

 **mita**

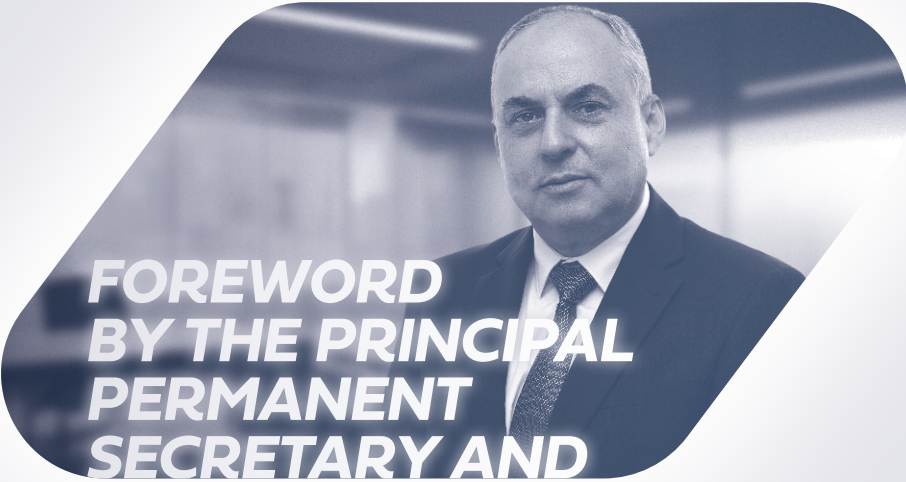
**STRATEGY**  
**2024-2026**



**MITA STRATEGY 2024 – 2026**

*Published December 2023*





## FOREWORD BY THE PRINCIPAL PERMANENT SECRETARY AND MITA CHAIRMAN

In an era defined by rapid technological advancements, the Public Administration stands at the forefront of leveraging digital technologies to redefine its role as a modern organisation. Our commitment to delivering innovative, inclusive, and seamless public services is unwavering, and we continue to channel significant investments in policy direction and resource allocation into this transformative field.

It is with pride that we announce our recent accomplishments in the European Commission's e-Government Benchmark, where we have excelled in key enablers, user-centredness, transparency, and cross-border services. These achievements underscore our dedication to staying at the forefront of digital evolution.

As we embrace this modernisation journey, we recognise the imperative to shift our mindset, incorporating new practices, processes, and innovative tools. The landscape of European legislation, particularly in areas such as AI, cybersecurity, data, and interoperability, will play a pivotal role in shaping our strategic direction and actions moving forward.

Amidst this digital renaissance, the Malta Information Technology Agency (MITA) has consistently proven itself as a reliable and trusted partner to the Government. MITA has been instrumental in providing technology direction and digital solutions, showcasing a wealth of accumulated digital expertise and excellence.

This Strategy serves as a testament to MITA's unique role and capabilities, reaffirming the Agency's commitment to supporting the Public Administration in achieving its goals and modernising effectively. The implementation process outlined in this document underscores MITA's collaborative approach, ensuring seamless integration with other pertinent digital strategies and policies already in place within the administration.

As we embark on this transformative journey, I have full confidence that MITA will once again rise to the occasion. The Agency's history of success is a testament to its resilience, adaptability, and commitment to excellence. Together, let us forge ahead, embracing the opportunities that lie ahead and shaping a future where digital innovation enhances the lives of all citizens.

**Tony Sultana**

Principal Permanent Secretary and MITA Chairman





## FOREWORD BY THE CHIEF EXECUTIVE OFFICER

In the midst of a profoundly dynamic digital era, our lives are being shaped not merely by technology but by an increasing recognition of the imperative to harmonise legislation, work practices, and daily interactions with the opportunities and challenges presented by digital technologies.

The Public Administration, our esteemed client, is experiencing significant strides in its digitalisation process, evolving into a modern entity that delivers enhanced public service value to society and the economy, both domestically and on a broader scale. The latest European Union legislation, particularly in Artificial Intelligence, cybersecurity, data, and interoperability, will serve to underscore and accelerate this paradigm shift.

MITA stands as a pivotal asset for the Public Administration, necessitating concerted efforts to fortify our position in supporting its transformation process. We have the responsibility and opportunity to propel the Government forward in its modernisation journey through digital means. This involves a commitment to continuous investment in digital technologies, ensuring that we not only keep pace with but also capitalise on the benefits of technological advancements. Our successful track record over the past three decades instills confidence that our core competencies and expertise will continue to empower us in this endeavour.

Apart from positioning ourselves as a transformative organisation, we must set the standard through our actions. Taking the lead in investing in our core digital assets and steering our own digital transformation is imperative. This leadership extends beyond technology to encompass processes, practices, and, most crucially, our people. The truth is, our meaningful participation in the Government's modernisation process hinges on our dedication to self-improvement.

Our people are undeniably MITA's most valuable asset. Alongside the Agency's Board and Executive team, I am steadfast in my commitment to ensuring that each and every one of us is motivated, engaged, and contributing our utmost to this strategic endeavour over the next three years.

