

1. Fostering innovation in regulatory approaches: How can regulators cultivate an innovation-driven culture in regulatory work and decision-making? What new skillsets and mindsets do they need today?

To encourage innovation in regulatory practices, two critical factors must be considered in the functioning of a regulatory body.

First is the regulator's independence. When a regulatory body lacks autonomy, it becomes difficult to develop and implement innovative approaches in crafting regulatory frameworks, processes, and tools. This lack of independence can diminish motivation and hinder the creation of effective solutions to address increasingly complex challenges brought about by continuous technological advancement. Therefore, without a certain degree of operational freedom, fostering a culture of innovation within the organization is highly unlikely.

Second is operational sustainability. For a regulator to consistently pursue innovative strategies, it must have access to reliable and long-term funding. Financial stability is essential to attract and retain skilled professionals who possess the expertise and mindset necessary to drive innovation. Without sustainable resources, building and maintaining a forward-thinking regulatory environment becomes a significant challenge.

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

To strengthen regulatory capabilities in balancing market innovation with digital inclusion and supporting broader socio-economic objectives, three key factors should be considered:

- A corruption-free environment – For regulatory actions to be effective, they must be based on impartial and fair rules. When regulations are implemented with integrity and for the public good, they tend to produce positive results and address challenges efficiently. For instance, a regulator that operates transparently can swiftly instruct operators to shut down fraudulent websites.
- An innovative regulatory culture – A forward-thinking regulatory body can better adapt to the complexities of emerging digital business models by developing creative and responsive solutions.
- Consistency in regulatory mandates – Clear, stable, and coherent regulations are essential. They not only provide direction but also foster innovation within the industry and help manage risks promptly and effectively.

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

One effective approach to achieving regulatory excellence through technology is by digitizing public services offered by regulators. Creating a digital platform that enables industry players to interact efficiently with the regulatory authority—such as applying for permits and approvals—enhances regulatory performance. For such a platform to be effective, it must be seamless, secure, and dependable, as this ensures higher quality service delivery. In developing countries, having a trustworthy and robust digital platform is essential, as it promotes greater transparency and helps build public confidence in government services.

Additionally, digitized services generate valuable data through online transactions. Regulators can clean and analyze this data to design improved systems, integrating artificial intelligence (AI) tools that enhance regulatory efficiency. This ultimately enables more responsive and agile regulation.

4. **Cross-border cooperation for building national, regional and digital ecosystems:** How can regulators leverage regional and international cooperation to foster harmonized regulatory approaches, knowledge exchange and capacity-building?

One of our key practical efforts is engaging in bilateral cooperation with other regulators in the region. Within these partnerships, we identify specific areas and methods of collaboration. These may include sharing information, exchanging knowledge, or conducting capacity-building activities. For instance, we have shared our experiences and insights with regional counterparts on tackling online scams and implementing actions against fake base transceiver stations (BTS).