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NEW TECHNOLOGIES APPLIED TO PUBLIC MANAGEMENT AS A BARRIER TO ACCESS TO FUNDAMENTAL RIGHTS FOR DISADVANTAGED CITIZENS IN ANGOLA

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Abstract: The article critically analyzes the impact of digital technologies applied to Angolan public administration, especially through the platforms “Simplifica 1.0”, “Simplifica 2.0” and the portal www.sepe.gov.ao, from the perspective of fundamental rights. Although these initiatives are part of the discourse of administrative modernization, the study shows that, in a context of structural inequalities, their implementation has reinforced barriers to access to public services, deepening the exclusion of citizens who lack infrastructure, digital knowledge or economic resources. The research adopts an exploratory and descriptive approach, based on documentary and bibliographic analysis, articulating concepts of e-government, digital inclusion and material equality. The results show that digital exclusivity, without inclusion measures, imposes practical and legal obstacles to full citizenship, violating Articles 21, 23 and 26 of the Angolan Constitution. The author proposes inclusive alternatives, such as maintaining face-to-face channels, creating digital community centers, adapting the language and accessibility of portals, as well as territorializing public policies. The conclusion reiterates that digital modernization cannot ignore the concrete reality of the population, otherwise it will become an institutional mechanism for exclusion. The article argues that true digital government must be based on equity, proximity and citizen participation, with technology being a means of emancipation and not segregation.

Keywords: e-Government; Angola; Digital inclusion; Fundamental rights;

INTRODUCTION

Is it possible to ensure the universalization of fundamental rights through the digitalization of public services in contexts of extreme structural inequality?

Contemporary times are marked by growing interdependence between nations, a

phenomenon catalyzed by globalization and driven by technological advances that have redesigned the way governments interact with citizens. In this context, the emergence of electronic government - or *e-gov* - has emerged as a promise of administrative efficiency, institutional transparency and increased access to public services. The digitization of state processes through online platforms has often been extolled as a paradigm of modernization, capable of speeding up the provision of services and reducing bureaucratic obstacles. However, such technological enthusiasm often hides a less visible face: the potential exclusion of those who, for structural, educational or regional reasons, remain on the margins of the digital transformation.

In societies marked by profound socio-economic asymmetries and infrastructural deficiencies, as is the case in Angola, adopting the use of digital tools as the main - and sometimes only - instrument for providing public services requires careful examination, otherwise such solutions could become new mechanisms of exclusion, even if they are dressed up as innovation. Article 21 of the Constitution of the Republic of Angola enshrines the principles of human dignity and equality as the foundations of state action. Therefore, any government innovation that, even if unintentionally, creates additional obstacles to the enjoyment of fundamental rights must be rigorously scrutinized.

It is at this crossroads between innovation and inequality that this study is set. Based on the premise that access to public services is a concrete expression of fundamental rights, this study proposes a critical analysis of the administrative digitalization policies carried out by the Angolan state, in particular the “Simplifica 1.0” and “Simplifica 2.0” systems, and the implementation of the electronic portal www.sepe.gov.ao, as instruments of administrative modernization. The aim is

to investigate whether these measures have, in fact, promoted greater equity in access to public services, or whether, on the contrary, they have deepened the gap between citizens who are digitally included and those who are excluded.

This work is based on an exploratory and descriptive approach, using documentary analysis and a critical literature review to achieve its objectives. The choice of this methodology is justified by the need to understand, in a comprehensive and well-founded way, the social, legal and political consequences of the digitalization of public administration in Angola, in a context where technological inequality is revealed not only as an infrastructure problem, but also as an ethical and legal challenge.

The study is structured in five parts. After this introduction, the second part will present the theoretical foundations of digital government and e-gov, in the light of the most relevant doctrines and constitutional premises. The third section will be dedicated to an analysis of the Angolan reality, with an emphasis on regional inequalities and the implementation of state platforms for electronic services. The fourth point will deal with the risks and challenges of the digital exclusivity, highlighting the social and legal impacts of the state's failure to take inequalities into account. Finally, the fifth section will present the study's conclusions and recommendations for building more inclusive and equitable solutions in Angola.