**Emanuel Darmanin**  
Chief Executive Officer

# MITA STRATEGY 2024 – 2026

## TABLE OF CONTENTS

---

<b>EXECUTIVE SUMMARY</b>	<b>01</b>
<hr/>	
<b>1.0 STRATEGIC CONTEXT</b>	<b>05</b>
1.1 Digital policy and regulatory developments within the international context	05
1.2 Digital strategic developments on a national scale	07
1.3 Strategic developments within the Public Administration	08
1.4 Outline of internal developments within the Agency	09
1.5 Conclusion	11
<hr/>	
<b>2.0 STRATEGIC POSITION</b>	<b>13</b>
2.1 Introduction	13
2.2 Vision	13
2.3 Mission	14
2.4 Core Values	15
2.5 Guiding Principles	16
2.6 Corporate Drivers	17
2.7 The Strategic Model	21

---

<b>3.0 PARTNER TO GOVERNMENT IN THE DIGITALISATION PROCESS</b>	<b>23</b>
3.1 Strategic and Policy Direction	23
3.2 Governance	24
3.3 Information Security and Cybersecurity	25
3.4 Portfolio of Digital Services	26
3.5 Solutions, Programmes, Projects and Consultancy	27

---

<b>4.0 ENHANCING THE DIGITAL INFRASTRUCTURE</b>	<b>29</b>
4.1 Data Centre and Digital Infrastructure	29
4.2 Digital Platforms and Enabling Services	30
4.3 Data and Interoperability	31
4.4 Innovation, Technology and Research	32

---

<b>5.0 STRENGTHENING THE AGENCY</b>	<b>35</b>
5.1 People	35
5.2 Internal Processes, Governance, Systems and Data	36
5.3 Contracting and Sourcing	37
5.4 Supporting Functions	38

---

<b>6.0 WAY FORWARD</b>	<b>41</b>
------------------------	-----------

---

<b>ENDNOTES</b>	<b>42</b>
-----------------	-----------

---

<b>ACRONYMS</b>	<b>43</b>
-----------------	-----------



# EXECUTIVE SUMMARY

Major international digital developments are occurring, namely from a digital transformation perspective within the Public Administration. More specifically, the European landscape is rapidly evolving with the introduction of legislation, funding and project work in specific areas such as data, interoperability, cybersecurity and resilience, and AI, among others.

On a local scale, strategic courses of action have also been highlighted on a national and/or Public Administration level and in specific areas including data, cybersecurity, digital skills, among others. The Public Administration has continued to evolve from an organisational point of view, as it paves the way towards modernisation through digital means.

All of these factors, along with MITA's own internal organisational changes, call for MITA to take its next strategic step forward in its thirty-year history of service in the digital field to Public Administration.

---

Hence its **Vision** for the next three years is that of:

## Leveraging the power of digital

It envisages its attainment through a **Mission** of:

**Facilitating the modernisation of the Public Administration through technology direction and digital solutions.**

MITA shall do so within the spirit of its core values, guiding principles and corporate drivers, all three of which are in line with its core competencies and legacy service to the Public Administration. In more concrete terms, MITA shall be pursuing a course of action over the next three years that covers three linked domains:

---

1. Partner to Government in the Digitalisation Process
  2. Enhancing the Digital Infrastructure
  3. Strengthening the Agency
- 

The initial Domain essentially needs a strong foundation based upon both the digital infrastructure as well as internal resources of the Agency which is expected to support the Public Administration in its major digital transformation journey.

Each domain is explained more specifically in terms of focus areas, as follows:

Domain	Focus Area
<p><b>1. Partner to Government in the Digitalisation Process</b></p>	<ul style="list-style-type: none"> <li>• Strategic and Policy Direction</li> <li>• Governance</li> <li>• Information Security and Cybersecurity</li> <li>• Client Services</li> <li>• Solutions, Programs, Projects and Consultancy</li> </ul>
<p><b>2. Enhancing the Digital Infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Data Centre and Digital Infrastructure</li> <li>• Digital Platforms and Enabling Services</li> <li>• Data and Interoperability</li> <li>• Innovation, Technology and Research</li> </ul>
<p><b>3. Strengthening the Agency</b></p>	<ul style="list-style-type: none"> <li>• People</li> <li>• Internal Processes, Governance, Systems and Data</li> <li>• Contracting and Sourcing</li> <li>• Supporting Functions</li> </ul>

Each focus area is covered by a strategic objective, each of which in turn leads to a number of Action items, which MITA is expected to pursue over the course of this Strategy.

The Action items require careful planning, each being translated into specific projects and activities to be undertaken by the Agency.

Regular monitoring, reporting and follow-ups shall ensure that the goals and outcomes of such effort is brought to fruition over the coming years, both internally within MITA as well as with its client – the Public Administration.



# 1.0 STRATEGIC CONTEXT

## 1.1 DIGITAL POLICY AND REGULATORY DEVELOPMENTS WITHIN THE INTERNATIONAL CONTEXT

### Going Digital

In 2017, the Organisation for Economic Co-operation and Development (OECD) launched the *Going Digital* project that aims to help policy makers better understand digital transformation and the effects of digital technologies on economies and societies, and to subsequently develop appropriate policies. Policy-related documentation and activities have been launched by the OECD since then, covering AI, blockchain technology and data, with an ongoing focus on related jobs, skills and social inclusion, as well as productivity, competition and market structures. In its latest phase (2023-2024), the project is focussing on digital transformation and related guiding policies from the perspectives of digital divides, alignment with climate change goals, and responsible technological development<sup>i</sup>.

### Digital Decade Targets and Governance

Towards the end of 2022, the European Commission (CION) adopted the *Path to the Digital Decade* Policy Programme, which set the governance framework for the EU to foster digitalisation through its targets as established in the *2030 Digital Compass*. The digital objectives cover digital skills, infrastructures, businesses, and public services, as well as the respect of the EU's Digital rights and principles in achieving them. *The Declaration on digital rights and principles* for digital transformation, which aims to ensure safe, secure, inclusive participation by all as well as sustainability within the EU's digital environment, was also proposed by the CION and is currently under discussion for its adoption.

### Recovery and Resilience Facility digitalisation investments in the Public Administration (PA)

In March 2023, Malta received its second funding grant, following approval by the CION to Malta's request for a EUR 52.3 million disbursement under the EU's *Recovery and Resilience Facility (RRF)*. Malta's related *National Recovery and Resilience Plan* includes 25.5% of investments into digitalisation of the Public Administration (PA) and public services, apart from other investments that support the green transition, health and skills, which need to be completed by August 2026 in line with the *Regulation (EU) 2021/241 of the European Parliament and of the Council of 12 February 2021 establishing the Recovery and Resilience Facility*<sup>ii</sup>.

