

BIPT – Strategic Plan

2027-2029

A reliable, innovative and competitive digital environment for everyone

In the introduction of the 2024-2026 strategic plan, the BIPT drew up the unambiguous observation that the markets it is responsible for had all, without exception, entered a phase of profound change. Three years later, the vast majority of expected developments have materialised. Some have taken longer than expected, while others happened more quickly, but the result is always an environment that combines new opportunities with more complexity.

In response to its observation at the time, the BIPT reaffirmed its desire to continue working to ensure markets develop in a way that is both competitive and conducive to investment. This desire has not changed and is fully reflected in the vision the Institute is putting forward for 2027-2029: 'A reliable, innovative and competitive digital environment for everyone'.

Reliable

The 'reliability' dimension is a fundamental constant of the BIPT's vision, both from the point of view of the security in a broad sense and quality of the services provided. The BIPT also controls the reliability of information provided to users by the operators.

Innovative

The BIPT promotes innovation that is beneficial to society and that enables it to meet the many challenges it faces (competitiveness, sovereignty, sustainability, etc.). This innovation involves investment, which the BIPT intends to stimulate in its most appropriate forms.

Competitive

The BIPT wishes users to benefit from various infrastructures and a wide range of service and product providers. The BIPT is convinced that a sustainable competitive landscape increases investments in advanced and innovative services and technologies. The BIPT welcomes and stimulates any investment in all networks, services and technologies enabling users in our country to access efficient and high-quality services at competitive prices.

For everyone

Giving all users, citizens and stakeholders in general access to this digital environment in the best possible conditions given their situation, remains a deep aspiration of the BIPT.

To make this vision concrete, the BIPT conducted a series of interviews with experts from different backgrounds in the first half of 2026 in order to identify the most critical issues to be addressed. These interviews were supplemented by a public call for contributions, which ran from 31 March to 11 May 2026, as well as detailed analyses carried out by the Institute's departments. Seven priorities emerged from these discussions and activities:

1. promote the roll-out of high-quality and affordable broadband connectivity;
2. foster digital innovation that respects the rights of individuals and businesses;
3. support a postal market that innovates, becomes sustainable and builds connections;

4. strengthen the resilience and sovereignty of digital infrastructures and postal services;
5. monitor the reliability and security of digital infrastructures and electronic devices;
6. combat online fraud;
7. be a compass in the digital world.

These seven priorities are the axes around which the BIPT will structure its work in 2027-2029. The new strategic plan presented here will describe for each of them the challenges they aim to address and the related ambitions of the Institute, as well as the key initiatives it will undertake in order to achieve them, thereby contributing, more than ever before, to providing the digital world with a safe and reliable framework that fosters progress and well-being for all.

Table of contents

1. OUR PRIORITIES FOR 2027-2029	5
1.1 Promote the roll-out of high-quality and affordable broadband connectivity	5
1.2 Foster digital innovation that respects the rights of individuals and businesses	8
1.3 Support a postal market that innovates, becomes sustainable and builds connections	12
1.4 Strengthen the resilience and sovereignty of digital infrastructures and postal services	14
1.5 Monitor the reliability and security of digital infrastructures and electronic devices	16
1.6 Combat online fraud	18
1.7 Be a compass in the digital world	20
2. OUR FRAMEWORK FOR ACTION	22
2.1 Context	22
2.2 Strategic plan: process	23
2.3 Our mission	24
2.4 Our values	26
2.5 Our sectors	28
2.6 Our stakeholders	29
2.7 Our functioning	30
2.8 Our evaluation	31

1. OUR PRIORITIES FOR 2027-2029

1.1 Promote the roll-out of high-quality and affordable broadband connectivity

CHALLENGES

Electronic communications networks and services play a central role both in professional life (as an innovation and productivity tool) and in personal life (as a source of information, a means of communication, an entertainment platform, etc.). With an FTTH coverage rate of around 40%, Belgium remains far behind the European average (around 70%) and the leading Member States in this field (over 90%). Whilst our country is among the European leaders for VHCN coverage (95%), mainly thanks to HFC networks, **a wider roll-out of fibre** is nonetheless essential in order to maintain an infrastructure that keeps pace with the constant developments in the digital world. In this respect, operators have implemented initiatives (or are in the process of doing so) that require them to make significant financial and operational efforts to ensure the further development of these fibre networks.

Alongside this challenge, a smoothly functioning market supporting electronic communications networks and services is essential as well. The Belgian market is highly concentrated and characterised by a situation of 'coopetition' (i.e. a combination of cooperation and competition), which can take various forms, such as joint ventures, reciprocal access agreements or separate management of infrastructure and commercial activities. This requires **a good balance between competition through infrastructure and services**, in order to support both investment and choice for users: on the one hand, competition and FTTH roll-out will be able to rely on new regulatory measures with the entry into force of the Gigabit Infrastructure Act (GIA) and, on the other hand, all or part of the Belgian market will now be subject to a regime of binding commitments for a period of up to 28 years (far exceeding the 5 year timeframe of a market analysis cycle) with the conditional acceptance by the Belgian Competition Authority of cooperation between operators in Flanders, and the prospect of similar cooperation in Wallonia. **The transition from ex-ante regulation to this regime of commitments under the monitoring of the BIPT ('monitoring trustee')** must therefore be ensured harmoniously.

For **mobile networks**, the increase in data consumption, new applications and the emergence of artificial intelligence will continue to increase the demand for capacity, reliability and low latency. The continued roll-out of 5G SA ('standalone') and the preparation of 6G will be essential to prepare Belgium for the next generation of digital services. As regards **6G**, the preparation of key spectrum policy choices will become more important in the period 2027-2029, as the discussion on the future use of the upper 6 GHz band is considered one of the most important spectrum policy issues of the next decade. Alongside these developments, **non-terrestrial networks (NTNs)** and **'Direct-to-Device' (D2D) services** are gaining importance, enabling satellites to communicate directly with standard mobile devices. In addition to terrestrial infrastructure, Direct-to-Device satellite services can play a major complementary role in network resilience (e.g. for emergency communications).

At the **European level**, attention is focused in particular on the proposals of the **Digital Networks Act** (DNA) presented by the Commission. Some of these, such as the 'copper switch-off', the proposals about spectrum management and allocation, and the overhaul of the symmetric and asymmetric access rules, may affect the investment policies of operators, the rights of alternative operators and the possibilities for regulatory intervention. These proposals are closely monitored at both the Belgian and the European levels.

Regarding **users**, in addition to the ever-important issues of **consumer empowerment**¹ and **consumer protection**², the focus will continue to be put on the actually experienced **quality of service**. As both fixed and mobile very high capacity networks become increasingly available, users not only expect high speeds, but also a reliable connection, low latency and a seamless experience at home, at work and on the go. Detailed monitoring of quality indicators therefore becomes essential to further improve the services provided and to strengthen overall confidence in the digital infrastructure.

