Program Approach:

The Program's phased approach is supported by comprehensive strategic reviews every five years, enabling systematic assessment, course correction, recalibration of priorities, and alignment with major shifts in the global technological and economic landscape.



- **Principle Two: A Sustainable and Systematic Mechanism for Learning and Global Knowledge**

To keep the national ecosystem at the forefront of innovation, the Program establishes structured channels for the continuous exchange and integration of global knowledge and expertise through three complementary pathways:

- **Strategic Knowledge-Transfer Partnerships:**

Partnerships with leading global companies, research institutions, and international experts support the localization of advanced knowledge and the development of national capabilities required to drive innovation and pursue global leadership.

- **Specialized Monitoring and Foresight Structures**

Dedicated mechanisms monitor emerging technological trends, assess their economic and social implications, and anticipate future developments in the digital economy, providing a proactive foundation for informed decision-making.

- **Permanent Advisory and Knowledge Centers**

Specialized centers in areas such as artificial intelligence ethics and advanced technologies provide ongoing thought leadership and guide future development within sound governance frameworks.

Through this integrated approach, the Program extends beyond the delivery of short-term projects. It establishes long-term institutional capabilities, governance structures, and dynamic digital platforms that accumulate knowledge, strengthen national capabilities, and evolve over time. In doing so, the Program develops from a time-bound implementation plan into a sustainable institutional model capable of driving continuous innovation and sustaining the long-term economic and developmental impact of the digital economy in the Sultanate of Oman, in support of the aspirations of Oman Vision 2040 and beyond.



Achievements of the First Phase of the Program

Achievements of the First Phase of the Program

Since the National Program for Digital Economy (NPDE) was endorsed by the Council of Ministers in July 2021, the Sultanate of Oman has made significant progress in its digital transformation journey, advancing the national ambition to build a thriving digital economy as a key contributor to the national economy. Over the five years of Phase I (2021-2025), the Program delivered substantial achievements that strengthened the Sultanate of Oman's digital capabilities and enhanced its position across several international digital indices.

The first phase was marked by landmark achievements across the digital ecosystem. These included significant advances in government digital transformation, the

launch of the first Omani space rocket and the Omani satellite "OmanSat-1," and the introduction of the national language model "Mueen AI," the Sultanate of Oman's generative artificial intelligence large language model. The period also witnessed unprecedented growth in e-commerce and cashless financial transactions, alongside increased investment in advanced digital industries, including semiconductor manufacturing and advanced technologies.

In parallel, the Sultanate of Oman continued to strengthen its digital infrastructure through the widespread deployment of modern telecommunications technologies. National capability development also advanced through initiatives such as the

advanced through initiatives such as the Makeen Program, which played an important role in developing and empowering national talent to contribute to and lead the future growth of the digital economy.

Government digital transformation progressed further through the development and deployment of interactive digital platforms, including the Government Unified Portal for E-Services and the Tajawob Platform. These developments strengthened access to government services and supported the transition toward a more integrated, efficient, and sustainable digital government ecosystem.

The following highlights key achievements delivered during Phase I of the National Program for Digital Economy:

 **227 million**

Investment in the information technology sector reached approximately

 **79 million**

Investment in artificial intelligence (AI) projects

 **74 million**

Private sector investment in the space sector reached

45.5 % of the total workforce

Omanis accounted for approximately in the information technology sector in 2025.

%69

The proportion of Omanis in technical, specialized, and leadership positions within the information technology sector

200 startups

were registered through the Oman Startup Hub platform.

48 incubators

A total of incubators and accelerators were operational, supported by more than OMR 127 million in funding for technology-based startups.

400 employees & 25 companies

The space sector expanded

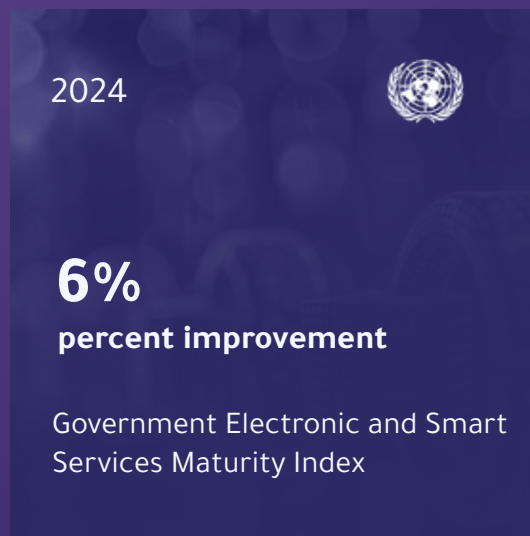
Together, these achievements established stronger foundations for an integrated digital economy, enhanced institutional readiness, and developed national capabilities, supporting progress toward the interim targets for the digital economy's contribution to gross domestic product (GDP).

To strengthen the measurement of this contribution, the Sultanate of Oman launched the National Survey for Measuring the Contribution of the Digital Economy to GDP, the first national initiative of its kind. The first phase of the survey covered approximately 1,300

establishments across the governorates of Sultanate of Oman, based on 2023 data, with the aim of establishing a reliable baseline for measuring economic impact and tracking its development over the medium and long term.

This initiative strengthens the Sultanate of Oman's ability to track progress, measure economic impact, and support evidence-based decision-making as the digital economy develops into a key driver of national economic growth.

Oman in International Rankings and Recognition



International Ranking and Recognition

Arab Digital Economy Award (2025): The Bayan Customs System won the Government Innovation category.

Open Data (2024): Ranked 1st in West Asia and 9th globally.

Best Projects (X-SDI) Award: Madayn received the award for its comprehensive digital transformation initiative toward sustainable, green, AI-driven smart industrial cities.

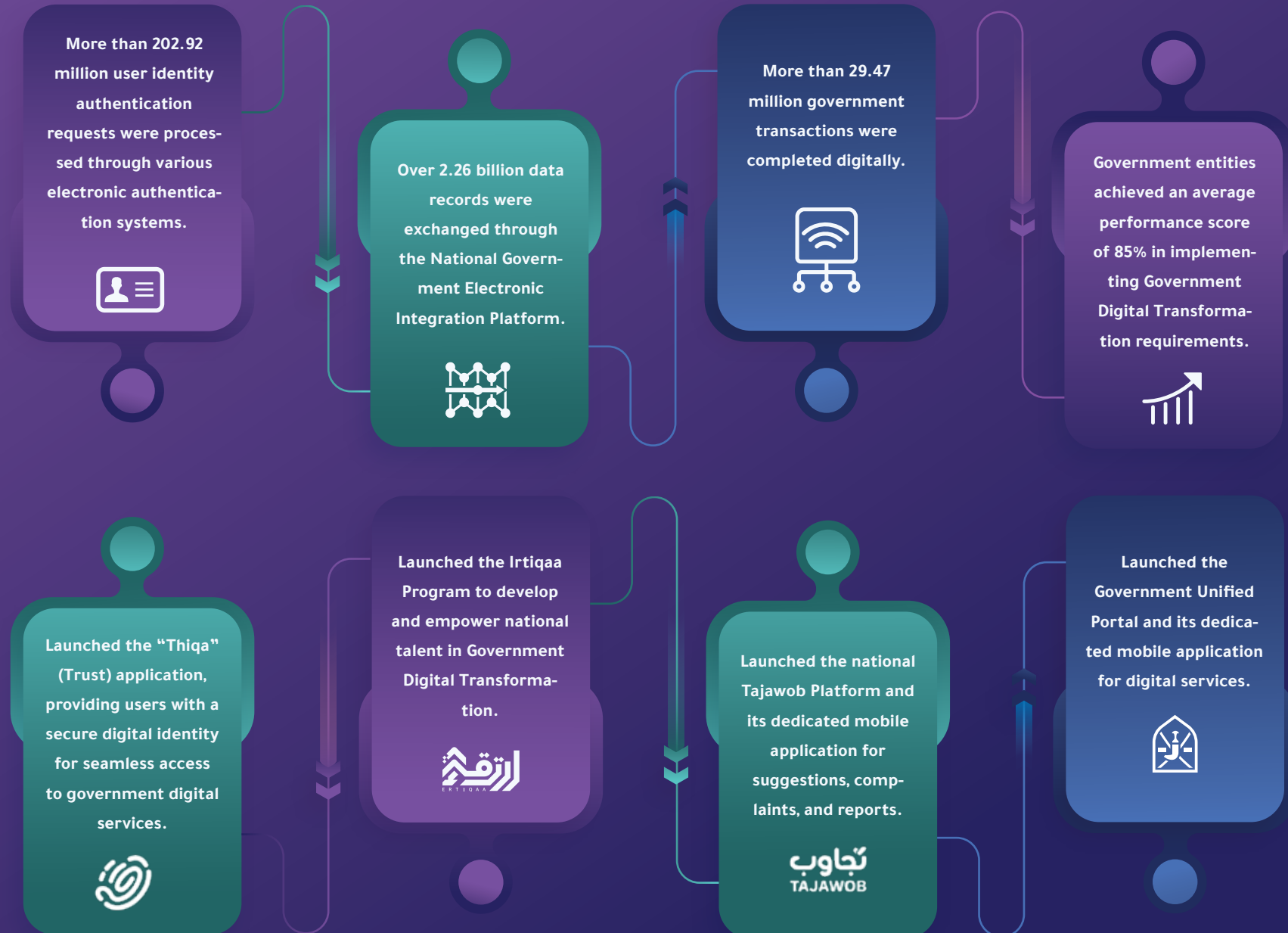
Guinness World Records: The Barmajan Digital Transformation Hackathon was recognized as the world's longest government digital transformation hackathon and for delivering the world's largest lesson conducted through a multi-location hackathon.

World Summit on the Information Society (WSIS) Forum 2024: The Bayanat Electronic Disclosure Platform, developed by the Financial Services Authority, won the Best Digital Platform Award in the ICT Applications category.