### Artificial Intelligence (AI) Regulation

In May 2023, the European Parliament (EP) proposed amendments to the Proposal for a *Regulation of the European Parliament and of the Council laying down Harmonised Rules on Artificial Intelligence (Artificial Intelligence Act) and amending certain union legislative acts*, aimed at ensuring that AI systems are overseen by people, are safe, transparent, traceable and non-discriminatory, and are environmentally friendly. It is also seeking technology neutrality in a standard definition for AI so as to ensure applicability of the Regulation to future systems<sup>iii</sup>.

### **Digital Wallet Regulation**

*Regulation (EU) No 910/2014 of the European Parliament and of the Council of 23 July 2014 on electronic identification and trust services for electronic transactions in the internal market and repealing Directive 1999/93/EC*, better known as the eIDAS Regulation, has been a key legislative framework of electronic identification and trust services within the EU since its inception in 2014. In October 2020, the European Council (EC) called for the development of an EU-wide framework for secure public electronic identification (eID), including interoperable digital signatures, to provide people with control over their online identity and data, as well as to enable access to public, private and cross-border digital services. In June 2021, the EC presented *eIDAS2* – a proposed updated Regulation to the original one; whereby cross-border interoperability is being ensured through compliance by Member States (MSs) to highly rigorous and recognised security standards for signing tokens and applications. The proposal also includes the creation of a European digital wallet app that allows for safe storage, management and sharing of documents.

### **Legislative pillars to the European Strategy for Data**

By 2025, the data economy within the EU is expected to grow to EUR 829 billion from EUR 301 billion in 2018. In May 2022, the EC approved the Data Governance Act as one of the two legislative pillars of the five-year *European Strategy for Data* issued in 2020. The Regulation, applicable as from September 2023, aims to promote the availability of data for reuse across sectors and borders. It sets up robust frameworks to increase trust in data intermediation services and foster data altruism across the EU, whilst playing a key role in enabling and guiding the creation of EU-wide common interoperable data spaces in strategic sectors such as energy, mobility and health. The second legislative pillar envisaged to come into force in the immediate future, is the *Data Act* which aims to establish harmonised rules ensuring fairness in the allocation of value from data among actors in the data economy and fostering access to and use of data.

### Legislative developments in interoperability and cooperation in PA across Europe

Moreover, during the final quarter of 2022, the CION adopted the *Interoperable Europe Act* proposal and its accompanying Communication to strengthen cross-border interoperability and cooperation in the PAs across the EU. The proposed Act aims to introduce a structured and co-owned EU cooperation framework for public administrations, which, amongst the proposed pillars include mandatory interoperability assessments to evaluate the impact of changes in ICT systems related to cross-border interoperability in the EU, and innovation and support measures, including regulatory sandboxes and GovTech cooperation, to promote policy experimentation, development of skills and the scaling up of interoperability solutions for reuse.

### Cybersecurity coordination across Europe

*Regulation (EU) 2021/887 of the European Parliament and of the Council of 20 May 2021 establishing the European Cybersecurity Industrial, Technology and Research Competence Centre and the Network of National Coordination Centres* is instrumental in the establishment of an interconnected EU-wide cybersecurity industrial and research ecosystem. This has been enabled by the launch of the European Cybersecurity Industrial, Technology and Research Competence Centre, as well as the nomination of a National Coordination Centre by each MS to support cybersecurity capacity building.

## 1.2 DIGITAL STRATEGIC DEVELOPMENTS ON A NATIONAL SCALE

During 2021 and 2022, the Agency was instrumental in the articulation of three national strategies:

- *Malta Digitali 2022-2027<sup>iv</sup>* spearheaded by the Ministry responsible for the Digital Economy and which places digital transformation as a key driving force within the various cohorts of Maltese society and the economy, including through innovation and various sectoral strategies. In the process it calls for the need to ensure the corresponding developments, namely in regulation and legislation, digital infrastructure and funding, data, cybersecurity and eSkills.
- *National Cybersecurity Strategy 2023-2026<sup>v</sup>* under the leadership of the National Cyber Security Strategy Steering Committee, and which builds upon the earlier version of its kind, also seen to by the Agency, and which highlights various measures related to the protection of digital infrastructure, cyber risk assessment approach across the economy, cyber consciousness, and capabilities as well as national and international cooperation.
- *National eSkills Strategy 2022-2025<sup>vi</sup>* for the eSkills Malta Foundation and which comprises of goals related to Education, Society, the Workforce, and the ICT professionals.

In all three national strategies, the Agency has applied its accrued experience and know-how of the wider digital domain so as to ensure their effective implementation, particularly within the PA.

### 1.3 STRATEGIC DEVELOPMENTS WITHIN THE PUBLIC ADMINISTRATION

#### Principal Permanent Secretary

On 1st June 2022, Mr. Tony Sultana was appointed Principal Permanent Secretary (PPS), following a long career in the PA where he has been extensively involved in the planning and application of ICT across the sector. Mr Sultana retains MITA's Chairmanship role, following a number of years serving also in an Executive Chairman capacity within the same Agency. In this manner, further synergy and alignment between the strategic objectives of the PA and MITA may be facilitated.

#### Strategy for the Public Service

The digital initiatives of the *Five-year Strategy for the Public Service*<sup>vii</sup>, which was launched during the last quarter of 2021, have over the past months been tuned to focus on the key important priorities. This calls on MITA to spearhead various digital initiatives and concepts aimed at enhancing effectiveness and citizen centricity in PA, both through its active participation within the Government Committee for the Digitalisation of the PA as well as through its role in the implementation of various initiatives.