In the light of all these challenges, the 2027-2029 strategy of the BIPT regarding broadband will therefore primarily aim to **stimulate investment and competition** in order to provide high-quality coverage everywhere, for all, and at affordable prices. This results in the following objectives:

- **improve FTTH coverage** in a way that is at least in line with the plans and commitments of the operators and promote the roll-out of **very high capacity alternatives** outside FTTH areas;
- **increase the customer experience** of fixed and mobile users;
- **promote the innovation** and diversity of broadband offers;
- ensure that these offers are **accessible to all**, at competitive prices and with respect for the rights of all.

STRATEGY AND KEY INITIATIVES

The BIPT's strategy to promote the roll-out of quality broadband connectivity at affordable prices for users is based on the following axes:

- **ensuring a clear and predictable framework** for investors, as well as the availability of a range of wholesale services for alternative operators;
- **supporting the roll-out of high-quality broadband coverage** by taking action on both fixed and mobile networks, on supply and demand:
 - o for fixed networks, ensuring a fair balance between competition through infrastructure and services, by using the most appropriate tools depending on the circumstances, whether these tools fall under general competition law or the sectoral regulatory framework;
 - o for mobile networks, ensuring that all mobile operators have the necessary inputs to optimise their roll-out;
- for both fixed and mobile networks, continuing to cooperate with operators and taking action to ensure they maintain their efforts to improve the **quality of service** and the user experience;
- regarding **consumer empowerment**: continuing the further development of existing tools and encouraging their use, for users to make informed choices about the providers that best suit their needs;
- in the field of **consumer protection**: guaranteeing clear and transparent information, ensuring transparency of contracts, enabling consumers to manage their spending, and guaranteeing accurate and comprehensible invoicing.

¹ I.e. providing consumers with tools that enable them to make the most informed choice possible regarding the market offers that best suit their needs.

² I.e. the measures adopted to correct the information and power imbalance between operator and consumer in order to ensure a transparent, competitive and user-friendly market.

The implementation of this strategy will be carried out mainly through the following initiatives:

- **For fixed and mobile networks:**

- The adoption in 2027 of a new market analysis for fixed broadband and broadcasting. This analysis must ensure a smooth transition in the regions concerned between the ex-ante regulation currently in force and the commitments regime put in place.
- The organisation of the BIPT's tasks as monitoring trustee for the commitments made by the operators.
- Particular attention paid to the implementation of the GIA and the new measures introduced by the commitments compared to the existing regulations, for example on the access to physical infrastructure (ducts).
- Regarding the quality of services provided by operators: a more targeted and structured monitoring of reported complaints, combined with initiatives to obtain more and better data, enabling potential quality issues to be identified more quickly and accurately.
- A review of the market analysis concerning the provision of dedicated capacity (formerly: 'high-quality access'), in which particular attention must be paid to the geographic segmentation of the market and/or remedies.
- The follow-up of issues relating to fixed and mobile white areas.
- Preparatory work for the future introduction of 6G, including identification of the relevant frequencies.
- Monitoring the evolution of non-terrestrial networks (NTN) and Direct-to-Device (D2D) services in order to react in a timely manner to possible consequences for spectrum management and the user experience.

- **For consumer protection & empowerment:**

- The development of the third version of the tariff simulator, featuring major improvements such as a redesign to enhance the user-friendliness of the tool, and optimisation for use on smartphones.
- The inclusion of new operators into the half-yearly quality barometer, namely those that recently reached the threshold of 40,000 subscribers (per service).
- The implementation of a three-year plan for monitoring operators regarding consumer protection.

In parallel with these initiatives, the BIPT will continue to closely follow the discussions surrounding the draft ***Digital Networks Act*** drawn up by the European Commission. In particular, this follow-up will be carried out through the active participation of the Institute in the various national and international forums dedicated to the preparation of this draft regulation, as well as through contributions to Belgium's position on the matter.

1.2 Foster digital innovation that respects the rights of individuals and businesses

This priority focuses on three of the BIPT's digital competences: the competence conferred under the Digital Services Act (DSA) concerning providers of online intermediary services (including online platforms) the competence conferred under the Data Act concerning data markets (sharing of IoT data and cloud switching), and the competence concerning the monitoring of artificial intelligence (AI) systems. These last two competences are currently being conferred.³

In all three areas, the same concern arises: to what extent **do individuals effectively retain control over their digital lives**, their data and the decisions that affect them? This issue is all the more sensitive as it concerns sectors with strong trends towards market concentration by a limited number of technological players, which puts pressure on the competitiveness of companies. This situation is at the heart of the societal challenge underlying the strategic priority: to enable digital innovation whilst avoiding that this concentration and dependence come at the expense of individual rights and a level-playing field for businesses.

Online platforms (DSA)

CHALLENGES

Distributing illegal and reprehensible content on online platforms is quite simple, unlike combating this phenomenon. Not only because this type of content is so easy to disseminate, but also because infringements are often international in nature and the platforms cannot be held responsible.

Minors in the online world should have adequate protection. Moreover, it is important to consider how best to prepare them so as to assure they have the necessary digital skills when they are older.

Dishonest sellers can use **online marketplaces** to reach a very large audience, while it is almost impossible to hold the platforms concerned responsible. As a result, non-compliant products (e.g. counterfeit goods, toys containing toxic substances or flammable electronic products) can be sold at large scale. Local brick and mortar businesses, on the other hand, are inspected and thus face a form of unfair competition.

Finally, it has become very easy to use large-scale **disinformation and hate speech** to undermine public debate and the integrity of democratic processes. In addition, algorithmic recommender systems (which are mainly focused on user engagement) reinforce the dissemination of this type of content. The BIPT is faced with the challenge of contributing to the management of these risks (on the basis of procedural requirements – therefore without addressing illegality of the content itself) without compromising the freedom of speech or the pluralism of the information landscape.

In the light of these challenges, the main objective of the BIPT in 2027-2029 as regards this matter will be to **guarantee a safer digital environment**, to **strengthen the transparency of platforms**, to **better protect minors**, to **safeguard consumer rights** and to **ensure a consistent implementation of the DSA** across the European Union.

STRATEGY AND KEY INITIATIVES

The strategy of the BIPT regarding the DSA is to effectively monitor providers established in Belgium to ensure they comply with their obligations, respond to user complaints and implement the procedures laid down by the DSA. This strategy, implemented since 2024, will be further implemented in 2027-2029 through the following initiatives:

³ As regards future digital competences, it should be noted at this stage that, while the BIPT will most likely assume all or part of the responsibility, the final legislation on the matter has not yet been adopted.