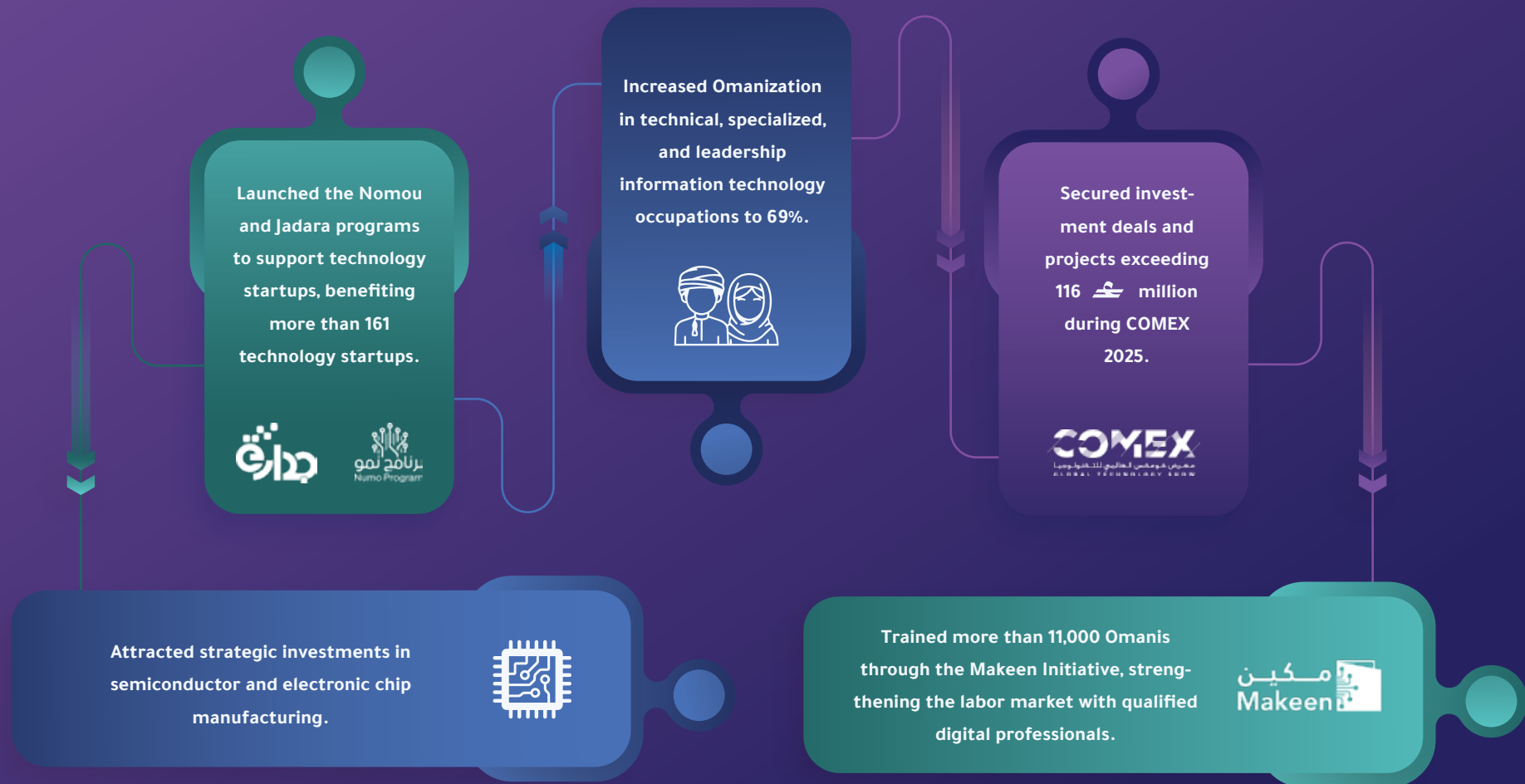
Achievements of the Executive Programs

The Executive Programs serve as the principal delivery mechanisms of the National Program for Digital Economy, translating strategic directions into coordinated initiatives and tangible outcomes. The following highlights a selection of key achievements delivered across these programs, demonstrating the scale of implementation and the tangible progress achieved during the first phase.

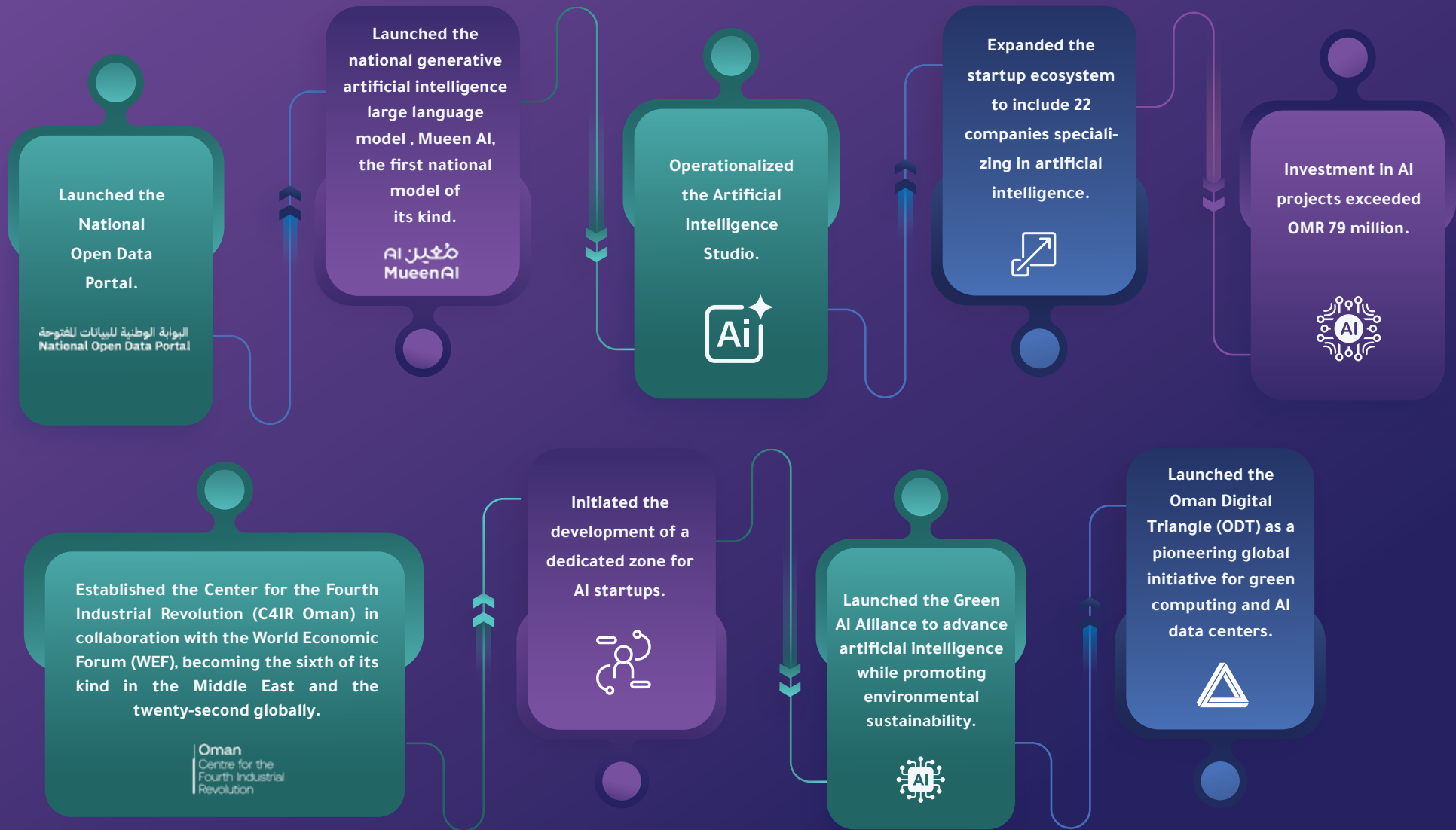
1. Government Digital Transformation Program



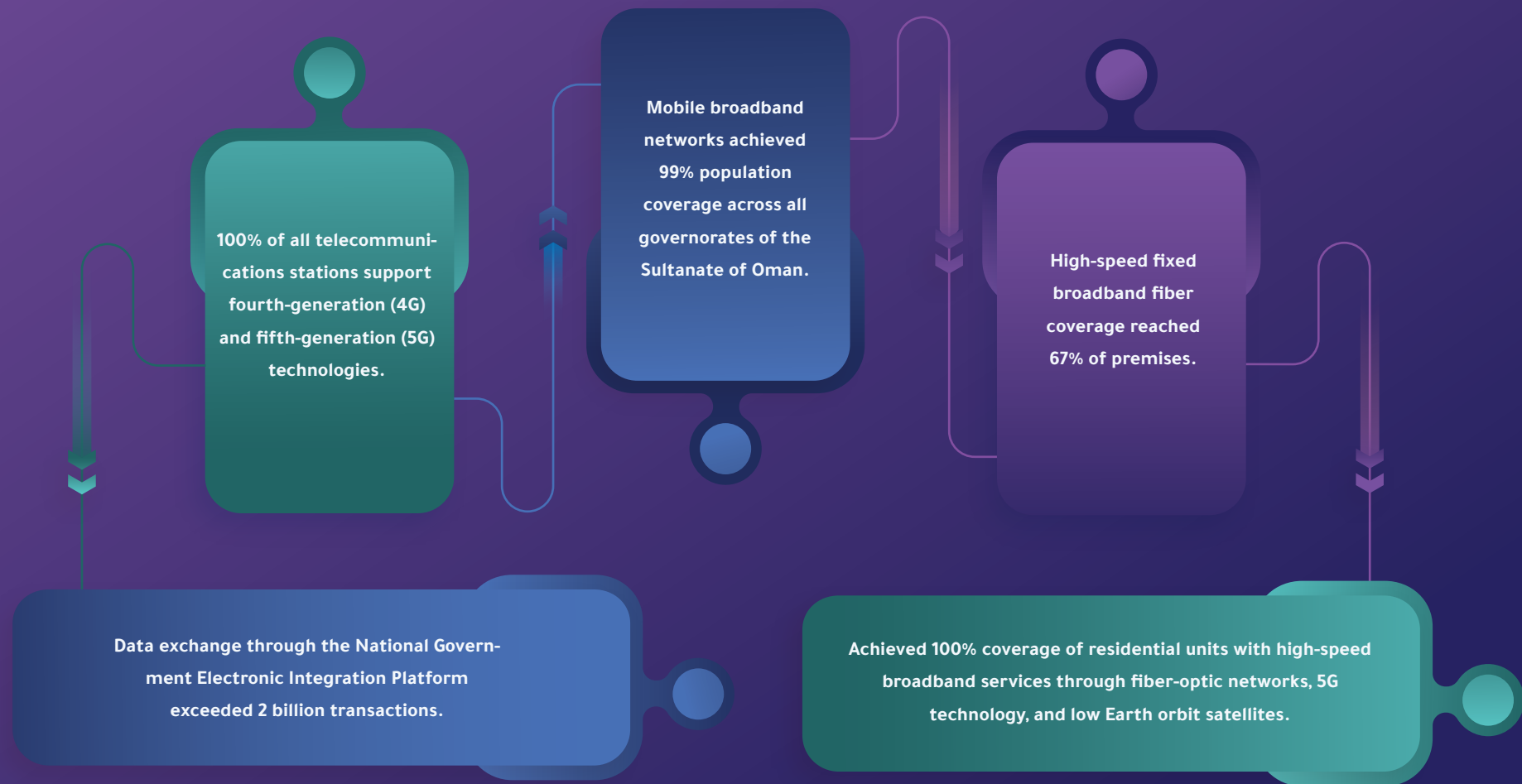
2. Digital Industry Program



3. Artificial Intelligence Program



4. Digital Infrastructure Program



5. Cybersecurity Industry Program

حدث HADATHA
للأمن السيبراني

Accredited 11 cybersecurity companies under the Ministry of Transport, Communications and Information Technology's cybersecurity accreditation program.