#### Government Committee for the Digitalisation of the PA

The Government Committee for the Digitalisation of the PA (Digitalisation Committee) was established in June 2022. It is chaired by the PPS and includes representatives from MITA, as well as Ministry CIOs and *servizz.gov*. It is responsible for high-level policy and strategic direction for the digitalisation of the PA in terms of prioritisation, budgeting and governance. Hence, through its role within the committee, the Agency is playing a vital role in shaping the PA's digital transformation journey whilst enhancing public service delivery through effective use of technology. The Digitalisation Committee is also made up of two fora - the CIO Forum and the Technology Forum. The former addresses service, business and operational perspectives relating to Ministry CIOs, whilst the latter, chaired by MITA, provides technology direction and best practices in various digital areas. MITA organises Technology Forums for both Ministry CIOs as well as for Officially Appointed Bodies (OABs).

#### The Data Governance Council and the Public Administration Data Strategy 2023-2027

The Data Governance Council (DGC) within the Office of the Prime Minister was set up in early 2014 with the primary aim of providing consultation and policy direction related to data within the context of the PA. MITA forms part of the DGC.

During the second half of 2023, the DGC launched the *Public Administration Data Strategy*<sup>viii</sup> which had been drafted by MITA. The Strategy sets a comprehensive course of action that the PA, in collaboration with various stakeholders including MITA, is undertaking on governance of data processed within the sector. This Strategy is also seen as one key enabler of the national implementation of the *EU Data Governance Act* and the upcoming *Data Act* and *Interoperable Europe Act*.

## 1.4 OUTLINE OF INTERNAL DEVELOPMENTS WITHIN THE AGENCY

### Chief Executive Officer

As of 1st June 2022, Ing. Emanuel Darmanin has been appointed as the Chief Executive Officer (CEO) of MITA, in line with the organisational developments in having two separate roles for Chairman and Chief Executive Officer. During his long tenure in a senior management capacity within MITA, Ing. Darmanin has been instrumental in setting up various diverse Agency functions, and in his contribution in various strategic ICT activities and programmes within Government.

### Organisational Changes

A number of functional and departmental changes have also come into effect during the same period, including the:

- absorption of various functions from the previous Strategy and Business Department into other existing ones
- rescoping of the eGovernment and Corporate Solutions Department as the eGovernment Services Department, with a focus on central Government ICT initiatives and services
- establishment of the Digital Enabling Services Department (DESD), which incorporates the teams responsible for the Common Database, the Person and Address Register projects (as part of the Public Registry ICT portfolio) as well as those of the Digital Transformation programme.

### Strategic Priorities and Action Teams

Following his appointment, the CEO identified the following five strategic priorities for MITA to continue strengthening its position and further enhance its service delivery in line with its remit and strategy:

- MITA Talent motivation, well-being, retention and recruitment.
- Listen to, be closer to, and enable our client.
- Strengthen our core: Policy, Architecture and Technologies.
- A more agile Agency that optimises on digital processes and fosters inter-departmental cohesiveness.
- Focus on Strategic areas, Divest non-Strategic, Provide new Services.

For each strategic priority, an Action team consisting of MITA employees was set up with the aim of assessing, planning and implementing cross-Agency recommendations. Indeed, the result of such work has been instrumental for the drafting of this Strategy.

### **Enterprise Architecture**

MITA has been actively contributing to the enterprise reference architecture within the PA, namely through the provision of various technology roadmaps, architectural assessments (such as those on cloud migration), articulation and review of Government ICT Policies<sup>ix</sup> (such as those on e-Mail and Information Security), and on strategies for specialised sectors. In the process, it actively participates in national and EU digital-related committees and fora so as to ensure alignment with technological and regulatory developments.

### **Information Security and Cybersecurity**

Through regular technological investments and skill developments in the identification of cyber-risks, protection measures and early detection capabilities, MITA has rigorously ensured the security and resilience of the PA's ICT systems and infrastructure.

In line with *Regulation (EU) 2021/887* referred to earlier, Government has nominated MITA as the National Coordination Centre for Malta (MITA NCC), following which a dedicated team was set up within the Agency<sup>x</sup>.

Additionally, through the Government Cybersecurity Incident Response Team (*govmtCSIRT*), MITA seeks to ensure comprehensive cybersecurity oversight through active monitoring and coordination of related matters covering Government ICT infrastructure and systems.

In the process, the Agency is seeking to establish relations with international Cyber intelligence organisations and pursue various forms of related collaboration.

### **Research and Innovation**

MITA has applied innovative technologies in a number of sectoral areas within the PA, as well as in internal functions. It has also applied technological solutions to foster data-driven innovation as well as strategic and operational decision making through the use of aggregated and linked data.

### **Modernisation in information systems and infrastructure**

MITA invested in the modernisation of its digital infrastructure, platforms and services, while it contributed further to the modernisation of core Government information systems. In this manner, the Agency is instrumental in enhancing the digital and interactive working experience within the PA, in line with arising digital opportunities and challenges, and subsequent evolving EU regulatory requirements.

### **Governance**

MITA strives for continuous improvement by further developing its governance regime, including process improvements, contracting measures that enable the Agency to focus on its core operations, and improved management of internal datasets. It also plans to extend its alignment to standards and certification into the areas of environmental management and business continuity.

### Human Capital

MITA has always given paramount importance to its human capital and views it as its greatest asset. Employee well-being is placed at the forefront of its human resource practices. It promotes the building of trust among employees at all levels as an essential way to foster communication, collaboration and productivity. This has led to employees having increased confidence in the organisation's leadership, contributing in effect to stronger empowerment and further engagement in their day-to-day work activities. Indeed, this is evidenced through MITA's attainment of the prestigious *'Investors in People'* certification award.

Training, from a technical and interpersonal point of view, and human resource development remain key priorities for MITA to strengthen its core competence, apart from that of its individual employees. In this manner, MITA further strengthens its reputation and improves the likelihood of attracting, recruiting and retaining an ambitious and highly talented workforce.