By taking a critical and grounded look at the relationship between technology and social justice, this article aims to contribute, albeit modestly, to the academic and institutional debate on the limits and possibilities of e-government in contexts marked by social vulnerability. Ultimately, the question guiding this reflection is: how can we ensure that state technological progress is not itself a factor in deepening inequalities, but rather an instrument of emancipation and human dignity?

THEORETICAL FOUNDATIONS

Administrative modernization through technology is often heralded as an imperative for state efficiency and the expansion of citizenship. However, in order to critically understand its assumptions, it is necessary to return to the conceptual bases that structure *e-government*, digital inclusion and fundamental rights under the aegis of material equality. This chapter therefore seeks to provide a theoretical overview to support the empirical analysis to be conducted in the following chapters, drawing on contributions from Law, Public Administration and the Social Sciences.

EGOVERNMENT: CONCEPT, PURPOSE AND ASSUMPTIONS

Electronic government, or *e-gov*, is a public management model based on the intensive incorporation of information and communication technologies (ICTs) into administrative, legislative and judicial processes, with the aim of making state services more accessible, efficient, transparent and responsive (TORRES, 2021). This is a phenomenon that transcends the mere digitization of procedures: it implies a reconfiguration of the ways in which the state operates and the relationship between public authorities and citizens.

According to Heeks (2020), *e-government* encompasses a fundamental triad: government for the citizen (G2C), government for business (G2B) and government for government (G2G), with de-bureaucratization, interoperability of systems and the continuous provision of services as its matrix. However, this model is not neutral. Its potential is conditional on certain assumptions: available technological infrastructure, technical training for civil servants and users, equitable access to the internet and devices compatible with government systems.

Thus, although international literature extols the virtues of e-gov, it is not possible to dissociate it from the socio-territorial realities in which it operates. As Castells (2020) warns, the network society intensifies existing inequalities, because those who have access to information have power. Digital logic can therefore both liberate and oppress, depending on how it is implemented and the social groups that benefit from it or are excluded.

DIGITAL INCLUSION AND STRUCTURAL EXCLUSION

The concept of digital inclusion is not limited to the mere possession of electronic devices or physical connectivity. It is a multi-dimensional phenomenon that involves mastering technological skills, the ability to interpret information content and the autonomy to interact with digital systems effectively and safely (SANTOS, 2019).

In profoundly unequal societies, as is the case in Angola, digital exclusion reflects - and often amplifies - historical economic, educational and territorial exclusions. When the state opts for exclusively digital mechanisms to provide essential services, without considering these structural inequalities, it incurs a serious violation of the principles of universality and equality in the provision of public services.

In this regard, Diniz (2021) states that the digital transformation of public administration cannot ignore the asymmetry of conditions between citizens. The idea that “everyone has access to the internet” is not only false, but dangerous, as it masks the reality of millions of people without any stable, adequate or meaningful access to connectivity and the digital world.

Therefore, public digitization policies must be accompanied by solid digital inclusion strategies - which implies investments in infrastructure, training, accessibility and face-

-to-face alternatives for those who remain on the margins of the virtual universe. Otherwise, what is implemented is not a democratic digital government, but an exclusionary simulacrum of electronic administration.

FUNDAMENTAL RIGHTS AND MATERIAL EQUALITY

From a legal perspective, the issue is even more complex. Fundamental rights, as set out in the Constitution of the Republic of Angola, constitute the hard core of the legal order and impose positive duties on the state to provide services. This means that mere non-intervention is not enough: the Public Administration is obliged to organize itself in such a way as to guarantee the full and universal exercise of these rights (CANOTILHO, 2014).

These rights include access to essential public services such as health, education, security, justice and social protection. The guarantee of these rights must comply with the principle of equality, which, in its material aspect, demands unequal treatment for the unequal, to the extent of their inequalities, in order to achieve distributive justice (BOBBIO, 2004).

Thus, the use of technologies by the state must comply with the following normative parameters: (i) non-discrimination; (ii) accessibility; (iii) universality; and (iv) proportionality. These principles act as a brake on the technocratic temptation to reduce public policy to a merely operational issue. As Alexy (2017) rightly points out, every fundamental right imposes a duty of optimization on the state, which means that, in the face of factual and budgetary limitations, one must seek the solution that maximizes the degree of realization of the right involved, without generating exclusion or retrogression.