Accredited and recognized three Omani companies under the CREST CAMP Initiative to accelerate the maturity of cybersecurity services.

The Cybersecurity Industry Program benefited more than 8,000 local and 5,000 international participants.

Registered 6 cybersecurity startups and 17 locally developed cybersecurity products.

Launched the Cybersecurity Industry Monitoring Center.

Established three Centers for Cybersecurity Industry (HADATHA).

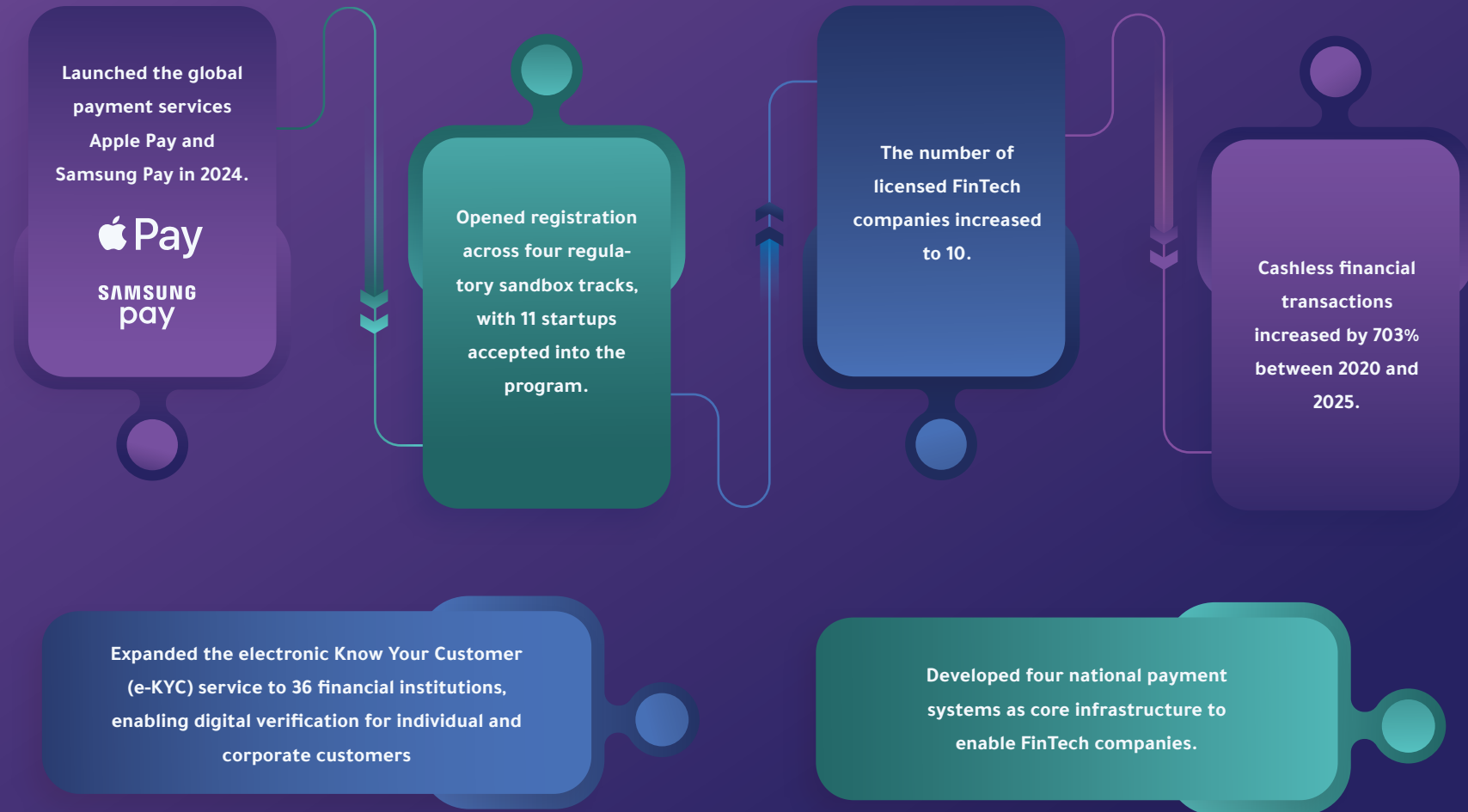
6. Space Program



7. Digital Commerce Program



8. Financial Technologies (FinTech) Program





Second Phase Roadmap

Second Phase Roadmap

Phase I of the National Program for Digital Economy marked a pivotal stage in the development of the Sultanate of Oman's digital economy. Building on the foundations and achievements established during this period, the Sultanate of Oman now enters Phase II (2026-2030), shifting the strategic focus from building digital foundations to maximizing the economic impact of digital transformation.

While Phase I focused primarily on advancing digital government and establishing the foundations required for broader digital transformation, Phase II connects digital technologies more directly with the drivers of economic growth. It focuses on accelerating the digitalization of key economic sectors and promoting the adoption of digital technologies across businesses, while continuing to advance digital government as a key enabler of society and the productive and service sectors.

The second phase was developed through an integrated analytical methodology encompassing an evaluation of the outcomes of Phase I, an assessment of the current state of the digital economy in the Sultanate of Oman, and a review of global trends and emerging technologies. This approach enabled the identification of initiatives to be sustained and further developed, alongside new strategic initiatives aligned with the direction and

priorities of the second phase. Particular emphasis was placed on maximizing the economic impact of the Executive Programs and ensuring that initiatives are delivered as part of an integrated national ecosystem.

Phase II places the digitalization of key economic sectors and the adoption of digital technologies across businesses at the center of its strategic direction, with artificial intelligence and advanced technologies serving as primary drivers of transformation. At the same time, the Program will continue to advance its three Pillars—Digital Society, Digital Government, and Digital Sectors and Business—and strengthen its four Foundational Enablers: Advanced and Secure Digital Infrastructure; Developing Digital Policies and Governance; Talent Development and Digital Skills Enhancement; and Innovation and Homegrown Digital Industries.

Together, these elements provide the integrated foundations required to deliver sustainable economic impact, strengthen long-term institutional readiness, and advance strategic national ecosystems that reinforce digital sovereignty. They also prepare the Sultanate of Oman for Phase III (2031-2035), which will focus on strengthening homegrown digital industries and advancing a knowledge-driven economy.



Characteristics of the Second Phase

01

Accelerating the digitalization of key economic sectors and promoting the adoption of digital technologies across businesses.

02

Continuing to advance and expand digital government to better serve society and strengthen economic sectors.

03

Accelerating the adoption of artificial intelligence and advanced technologies as primary drivers of transformation.

04

Encouraging small and medium-sized enterprises (SMEs) to adopt digital solutions that enhance efficiency and competitiveness.

05

Strengthening cybersecurity across economic sectors to enhance digital protection and operational continuity.

06

Developing digital skills among individuals and businesses, with particular emphasis on enhancing the effectiveness of digital capability development programs.

07

Modernizing legislative and regulatory frameworks to support the growth of digital businesses, promote digital investment, and create an attractive and enabling business environment.

08

Establishing the foundations for research and development, digital entrepreneurship, and innovation in preparation for the third phase of the Program.

These strategic directions have been translated into a clear implementation roadmap comprising carefully designed initiatives intended to deliver tangible and sustainable outcomes. All initiatives under Phase II of the National Program for Digital Economy have been integrated into the strategic programs of the Eleventh Five-Year Plan, ensuring alignment with its strategic priorities and objectives and strengthening integration between national policy and implementation. In this context, 84 initiatives will be delivered through eight interconnected Executive Programs, led by four national entities within a governance framework designed to strengthen coordination and integration and maximize economic impact.

The second-phase initiatives Allocation





The second-phase initiatives form an integrated portfolio that advances the three Pillars of the National Program for Digital Economy. Particular emphasis is placed on Digital Sectors and Business as the defining strategic direction of this phase, while maintaining a balanced approach to advancing Digital Government and Digital Society. The mapping of initiatives across the three Pillars demonstrates their cross-cutting impact. Approximately two-thirds of the initiatives (65 percent) contribute to

Digital Sectors and Business, while more than 40 percent contribute to each of Digital Society and Digital Government. This distribution enables the digitalization of economic sectors to advance in parallel with more efficient government services and a more active and engaged digital society. It also reinforces the role of government as an enabler of economic growth and a catalyst for innovation, while fostering an enabling and sustainable digital environment for sectors and businesses.

43%

**Digital
Society**

65%

**Digital Sector &
Business**

41%

**Digital
Government**



43% Digital Society

Package	Initiatives
Digital Inclusion and Community Empowerment	4
Digital Capacity Building and Skills Development	6
Digital Content and Entrepreneurship Support	6
Digital Identity and Secure Transactions	5
Digital Services and Government Innovation	4
Enabling Digital Infrastructure	5
Technology Localization	6
Total Initiatives	36



41% Digital Government

Package	Initiatives
Digital Transformation	4
Digital Services and Beneficiary Experience	5
Platform and Data Integration	7
Government Innovation and Advanced Applications	9
Digital Infrastructure and Cybersecurity	9
Total Initiatives	34



65% Digital Sector & Business

Package	Initiatives
Digital Transformation of Industries and Productive Sectors	5
Business-Enabling Digital Infrastructure	8
Legislation and Governance for Sectors and Investment	5
Localization of Advanced Industries and Technologies	5
Entrepreneurship Ecosystem and Support for Technology Companies	10
Enabling Digital Financial Services and Infrastructure	6
Digital Commerce and E-Marketing	6
Space Economy and Its Applications Across Sectors	9
Total Initiatives	54



Across the four Foundational Enablers of the digital economy, Phase II will strengthen the national foundations required for deep, sustainable, and secure digital transformation. The digitalization of economic sectors will be underpinned by advanced and secure digital infrastructure that reduces reliance on imported solutions and enables secure scaling, supported by agile legislative and regulatory frameworks, effective governance of sovereign digital assets, highly qualified national talent, continued innovation, and the development of homegrown digital industries.