### European Network Membership

On 1st August 2022, MITA joined *Euritas*. This is a network of European states set up to ensure that PAs in Europe have the ICT services they need, and that they are in a strong position to conduct their digital transitions. This is attained through the exchange among the network's members of know-how, best practice, information on relevant EU projects and programmes, information about applications and services, and ultimately support in finding partners for joint ICT projects and services.

## 1.5 CONCLUSION

Envisaged international and internal developments, as well as its interaction with its PA stakeholders, shall essentially shape MITA's course of action for the coming years. The next Chapter presents the Vision and Mission of the Agency, and subsequently maps out the Strategy, keeping all of these factors in view.



## 2.0 STRATEGIC POSITION

---

### 2.1 INTRODUCTION

The Vision must maintain a keen awareness of developments in the overall regulatory, economic, digital and PA landscape that are taking place on a national and especially the EU level. On the other hand, the Vision needs to reflect MITA's corporate identity and constant evolution, while confirming its commitment to several strategic objectives to be pursued in forthcoming years, in line with the prevailing external environment.

### 2.2 VISION

The Agency is not only reaffirming its commitment to embrace a digital future but to also elevate it to a higher standard by:

## *LEVERAGING THE POWER OF DIGITAL*

The Agency shall therefore strengthen its resolve towards a digital future that should ultimately enable Malta's PA to strategically align itself with the modern-day opportunities and take on the challenges that digitalisation brings with it.

## 2.3 MISSION

In more specific terms, the Agency shall primarily attain this Vision by continuing to focus on the core competencies that it has nurtured over the years, applying them in partnership with the PA for the benefit of citizens and businesses.

This shall be carried out by:

### *FACILITATING THE MODERNISATION OF THE PUBLIC ADMINISTRATION THROUGH TECHNOLOGY DIRECTION AND DIGITAL SOLUTIONS.*

Hence, MITA shall invest further in skills and infrastructure, and actively apply digital technologies, including emerging ones where applicable, whilst actively supporting a holistic and consistent approach towards the modernisation of the PA. In the process, it shall provide technology direction and services for digital solutions that are innovative, interoperable and sustainable.

The Vision and Mission shall be pursued by the Agency, in line with its Core Values and its Guiding Principles.

## 2.4 CORE VALUES

Primary consideration needs to be given to the core values that guide the Agency.



### **PEOPLE**

*We are vital to the success of the Agency.*

---



### **EMPOWERMENT**

*We take decisions within our roles and responsibilities.*

---



### **CONTINUOUS IMPROVEMENT**

*We believe there is no limit to our improvement.*

---



### **CLIENT FOCUS**

*We partner with clients to attain mutual success.*

---



### **PROFESSIONALISM**

*We are committed to deliver excellence.*

---

## 2.5 GUIDING PRINCIPLES

Closely related to the values, are the principles that the Agency believes in, and which essentially reflect its overall direction during the course of this Strategy from a strategic, technological and operational point of view.

### Strategic

- Align to Government policy, strategic goals and priorities.
- Strengthen further the Agency's core competencies and unique value proposition, whilst keeping in view any potential opportunities arising within PA.
- Continuously invest in digital technologies and intellectual capital.
- Always practice good governance whilst operating on a cost-recovery basis, viewing it as a means to foster sustainability, create sustainable values and help the Agency attain them.
- Collaborate with partners and involve stakeholders in the design and implementation of solutions.

### Technological

- Embrace new technologies and related concepts that add value to enterprise architecture.
- Adopt security and privacy by design.
- Adopt technology-agnostic and cloud-native architectures for digital solutions.
- Prioritise implementations which reduce infrastructure and operational overheads.
- Design solutions that are interoperable, scalable and which, within legal parameters, share and re-use software, services and data, and benefit from economies of scale.

### Operational

- Design and deliver solutions and services, adopting a client-centric approach.
- Deliver both through in-house provisioning and outsourcing/brokering.
- Avoid vendor lock-in and enable flexibility to migrate between service providers.
- Safeguard the environment by adopting eco-friendly concepts, processes, and technologies.
- Consolidate and apply business knowledge and technical specialisation in the PA's digital transformation.
- Always view human resources as the Agency's most valued asset and ensure that the employees are motivated and engaged.

## 2.6 CORPORATE DRIVERS

Seven corporate drivers and their implications for the Agency can thus be abstracted from such strategic course of action, as follows.

### Support for Transformational Leadership within PA

Leadership is key to positive performance in an enterprise as well as within its wider sphere of influence and interaction. Moreover, transformational leadership is especially key to an increasingly complex environment that results from increasing influx and adoption of emerging and disruptive technologies, as well as the applicability of innovative concepts and practices. The latter is expected to intensify within the PA with the enactment of the EU legislative requirements on data, data governance and cross-border interoperability of citizen-centric solutions. Essentially, the Agency's vision and mission seek to support such a transformational lead in technology within the PA, which is critical for the latter to attain its Public Service vision and align itself with EU interoperability legal requirements.

### Ongoing Internal Transformation

Enabling transformational leadership within the PA, cannot however be attained without pursuing ongoing transformation within the Agency itself. Hence, whilst actively communicating its Vision, the Agency shall need to capitalise upon its existing expertise and knowledge of the PA, and pursue further means of boosting motivation, diversity, cross-functional teamwork and strategic growth in its employees. Ultimately, it shall seek to lead them to adopt a holistic approach in their work ethic, rather than a technology-focused one.

### Collaborative Governance

The notions of agility and the need for effective forms of multi-stakeholder collaboration are to be increasingly core to the conduct of corporate governance, and thus ensuing the curtailment of the status quo. Hence, whilst still giving priority to risk management throughout its digital eco-system, the Agency shall need to allow for further progress in organisational behaviours and in decision making. This can be enabled by encouraging innovation and empowerment, activating pervasive and collaborative communications, and supporting a shared decision-making ethos. In this manner, it could increasingly appreciate, understand, and actively support collaborative governance as a broader analytic construct in PA that would further engage people across the boundaries of public organisations, levels of government and public, business, or societal spheres.