- **strengthening online safety and the protection of minors**, in particular by means of the parental control tools, the prevention of exposure to harmful content or products, and the strengthening of age verification mechanisms);
- **strengthening the protection of users and consumers on online platforms** by:
 - o combating the distribution of dangerous or illegal products and contents by strengthening the detection of such products and improving cooperation between competent authorities;
 - o strengthening the protection of users in the advertising environment by supporting the European Commission in the development of guidelines in this area;
- **developing proactive communication with citizens, civil society, researchers and other stakeholders**, by highlighting, on the one hand, the results and the role of trusted flaggers and, on the other hand, effectively monitoring providers established in Belgium;
- **building confidence in the information space, whilst fully respecting the fundamental rights**, by strengthening the integrity of electoral processes on the one hand, and by collaborating at the European level on the development of a framework for responding to crises and incidents linked to this topic on the other hand;
- **strengthening cooperation with the concerned authorities at all levels** (Belgian national authorities, European Commission, Digital Services Coordinators of the member States, other European regulatory bodies and networks, etc.) in order to ensure a coherent, effective and complementary intervention and to harmonise the implementation and interpretation of the DSA.

Data markets

CHALLENGES

Data generated by **connected products** (e.g. cars, smartwatches, industrial machines) is often held exclusively by their manufacturers. Users and third parties (e.g. independent repairers or service providers) do not have structural access to this data, allowing the manufacturer to maintain a **de facto monopoly** on all services that can be developed from it.

Citizens, businesses and public authorities wishing to switch data processing services providers (**cloud switching**) face **significant technical and financial barriers**, such as high data export costs and limited interoperability between platforms. This discourages any real change and keeps customers tied to their current provider (often one of the major international hyperscalers), even when that no longer is the best possible choice (lock-in effects).

The main objective of the BIPT in 2027-2029 as regards data markets will be to:

- give users **more control** over the data they generate themselves and **assure** them this data can be shared securely;
- unlock the untapped potential of data so that small and medium-sized (European) businesses can also use it to drive **innovation and growth**;
- ensure that data holders continue to have **sufficient incentive to invest**. In this regard, data that can be considered a trade secret must be sufficiently protected as well. The BIPT will ensure that a balance is struck between the various interests: if the access obligation is too broad, it may discourage innovation in smart products, and if it is too restricted, it will compromise the regulatory objective (i.e. re-use of data);

- simplify, facilitate, and reduce the costs of data sharing (**interoperability**) between cloud providers and switching between providers (**cloud switching**) to stimulate competition in the cloud market and to ensure optimal choice for users, based on price and quality.

STRATEGY AND KEY INITIATIVES

As a first step, the BIPT must acquire the necessary technical, legal and operational capacities to carry out its tasks as a competent authority. The BIPT's strategy to achieve its objectives is then structured around the following elements:

- **Establish a central point of contact** ('one stop shop') to receive and process reports/questions/complaints and answer questions from users and the sector.
- **Raise awareness of the Data Act and promote data literacy.** By proactively providing clarification, the BIPT facilitates compliance, paying particular attention to SMEs, which have fewer legal resources. This can be done through communications on the website (clarification of the Data Act, FAQs, etc.), participation in events to share knowledge and experiences, and the establishment of practical guidelines. To this end, the BIPT will maintain regular contact with the relevant stakeholders. Given the horizontal nature of the Data Act and the wide diversity of industries involved, the BIPT will identify a number of priority sectors to focus on at first.
- **Act as a facilitator** (collaboration with other European competent authorities can ensure a harmonised approach and facilitate the efficient handling of cross-border complaints and cases) and establish a clear framework for cooperation between the various authorities so that existing competences can be used to the full.
- **Monitoring and enforcement:** the BIPT will carry out studies, analyse complaints and, where necessary, impose corrective measures and sanctions. In this respect, it will monitor compliance with obligations related to the sharing of IoT data, including appropriate protection of trade secrets, the presence of any unfair terms and conditions, and the conditions related to switching data processing services.

Artificial Intelligence (AI)

CHALLENGES

The AI Act creates a framework that ensures AI is developed and used in a safe and reliable manner and in compliance with fundamental human rights, whilst creating a harmonised European market for AI systems that supports innovation, legal certainty and economic growth.

The BIPT must therefore **ensure a balance** between protecting citizens against risks related to AI systems (including discrimination, lack of transparency, infringement of fundamental rights) and supporting an innovation-friendly ecosystem in which companies can continue to develop AI applications.

As a result, when monitoring certain AI systems, not only technical and security aspects are assessed, but also the potential impact on fundamental rights (such as discrimination and privacy). This requires a **multidisciplinary approach** combining legal, ethical and technical expertise.

AI systems that fall within the scope of the AI Act are often also subject to sector-specific regulations. Avoiding conflicting or redundant obligations, organising streamlined procedures and establishing clear cooperation between the relevant authorities is a structural challenge in the implementation of the national framework.

The 2027-2029 strategy of the BIPT as regards the AI sector will mainly consist in **creating more transparency** about the functioning and impact of AI systems and in enabling citizens to use these systems with confidence. The plan aims in particular to:

- provide **clarification** to providers, deployers and other relevant stakeholders on how to correctly comply with the obligations set out in the AI Act;

- increase **confidence** in AI by handling complaints in an accessible manner and taking appropriate action in the event of non-compliance;
- **build knowledge and capacity** to effectively use AI. Those working with AI systems must have enough knowledge to use AI consciously and responsibly.

STRATEGY AND KEY INITIATIVES

The BIPT's strategy to achieve the aforementioned objectives is structured around the following elements:

- Answer questions, prevent conflicting interpretations between the various competent authorities and develop practical guidelines where necessary. By proactively providing explanations, the BIPT facilitates the compliance of companies, paying particular attention to SMEs, which have fewer legal resources.
- Continue to strengthen operational capacities, including through the 'AI Supervisory Lab', to monitor compliance with the AI Act, including the ability to conduct studies and impose corrective measures and sanctions where necessary.
- Pursue a proportionate, risk-based supervisory policy, so that enforcement efforts focus on systems with the greatest impact on security and fundamental rights, without creating unnecessary burdens for lower-risk applications.
- Given the relatively large number of competent authorities: establish a clear framework for cooperation with those authorities to ensure consistent positions and the implementation of a uniform supervisory policy.

1.3 Support a postal market that innovates, becomes sustainable and builds connections

CHALLENGES

The postal sector has undergone profound change driven by digitalisation and e-commerce. The decline in the letter post volume is putting the financial sustainability of the **universal postal service**⁴ under pressure. One response to this could be to readjust the universal postal service, which has already been done in Belgium (removal of bulk parcel services, easing of delivery times, etc.) and in other European countries. Recent studies indicate that certain consumer needs persist in this area, however. With the expected publication of the new EU regulation on delivery services, the universal postal service will also be further adapted at the Belgian level. In this regard, the legislator must also take into account the resilience and general strategic value of the Belgian postal network.

Moreover, the classic postal value chain (collection, transport, sorting and delivery) is reinventing itself more and more. The **fragmentation** of this value chain resulted in new business models (e.g. collection and delivery only, also called 'point-to-point delivery'). Furthermore, in a growing number of Member States, big e-commerce platforms are entering the parcel segment via a downwards **vertical integration** and wish to deliver their goods (themselves) directly to the consumer.

Finally, the focus is on social and environmental **sustainability**: on the one hand, through the protection of parcel deliverers' working conditions (both operationally and financially) and, on the other hand, by an increased attention to the environmental impact of the last mile. With the help of sustainable development indicators, consumers have a clearer understanding of the implications of e-commerce, whether in terms of distribution or return shipments.