This phase will also strengthen strategic national ecosystems in areas including digital payments, local cloud computing, cybersecurity, and satellite infrastructure. Together, these capabilities will safeguard the digital economy, retain greater local value added within the Sultanate of Oman, reinforce digital sovereignty, and foster an attractive investment environment that supports long-term growth

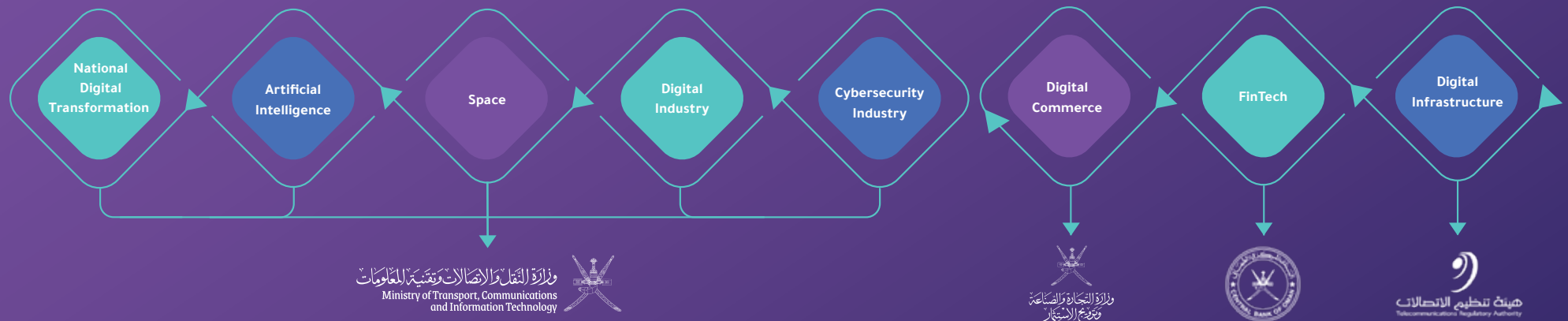
and expands opportunities for regional and international partnerships

The phased and progressive approach strengthens the Sultanate of Oman's readiness to transition to Phase III (2031-2035): Strengthening Homegrown Digital Industries. The allocation of approximately 42 percent of Phase II initiatives to Innovation and Homegrown Digital Industries reflects a structured approach to developing scalable national capabilities across the value chain, from research and innovation to the development of digital products and solutions. Over time, this progression will support the transformation of the digital economy from a cross-sectoral enabler into a productive and export-oriented sector in its own right, contributing to economic diversification and advancing the Sultanate of Oman toward the next stage of its digital economy journey



Executive Programs of the Second Phase

Executive Programs of the (National Program for Digital Economy)



The Executive Programs of the second phase form an integrated digital economy ecosystem designed to maximize the economic impact of digital transformation and strengthen the role of the digital economy as a productive engine of sustainable growth. Together, they translate the strategic direction of the National Program for Digital Economy into an integrated portfolio of initiatives that accelerates the digitalization of key economic sectors, enhances productivity, and creates new opportunities for innovation, investment, and economic value. While the enabling programs strengthen the foundations required for economic transformation, the productive programs drive the development of high-value digital sectors that contribute to economic diversification

and increase the digital economy's contribution to gross domestic product (GDP). The National Digital Transformation and Digital Infrastructure programs provide the foundational capabilities that underpin this ecosystem. Together, they strengthen digital sovereignty, enhance national competitiveness, improve the business environment, and serve as the primary gateway for attracting digital investment while retaining greater value added within the national economy. Complementing these foundations, the Artificial Intelligence, Digital Industry, and Space programs drive innovation-led growth by advancing research and development, localizing advanced technologies, developing specialized national capabilities, and creating high-value employment opportunities.

The Digital Commerce and Financial Technologies (FinTech) programs further strengthen business competitiveness, improve market efficiency, support the growth of small and medium-sized enterprises (SMEs), and advance financial inclusion. Meanwhile, the Cybersecurity Industry program safeguards the resilience, security, and trust of the national digital ecosystem, providing the confidence required for sustained investment and long-term digital growth. Collectively, these Executive Programs operate as a unified ecosystem that supports the Sultanate of Oman's transition from a consumer of digital technologies to a regional hub for developing, producing, and exporting advanced digital solutions.

National Digital Transformation Program

The National Digital Transformation Program serves as a core enabler of the National Program for Digital Economy, accelerating digital transformation across government while enabling the digitalization of economic and social sectors. Having evolved from a government digital transformation into a comprehensive national transformation program, it advances an integrated, data-driven, and citizen-centric digital government founded on interoperability, effective governance, and institutional integration. By strengthening the business environment, enhancing productivity, and promoting the adoption of digital technologies across the national economy, the Program also supports the development of a digitally empowered society and reinforces the "One Government" approach. The Program is implemented by the Ministry of Transport, Communications and Information Technology, represented by the Directorate General of Digital Transformation and Sector Enablement, in close collaboration with government entities and other national stakeholders.

During its first phase, the Program achieved significant progress in advancing digital government by enhancing the digital maturity of government institutions, strengthening the integration of government data and services, expanding unified digital

platforms, and improving user experience through interconnected digital services. It also strengthened national capabilities by developing the digital skills of government employees. Together, these achievements accelerated the transition from conventional digital service delivery to proactive, data-driven government services within an integrated digital ecosystem that provides seamless services for citizens, residents, businesses, and investors.

Building on these achievements, the second phase focuses on maximizing the economic impact of digital transformation by accelerating the digitalization of key economic sectors and strengthening their integration with the national digital government ecosystem. Priority initiatives include establishing digital transformation hubs across the governorates, expanding intelligent government services powered by artificial intelligence (AI) and advanced analytics, and improving public-sector efficiency through process automation, integrated data platforms, and smarter resource management. Collectively, these initiatives enhance productivity, optimize public expenditure, strengthen the investment environment, and reinforce digital government as a catalyst for sustainable economic growth and long-term national competitiveness.



Main Initiatives of the Second Phase

National Digital
Transformation Program

01

Integration and Consolidation of Government Digital Platforms

Creates a unified digital environment that reinforces the "One Government" approach by consolidating government digital platforms and eliminating unnecessary duplication of systems and resources. The initiative develops centralized platforms that enable seamless integration of data and digital services, improving user experience, strengthening operational efficiency, optimizing public expenditure, enhancing governance, and maximizing the value of national digital assets.

02

Sustainability of the Government Unified Portal

Ensures the continued evolution and long-term sustainability of the Government Unified Portal as the Sultanate of Oman's single digital gateway for government services. Through the introduction of priority service bundles, the adoption of a life-event journey methodology, and the progressive expansion of integrated and automated user-centric services, the initiative reinforces the "One Government" approach while delivering a seamless digital experience.



03

Development of Digital Government Services to Enhance User Experience

Develops an integrated and intelligent ecosystem of digital government services centered on beneficiaries by automating priority services and expanding the delivery of proactive digital services. Leveraging advanced technologies—including artificial intelligence (AI), data analytics, virtual assistants, and remote working capabilities—the initiative enhances operational efficiency, supports data-driven decision-making, and delivers a more responsive, personalized, and seamless user experience.

04

MANJAM for Simplification of Processes and Life-Event Journeys

Builds on ongoing efforts to simplify government procedures and re-engineer service delivery processes, particularly across shared government services. By adopting a life-event journey methodology, the initiative reviews and redesigns procedures through a fully integrated end-to-end approach that reduces complexity, improves operational efficiency, and enhances the beneficiary experience.

Government Digital Innovation

05

This initiative fosters innovation across the government sector through the adoption of emerging technologies and the establishment of national innovation frameworks that support the development of digital solutions to improve public services and operational efficiency. It also governs the reuse of internally developed government platforms, establishes sandbox environments for testing emerging technologies, and strengthens collaboration with the private sector and academic institutions.

Digital Excellence in the Government Sector

06

This initiative establishes a national framework for measuring digital maturity and periodically assessing the performance of government entities to identify opportunities for continuous improvement and strengthen operational efficiency. It promotes healthy competition and innovation by recognizing entities that demonstrate excellence in digital practices, supporting the continued delivery of high-quality government services.

Capacity Building and Talent Enablement for Digital Transformation

07

Develops specialized national capabilities to lead and sustain digital transformation across the government sector through a comprehensive digital skills framework and targeted professional development programs. The initiative cultivates digital leadership, promotes knowledge exchange through professional platforms and communities of practice, and strengthens partnerships with the private sector to enhance institutional readiness and build sustainable national capabilities.

Digital Governance

08

Establishes an integrated governance framework that guides digital transformation through a unified national reference aligned with the National Digital Architecture (GovTechStack). The initiative strengthens institutional alignment by implementing a comprehensive change management framework, introducing a national methodology for assessing the digital impact of legislation to ensure the digital readiness of government entities, and providing advisory services that improve the planning and delivery of digital projects while strengthening local value creation through government digital projects.

Sectoral Digital Transformation

09

Accelerates digital transformation across strategic sectors by improving digital maturity, automating priority processes, and expanding the adoption of advanced technologies. The initiative assesses sector readiness, develops tailored transformation roadmaps, and establishes integrated digital platforms that enable seamless data exchange and service integration among stakeholders, improving operational efficiency, fostering innovation, and supporting data-driven decision-making.

Predictive Government

10

Advances the transition toward a proactive, data-driven, and AI-powered government through the development of an integrated national data and advanced analytics ecosystem. The initiative strengthens the National Data Fabric as a unified platform for secure data integration and sharing, leverages behavioral analytics to anticipate beneficiaries' needs, enhances planning and resource allocation, and lays the foundation for the future development of the National Digital Twin.

Regional Digital Transformation Centers

11

Establishes a network of Regional Digital Transformation Centers across all governorates, fully integrated with national digital platforms, to strengthen the national digital identity and empower communities to lead digital transformation in line with the unique characteristics of each governorate. The initiative supports the digitalization of strategic sectors, digital skills development, and startup growth, promoting greater digital inclusion while stimulating the growth of an innovation- and knowledge-based economy.

Enhancing Competitiveness and Digital Reputation

12

Strengthens the Sultanate of Oman's position in international digital government rankings through a unified framework for measuring digital government performance and aligning national practices with leading global standards. The initiative translates assessment outcomes into targeted improvement plans while building a strategic communications identity that showcases Omani digital achievements and innovations in international forums, reinforcing the Sultanate's digital reputation, expanding strategic partnerships, and enhancing its attractiveness as a regional destination for high-value technology investment.



Digital Infrastructure Program

The Digital Infrastructure Program provides the advanced digital foundations upon which the Digital Economy is built. Implemented by the Telecommunications Regulatory Authority (TRA), the Program enables the three Pillars of the National Program for Digital Economy by delivering secure, resilient, and high-performance digital infrastructure that supports Digital Government, Digital Society, and Digital Sectors and Business. Through the continuous development of telecommunications networks, cloud infrastructure, and domestic and international connectivity, the Program strengthens the business environment, enhances productivity, creates the conditions required for the widespread adoption of advanced digital technologies across all sectors, and ensures the quality, resilience, and continuity of critical digital services across all governorates and wilayats of the Sultanate of Oman. As a strategic enabler of the broader digital economy, it also serves as a principal gateway for attracting high-value digital investment and strengthening national digital sovereignty.

During its first phase, the Program significantly strengthened the Sultanate of Oman's digital infrastructure through the expansion of fixed and mobile broadband networks and the enhancement of telecommunications infrastructure. It also diversified

digital connectivity through terrestrial and satellite technologies, improving the reliability, resilience, and accessibility of high-speed digital services across the country. These achievements established the infrastructure required to support inclusive digital transformation, improve access to global digital markets, and enable the delivery of increasingly advanced digital services.