### Security and Trust

A further thrust in digital transformation in the way business is conducted increases the likelihood of cybersecurity challenges, obstacles, and risks which, if not handled effectively, may lead to erosion of trust. Cyberattacks have exponentially increased, and organisations need to ensure their resilience in the unfortunate cases of an unprecedented attack. Therefore, through further focus on information security both within the Public Administration as well as internally, the Agency may be able to successfully progress in its vision and ensure that it remains as the key partner that the PA may rely on in times of cyber-related adversities.

### **Sustainability**

Digitalisation plays a significant role in accelerating progress towards achieving sustainable development and business growth. It has brought to the fore, on a national and international scale, a number of economic sustainability aspects such as the circular economy and the digital sharing economy. The Agency would therefore need to pursue its efforts towards digital practices and investments that positively contribute to economic sustainability such as through developments in its ways of doing business, in addressing the demand for energy efficiency and in its awareness of corporate responsibility to safeguard the welfare of current and future generations.

### **Customer Centricity**

Customer centricity entails a strategic approach that places the customer at the core of the organisation's business, so as to provide a positive experience, and sustain a long-term relationship. Further commitment towards customer-centricity in all the efforts that it initiates and sustains is thus a must for the Agency, not solely from a service and solution delivery perspective but also in any necessary internal realignments and metrics from an organisational, procedural and systems point of view.

### **Data Centricity**

Data centricity would not be possible within the Agency without a strong data-driven ethos. Through a data-centric approach, the Agency may increasingly be able to more effectively guide its management and functions through strategic decisions that cohesively, comprehensively and strategically use the Agency's enterprise data along with data analysis technologies it adopts.



**PARTNER TO GOVERNMENT  
IN THE DIGITALISATION PROCESS**



**ENHANCING THE  
DIGITAL INFRASTRUCTURE**

**STRENGTHENING  
THE AGENCY**

## 2.7 THE STRATEGIC MODEL

In more concrete terms, the Strategy shall be channelling the Agency's direction through three overarching domains as follows:

---

### 1. *PARTNER TO GOVERNMENT IN THE DIGITALISATION PROCESS*

which incorporates initiatives that have a direct impact on the modernisation and operations of the PA. Such a domain, however, cannot be supported without having the second and third domains in place.

---

### 2. *ENHANCING THE DIGITAL INFRASTRUCTURE*

which comprises a blend of activities that focus on MITA strengthening its core infrastructure, platforms and services, to be in a stronger position to deliver its mandate. This domain essentially requires having the necessary internal Agency constituents, identified in the third domain, to be able to sustain itself accordingly.

---

### 3. *STRENGTHENING THE AGENCY*

which identifies objectives of an internal nature, including People as MITA's main asset, without which the Agency will not be able to deliver.

---

Each focus area carries a strategic objective which in turn leads to a number of action items. This is presented in the following three Chapters, each dedicated to one of the three domains identified above.



**PARTNER TO GOVERNMENT  
IN THE DIGITALISATION PROCESS**

**FOCUS AREAS**

Strategic and Policy Direction  
Governance  
Information Security and Cybersecurity  
Portfolio of Digital Services  
Solutions, Programmes, Projects and Consultancy

## 3.0 PARTNER TO GOVERNMENT IN THE DIGITALISATION PROCESS

---

### 3.1 STRATEGIC AND POLICY DIRECTION

MITA is in a position to advise on a holistic and strategic approach towards the modernisation of the PA. In the process, it shall act as a supporting arm to the Government's Digitalisation Committee by advising on related strategic priorities. It shall also provide strategic direction through the Technology Forum, and work closely with CIOs so that the needed fora are set up to attain the required strategic and operational outcomes. As part of the digital transformation process, MITA shall also support the PA in the effective sharing, use and re-use of its digital assets.

MITA's leading role within the PA also necessitates the further articulation of ICT policy direction, potentially widening its scope to include new technology areas, and increasing in depth to include technical frameworks. It shall also seek to facilitate effective compliance with such policies within the PA. It is understood that such a role also calls for MITA's active presence and participation in various relevant EU fora and bodies, as applicable.

#### Strategic Objective:

**Formulate digital policies, strategies, and technical architectures to shape the digital ecosystem in the Public Administration and advocate their adoption.**

#### Actions:

- D 1.1.1 Advise Government on adopting and implementing an ICT strategic course of action which cuts across the whole of Government and at a national level.
- D 1.1.2 Facilitate steering the PA towards the adoption and implementation of a whole-of-government approach and the implementation of corporate strategic measures.
- D 1.1.3 Provide for Government ICT policies, specifications, and standards to be adopted within the PA.
- D 1.1.4 Establish a framework to ensure compliance with the Government ICT policy so as to minimise risks posed on Government.
- D 1.1.5 Strengthen the Agency's position as Government's representative on various EU and other international digital fora and bodies.

## 3.2 GOVERNANCE

Various initiatives are underway within the PA as part of its process of digital transformation.

Evaluation of related investments should not rely solely on project costs but also on the benefits accrued to the PA as well as to its beneficiaries, namely businesses and citizens. Hence, effort needs to be further expended towards attaining projects' scope, budget, and performance. Investments need to be directed more towards innovative public services by applying new technologies.

This can also be achieved by focusing on interoperability at a local level and with other EU MSs, potentially through increased use of common solutions, common platforms, sharing of data and standardisation.

ICT policies are a fundamental component of the toolset, which MITA shall pursue in its role, to help ensure that good governance is in place throughout the PA ICT landscape. The policies are necessary to better manage information security risks, meet service, information and data obligations, and to minimise risks of noncompliance with legislation or other mandated requirements. However, the presence of policies alone does not suffice. Ensuring conformance to their requirements during their implementation is equally essential and needs to be ensured by the PA, facilitated where necessary by relevant guidance and advice from MITA.