The main objective of the BIPT in 2027-2029 as regards postal services will be to foster (sustainable) **investments** and fair **competition**, so that everyone can benefit from **high-quality postal services** at an **affordable price**. In particular, the BIPT's action aims to:

- contribute to **improving the market's level-playing field** where the same rules apply to each postal operator;
- enable citizens to make informed **choices**, to know their rights and to safeguard them;
- contribute to measures aimed at further reducing the ecological footprint of the parcel segment and enhancing its **sustainability**.

STRATEGY AND KEY INITIATIVES

The BIPT must, on the one hand, apply the scope of postal legislation as defined by law or interpret it correctly and, on the other hand, ensure that all market players can compete on a level playing field. In view of this, the 2027-2029 strategic plan will include the following, as regards postal services:

- As a knowledge centre, **supporting** the market as it undergoes transformation, through legal and economic analysis, data collection and benchmarking. Based on this, the BIPT must be able to identify developments in the postal sector in timely fashion, objectively assess the impact of political choices and adapt the regulations where necessary. Particular attention will be paid to structural developments in terms of volume, cost, revenues and users' needs, as well as to comparability with other European Member States.
- Increasing **transparency** regarding rates, sustainability and sector statistics by making information more accessible to all stakeholders and by further harmonising indicators.

⁴ The universal postal service guarantees everyone in Belgium has access to a reliable and affordable basic postal service, including letters, registered mail and parcels.

- Keep developing tools to **empower consumers** (a checklist covering rates, sustainability and location). These tools must enable residential and business users to compare different postal solutions more effectively and to make choices based on price, quality, accessibility and sustainability. This will further improve the user-friendliness and effectiveness of the tools.
- Focusing on the **monitoring** of topics of interest to postal service users, such as delivery times, complaint-handling procedures and audits of various measurement systems. These checks help to ensure compliance with legal obligations and enable better monitoring of service quality.

This strategic plan will be implemented primarily through the following initiatives:

- **Accompanying changes to the Belgian USO** based on our expertise. This will include financial and operational feasibility, but also service accessibility and continuity. Particular attention will be paid to the impact of the (proposed) changes on (1) the postal network, (2) the delivery frequency and delivery times, (3) the boundaries of the USO, and (4) the rate changes.
- Ensuring that **new forms of postal services**, such as parcel lockers and other alternative collection and delivery points, can be integrated into the postal ecosystem in an interoperable and non-discriminatory manner.
- Contributing to the drafting and implementation of **new European legislation** and the work within the ERGP, with a view to incorporating Belgian experiences and concerns into European legislation. At the same time, the BIPT will follow the development of the European regulatory framework and ensure its consistent and timely application and implementation in Belgium.
- **Identifying the strategic value of the postal market:** through market studies, we will identify the critical aspects of the postal market in order to propose concrete measures that can, firstly, improve the sector's resilience and, secondly, improve society's resilience.
- **Supporting innovation:** by using 'regulatory sandboxes', postal operators can implement new products and services, in a well-defined environment and period, by maintaining closer communication with the regulator.
- Incorporating **sustainability indicators** into consumer empowerment tools and enhancing their use and visibility so that consumers can make better informed choices.

1.4 Strengthen the resilience and sovereignty of digital infrastructures and postal services

CHALLENGES

Digital infrastructures and postal services are essential to the smooth running of our day-to-day operations. Even more so in the event of a major crisis that requires a swift and effective response from the public authorities. Moreover, it is essential that these infrastructures and services remain available or, if they are affected, that solutions have been put in place to maintain or restore their operation. However, there are many different situations to anticipate: acts of sabotage, armed conflicts, disruptions to water or electricity supply, cyberattacks or extreme weather events. These may even combine. That is why resilience must be addressed in a comprehensive manner: preventing incidents, limiting their impact, ensuring the continuity of essential services, and swiftly restoring an adequate level of operation. This approach must involve all stakeholders: operators, service providers, public authorities and users. It must also take into account an issue that has become central in recent years: digital dependence on external or foreign players. Beyond the mere resilience of infrastructure, the issue of digital sovereignty is now a major economic and security challenge for the European Union. In order to strengthen trust in cloud services and AI environments, to support digital sovereignty and to foster the development of a competitive European offer, the European Union is working at a reform of the CSA (Cybersecurity Act) and at the adoption of the CADA (Cloud and AI Development Act).

In this context, the BIPT's action for 2027-2029 regarding the resilience and sovereignty of digital infrastructures and postal services will aim, in collaboration with the relevant national authorities, to:

- **strengthen the preparedness, coordination and response capacity** of the players involved in ensuring **the continuity of essential services**;
- **limit the impact of any failures that may occur.**

More specifically, the BIPT's work will focus on ensuring that:

- in the event of a power failure, the necessary resilience measures are identified, implemented and monitored in order to ensure the continuity of essential services and to limit the impact on users, businesses and public authorities;
- the competent authorities have a clear and shared understanding of the risks faced by digital infrastructures and postal services, which will enable them to define, implement and monitor proportionate, coordinated and operational mitigation measures;
- the telecommunications and postal service sectors, in consultation with the relevant stakeholders, have a resilience strategy that has been developed, implemented and maintained, enabling them to achieve the level of preparedness required by civil and military resilience plans and to meet international obligations;
- the European frameworks applicable to the cloud, cybersecurity and artificial intelligence, such as the CSA and the CADA, are implemented in a consistent and operational manner, in consultation with the sector players.

STRATEGY AND KEY INITIATIVES

The BIPT's strategy for strengthening the resilience and sovereignty of digital infrastructures and postal services comprises five components:

- **to inform and advise the government** through the appropriate channels, based on a structured analysis of the risks, dependencies and continuity requirements specific to digital infrastructures and postal services;
- **to engage the sector's players** in a logic of shared responsibility, with a view to strengthening a common understanding of the risks, the feasibility of the proposed measures and ownership of the actions required to ensure the resilience of essential services;

- **to propose proportionate and operational mitigation measures** through the civil communications resilience committee, in order to ensure a coordinated approach tailored to sector-specific realities, particularly with regard to sovereignty;
- **to coordinate, support and monitor the effective implementation of the measures adopted** by the civil communications resilience committee, ensuring that these are aligned with civil and military resilience plans, applicable European and international obligations, and the responsibilities of other competent authorities;
- **to reduce vulnerabilities in critical and essential entities** by focusing audits on the most significant risks and by monitoring the effective implementation of corrective measures.