Building on these foundations, the second phase focuses on expanding national digital infrastructure to support the next stage of economic transformation. Priority initiatives include accelerating the deployment of fifth-generation (5G) networks, extending nationwide fiber-optic and high-speed connectivity, strengthening domestic and international digital connectivity, expanding national cloud infrastructure and data center capabilities, and developing national standards for Internet of Things (IoT) ecosystems to accelerate the adoption of emerging technologies. Implemented in close collaboration with licensed telecommunications operators, these initiatives strengthen digital sovereignty, enhance national resilience, attract strategic investment, and position digital infrastructure as a key driver of innovation, competitiveness, and sustainable economic growth across the Sultanate of Oman.



Main Initiatives of the Second Phase

Digital Infrastructure
Program

Enhancing High-Speed Fixed Broadband Services

01

Expands high-speed fixed broadband services across the Sultanate of Oman by extending fiber-optic networks and other advanced connectivity technologies to underserved areas. The initiative strengthens the resilience and continuity of critical services, enhances the efficiency of the national digital infrastructure, and supports comprehensive digital transformation through reliable, high-quality digital connectivity.

Enhancing the Efficiency of Mobile Telecommunications Networks

02

Strengthens mobile broadband services by upgrading existing mobile telecommunications base stations and deploying new infrastructure to improve network performance. The initiative enhances the quality, speed, and responsiveness of mobile telecommunications services, ensuring they effectively support the evolving digital transformation requirements of government, businesses, and society.

Enhancing Digital Infrastructure for IoT

03

Strengthens the digital infrastructure required to support the Internet of Things (IoT), enabling the development of smart cities and improving operational efficiency across economic sectors. The initiative also develops national standards for certifying IoT devices and smart city technologies, ensuring their alignment with the national digital infrastructure and supporting the secure, scalable deployment of connected solutions.

Advancing Digital Connectivity for Government Entities and the Unified Government Network

04

Strengthens the Unified Government Network by expanding secure, high-speed digital connectivity across government entities. The initiative enhances cybersecurity, improves network resilience and service reliability, and provides the secure digital backbone required for the efficient delivery of integrated, high-quality government services.

Strengthening International Digital Connectivity

05

Strengthens the Sultanate of Oman's international digital connectivity by expanding international submarine cable infrastructure to reinforce the national digital infrastructure. The initiative enhances the reliability, resilience, and speed of connectivity at both the national and international levels, supporting the continued growth of digital services and the digital economy.

Strengthening the National Cloud Computing Infrastructure

06

Strengthens the infrastructure of licensed data centers to support digital transformation across government entities and the private sector while reinforcing digital sovereignty. The initiative enhances the quality and efficiency of data centers and cloud services, providing a secure, reliable, and scalable cloud computing environment.

Promoting Investment in Digital Infrastructure

07

Ensures the continued investment of the telecommunications sector in developing the national digital infrastructure by encouraging increased investment, particularly in broadband networks. The initiative also improves the efficiency of investment spending and directs investment toward innovation and future technologies that support digital transformation and strengthen national competitiveness.



Artificial Intelligence Program

The Artificial Intelligence Program serves as a strategic driver of innovation, productivity, and economic transformation within the National Program for Digital Economy. Implemented by the Ministry of Transport, Communications and Information Technology through the National Center for Space, Advanced Technologies and Artificial Intelligence, the Program seeks to establish a trusted and competitive national artificial intelligence (AI) ecosystem that accelerates the adoption of AI across government, businesses, and key economic sectors. Guided by a human-centered vision, the Program strengthens national computing capabilities, including quantum computing, advances research and development, and promotes the responsible adoption of AI to support the Sultanate of Oman's transition from adopting advanced technologies to developing, owning, and localizing them. Through these efforts, the Program enhances productivity, supports evidence-based decision-making, strengthens digital sovereignty, and reinforces the Sultanate of Oman's long-term competitiveness in the global digital economy.

During its first phase, the Program established the foundations of the national AI ecosystem through substantial investment in artificial intelligence projects, the growth of specialized startups, and the launch of strategic national initiatives. These included the Sultanate of Oman's first national generative arti-

ficial intelligence large language model, the Artificial Intelligence Studio, the National Open Data Portal, and the establishment of the Center for the Fourth Industrial Revolution in collaboration with the World Economic Forum. Collectively, these achievements strengthened national readiness for AI adoption, expanded innovation capacity, accelerated knowledge transfer, and enhanced the Sultanate of Oman's international standing in advanced technologies.

Building on these foundations, the second phase focuses on embedding artificial intelligence as a strategic national capability that accelerates productivity, innovation, and economic growth across productive and service sectors. Priority initiatives include expanding AI applications across government and industry, strengthening research and development, investing in advanced computing and quantum computing capabilities, supporting pilot projects and innovation ecosystems, and developing specialized national talent. The Program also advances legislative, regulatory, advisory, and ethical frameworks that promote the responsible and trustworthy use of AI while fostering investment and innovation. Together, these initiatives position artificial intelligence as a catalyst for economic diversification, high-value employment, technology localization, and sustainable national competitiveness.



Main Initiatives of the Second Phase

Artificial Intelligence
Program

Integrating Artificial Intelligence into the Industrial Sector

01

Supports Omani factories, including large enterprises and small and medium-sized enterprises (SMEs), in adopting and deploying artificial intelligence technologies to improve production efficiency, strengthen industrial competitiveness, and advance the objectives of the Omani Industrial Strategy.

AI-Driven Government Innovation

02

Promotes government innovation through the application of artificial intelligence technologies to enhance government performance and improve public services. The initiative supports the intelligent management of resources, energy, and water while advancing the development of automated and interactive digital services for citizens, residents, and investors.

Supporting the Implementation of AI-Powered Pilot Projects

03

Enables priority sectors and businesses to adopt artificial intelligence technologies as part of their digital transformation while supporting the implementation of pilot projects that accelerate the practical application of AI solutions.

Building National Artificial Intelligence Capabilities

04

Develops national capabilities in artificial intelligence and data science through comprehensive education and training pathways targeting students, graduates, and job seekers. The initiative also supports the reskilling of teachers and employees through partnerships with leading local and international institutions and learning platforms.

Building the Artificial Intelligence Innovation Ecosystem

05

Establishes, or supports the establishment of, research and development centers within academic institutions, an Artificial Intelligence Studio that brings together specialists and organizations to develop innovative technological solutions, and an AI Idea Factory that supports the creation and growth of artificial intelligence startups.

Artificial Intelligence Advisory & Knowledge Transfer Ecosystem

06

Develops a national advisory ecosystem that supports institutional initiatives in artificial intelligence and data science. The initiative includes the establishment of a Centre for the Fourth Industrial Revolution, an International Centre for Artificial Intelligence Ethics, and the attraction of global expertise, including specialized researchers and developers.

Provision of Artificial Intelligence Equipment

07

Provides high-performance artificial intelligence equipment, including advanced Graphics Processing Units (GPUs), to establish unified national capabilities for delivering artificial intelligence services and supporting AI testing and experimentation. The initiative enables government entities and research centers to access these capabilities through centralized infrastructure to develop, test, and deploy artificial intelligence solutions.

Organizing Artificial Intelligence Events and Conferences

08

Organizes specialized workshops, conferences, competitions, and other events focused on artificial intelligence and data science to promote research and development. The initiative also launches a national awareness campaign on AI applications, ethics, and their impact on the future of work, education, and everyday life.

Omani Language Model (Mueen AI)

09

Enhances the Mueen AI generative artificial intelligence large language model trained on Omani cultural, historical, artistic, scientific, civilizational, and political content. The initiative supports its continuous development as an open-source model that enables innovators to develop new AI-enabled services.

مُعِين AI
Mueen AI

Quantum Computing

10

Strengthens awareness, research, and applied capabilities in quantum computing through the establishment of an Omani quantum computer in partnership with international institutions. The initiative also develops national expertise in the design and manufacturing of quantum computers, supports innovation, and lays the knowledge foundation for technological sovereignty in this advanced field.

Artificial Intelligence in Sustainable and Clean Technologies

11

Supports projects and applications that leverage artificial intelligence in clean energy and sustainable technologies to improve efficiency, reduce emissions, and advance environmental sustainability.

Climate and Severe Weather Forecasting

12

Develops AI-powered solutions for climate monitoring, severe weather forecasting, disaster prediction, and the management of environmental and natural emergencies.

Artificial Intelligence Monitoring and Foresight Unit

13

Establishes a national unit to monitor developments in artificial intelligence at the national and international levels, anticipate emerging trends, and analyze their social and economic challenges and implications. The initiative enables decision-makers to mitigate risks and develop proactive policies and legislation.

Updating Legislation to Accelerate AI Localization with Human-Centric Approach

14

Undertakes regular updates to legislation and policies governing artificial intelligence to accelerate the localization of AI applications, align regulatory frameworks with rapidly evolving technological developments, and reduce legal barriers. The initiative also maintains an appropriate balance between automation and human-centricity by preserving meaningful human involvement in non-routine situations.



Digital Industry Program

The Digital Industry Program serves as the principal productive engine of the National Program for Digital Economy, driving the development of high-value digital industries that contribute directly to economic diversification and sustainable growth. Implemented by the Ministry of Transport, Communications and Information Technology through the Directorate General for Sector Stimulation and Future Skills, the Program focuses on transforming the Sultanate of Oman from a consumer of digital technologies into a producer and exporter of advanced digital products, services, and solutions. Through technology localization, industrial innovation, entrepreneurship, and private-sector investment, the Program strengthens national competitiveness, expands digital exports, develops productive digital assets, narrows the technology trade deficit, reduces reliance on external supply chains, and increases the digital economy's contribution to gross domestic product (GDP). In doing so, it promotes long-term sovereign investment in strategic digital industries that reinforce economic resilience and digital sovereignty.

During its first phase, the Program strengthened the foundations of the national digital industry by attracting strategic investment in advanced technologies, supporting the growth of technology startups, and expanding Omanization across technical, specialized, and leadership occupations. It also advanced the deve-

lopment of specialized national capabilities through future skills initiatives while creating an enabling environment for innovation, entrepreneurship, and the sustainable growth of technology enterprises. Together, these achievements strengthened the national digital industry ecosystem and established the foundations for a competitive, knowledge-based digital economy.

Building on these achievements, the second phase focuses on accelerating the growth of advanced digital industries and expanding their contribution to the national economy through the commercialization of innovation and the development of export-oriented digital products and services. Priority initiatives include supporting deep technologies, electronic gaming, interactive digital content, and specialized digital zones, including the Special Artificial Intelligence Zone. The Program also enables technology startups and small and medium-sized enterprises (SMEs) to integrate into regional and global value chains while strengthening technology transfer, applied research, industrial partnerships, and the commercialization of research outcomes. Collectively, these initiatives position the digital industry as a strategic driver of investment, technology localization, high-value employment, digital exports, and long-term economic diversification.



Main Initiatives of the Second Phase

Digital Industry
Program

Promoting and Attracting Local and Foreign Digital Investments

01

Strengthens local and foreign investment in advanced technologies, data centers, and semiconductors while promoting national technology companies globally through targeted marketing initiatives and international participation. The initiative supports a competitive business environment and enhances the Sultanate of Oman's attractiveness as a destination for digital investment.