In the Angolan context, therefore, the implementation of platforms like “Simplifica” and portals like SEPE cannot be carried out without prior analysis of the impacts on the

most vulnerable population. The state cannot ignore the fact that, by imposing digital access as the only possible way, it creates obstacles

The principle of substantial equality is violated by the fact that it is insurmountable for historically invisible sections of the population.

THE ETHICAL DIMENSION OF DIGITAL GOVERNANCE

Finally, it is necessary to recover the ethical dimension that must guide any digital government proposal. Technology, as a political tool, is not neutral. Its conception, design and implementation involve moral choices and political priorities. As Sen (2010) argues, development is only legitimate when it concretely expands people's real freedoms. This means that any public policy - especially those mediated by technology - must be evaluated in terms of its effects on the lives of the poorest, the most remote and the least empowered.

The digital transformation of the state, in this sense, must be guided not only by efficiency, but also by equity. The construction of technological platforms must incorporate the principle of social justice, being sensitive to the real limitations of citizens. The ethics of inclusion requires more than connectivity: it requires institutional empathy, active listening, procedural flexibility and a commitment to human rights.

THE ANGOLAN CONTEXT AND THE EXPERIENCE OF THE "SIMPLIFICA" PLATFORMS

Angola, a country with a history marked by colonization, war and reconstruction, has been moving along the path of development in recent decades, combining a past of shortcomings with the desire to build modern, efficient and citizen-based governance. On this path, the adoption of technological solutions in public administration has been a strate-

gic axis of political and institutional discourse. However, when the official promises are translated into practice, it becomes clear that the success of the digitalization process is severely limited by the material pillars of Angolan society. Regional inequality, precarious infrastructure, digital exclusion and the absence of public policies aimed at universal access are obstacles that are as dense as they are ignored.

It is in this context that the study of the **Simplifica 1.0** and **Simplifica 2.0**, created under the State Reform Program, whose

The central objective is to reduce administrative delays, combat bureaucracy and increase citizens' access to public services. Launched in 2021 and 2023 respectively, these digital platforms, accessible via the <www.sepe.gov.ao> portal, incorporate services relating to certificates, registrations, authorizations, licensing and other administrative procedures. However, the compulsory or priority use of these digital tools, without inclusion policies or minimum structures available in the poorest localities, has led not only to practical inefficiency but, more seriously, to the institutional exclusion of a significant portion of the population.

REGIONAL AND INFRASTRUCTURAL INEQUALITIES

Angolan territory is made up of 21 provinces, whose population and economic distribution reveals marked asymmetries. The Luanda region, for example, concentrates more than 25% of the national population and is home to practically all the central government institutions, as well as being the epicenter of digital connectivity and communications infrastructure. On the other hand, the other 20 provinces, in general, live with realities of almost technological isolation, where internet access is scarce, unstable and, in many cases, non-existent.

According to the **Multiple Indicator and**

Health Survey (IIMS) 2023-2024 - INE and MINSA, (2025) published by the National Statistics Institute (INE, 2023), only 32% of urban households have some kind of internet access, and in rural areas this rate drops to less than 7%. In addition, it is estimated that around 60% of the population does not own any device with digital connection capacity - whether computers, smartphones or tablets - which highlights the fragility of the apparatus needed to use government platforms.

This situation is aggravated by the precariousness of basic public services. In many places, state agencies themselves lack constant electricity, trained staff or the minimum connection needed to keep their systems operational. The “Simplifica” program, when designed as a mandatory interface for citizens to interact with the state, presupposes a structure that, in practice, does not exist in large parts of the country. This dissonance reveals the fragility of public policy formulation, which is conducted centrally and without due consideration for local realities.

THE ILLUSION OF DIGITAL UNIVERSALITY

The government’s rhetoric, in announcing the www.sepe.gov.ao platform as “the single gateway to all public services”, constructs an image of universal efficiency, which ignores the structural limitations experienced by millions of Angolan citizens. The idea that everyone can access services via computer or cell phone comes up against the harsh reality of those who don’t even have regular electricity, let alone the devices or technical knowledge to operate computerized systems.

