

## TECHNICAL CONTRIBUTION OF INACOM TO GSR-25

**1. Promote innovation in regulatory approaches:** How can regulators cultivate a culture oriented towards innovation in regulatory work and decision-making? What new skills and mindsets are needed today??

The promotion of a culture of regulatory innovation in Angola is based on the vision expressed in Presidential Decree No. 272/24, dated December 5th, which approves the White Paper on Information and Communication Technologies (LBTIC 2023-2027), and defines the role of the State as a facilitator of digital ecosystems, consistent with the imperatives of inclusion, innovation, and technological sovereignty. In this context, INACOM, in compliance with the Executive's guidelines, has adopted a permanent dialogue approach with operators, the industry, and equivalent entities, aiming to formulate actions tailored to the digital reality. The Angolan reality demands that these solutions be devised in a contextualized manner, respecting territorial asymmetries, infrastructure limitations, and levels of digital literacy. Thus, regulatory innovation must be applied gradually, based on local tests, coordination with other State sectors, and alignment with international standards.

**2. Adaptation and reinforcement of regulatory capacity:** How should mandates, capacity, and regulatory decision-making evolve to balance market innovation with digital inclusion and support the achievement of broader social and economic policy objectives? What institutional mechanisms can enhance the regulatory responsiveness to emerging digital business models and evolving risks?

The strengthening of INACOM's institutional capacity is one of the cornerstones of the transformation of the sector in Angola. Today's discussion revolves around the reform of the Angolan Public Administration, which aims to transform regulatory bodies into entities with enhanced autonomy, through the shift from a traditional regulatory model to an Independent Administrative Entity. This evolution, which occurs with the approval of a regulation on independent entities, allows the Angolan regulator to move towards a gradual transition to an Independent Administrative Entity, with greater technical, functional, and decision-making autonomy.

This reinforcement is essential to ensure a balance between market innovation, digital inclusion, and sustainable development. This transition requires, in substantive terms, the strengthening of technical-legal capacity, through ongoing specialized training programs, recruitment of multidisciplinary profiles, and collaboration with regional centers of excellence and international organizations; The incorporation of methodologies for regulatory impact assessment, ensuring that the regulatory output is in line with the goals of digital inclusion, economic sustainability, and technological innovation.

**3. Utilization of transformative technologies for regulatory excellence:** How can regulators better leverage Artificial Intelligence, big data, the Internet of Things, blockchain, and other digital technologies to enhance decision-making, compliance monitoring, and regulatory agility? What tools and technological applications can regulators use to strengthen transparency, stakeholder engagement, and public trust in regulatory processes?

Regulatory excellence involves the efficient use of disruptive technologies in a scenario where structural challenges coexist with the need to integrate emerging technological phenomenon into an institutional framework still under construction. The digital transition of the regulator is inseparable from the digitization of the State and the economy. Its success will depend on the ability to translate these technologies into practical, sustainable solutions that are tailored to the Angolan reality. In this regard, we highlight good practices such as the use of digital platforms for engaging stakeholders and real-time public consultations, the use of data analysis systems for proactive detection of non-compliance, as well as the use of simulation models for regulatory impact assessment prior to implementation.

**4. Cross-border cooperation for the construction of digital ecosystems:** How can regulators leverage regional and international cooperation to promote harmonized regulatory approaches, knowledge sharing, and capacity building?

It is fundamental to adopt strategies as a priority that involve the creation of African platforms for collaborative regulation to harmonize standards, share data, and analyse risk, the strengthening of digital diplomacy to influence global normative forums, ensuring effective representation of Africa, as well as the implementation of partnerships with universities and development agencies for the production of local knowledge and contextualized regulatory models.

In a context of technological interdependence and increasing convergence of services, regulation of the digital ecosystem has ceased to be an exclusively domestic exercise, increasingly demanding a coordinated, interoperable, and multilateral approach. Cross-border cooperation thus emerges as a strategic imperative for national regulators, not only to mitigate risks but also to share resources, harmonize standards, and assert the digital sovereignty of African states in a globalized regulatory space.

The Angolan case of repatriating the management of the domain ".AO", which began to be administered internally, with servers installed in the country and its own technical governance, serves as an example of applied digital sovereignty, with potential for replication in other African contexts.