### Strategic Objective:

**Assist the Public Administration in strengthening the compliance to the ICT policy suite and in ensuring that investments are maximised.**

### Actions:

- D 1.2.1** Support the PA in the setup of the necessary structures, tools, and procedures to strengthen the ICT governance.
- D 1.2.2** Assist in the establishment of the appropriate governance structures supporting the PA in conforming to EU regulations – the Interoperable Europe Act, the Data Act, and the Data Governance Act.
- D 1.2.3** Guide the PA in the prioritisation and maximisation of ICT investments, based on need, feasibility, impact, risks, and the potential value it contributes, in adherence to Government ICT strategies and policies.
- D 1.2.4** Collaborate with the PA in implementing the digital transformation initiatives, potentially through active sharing and re-use of Government digital assets, promoting common solutions and services and facilitating interoperability with other national and cross-border solutions.

### 3.3 INFORMATION SECURITY AND CYBERSECURITY

Whilst supporting digital transformation also through the use of cloud technology, MITA is also adopting a zero-trust approach through investments in security controls, tools, and technologies, aimed at safeguarding the digital landscape. Specific priority areas include application programming interface security, bot management, cloud workload security, container security, multi-factor authentication, security analytics, and zero trust network access – all innovative prevalent concepts and technologies that are increasingly forming an integral part of the digital ecosystem.

Seeking to minimise the likelihood of a successful cyber-attack as part of cyber risk management is not enough. No security is fully fool proof. There is the need to minimise the likelihood of an impact from a cyber incident occurring. Hence, MITA shall further its commitment and effort towards cyber-resiliency so as to be able to effectively respond to such cyber adversities and be able to facilitate the continuity of service, with minimal disruption possible. In doing so, MITA shall not only focus on its technical expertise but shall also use its business competence and experience to ensure that robust procedures and tools are in place to safeguard its operations. Additionally, through its active role in the management of the PA digital transformation process, MITA can attain a better understanding of what needs to be done to safeguard all of Government's digital assets.

Furthermore, as also indicated through the National Cyber Security Strategy, MITA continues to fulfil its role of national contact point in cybersecurity through the MITA NCC. It also acts as the Maltese Government Computer Security Incident Response Team (*govmt-CSIRT*) and performs co-ordination activities, participates in forums and reaches agreements related to cybersecurity incident response on a local and international level.

#### Strategic Objective:

**Consolidate the Agency's position as Government's technical authority for cybersecurity, operate a comprehensive framework to protect Government's digital assets while enhancing cybersecurity at a national level.**

#### Actions:

- D 1.3.1** Strengthen the PA's cybersecurity resilience.
- D 1.3.2** Increase automation of security capabilities aimed at enhancing protection and reducing operational costs.
- D 1.3.3** Rapidly respond to cyber incidents, both at an organisational level as well as across government.
- D 1.3.4** Harness the value of sharing cybersecurity data, expertise, and capabilities across Government and on a nation-wide scale so as to serve as a unified defensive force.
- D 1.3.5** Serve as Malta's MITA NCC, in collaboration with local and foreign stakeholders, having the key aim of strengthening the national and EU digital cyber security ecosystems.
- D 1.3.6** Evaluate and propose ways how the Agency can contribute further on cybersecurity matters at a national level.

### 3.4 PORTFOLIO OF DIGITAL SERVICES

MITA is committed to undertake a client-centric approach that allows for continuous improvement in its services and which it shall plan for and undertake accordingly. It shall also adopt a proactive stance in enhancing the value proposition of the services that it delivers and in encouraging the take-up of horizontal services across the PA.

Furthermore, MITA shall enhance its service delivery through a holistic model that encompasses the various stages of the service process, from initial design and development to delivery and ongoing support. Such an approach shall be enabled through the implementation of a service management lifecycle that covers current and new services and that ensures client-centricity, apart from an industry standard compliant approach in service design and delivery.

#### **Strategic Objective:**

**Strengthen the Agency's portfolio of digital services by improving quality, efficiency, and currency of technology, to ensure client needs are better served.**

#### **Actions:**

- D 1.4.1** Devise a plan, scheduling potential improvements to the Agency's service portfolio, based upon reviews with the respective clients aimed at assessing their service needs and expectations in terms of effectiveness, efficiency and quality.
- D 1.4.2** In line with the plan, carry out the review of the Agency's services and where necessary, implement improvements, technology refresh and updates.
- D 1.4.3** Proactively identify opportunities to create new value-added services that address emerging client needs.
- D 1.4.4** Develop and implement a service management lifecycle and framework aimed at establishing an industry standard compliant approach from the design to the operation of all services across the Agency.

### 3.5 SOLUTIONS, PROGRAMMES, PROJECTS AND CONSULTANCY

MITA shall continue to identify solutions, programmes, projects and services where it can provide strategic direction and value to Government. It shall also seek to improve the development lifecycle of specific projects whilst also seeing to the possibility of adopting a product management approach. The latter calls for an effective change management process that covers MITA's internal processes and that is enabled through its clear understanding and acceptance by the employees themselves. In this manner, the value of the solutions, programmes, projects and consultancy services provided by MITA can be enhanced further.

#### Strategic Objective:

**Support Government in its modernisation process by implementing digital transformation initiatives and modernisation of business solutions.**

#### Actions:

- D 1.5.1 Assist clients throughout the product development lifecycle for the Revenue, Social Security and Healthcare digital solutions and proactively identify new business solutions.
- D 1.5.2 Assist the client in designing, managing projects and implementing systems which are strategic in nature, and which are important for Government's digital transformation.
- D 1.5.3 Provide a portfolio of consultancy services on aspects that include digital strategic direction, enterprise architecture, digital infrastructure, digital solutions, and project implementation.
- D 1.5.4 Explore a Product Management approach and pilot it within specific areas.