In all of Angola’s provinces, there are still significant limitations in access to mobile telephony and the internet, especially in rural areas and urban peripheries, seriously compromising the population’s digital inclusion and hindering the exercise of basic rights.

Although the internet penetration rate will have reached approximately 30.46% by 2023, its geographical distribution is highly concentrated in large urban centers, leaving vast regions of the interior without functional network coverage or stable connectivity (MINISTRY OF TELECOMMUNICATIONS, INFORMATION TECHNOLOGIES AND SOCIAL COMMUNICATION - MINTTICS, 2023).

In this scenario, the use of digital public services, such as the System for Issuing Certificates by Electronic Platform (SEPE), becomes unfeasible for thousands of citizens.

Obtaining essential documents, such as birth certificates for school enrollment, requires digital registration, electronic authentication and access to technological means such as emails and PDF document readers - requirements that are unattainable for families deprived of minimum digital infrastructure.

Thus, the exclusively electronic implementation of these services, without compensatory inclusion policies, imposes technological barriers that are this translates into a practical denial of fundamental civil rights, when citizens who can’t access the platform can’t get the service; and without the service, they are deprived of the right to education, health, social assistance and full citizenship. Digital, then, from being an emancipating tool, becomes an additional obstacle. As Diniz (2021) teaches, “technology, when applied without social sensitivity, transforms inequalities into institutionalized fatalities”.

THE CASE OF ONE-STOP SHOPS AND THE FALLACY OF DEBUREAUCRATIZATION

The “one-stop shop” model, also known as “guiché único”, was imported from European

experiences, particularly Portugal, where the concept of the “citizen’s counter” was successful in centralizing administrative services. In the Angolan context, the adoption of this model - now with digital support - seeks to centralize dozens of public services on a single platform, reducing waiting times and intermediate procedures.

However, what can be seen is that the virtual concentration of services has not been accompanied by the territorial deconcentration of the means of access. The face-to-face offices remain restricted to the provincial capitals, and access to the electronic platform, as has already been shown, is unfeasible for a large part of the population. The promise of reducing bureaucracy is therefore illusory, especially for those who live on the margins of state territory.

Furthermore, even in urban centers where there is some access to the system, citizens face operational difficulties: frequent technical failures, the requirement for non-existent digital certificates, the absence of technical support for questions or data corrections, and an excessively formal and technical language that makes it difficult to understand the instructions. As Santos (2019) points out, “it is not enough to digitize the service; it needs to be translated into the language of ordinary citizens”.

STATE OMISSION AND THE VIOLATION OF CONSTITUTIONAL EQUALITY

Article 23 of the Constitution of the Republic of Angola enshrines the principle of equality, stating that “everyone is equal before the Constitution and the law”. Article 21, in turn, imposes an obligation on the state to promote public policies that reduce regional and social inequalities, ensuring the dignity of the human person. In this sense, it is clear that providing public services exclusively by

digital means, without guaranteeing universal means of access, violates the principle of substantial equality and goes against the state’s constitutional commitments.

Failure to provide the material means for everyone to enjoy state technology cannot be excused by a shortage of resources or the rhetoric of modernization. The case law of the Angolan Constitutional Court has reiterated that the dignity of the human person imposes positive duties on the state, including organizing services in a way that is accessible and proportionate to local realities. In the event of an omission, this can lead to state liability for violation of fundamental rights.

More than a management problem, the current e-gov model in Angola exposes an ethical and legal deficit in the conception of digital public policies, which favor the logic of efficiency over social justice, inverting the primary purpose of the state: to serve the citizen as a whole.

ALTERNATIVE PATHS: TECHNOLOGY WITH INCLUSION

This is not to deny the advances that can be made by digitizing public services. The intelligent use of technology can reduce queues, fight corruption, increase transparency and broaden social control. What is being questioned here is the exclusionary way in which innovation has been conducted in Angola. The absence of a national digital inclusion plan, investments in rural connectivity and technological training policies exacerbates the distance between the state and its citizens.