Accelerating Innovation and Deep Technologies

02

Advances research and development in emerging technologies through secure sandbox environments that enable technology startups to test innovative solutions. The initiative accelerates the localization of deep technologies, including artificial intelligence, robotics, and quantum computing, while supporting the transformation of research outcomes into commercially viable products with tangible economic value.

Electronic Gaming Industry

03

Supports the development of the electronic gaming industry in the Sultanate of Oman by equipping developers with internationally recognized Unity certifications and creating an enabling environment for local game developers. The initiative also attracts foreign investment through partnerships with leading global gaming companies and the provision of specialized advisory services.

Interactive Digital Content

04

Organizes and develops the digital content industry as a structured economic sector that supports the digital economy. The initiative creates employment opportunities for national talent and strengthens the Sultanate of Oman's position as a regional hub for digital content.

Special Artificial Intelligence Zone

05

Establishes a specialized technology free zone offering incentives and privileges designed to attract local and international startups specializing in artificial intelligence and advanced technologies, together with supporting institutions such as incubators, accelerators, and laboratories. The initiative provides access to international market channels while enabling Omani companies to grow into unicorn enterprises.

Developing the Technology and Startup Ecosystem

06

Develops an integrated national ecosystem that empowers technology startups and small and medium-sized enterprises (SMEs) through growth support programs that facilitate local and international expansion. The initiative promotes local value added in government procurement, strengthens innovation partnerships, and establishes specialized platforms that support the technology ecosystem.

Empowering Digital Talent and Freelancing (Makeen+)

07

Develops and employs national talent in digital economy projects through multiple pathways, including temporary employment, independent contracting, and freelancing. The initiative also reskills graduates from non-technical disciplines, supporting continuous capacity building, generating new opportunities, and fostering an independent digital skills economy.



The Digital Triangle

08

Establishes three green artificial intelligence data center zones across the Sultanate of Oman powered by clean energy, supported by dedicated incentives and facilitation mechanisms to attract leading global companies to establish artificial intelligence data centers within these zones.

Exporting Omani Digital Products and Services

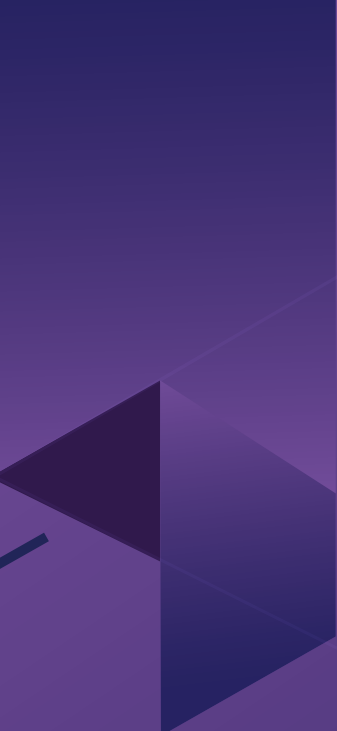
09

Develops an integrated national ecosystem that supports the export of Omani digital products, services, and talent by enabling startups and skilled professionals to enter regional and international markets. The initiative supports the transformation of locally developed technologies into globally competitive commercial products through cross-border partnerships within an integrated ecosystem.

Developing the National Semiconductor and Electronic Chips Ecosystem

10

Develops an integrated national ecosystem for semiconductors and electronic chips by strengthening foundational infrastructure, developing national talent, and supporting innovation and technology development. The initiative also attracts international companies and global investment, establishes a center of excellence, and develops a national framework that defines stakeholder roles and responsibilities, strengthening the integration of this strategic industry into the national economy and enhancing the Sultanate of Oman's attractiveness as a destination for global investment.



Digital Commerce Program

The Digital Commerce Program serves as a strategic enabler of economic diversification by strengthening the national digital marketplace and expanding access to regional and international markets. Implemented by the Ministry of Commerce, Industry and Investment Promotion, the Program advances the transition from conventional digital sales channels to a comprehensive digital commerce ecosystem supported by advanced digital platforms, agile legislative and regulatory frameworks, digitally enabled supply chains, and innovative business models. Through close integration with the National Digital Transformation, Digital Infrastructure, Financial Technologies (FinTech), and Cybersecurity Industry programs, together with national digital identity systems, the Program creates a trusted and efficient digital commerce environment. Leveraging the Sultanate of Oman's strategic logistics location, it enables businesses—particularly small and medium-sized enterprises (SMEs), entrepreneurs, and freelancers—to participate more effectively in regional and global digital markets, creating sustainable economic value and strengthening private-sector competitiveness.

During its first phase, the Program accelerated the growth of digital commerce across the Sultanate of Oman through the wider adoption of digital business

models and the establishment of trusted national digital commerce frameworks. Key achievements included the launch of the Maroof Oman platform for the verification and accreditation of online stores, strengthening confidence among consumers and businesses while contributing to significant growth in digital commercial transactions. These achievements fostered a more mature digital business environment and enabled Omani enterprises, particularly SMEs, to expand their presence in regional and international digital markets.

Building on this momentum, the second phase focuses on positioning the Sultanate of Oman as a regional hub for digital commerce. Priority initiatives include expanding the Digital Commerce Complex, attracting leading international digital commerce companies, integrating national platforms with global business-to-business (B2B) trade networks, strengthening digital commerce across productive sectors, and promoting the adoption of artificial intelligence (AI) to enhance business efficiency and customer experience. Collectively, these initiatives enable Omani enterprises to expand digital exports, strengthen regional competitiveness, reinforce supply-chain integration, and position digital commerce as a sustainable driver of productivity, economic growth, and non-oil diversification.



Main Initiatives of the Second Phase

Digital Commerce
Program

01

Digital Commerce Practices and Legislation Observatory

Modernizes the legislative and regulatory framework governing digital commerce through continuous monitoring, analysis, and research, aligning it with international best practices to keep pace with rapidly evolving global developments. The initiative strengthens consumer and investor confidence.

02

Awareness, Skills, and Promoting Freelancing in Digital Commerce

Develops the digital commerce capabilities of individuals and enterprises while supporting entrepreneurship, digital marketing, and digital content creation. The initiative also delivers awareness campaigns that promote safe online shopping, strengthen consumer protection, and encourage greater participation in freelancing through the digital economy.

03

Expanding the Digital Commerce Complex

Expands the Digital Commerce Complex into a key hub for digital commerce growth and the advancement of Omani enterprises by providing advisory and training services, co-working spaces, and opportunities that enable Omani brands to access global markets.

04

Oman as a Regional Hub for Global Digital Commerce

Strengthens the Sultanate of Oman's position as a regional hub for digital commerce by attracting leading global digital commerce companies to establish regional operational and logistics hubs. The initiative provides investment incentives through free zones while strengthening infrastructure and streamlining procedures to support digital commerce activities.

Artificial Intelligence to Enhance Digital Commerce

05

Accelerates the integration of artificial intelligence (AI) tools into national digital commerce platforms to empower Omani enterprises, strengthen their competitiveness, enhance supply chains, and improve the consumer experience. The initiative also supports expanding the digital presence of Omani brands across social media platforms.

Integration with Economic Sectors

06

Accelerates the adoption of digital commerce across economic and industrial sectors by connecting producers, wholesalers, and consumers through national platforms. The initiative supports supply chain digitalization, digital marketing, and expansion into global markets.

Strengthening International Digital Trade

07

Strengthens international digital trade by developing an integrated digital infrastructure, connecting national platforms with global business-to-business (B2B) networks, providing advanced financing and receivables solutions, and establishing multilateral international digital agreements.

Strengthening Regional Digital Commerce Connectivity

08

Strengthens digital commerce platforms in the Sultanate of Oman's border governorates by supporting local platforms and attracting platforms from neighboring countries. The initiative enables access to neighboring markets and promotes cross-border digital trade.



Financial Technologies Program

The Financial Technologies (FinTech) Program strengthens the digital financial ecosystem that underpins the National Program for Digital Economy by enabling secure, efficient, and innovative digital financial services. Implemented by the Central Bank of Oman, the Program advances the modernization of the national financial sector through the development of digital payment infrastructure, modern financial services, and balanced regulatory frameworks that safeguard financial integrity, stability, and public trust while enabling innovation. By expanding financial inclusion, facilitating seamless domestic and cross-border digital transactions, and enabling businesses—particularly small and medium-sized enterprises (SMEs) and entrepreneurs—to access flexible, secure, and innovative financial services, the Program enhances business competitiveness, strengthens investor confidence, and creates a resilient and competitive digital economy that retains greater value added within the national economy.

During its first phase, the Program achieved significant progress in accelerating the adoption of digital financial services across the Sultanate of Oman. The expansion of digital payment solutions, the growth of specialized FinTech companies, and the implementa-

tion of regulatory sandboxes strengthened innovation within the financial sector while enhancing user confidence and market readiness. The Program also expanded electronic Know Your Customer (e-KYC) services across financial institutions, establishing secure and efficient digital identity verification that supports trusted financial services and the continued growth of the digital economy.

Building on these achievements, the second phase focuses on strengthening national digital financial capabilities and maximizing their contribution to economic growth. Priority initiatives include developing sovereign national payment systems, expanding the adoption of electronic payments across government and commercial sectors, advancing regulatory innovation through collaborative sandboxes, and promoting the responsible adoption of artificial intelligence (AI) and blockchain technologies across financial services. Collectively, these initiatives strengthen digital financial sovereignty, reduce reliance on external platforms, enhance the resilience of the national financial ecosystem, and create an advanced digital financial environment that supports investment, entrepreneurship, innovation, and long-term economic diversification.



Main Initiatives of the Second Phase

Financial Technologies
Program

Central Bank of Oman FinTech Regulatory Sandbox

01

Enables financial institutions and emerging FinTech companies to test innovative projects leveraging advanced technologies within a secure regulatory environment. The initiative supports the development of innovative financial solutions that strengthen the financial sector.

Joint Regulatory Sandbox between the Central Bank of Oman and the Financial Services Authority

02

Establishes a collaborative regulatory environment that fosters innovation across the domestic financial services sector. The initiative introduces regulatory frameworks and initiatives that support the development of modern and innovative products, services, and business models while maintaining financial stability and ensuring high standards of customer protection.

FinTech Innovation Hub

03

Establishes a unified platform and FinTech business accelerator to receive and incubate innovations while fostering collaboration among financial institutions, innovators, technology companies, and investors under the supervision of the Central Bank of Oman and in partnership with the Financial Services Authority.

Tokenization of Assets

04

Converting physical and financial assets into digital tokens recorded on blockchain technology. The initiative also evaluates the technical aspects and opportunities associated with asset tokenization.

Artificial Intelligence Strategy for Financial Services

05

Develops a national artificial intelligence strategy for the financial and banking sector while identifying and testing AI use cases through the regulatory sandbox environment.

Expanding the Adoption and Use of the Local Payment Card (Maal)

06

Develops a national payment card to strengthen financial independence and reduce reliance on global payment networks such as Visa and MasterCard while establishing competitive fee structures. The initiative also explores the adoption of the card for government transactions.