The implementation of this strategy will be carried out mainly through the following initiatives:

- **To coordinate, for the postal, telecoms and digital sectors, the civil and military resilience strategies led by the NCCN (National Crisis Centre) and the Ministry of Defence**, within the remit of the BIPT, so that priority risks are identified, the necessary measures are translated into concrete actions, and their implementation can be monitored. In particular, the BIPT will identify the resilience measures required in the event of a major power failure, facilitate their implementation and ensure their follow-up.
- **To contribute to the implementation of the European frameworks applicable to the cloud, cybersecurity and AI**, in particular the Cybersecurity Act (CSA) and the Cloud and AI Development Act (CADA), so that the requirements relating to sovereignty, security and resilience are translated into clear operational criteria for the relevant players that can be applied to technological choices and oversight mechanisms.
- **To develop the methods, tools and skills required for the monitoring of AI systems**, aligned with national and European coordination mechanisms. This initiative aims to enable the BIPT to contribute to the credible, proportionate and technically sound monitoring of all AI systems falling within its remit.
- As a sectoral authority under NIS2 and the CER: **to inspect critical and essential entities**, taking into account their risk profile, their role in ensuring the continuity of essential services, their sectoral dependencies, and the development of threats and vulnerabilities. This initiative aims to verify that resilience and cybersecurity measures are effectively implemented and adapted to the risks, and that all identified vulnerabilities or shortcomings lead to concrete, time-bound corrective actions, including the required follow-up.

1.5 Monitor the reliability and security of digital infrastructures and electronic devices

CHALLENGES

The security and reliability of the digital environment depend on the effective application of legislation imposing security obligations to entities providing digital services or products, as well as to the products themselves. They also require that radio equipment that is placed on the market complies with relevant formal and technical requirements to ensure the efficient and undisturbed use of the radio spectrum.

Given the large number of players concerned, the wide range of applicable obligations and the rapid pace of technological change, a structured, proportionate and risk-based control policy is essential. It should enable regulatory resources to be focused on situations that pose the biggest risks to users, the radio spectrum, essential services, public safety and trust in the digital ecosystem.

In this context, the BIPT's actions in 2027-2029 will mainly aim at:

- **implementing a coordinated policy for the control of AI systems at the national and European level**, prioritising systems that pose the highest risks, to contribute to the safe, transparent and compliant use of artificial intelligence;
- **implementing a control policy for cybersecurity requirements applicable to connected devices**, coordinated at the national and European level, to reduce the availability of non-compliant products on the market and to encourage sales and distribution channels to take more effective measures to prevent their sale;
- **monitoring compliance with obligations to cooperate with the judicial authorities and emergency services**, to ensure that relevant parties can effectively facilitate the performance of these authorities' statutory tasks;
- **ensuring consistent and integrated monitoring of all requirements applicable to radio equipment**, including the Digital Product Passport, European and national customs reforms, and the future EU Product Act.

STRATEGY AND KEY INITIATIVES

In its capacity as a market surveillance authority, the BIPT will prioritise a supervisory strategy focused on the sales and distribution channels for connected devices. By targeting the players who determine access to the Belgian market (importers, distributors, sales platforms and other intermediaries), the BIPT aims to achieve a faster and more tangible leverage effect than through action directed at manufacturers. The expected impact is to reduce the presence of non-compliant products on the market, to increase the sense of responsibility of parties who market them, and to encourage the entire supply chain to further incorporate cybersecurity requirements.

In its capacity as supervisory authority under the Electronic Communications Act, the BIPT will verify that the relevant players can fulfil their legal obligations, in particular as regards the judicial authorities and emergency services. This approach should ensure that procedures, technical resources and internal responsibilities are in place, tested and available in sufficient numbers when the situation requires it.

The implementation of this strategy will be carried out mainly through the following key initiatives:

- **Strengthen and prioritise e-commerce monitoring capabilities for connected devices**. The aim is to focus on importers, distributors, sales platforms and other intermediaries who control access to the Belgian market, in order to more effectively reduce the availability of non-compliant or vulnerable products.
- **Implement targeted inspection campaigns for connected products posing a high risk**, particularly during their use, distribution or connection to the internet. This can achieve significant results for users or networks. These campaigns should make it possible to identify non-compliant

products, to impose or monitor the necessary corrective measures, and to act as a deterrent to sales channels.

- **Clarify and disseminate the requirements applicable to the players subject to the BIPT's supervision**, to improve the relevant players' understanding of their obligations and to facilitate their compliance.

1.6 Combat online fraud

CHALLENGES

Fraud via electronic communications networks (such as vishing, spoofing and smishing) affects citizens and businesses on a daily basis and undermines trust in the digital economy. The BIPT plays a crucial role in the fight against online fraud, as we operate at the intersection of technology, law and consumer protection.

The BIPT manages the Belgian numbering plan and oversees the domain name system. Both of these infrastructure parameters are important means used by scammers to gain their victims' trust. The Digital Services Act (DSA) adds an important new dimension to the fight against online fraud. Whilst the BIPT traditionally acts within the scope of its remit relating to telecommunications infrastructure, the DSA focuses on platforms and intermediaries offering online services and requires these platforms to comply with orders from the authorities instructing them to remove illegal content, particularly fraudulent content, without delay.

The BIPT's added value lies precisely in this complementarity: on the one hand, monitoring the reliability of the underlying communications infrastructure — numbers, networks, domain names — and, on the other hand, regulating applications that rely on this infrastructure, where fraud is also becoming increasingly apparent to end users. A consistent approach to combating online fraud requires both frameworks to be harmonised. After all, fraud does not stop at the boundaries between regulatory regimes.

In the light of these challenges, the BIPT's action in 2027-2029 as regards the fight against online fraud will focus primarily on **increasing the trust** of citizens and businesses in the digital economy **by reducing online fraud** in which electronic communications networks play a part. This objective will be achieved, among other things, through the implementation of structural measures, faster detection and response, and the limitation of damage within the complex and fragmented ecosystem of electronic communications networks.

STRATEGY AND KEY INITIATIVES

To maintain society's trust in the digital economy, the BIPT has various tools at its disposal, such as imposing obligations on operators, enforcing technical measures, and cooperating with other supervisory authorities, the judicial authorities and the financial sector. This cooperation takes place in the context of different forums, such as the Belgian Anti-fraud Coordination Board or the Belgian Cyber Security Coalition.

This cross-sectoral strategy is essential as scammers deliberately operate in the grey area between different regulatory frameworks. By playing an active role in European and international consultative bodies, the BIPT can also prevent national measures from being circumvented by scammers operating abroad and draw on the experience and expertise of other regulators.

Furthermore, the BIPT has set up the internal Fraud working group which brings together all the Institute's expertise and activities in this area and ensures continuous monitoring of potential and emerging fraud schemes.

In 2027-2029, the main initiatives of the BIPT in this regard will be:

- to take action by proposing legislation and regulations with **structural preventive measures**, for example to reduce the number of voice calls made using spoofed Belgian telephone numbers; to enhance the reliability of end-user identification; and to enable the exchange of data in real time as part of the fight against fraud, both among operators and between operators and financial service providers;
- to **update the number portability process** to limit the unlawful 'hijacking' of mobile phone numbers;
- to **monitor** compliance with applicable legislation and regulations and recognise 'trusted flaggers' under the DSA;
- to **influence new European legislation** (DNA) in order to secure additional options in the fight against online fraud and to collaborate with the structures established for this purpose at the European

level (e.g. the implementation of a harmonised European approach for tracing back fraudulent telephone calls);

- to act as a **reporting point** for telephone numbers and domain names used for fraudulent communications, and to facilitate access blocking or deactivation of such numbers and domain names;
- to **raise society's awareness** of online fraud;
- to monitor fraud trends by publishing **relevant statistics**.