Hybrid solutions - combining digital platforms with itinerant face-to-face services, the use of community radio stations to disseminate information, partnerships with local schools and churches to broker services - could ensure a minimum of equity. The state must go down to the territory, adapt to the language of those who need it most, and build

policies with them that respect their realities. After all, as Freire reminds us (2019), “no one frees anyone, no one frees themselves: people free themselves in communion”.

RISKS OF DIGITAL EXCLUSIVITY AND THE EXCLUSION OF THE VULNERABLE

Although the digitalization of public services has emancipatory potential, it can prove to be a vector of profound exclusion when implemented under the aegis of exclusivity and technocracy that is insensitive to social inequalities. In contexts such as Angola's, marked by historical vulnerabilities, abysmal regional disparities and chronic structural deficits, digital exclusivity imposed as the only way to access essential services can represent not only a failure of public policy, but a direct affront to the Constitution, human dignity and distributive justice.

This chapter aims to examine, based on empirical data, institutional analysis and theoretical-legal reflection, the side effects of the e-government model based on digital exclusivity, with a focus on the exclusion of the most vulnerable subjects - the poor, the elderly, women in rural areas, the disabled, the digitally illiterate and the inhabitants of provinces far from the national administrative center.

DIGITAL EXCLUSION AS EXCLUSION FROM CITIZENSHIP

Citizenship, as a normative and political concept, cannot be understood in the abstract. It is realized in the concrete of everyday life, in access to civil documents, school records, birth certificates, medical care, justice and social security. Digital exclusion, in this context, becomes, in practice, exclusion from citizenship, as it prevents the realization of fundamental rights through technical inaccessibility.

According to the Results Report 2023 - UN Angola (UN, 2023), thousands of citizens -

especially in rural areas of Moxico, Cuando Cubango and Malanje - have faced extreme difficulties in accessing public services since the mandatory implementation of the “Simplifica” platforms. Often, an administrative application is required to be initiated via the internet, through authentication digital, use of password, uploading of PDF documents, and filling in online forms - practices that are absolutely inaccessible to communities where there isn't even electricity.

This is illustrated by a hypothetical case in which Antonia K., a farmer from 57, resident in Calandula, Malanje province. Antónia needed to register her husband's death certificate in order to apply for a widow's pension. When she went to the in-person counter of the National Social Security Institute (INSS), she was told that the entire procedure had to be started on the www.sepe.gov.ao portal. With no cell phone, no internet and no family member who knew how to use technology, she found herself trapped in an insurmountable bureaucratic cycle, despite having a clear and certain right to the benefit. This is not an isolated case, but represents the routine of hundreds of thousands of Angolans.

This reality reveals that technology, rather than including, is serving to shield the state from contact with the citizens who most need its services. The consequence of this is not just administrative - it is existential and legal. This violates the principle of the dignity of the human person, the universality of fundamental rights and the duty of the state to provide equitable services.

MULTILATERAL BARRIERS TO ACCESS

The problem of digital exclusivity is not just connectivity or device ownership. It is a multidimensional exclusion, made up of at least four main barriers, all of which can be seen in the Angolan reality:

1. Infrastructure barrier: Even in 2024, more than 50% of the municipalities in the interior of Angola do not have continuous 3G or 4G mobile internet network coverage (INE, 2023). In certain towns in Lunda Sul and Bié, internet access is only possible via private satellite dishes, which cost over 25,000 kwanzas a month - an unaffordable amount for the majority of the population.
2. Economic barrier: Even in areas with some signal, the cost of access is prohibitive. A 10GB monthly internet package costs, in 5,000 kwanzas on average, equivalent to more than 10% of the national minimum wage. This means that, even if they have a signal, millions of Angolans have to choose between accessing the internet or buying basic foodstuffs.
3. Cognitive Barrier: A significant proportion of the Angolan adult population is functionally illiterate or unfamiliar with digital interfaces. Data from the Ministry of Education (2022) shows that around 40% of the population over 40 has not completed elementary school. Mastering digital administrative language is not intuitive, and without adequate training, simply filling in an online form can become a bureaucratic maze.
4. Communication barrier: Official portals often don't have national language versions or accessibility tools for the visually or hearing impaired. The lack of inclusive language makes services incomprehensible to millions of citizens.