Enhancing the Mobile Payment System (Instant Payment)

07

Enhances the Mobile Payment System to meet the evolving needs of the financial market in the Sultanate of Oman while keeping pace with advances in instant payment services.

Enhancing the Electronic Clearing System

08

Implements enhancements to the Electronic Clearing System to improve operational efficiency while introducing functional requirements that better meet the evolving needs of banks and customers.

Electronic Know Your Customer (e-KYC)

09

Streamlines customer verification for individuals and businesses through electronic integration with the Ministry of Commerce, Industry and Investment Promotion to verify commercial registration records, and with the Royal Oman Police to authenticate individual identities using biometric verification and signature matching.

Expanding the Adoption of Electronic Payment Services in Cooperation with Government Entities

10

Promotes the wider adoption of electronic payment services through collaboration with government entities and other institutions, continuous awareness efforts, and the introduction of innovative payment solutions to improve the efficiency and convenience of financial transactions.



Space Program

The Space Program serves as the national framework for developing a competitive space sector that contributes to economic diversification, strengthens digital sovereignty, and supports the long-term objectives of the National Program for Digital Economy. Implemented by the Ministry of Transport, Communications and Information Technology through the National Center for Space, Advanced Technologies and Artificial Intelligence, the Program is guided by the National Space Policy and adopts a phased and sustainable approach to developing the national space sector. Leveraging the Sultanate of Oman's strategic geographic location and space-derived data, the Program develops sovereign space capabilities, expands downstream space applications, and creates new high-value economic opportunities. Through close collaboration among government, academia, and the private sector, it promotes innovation, strengthens national capabilities, and supports the localization of space technologies and associated value chains.

During its first phase, the Program established the foundations of the national space sector through the launch of the first Omani satellite (OmanSat-1), the successful implementation of pioneering national space initiatives, and practical trials for space launch techno-

logies, positioning the Sultanate of Oman on the regional space landscape. It also expanded the ecosystem of specialized companies, supported space startups through dedicated accelerators, and developed specialized national talent. Collectively, these achievements established the institutional, technical, and human capabilities required for the sustainable growth of a competitive national space sector.

Building on these foundations, the second phase focuses on transforming the space sector into a productive and commercially viable contributor to the national economy. Priority initiatives include developing sovereign space infrastructure, expanding national capabilities for receiving and processing satellite data, strengthening research, innovation, and entrepreneurship, increasing the adoption of space-derived data across productive and service sectors, and attracting strategic investment in space infrastructure and services. The Program also expands regional and international partnerships to strengthen the Sultanate of Oman's position within the global space economy. Together, these initiatives position the space sector as a strategic driver of technology localization, high-value employment, innovation, and knowledge-based economic growth.



Main Initiatives of the Second Phase

Space Program

Space Cloud Partnership

01

Establish an integrated cloud environment for the reception, storage, processing, and analysis of satellite data to support economic sectors, scientific research, and innovation. The initiative also accelerates the development of Artificial Intelligence (AI)-enabled space applications while creating investment opportunities for local companies operating in the space economy.

Ground Stations

02

Creates investment opportunities for the private sector by attracting satellite operators to establish ground stations and provide space data analytics services in the Sultanate of Oman. The initiative strengthens national infrastructure and capabilities, promotes knowledge transfer, and reinforces the Sultanate of Oman's position as a regional gateway for the space sector.

3Direct Satellite Reception Station

03

Establishes a direct satellite reception station under a Ground Station-as-a-Service (GSaaS) model by attracting satellite operators to deploy ground infrastructure for monitoring satellite constellations. The initiative facilitates access to satellite data, enables the development of local applications, and enhances regional connectivity through advanced telecommunications infrastructure.

National Initiative for Space Data and Innovation

04

The initiative enables innovators, researchers, entrepreneurs, and businesses to access and analyse space-derived data through advanced digital platforms and analytical tools. It supports the development of innovative space applications that address national development priorities while accelerating the growth of the national space economy.

Sandbox Applications

05

Encourage the adoption of space-based solutions and services across priority economic sectors through proof-of-concept (PoC) projects and controlled testing environments. The initiative also enables programmers, developers, researchers, and end users to design, test, and deploy innovative applications based on satellite data and space services.

Coordinating Committee for Space Science and Applications Centers

06

Establish a national coordinating committee to align the activities of space science and applications centers with the objectives of the National Space Policy. It links annual operational plans with National Space Program projects while strengthening coordination and collaboration among entities engaged in space activities and applications across the Sultanate of Oman.

CubeSat Project

07

Establish a Space Engineering Laboratory at Sultan Qaboos University to support the implementation of space projects and strengthen national capabilities in the design, development, and operation of CubeSats. The initiative promotes research, innovation, knowledge transfer, and technology localization across academia and industry.

Space Accelerators

08

Supports entrepreneurs and startups in the space sector through specialized accelerators that foster innovation and connect emerging ventures with regional and international markets. The initiative provides mentoring, funding opportunities, and business support to accelerate the development of innovative space products and services that address market needs and contribute to economic growth.

National Space Observatory

09

Attract international partners to establish observatories and ground stations within Oman's Dark Sky Reserve to support space object tracking and scientific research. The initiative promotes technology localization, international scientific collaboration, scientific tourism, and the sustainable development of national space capabilities.

National Initiative for Space Diplomacy and Events

10

The initiative strengthens the Sultanate of Oman's regional and international presence in the space sector through the organization of specialized conferences, exhibitions, and active participation in international events. It supports strategic partnerships, promotes knowledge exchange and technology localization, and reinforces the Sultanate's position within the regional and global space community.

Satellite Research and Development

11

Develops advanced national capabilities in satellite engineering and manufacturing as a strategic extension of the Cube-Sat Project through the localization of research, development, and design activities. The initiative supports advanced digital applications, accelerates sector growth, creates specialized employment opportunities, and enables future space missions through indigenous capabilities.

National Initiative for Communications Satellite

12

Advances digital sovereignty and strengthens national communications resilience through the deployment of a national communications satellite capable of providing reliable communications services under all operating conditions. The initiative also serves as a resilient backup for terrestrial communications networks, enhancing business continuity and national preparedness.

Regional Satellite-Based Augmentation System

13

Develop the Middle East's first regional Satellite-Based Augmentation System (SBAS) in collaboration with Gulf countries to enhance the accuracy of satellite navigation, particularly in aviation. The initiative also strengthens regional cooperation while creating new economic and technological opportunities.

Space Launch Facilities

14

Attract private-sector investment to establish commercial space launch facilities and promote space-related tourism. The initiative leverages the Sultanate of Oman's strategic geographic location near the equator and its extensive open coastlines as a safe and advantageous environment for commercial launch operations.

Building National Capabilities in the Space Sector

15

Develop national capabilities in space sciences and applications through academic pathways, specialized training, and professional development programmes. The initiative promotes knowledge transfer, technology localization, and technological independence while enabling the successful delivery of future space initiatives that contribute to the national economy.

Cybersecurity Industry Program

The Cybersecurity Industry Program develops cybersecurity from a defensive function into a productive national industry that strengthens trust in the digital economy while creating new opportunities for investment, innovation, and sustainable economic growth. Implemented by the Ministry of Transport, Communications and Information Technology through the Oman National CERT, the Program supports the development of an integrated cybersecurity ecosystem by strengthening specialized national capabilities, promoting the growth of Omani cybersecurity companies, encouraging the development of competitive cybersecurity products and services, and activating domestic and international cybersecurity markets. In doing so, the Program protects critical digital assets, reinforces digital sovereignty, enhances business confidence, and strengthens the resilience and competitiveness of the national digital economy.

During its first phase, the Program established the foundations of the national cybersecurity industry through the launch of the National Cybersecurity Index and the establishment of the Hadatha Centers and the Cybersecurity Industry Monitoring Center. It also supported the growth of cybersecurity startups, expanded the portfolio of locally developed cybersecurity

products, strengthened the certification of Omani companies against internationally recognized standards, and developed a broader base of specialized national talent. Collectively, these achievements enhanced the competitiveness of the national cybersecurity industry and established a strong foundation for its sustainable growth.

Building on these achievements, the second phase focuses on expanding the cybersecurity industry as a strategic contributor to the national economy. Priority initiatives include strengthening cybersecurity innovation through regulatory sandboxes, accelerators, and hackathons, supporting the growth of startups and small and medium-sized enterprises (SMEs), attracting high-value investment, expanding regional and international partnerships, and establishing an integrated framework for measuring the performance and economic impact of the cybersecurity industry. The Program also strengthens the Sultanate of Oman's international digital engagement and competitiveness while reinforcing trust in its digital economy. Together, these initiatives position cybersecurity as both a strategic safeguard for the digital economy and a high-value national industry that supports investment, innovation, economic diversification, and long-term national resilience.



Main Initiatives of the Second Phase

Cybersecurity Industry
Program

01

Developing Cybersecurity Talent and Skills

The initiative develops national cybersecurity capabilities through intensive training boot camps, promotes freelance employment, and establishes an index to measure the readiness of students and job seekers. It also supports the alignment of educational outcomes with labour market needs, strengthening the national cybersecurity talent pipeline.

02

Developing Startups and Small and Medium-sized Enterprises (SMEs)

The initiative enables the growth and expansion of national cybersecurity companies by supporting them in strengthening the security of their digital systems, facilitating their participation in government projects and international exhibitions, and assisting them in obtaining internationally recognized certifications to enhance their competitiveness.

03

Fostering Innovation and Developing the Cybersecurity Industry

Continues the establishment of specialized Hada-tha Centres to foster innovation and entrepreneurship across the cybersecurity sector through business accelerators and regulatory sandboxes. The initiative also organizes cybersecurity hackathons to support the development of national cybersecurity products and solutions.

04

Stimulating the Market and Attracting Investors

The initiative strengthens the cybersecurity industry through awareness campaigns and international conferences and exhibitions designed to attract experts and high-value investment. It also provides advisory services, promotes freelance employment opportunities, and expands market opportunities for cybersecurity products and services.

Global Excellence

05

Establishes an integrated framework to measure the performance and economic impact of the cybersecurity industry while strengthening the Sultanate of Oman's competitiveness. The initiative includes developing national and international indices and fulfilling the requirements of the Global Cybersecurity Index to attract investment and reinforce the Sultanate of Oman's position in the global digital landscape.

Regional and International Partnerships

06

Expands strategic partnerships with international cybersecurity organizations and centres, investors, and regional partners to strengthen knowledge exchange, technology transfer, collaborative innovation, and export opportunities. The initiative also organizes specialized events to facilitate the exchange of expertise and best practices, supporting the integration of the national cybersecurity industry into regional and global value chains.

Digital Trust

07

Provides a secure and trusted digital environment through digital identity verification, electronic signatures, and time-stamping services while connecting government and private-sector platforms to the national digital trust ecosystem. These services are regulated in accordance with national data protection legislation, strengthening trust in digital services and enabling secure digital transactions.