1.7 Be a compass in the digital world

CHALLENGES

"What telecom solution is best suited for my needs?"; "How can I resolve a dispute with an operator that wants to place cables on my façade?"; "Am I entitled to compensation in the event of a long network outage?"; "How can I reduce the ecological footprint of goods delivered to me?"; "I have noticed dangerous or illegal behaviour on social media, or I am the victim of such behaviour: who can I report this to, and how?"; "I see non-compliant products being sold on an e-commerce platform: who can I report this to?"; "I am a new player in the [telecom/postal/digital] market: what obligations do I need to comply with before I get started?"; "What implications does the Artificial Intelligence Act have for my SME?"; "What exactly does my business need to do and avoid under the new EU Regulation on data access and use?"; "I am the victim of online fraud: what should I do?".

These examples are just a small selection of the many questions users of digital services⁵ are likely to ask themselves at some point. They cover a wide variety of often disparate topics whose specific nature and technical, legal and procedural complexity can prove confusing, or even inhibiting, to the uninitiated citizens or businesses.

There is actually no shortage of information or guidance on these subjects, whether by the BIPT or any other competent authority. But their fragmentation, scattering and sometimes lack of clarity reduce users' ability to act. Therefore, the BIPT wants to play a crucial role as a 'compass' for citizens and businesses looking for answers in this important industry. With this in mind, the Institute will increase its efforts in 2027-2029 **to ensure that everyone has the best possible knowledge of their rights, obligations and legal means of action** in the digital world. These efforts will make it easier for any user to:

- know where to find information and whom to contact;
- have access to clear, accurate and up-to-date information;
- find answers to their questions (or leads towards answers at the very minimum).

STRATEGY AND KEY INITIATIVES

The 2027-2029 strategy of the BIPT to make citizens and businesses aware of their rights, obligations and legal means of action in the digital world will be organised around three axes:

- **Optimise the available information.** A key initiative of the BIPT in this area will be to streamline and connect the existing sources and tools to improve their accessibility and strengthen their complementarity. In order to best meet the needs and expectations of users, the BIPT will also endeavour to ensure information is presented as clearly and practically as possible, without compromising its quality and accuracy. Furthermore, the BIPT and the other Belgian administrations with digital competences will cooperate closely to determine how to better inform citizens and businesses on these matters.
- **Reach the relevant audiences.** Another key BIPT initiative for the 2027-2029 period will be to raise public awareness of the available tools and sources of information, so that citizens and businesses can use them when needed. This initiative will be carried out through several projects, including a more targeted use of social media channels to reach all intended audiences.

⁵ 'Digital services' in the broad sense, i.e. including electronic communications and e-commerce.

- **Answer the questions asked.** In addition to the services, tools and procedures available to users, the BIPT will examine in 2027-2029 the establishment of a support service for the digital economy to deal with questions and requests from consumers and businesses.

2. OUR FRAMEWORK FOR ACTION

2.1 Context

The BIPT was created in 1991 as a semi-governmental body and was given a statute of its own in 2003 in order to guarantee its autonomy vis-à-vis the executive power.

In short, the mission the BIPT is entrusted with consists of regulating and monitoring numerous fields of competence: the electronic communications market, the postal market, the electromagnetic spectrum of radio frequencies, and network security. The BIPT is also in charge of consumer protection in these domains. Furthermore, the BIPT is the competent authority in the field of audio and audiovisual media services in the Brussels Capital Region. Finally, the BIPT is also competent for all or part of various matters relating to the digital sector, such as the DSA.

Within each of these fields, the BIPT has a range of objectives that usually directly derive from the Belgian and European regulatory frameworks. For instance, in the electronic communications domain, the BIPT is tasked with promoting competition, contributing to the development of the internal market and ensuring that consumer interests are protected. In the digital domain, one of the BIPT's tasks is to monitor compliance with the established framework.

To achieve these goals, the BIPT has several instruments at its disposal: issue opinions, adopt administrative decisions, monitor compliance with legislation, and certain tasks of public interest.

In case of disputes, the BIPT can intervene by means of a conciliation procedure, helping the operators involved to reach a compromise, as well as by means of a dispute settlement procedure between operators.

Although the BIPT has an independent statute, the legislator provides for a series of monitoring mechanisms. As an independent body, the BIPT is accountable for its activities.

- Every three years, the BIPT Council drafts a Strategic Plan which is submitted to the Chamber of Representatives.
- Based on this Strategic Plan, the Council then drafts an annual Operational Plan in line with the Strategic Plan.
- Finally, an annual report on its activities and the development of the postal services and telecommunications markets is presented to the government. The Council is heard on this subject by the Chamber of Representatives.

The Minister for the Budget supervises the draft budget drawn up by the BIPT, which since its creation, is fully financed by resources mainly coming from the regulated sectors, without state grants.

BIPT decisions may be challenged before the Market Court. The Court may suspend BIPT decisions, annul them with retroactive effect or even replace them.

2.2 Strategic plan: process

The strategic plan of the BIPT determines the strategic priorities and most important fields of work of the Institute for a three year period. It also contributes to the good governance of the BIPT. The plan both arises out of the BIPT's expertise and responds to the developments within its environment. It also meets one of the obligations of the BIPT to submit its functioning to democratic control.⁶

On 2 January 2024, a new BIPT Council was appointed, composed of the following Council Members: Michel Van Bellinghen (Chairman), Bernardo Herman, Peggy Valcke and Stefaan Vyverman.

While fully in line with the previous strategic plan, this new strategic plan takes into account the most recent developments affecting both the markets and the Belgian regulatory framework. Therefore, even though the vision, values, missions and strategic priorities of the BIPT presented here are, to a large extent, similar to those of the past period, they are not identical. To retain their relevance, some have been the subject of targeted adaptations to take into account the major trends that have emerged in recent years.

During the first half of 2026, the BIPT conducted a series of interviews with experts from different backgrounds in order to identify the most critical issues to be addressed. These experts highlighted the impact of digitalisation, artificial intelligence and the growing complexity of the digital ecosystem. They also stressed the importance of a proactive, transparent and independent regulator, of cooperation at the national and European levels, and of further strengthening expertise and knowledge-sharing.

The expert interviews were combined with a public call for contributions from 31 March to 11 May 2026. By means of this consultation, the BIPT wanted to gather opinions on the functioning of the Institute, the future challenges of the sector and the BIPT's role in the coming years. The resulting contributions confirmed the importance of an independent and expert regulator, a balanced regulation supporting competition and investment, and a continued focus on connectivity, spectrum management and the impact of digital developments.