These four barriers, when added together, reveal that the digital model, if imposed as exclusive, not only fails to achieve its goal of efficiency, but becomes a regressive public policy that transfers the burden of access to the state to the citizen.

LEGAL EFFECTS OF TECHNOLOGICAL EXCLUSION

From a legal perspective, digital exclusivity as a model for state provision of services directly violates Articles 21, 23 and 26 of the Constitution of the Republic of Angola, which guarantee, respectively, the dignity of the human person, material equality and the right to social protection. The failure of the state to guarantee alternative means or to provide adequate technical support may constitute strict liability for violation of fundamental rights.

Furthermore, from an administrative law perspective, the principle of efficiency, enshrined in Article 6 of the Public Probity Law (Law 3/10), cannot be invoked to justify the suppression of social guarantees. Administrative efficiency, in this sense, must be subordinated to the public purpose and the social justice, at the risk of instrumentalizing the state machine for the benefit of a model of administration aimed only at the connected and digitally literate.

Legally, the imposition of insurmountable technological barriers for certain social groups can be considered indirect discrimination, under the terms of Article 1 of the Law against Discrimination in Access to Public Services (Law 20/21). The state has a duty to adopt differentiated measures to guarantee material equality, including through face-to-face services, itinerant services or services mediated by community agents.

THE PARADOX OF MODERNIZATION: WHEN TO INNOVATE IS TO EXCLUDE

The Angolan situation is part of a broader phenomenon, which specialized literature calls the "modernization paradox" - the tendency for supposedly progressive public policies to end up reproducing or even deepening historical inequalities, due to the lack of corrective mechanisms. In the field of digital

transformation, this becomes even more serious, as exclusion tends to be made invisible by the aggregate numbers of “services available” and “platforms created”.

The great truth is that digitization is not good in itself. Digitization is good if it is accessible, understandable and useful to those who need it. In Angola’s case, the rush to adopt modern technological solutions, inspired by European and Asian models, without proper institutional tropicalization, has resulted in public policies that speak a language alien to the reality of the majority of the population.

By prioritizing technocratic efficiency over accessibility, the state is making a serious diagnostic error: there is no digital justice without social justice. Digitalization imposed from the top down, without local mediation, without citizen participation, and without a critical reading of inequalities, becomes a project of state exclusion.

INCLUSIVE ALTERNATIVES: BETWEEN THE DIGITAL AND THE HUMAN

Against this backdrop, it is imperative that the Angolan government adopts an equity-driven digital transformation strategy, which means, among other things:

- Creation of community digital access centers, with free internet, technological training and human mediation;
- Maintenance of mandatory face-to-face channels in all municipalities to assist citizens who are not connected;
- Continuous training for public agents in digitally inclusive language, with a focus on actively listening to users’ needs;
- Adaptation of portals to multiple national languages, as well as incorporation of accessibility features;
- Partnerships with churches, schools and local NGOs to promote grassroots

digital citizenship.

Above all, the digital transformation needs to be guided not by the logic of sophisticated exclusion, but by the ethic of proximity: the state must reach out to its citizens, not just wait for them to come to its electronic portal.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS - IN-DEPTH CRITICAL ANALYSIS

Throughout this study, we have seen that the model for digitizing public services in Angola, embodied in the “Simplifica 1.0”, “Simplifica 2.0” platforms and the www.sepe.gov.ao portal, is part of a logic of administrative modernization that is in direct dialogue with the demands of globalization, state efficiency and the reconfiguration of the links between the state and its citizens. However, as the analysis deepens, it becomes clear that this process has been carried out in an uneven, technocratic way and, above all, inattentive to the concrete reality of the multiple Angolas that coexist under the same legal system.

By adopting a digital paradigm centred on efficiency and reducing bureaucracy, the Angolan state has been tempted to universalize digital without universalizing access to the means that make it possible. The point here is not to question the merits of the modernization itself, but to denounce the misconception of a model that is based on false assumptions: that all citizens are connected, that they have mastered technological language and that they have the technical means to interact with digital platforms. The reality denounced by the Angolan government itself, as we have seen, crudely demonstrates that vast swathes of the population - especially in rural areas and on the urban peripheries - don’t even have regular access to electricity, let alone the internet or digital devices.