Cybersecurity Integration

08

Strengthens integration across the national cybersecurity ecosystem at both the strategic and operational levels by promoting collaboration among relevant stakeholders, supporting the implementation of the National Cybersecurity Strategy, and advancing initiatives in cryptography, quantum computing, and cyber fraud prevention.

Economic Impact of the Programs and Initiatives

Economic Impact of the Programs and Initiatives

The Executive Programs of the second phase form an integrated digital ecosystem designed to drive economic growth through a combination of enabling programs that enhance economic efficiency and improve the business environment, alongside value-creating programs that support the development of high-value digital sectors. The enabling programs—led by the National Digital Transformation Program and the Digital Infrastructure Program—generate broad, cross-sector impact by streamlining procedures, accelerating service delivery, and enabling economic sectors to operate more efficiently. Together, these efforts improve the business environment and enhance investment attractiveness.

In parallel, the value-creating programs—particularly the Digital Industry, Artificial Intelligence, and Space

programs—drive innovation, build advanced skills, advance technology localization, and create high-quality employment opportunities. Digital Commerce and Financial Technologies further contribute to business growth, improve market efficiency, and expand the scope of economic activity. These contributions are reinforced by the Cybersecurity Industry, which protects investments and strengthens digital trust, thereby supporting the sustainability of digital growth and the integration of the Program's components. Together, the eight Executive Programs form an interconnected ecosystem that enhances productivity, supports innovation, and expands business opportunities, contributing to the achievement of economic growth targets and strengthening national competitiveness.

The table below illustrates the relative contribution of each Program to the combined contribution of the eight Executive Programs across the various economic impact factors. The colour gradient indicates the relative level of contribution within each factor, with darker shades representing higher levels of contribution or impact and lighter shades representing lower levels within the same column.

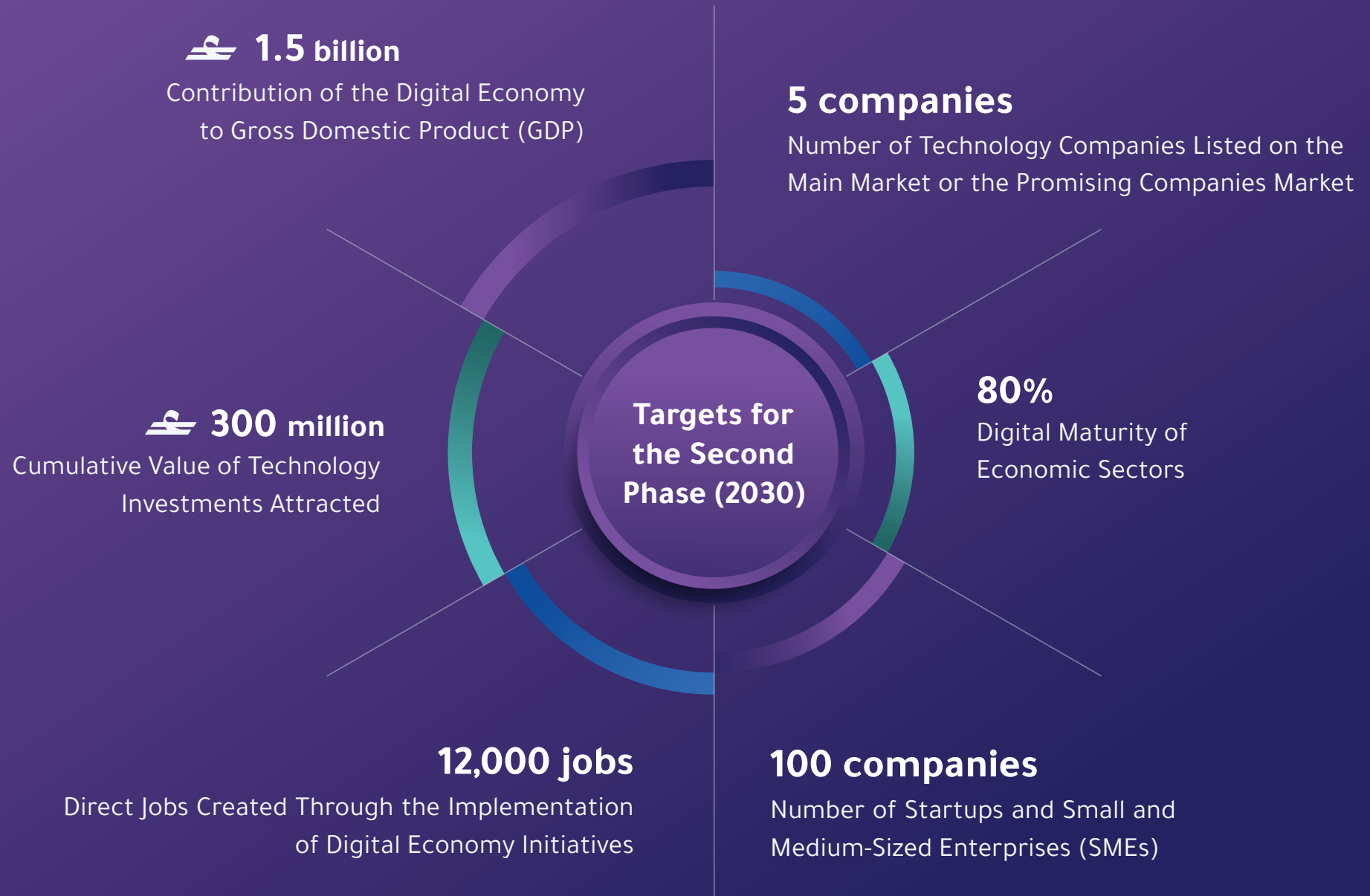
Executive Program Contribution to National Economy	Direct Contribution								Indirect Contribution			
	Value Added		Private Sector Growth		Human Capital		Investments		Digital Sovereignty	Research & Development	Productivity & Efficiency	Business Environment
	Industry Localization	Job Opportunities	Business Growth	Business Formation	Skills Development	Job Creation	Investment Attraction	Government Spending				
National Digital Transformation												
Digital Infrastructure												
Artificial Intelligence												
Digital Industry												
Digital Commerce												
FinTech												
Cybersecurity Industry												
Space												



Highest Contribution



Lowest Contribution



Projected Growth in Second Phase

		Current State		2030 Targets
	Contribution to GDP	 0.8 billion	2x →	 1.5 billion
	Technology Investments	 50 million	7x →	 350 million
	New Jobs Created in the Digital Sector	1,000 annually	3x →	3,000 annually
	Number of Technology Startups	150 companies	67x →	250 companies



Investment Opportunities, Partnerships, and Engagement Mechanisms



Investment Opportunities, Partnerships, and Engagement Mechanisms

The second phase of the National Program for Digital Economy (NPDE) marks a strategic transition toward expanding investment opportunities and practical partnerships to support the development of a digital economy driven by innovation, knowledge, and advanced technologies. The Program's eight Executive Programs form an integrated delivery framework designed to translate opportunities across the digital sector into investment-ready, scalable, and export-oriented ventures, leveraging the Sultanate of Oman's enabling regulatory environment, advanced digital infrastructure, and strategic

geographic location.

Within this framework, the Program offers diverse opportunities for stakeholders across the digital economy ecosystem, ranging from implementation and development opportunities to long-term strategic partnerships in national digital assets and high-value technology sectors. Together, these opportunities are intended to generate sustainable economic returns while strengthening the Sultanate of Oman's position as a regional hub for digital production and innovation.

1. Investment and Partnership Opportunities by

Investors and Investment Funds

The Program offers a broad range of investment opportunities in sovereign digital assets and advanced technology industries, including:

Digital Infrastructure: Telecommunications networks, data centers, the National Cloud, submarine cable systems, and digital platforms

Space Economy: Launch platforms, ground stations, and space data infrastructure.

Advanced Technologies: Artificial intelligence (AI), advanced computing, the Internet of Things (IoT), cybersecurity, and the digital gaming economy.

Localization of Digital Industries: Design and manufacturing of electronic chips, IoT devices, and servers.

Technology Cities and Digital Commerce: Development of technology zones, digital platforms, and smart logistics.

Financial Technologies (FinTech): Digital payment systems, asset tokenization, and venture capital funds.

Technology Partners and Solution

The Program offers partnership opportunities to develop and operate key components of the national digital ecosystem, including:

01

National Platforms and Digital Infrastructure: Digital government platforms, national cloud services, data centers, and telecommunications networks.

02

Artificial Intelligence and Data: Large language models, AI solutions, and advanced computing laboratories.

03

Digital Manufacturing: Chip design, device assembly, and space equipment development.

04

Cybersecurity and Digital Trust: Encryption, digital verification, and biometric technologies.

05

Smart Cities and Emerging Technologies: The Internet of Things (IoT), blockchain, virtual reality (VR), and augmented reality (AR).

06

Financial Technologies (FinTech): Digital payment platforms and digital banking services.



Entrepreneurs and National Talent

The Program supports the establishment and growth of technology ventures through opportunities including:

01

Establishing startups in artificial intelligence, financial technologies, cybersecurity, and the space economy.

02

Developing digital applications and services that leverage national digital infrastructure and open data.

03

Creating ventures in the platform economy, digital commerce, and smart logistics.

04

Developing digital content, gaming, and interactive technologies.

05

Participating in open innovation initiatives and national innovation challenges.

06

Leveraging technology cities, free zones, and business accelerators.

07

Developing skills economy initiatives and digital freelancing opportunities.

Academic Institutions and Research Centers

The Program provides opportunities to contribute to technology development and transform knowledge into economic value through:

Developing academic programs and national capabilities in advanced digital technologies.

Establishing centers of excellence and joint research laboratories.

Supporting strategic studies and policy development.

Conducting applied research in digital technologies.

Participating in national research initiatives in areas such as advanced computing, large language models, and space sciences.

Regional and International Strategic Partners

The Program offers opportunities to establish international partnerships that strengthen digital integration and expand cooperation, including:

- Establishing regional hubs for data, digital services, and digital commerce.
- Advancing the harmonization of digital policies and legislation.
- Facilitating technology transfer and the localization of advanced technology industries.
- Integrating with global digital platforms and expanding access to international markets.
- Collaborating in the space sector and advanced sciences.
- Promoting the Sultanate of Oman as a digital investment destination and attracting international investment.



2. Engagement Mechanisms

The National Program for Digital Economy provides clear and accessible channels through which investors, partners, and other stakeholders can explore opportunities and participate in the implementation of Program initiatives. These include:

01

Accessing the National Program for Digital Economy page on the Ministry of Transport, Communications and Information Technology website and engaging directly with the Executive Program Management Teams.

02

Reviewing Executive Program documentation for detailed information on initiatives and associated investment and partnership opportunities.

03

Monitoring official procurement announcements, projects, and investment opportunities published through official channels.

04

Contacting designated points of contact for inquiries and potential collaboration.



البرنامج الوطني للاقتصاد الرقمي..

National Program for Digital Economy



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National Digital Economy
Program Page
mtcit.gov.om/ar/programs/ndep



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