The interviews and inputs were then supplemented by in-depth analyses carried out by the BIPT's internal departments, ultimately leading to the seven priorities described in the previous section, which form the axes around which the BIPT will structure its action in 2027-2029.

This strategic plan was submitted for consultation from 15 October 2026 to 06 November 2026.

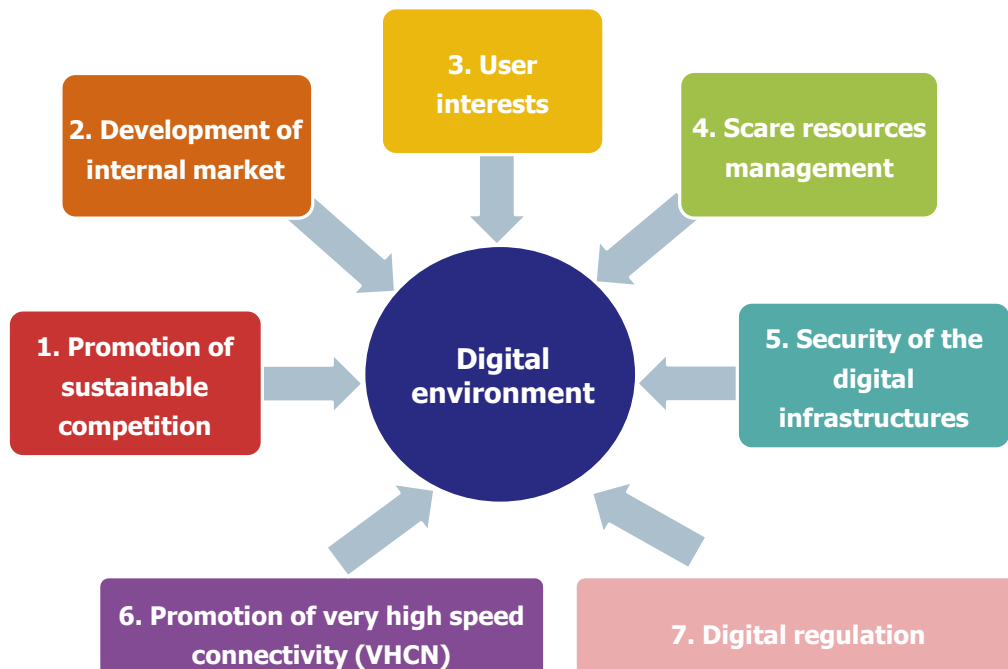
⁶ Article 34 of the Act of 17 January 2003 on the status of the regulator of the Belgian postal and telecommunications sectors.

2.3 Our mission

An organization's **mission** gives it its *raison d'être* through the goal it seeks to achieve. It provides a framework for its strategy as well as its operation. The mission provides guidance to verify if the organization acts as it should or evolves in the right direction.

The formulation of our mission is all the more important since the BIPT, as a regulator, serves society and the sectors it regulates. Defining the BIPT's mission correctly is to determine its added value to society.

In this, it is assisted by the Act of 13 June 2005 on electronic communications, which defines this task in Article 5: "*Within the framework of its competences, the Institute shall take all reasonable, necessary and proportionate measures to fulfil the objectives set by Article 6. It shall act impartially, objectively and transparently and in a non-discriminatory and proportionate manner.*"



The digital environment in the broad sense is the BIPT's primary area of work. The objectives pursued by the BIPT to accomplish its mission are the following:

1. **promoting healthy and sustainable competition, and ensuring access to the market;**
2. **contributing to the development of an internal market for efficient networks and high-quality services;**
3. **protecting users' interests while taking account social inclusion, a high level of protection, clear information, and transparency;**
4. **managing scarce resources such as radio frequencies and numbering resources;**
5. **ensuring the security of the digital infrastructure;**

- 6. promoting connectivity and access to, and take-up of, Very High Capacity Networks (VHCNs), including fixed, mobile and wireless networks;**
- 7. supervising the application of digital regulation⁷.**

Given its role in Belgium, the BIPT is frequently involved in the transposition or implementation of new regulations relating to the digital sector. Already designated as the competent authority for certain of these matters, the Institute will, where appropriate, assume responsibility for any other new supervisory and advisory tasks that may be assigned to it. The BIPT will also continue to collaborate constructively on the various legislative projects for the digital domain at the European level.

⁷ Please note the BIPT may not be the sole regulatory authority for these goals. If necessary, the Institute will consult with authorities whose competences are related to or shared with those of the BIPT.

2.4 Our values

The values of an organization are reflected for everyone in the actions it takes to accomplish its mission and to implement its vision. Thanks to these values, all stakeholders – including its staff, its customers and its providers – can each day ascertain that all actions it takes comply with its mission and vision. Sharing these values is essential to fulfilling them.

The values chosen are the same as in the previous two strategic plans: independence, reliability and transparency.



Independence

A critical attitude towards all stakeholders is part of the BIPT's DNA. The Institute's independence ensures its credibility towards both the market players it regulates and its stakeholders. This brings it to defend positions that are at times antipodal. For its stakeholders, the independence of the BIPT equals to a regulator whose actions are stable and predictable without losing sight of the necessity to adapt to the market situation which by nature may evolve.

Furthermore, the BIPT's independence, which is guaranteed by the European frame regarding its fields of competence, has to go together with a critical attitude towards external pressure, a continuous questioning of its actions, their effect and the perception this creates. It is also reflected in the ethical behavior and sense of responsibility of its staff, for whom critical thinking has to be second nature.

It is of the essence for the BIPT to maintain its independence. To this end, its specific statute and financial autonomy, ratified by the European Electronic Communications Code, represent the best guarantees for the BIPT to carry out its missions efficiently and in an entirely independent fashion.

Reliability

As a centre of expertise, the BIPT wishes to adopt a position in which its expertise makes it a reliable and competent partner for all stakeholders.

This reliability is supported internally by the professionalism, teamwork and agility of the BIPT.

The professionalism embraced by the BIPT is meant to be multidisciplinary, and combines technical, economic and legal expertise in the field of electronic communications, postal services and media.

The BIPT seeks to give a swift and agile response to the situations that arise and to the often very fast technical and economic developments in its markets. Both its employees' flexibility and internal and external collaboration are essential. The Institute adapts its structures and working method whenever necessary. Although the BIPT is subdivided into departments, priority is given to a project-based and, if useful, transversal collaboration focusing on a results-based approach.

Transparency

Transparency is an important element that guarantees control over the BIPT's action. It comes about through both internal and external openness and visibility on the one hand, and dialogue and accessibility on the other hand. Transparency also comes from the fact that all acts and decisions are appropriately motivated and submitted for consultation beforehand as often as possible. Nevertheless, transparency and openness have to go hand in hand with compliance with confidentiality obligations, as well as with an efficient and firm decision-making process, allowing for timely interventions where necessary.