Thus, e-gov in Angola, as it has been imple-

mented, has become a mechanism of institutionalized exclusion, which not only perpetuates historical inequalities, but updates them with a veneer of modernity. Digital exclusivity, imposed as the only way to access public services, represents a practical denial of constitutional equality, in contravention of articles 21, 23 and 26 of the Constitution of the Republic.

The paradox is obvious: a public policy designed to make the state more efficient ends up making it inaccessible to those who need it most. The poor, the elderly, the digitally illiterate, those living in remote areas - all these people become invisible in the eyes of the digital state, because they don't have the entry credentials required by a system designed without them.

This is not, therefore, a criticism of the technology itself, but of the technocratic model of public policy that dissociates innovation from inclusion. Digital transformation, when guided by equity, can be a powerful tool for citizenship. But when guided only by productivity and efficiency metrics, it becomes an access filter, a new kind of bureaucratic wall - now invisible, but no less exclusionary.

CONCLUSIONS

1. The digitization of public services in Angola has not been accompanied by structured digital inclusion policies, which has led to unequal access to fundamental rights.
2. The national technological infrastructure is insufficient and poorly distributed, penalizing inland regions and rural areas.
3. The exclusivity of the digital model on "Simplifica" platforms imposes material, cognitive, economic and communication barriers on vulnerable citizens.
4. The absence of alternative channels for face-to-face state services reinforces

the institutional marginalization of millions of Angolans.

5. The digital exclusion practiced by the state constitutes a violation of the principle of substantial equality and may constitute indirect discrimination and material unconstitutionality.
6. Administrative modernization must be understood as a means of citizen inclusion and not as a technocratic end in itself.

RECOMMENDATIONS

The Angolan state, in making a commitment to modernize its administration, needs to recognize that fairness must take precedence over efficiency. The digitalization process cannot ignore the real conditions of the people the state serves. Digital justice, in this context, is only effective when it is based on three fundamental pillars: accessibility, mediation and territorialization.

Accessibility requires more than technology: it requires public policy. It requires connectivity infrastructure, equipment, digital education and cultural devices that transform the use of technology into meaningful everyday practice. Mediating means creating bridges between digital systems and citizens, through community agents, support centers, simple language and accessible formats. Territorializing means recognizing that policies cannot be uniform in such a diverse country. Digital public policy needs to be molded to local realities, not the other way around.

That's why digital transformation must stop being a centralizing discourse and become a democratic process, built on listening to users, community participation and decentralization of power. The state must not speak from the top down, but must work together with citizens to find ways of guaranteeing universal access to public services, whether digital, hybrid or face-to-face.

To ignore this reality is to continue managing for a connected minority, abandoning

the majority to their fate. And no state can claim to be modern, fair or democratic while it remains invisible to its own citizens. Here are the points for the success of these policies:

1. **Creation of a National Digital Inclusion Policy**, with binding targets for internet access, equipment distribution and digital training in all provinces.
2. **Maintenance and expansion of mandatory face-to-face citizen service channels**, with priority given to communes and municipalities far from urban centers.
3. **Creation of Community Digital Citizenship Centers**, with free internet access, technical support and basic technological training, operated by trained public agents.
4. **Adaptation of digital portals to multiple national languages and plain language**, including accessibility features for people with disabilities.
5. **Implementation of hybrid public services**, combining digital service with human mediation mechanisms - such as community agents, mobile counters and local partnerships.
6. **Revision of e-gov legislation and re-**

gulations, to oblige compliance with the principles of accessibility, equity and universality in the design of digital platforms.

7. **Continuous evaluation of the social impact of digital platforms**, with indicators of technological exclusion and inclusion, and mechanisms for participatory correction of public policies.

This chapter brings this study to a close, reaffirming our ethical and legal commitment to building a public administration that is technically modern, legally fair and socially inclusive. Technology must be a bridge, never a wall.

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