2.5 Our sectors

Based on the missions assigned to it by law, the BIPT has regulatory, supervisory or dispute resolution responsibilities in the following sectors⁸:

1. The **telecoms and electronic communications sectors**, with important players such as Proximus, Telenet, Orange, Citymesh-Digi, operators specializing in B2B customers (including BT, Colt, Vodafone, Eurofiber or Dstny), etc.⁹
2. The **postal sector**, which includes postal delivery and e-commerce parcels.
3. The **digital sector**, including 'the platforms' in particular, and more generally any player in the digital economy likely to be affected by legislation for which the BIPT is the competent authority.
4. **Other sectors related to electronic communications**, for certain specific subjects, including:
 - Individuals and socio-economic players in general as regards their use of private (radio or 5G) telecoms networks, whether for leisure or professional activities. The BIPT grants the licenses required for the deployment of these types of networks, verifies the use of the spectrum and checks the conformity of the devices used.
 - The radio equipment market (smartphones, mobile radio transceivers, drones, etc.), for which the BIPT is the supervisory authority responsible for verifying the conformity of equipment sold.
 - In the bilingual Brussels-Capital Region, the activities of the audiovisual media services sector that cannot be exclusively linked to one of the two Communities (the Flemish Community and the French Community). In this context, the BIPT mainly ensures compliance with the imposed legal framework regarding audiovisual media services (e.g. interdiction to broadcast content harmful to minors or endangering public health or safety) and video-sharing platform services (e.g. implementation by the provider of procedures to report illegal content).

⁸ The categories used here aim to broadly introduce the sectors covered by the BIPT. Therefore, this categorisation should not be interpreted strictly and does not preclude certain activities being closely related.

⁹ This category also includes certain public-sector undertakings, such as Infrabel (Belgian railway infrastructure manager) or ASTRID (operator in charge of the common communication network for all emergency and security services), which, in the context of their public service tasks, use radio spectrum on a national scale. It also includes companies offering (number-based) communications services.

2.6 Our stakeholders

The BIPT's stakeholders are multiple and varied. While the main actors¹⁰ in the sectors regulated or supervised by the Institute obviously are essential players, there are also many other important stakeholders who, in one way or another, interact with them and are likely to be concerned by the BIPT's action, as the BIPT is likely to be concerned by theirs.

Among these other stakeholders, some are private (such as equipment suppliers), whilst others are public (FPSs, Regions, Communities, municipalities, other regulators and supervisory authorities, judicial authorities), academic (universities, research institutions) or representatives of different socio-professional categories (trade unions, employers' organizations, users' organizations, etc.). And while most of them are Belgian, many of them – sometimes playing a fundamental role – are European (all EU institutions, BEREC) or even international (OECD, ITU, UPU, etc.). In short, the BIPT's stakeholders are very diverse, and their expectations and interests can be very different, when they are not, at times, contradictory.

In such a situation, consultation and dialogue are attitudes that a socially responsible organization must apply as much as possible. Listening to all stakeholders, identifying their challenges and concerns, and involving them as much as possible in reflections on the functioning of the Institute are integral to our operation. The BIPT Council has always endeavoured to maximise its availability to anyone wishing to discuss any subject, and it will continue doing so, in the same spirit of **dialogue** and **attentiveness**. Similarly the BIPT will continue to closely watch the sectors for which it is responsible by various means, to quickly detect changes and developments and to remain fully informed of their stakes and challenges as well as the concerns of all players involved.

In terms of **communication**, the BIPT will continue to ensure the transparency of its objectives, achievements, financing and results through the publication of its three-year strategic plan, its operational plans and its annual reports. On a day-to-day basis, the Institute will keep on communicating transparently with the press on important events. The BIPT shall also endeavour to increase its visibility to the general public, among other things by posting goal-oriented messages on social media.

The extension of the BIPT's competences to new areas together with new developments in the sectors it is responsible for have led to an intensification of the Institute's collaborations with a number of **institutional stakeholders**, including the FPS Economy, the Belgian Competition Authority (BCA), the media regulators of Belgium's linguistic communities (VRM, CSA and Medienrat), the Centre for Cybersecurity Belgium (CCB), the Belgian State Security Service (VSSE), the National Crisis Centre, Defence, the judicial authorities (including the Federal Police and the FPS Justice), the Offices of the Ombudsman, the Data Protection Authority (DPA) and many others. Whenever necessary, the BIPT will continue these collaborations and maintain its dialogue with the entities and administrations concerned, on its own initiative or at the request of those bodies and administrations. Similarly, the BIPT will continue to respond diligently and timely to any request for information or assistance from the European Commission. Finally, the BIPT will continue to play an active role in drafting regulations and will pursue its expert role in the international organisations for postal and telecommunications services, and the digital sector.

¹⁰ Operators, service providers and users.

2.7 Our functioning

The efficient functioning of the BIPT is, first and foremost, the result of the efforts of **our staff**. To this effect, all staff members work together in a positive atmosphere across the different departments. The results of this work are attributable both to the specific vertical departments and to the various horizontal departments supporting the organisation in numerous areas.

The BIPT is committed to ensuring that its staff can carry out their tasks in a **modern and harmonious work environment**, and that they have access to state-of-the-art, high-performance digital tools. The BIPT also attaches great importance to the **continuous training** of its staff as well as to expanding their knowledge and skills. This goes both for the regulatory, technological, legal and economic skills relating to the Institute's remit, and for their linguistic and behavioural skills (soft skills). This topic has been the focus of particular attention over the last three years and will be equally important in 2027–2029, particularly in the context of the expansion of the BIPT's activities into new areas relating to digital technology, security and resiliency.

Regarding these **new fields of activity**, the BIPT will continue to implement the processes necessary to their fast integration in the broader organisation of the Institute, as well as to increase its staff in the relevant domains. In general, when it comes to **recruitment**, the BIPT will continue to build on its strengths as an attractive employer that welcomes talent from all backgrounds.

As regards **digitisation, organisation management, data protection, data management, and integrity management**, the BIPT will continue its efforts in line with the measures introduced at the federal level in order to create a modern and efficient work environment. The BIPT will also maintain its efforts in the field of effective business continuity management. Furthermore, in the framework of its operations, the BIPT takes into account sustainability factors and its environmental impact, in particular through the implementation of a sustainable mobility policy and the prudent use of the resources deployed on a daily basis to carry out its tasks.

At the **European and international** levels, the BIPT will continue to play an active role in drafting the regulation within its remit and will pursue its expert role at the international organisations it participates in. This commitment at the European and international levels both enables the BIPT to stamp its own imprint on certain European and international subjects and gives its experts a unique opportunity to expand their expertise and to cooperate with other regulators.

2.8 Our evaluation

The BIPT carries out a periodic evaluation of the operational goals and projects of its annual operational plan. This evaluation is carried out by monitoring the predefined key performance indicators of the projects. A presentation of this evaluation is discussed with different stakeholders (Parliament, stakeholders meeting). These evaluations of the operational plan are represented by operational goal in the BIPT's annual report.

The Institute shall evaluate the market events resulting from a BIPT decision on a case-by-case basis.

In doing so, the BIPT shall also take into account that these results may be influenced by the evolution of the ecosystem, users' expectations, the service providers, the markets and the European agenda.