ENHANCING THE  
DIGITAL INFRASTRUCTURE

FOCUS AREAS

Data Centre and Digital Infrastructure  
Digital Platforms and Enabling Services  
Data and Interoperability  
Innovation, Technology and Research

## 4.0 ENHANCING THE DIGITAL INFRASTRUCTURE

### 4.1 DATA CENTRE AND DIGITAL INFRASTRUCTURE

MITA is committed to uphold the highest standards in the upkeep of its Tier-III accredited Data Centre facilities so as to guarantee the reliability and integrity of computing and storage. This shall be supported by significant investments in technological modernisation of the data centre facilities and security infrastructure, thus ensuring continued high levels of uptime. It shall also seek to increase its bandwidth capacity so as to strengthen confidence in its service availability.

The Agency is also committed to continuously improve and add tools and services to further strengthen its digital infrastructure and data centre specialised functions, whilst protecting the environment through the deployment of green technology and energy efficient solutions.

In line with the rapid pace of digital transformation within the PA, MITA shall also pursue its investments in multi-Cloud and Hyper Converged Infrastructure. Through such investments, MITA aims to support the infrastructure capacity and demand planning requirements of increased agility, efficiency and scalability. A blend of on-premises and cloud resources are expected to maximise the infrastructure technology mix available. In this manner, MITA may provide the best-of-breed packaged solutions to its clients, who can in turn focus on their core business.

In addition, the MALta Government NETwork (MAGNET) will continue its evolutionary process to continually meet and encourage the extended use by the PA in terms of its computing needs in the form of bandwidth, resilience and security.

The technology provided is expected to support workload portability and the management of different cloud environments facilitating the management and governance of data, security, while optimising costs and performance.

#### Strategic Objective:

**Further evolve the Data Centre and the underlying digital infrastructures so as to improve their resilience, capacity, scalability and security, and align corresponding supporting practices towards further adoption of digitalisation, agility and efficiency.**

#### Actions:

- D 2.1.1** Pursue further investment in the Agency's Tier-III Data Centre through improved connectivity, cooling and power facilities.
- D 2.1.2** Transform the Data Centre into an 'edge' of the Public Cloud so as to utilise and benefit from the related cloud-technologies and services.
- D 2.1.3** Commence work on the next generation MAGNET aimed at increasing flexibility and scalability in line with Government's growing connectivity needs.
- D 2.1.4** Assess cloud offerings from various major cloud providers for their suitability within the Agency's digital infrastructure, and devise a way forward based on the outcome.
- D 2.1.5** Strengthen the Agency's Network Operations Centre through AI-powered tools that will provide insights on the health, performance, and security of the infrastructure, and implement corrective actions accordingly.
- D 2.1.6** Evaluate the establishment of a Site Reliability Engineering (SRE) as a Service with a view to offer it to the Agency's clients, as one means to ensure that the latter's solutions are aligned to Government Enterprise Architecture.

## 4.2 DIGITAL PLATFORMS AND ENABLING SERVICES

MITA shall consolidate its leading role in delivery of digital platforms and enabling services that facilitate the digital transformation of the PA and for it to operate in line with once-only and whole-of-Government principles. It shall deliver platforms that are flexible, adaptable, scalable, and elastic, so as to add value whilst instilling cost consciousness in Government operations. MITA shall ensure the alignment of such activities with national and cross-border interoperability, authentication, and standardisation requirements, as well as with industry best practices. This shall take place in collaboration with the relevant stakeholders, from the planning stages of the platform delivery and enabling services.

### Strategic Objective:

**Provide shared services, including platforms and enabling services, for use across the Public Administration as critical components of the Government's digitalisation process.**

### Actions:

- D 2.2.1** Maintain and enhance digital platforms and enabling services, in line with evolving business and client needs, technological architecture trends and security requirements.
- D 2.2.2** Build new shared services, in line with once only and whole of government principles and aim further towards standardisation in solutions so as to benefit from economies of scale.
- D 2.2.3** Ensure that the Agency is providing a good value proposition through its shared services, to the extent that these become the preferred choice over alternatives available in the market.
- D 2.2.4** Maintain an interoperability infrastructure for eID authentication across EU borders through the eIDAS Node.
- D 2.2.5** Provide advice and expertise on the implementation of citizen touchpoints for specific solutions, such as the Single Digital Gateway, that will enable interoperability of public services offered by Malta with those of other MS.

### 4.3 DATA AND INTEROPERABILITY

MITA shall develop a reference technology architecture blueprint, based upon common underlying principles upon which public services may be designed and developed, thus providing a solid foundation for future evolution. The Agency shall therefore support the Government in its digitalisation of services to achieve a whole-of-Government approach where services shall be similar in design, share and re-use data, as well as link with each other as required. MITA shall also build an interoperability service bus and advise on its effective and proper use.

In all such related activities, MITA shall support the adoption of the *Interoperable Europe Act*, the *Data Act*, and the *Data Governance Act*. It shall work with stakeholders on matters of data governance, and advise where required, in line with the Public Administration Data Strategy, so that data in Government is maintained at a high quality, whilst facilitating the process of a data-driven Government transformation.

#### Strategic Objective:

**Support the Public Administration to achieve interoperability at local and cross-border levels, facilitate the sharing and re-use of data, and enable the administration to become data-driven.**

#### Actions:

- D 2.3.1 Implement measures assigned to the Agency in fulfilment of specific requirements of the EU's Data Act and Data Governance Act, as well as of the Malta Public Administration Data Strategy.
- D 2.3.2 Articulate relevant Government ICT policies and technical reference architectures in support of a comprehensive interoperability framework aligned to the EU's Interoperable Europe Act and to the relevant data regulations and strategy.
- D 2.3.3 Implement a technical interoperability platform that enables data exchange across public administration systems and establish a robust onboarding function to maximise the platform's take-up and utilisation.
- D 2.3.4 Implement initiatives to support language interoperability in the PA.

#### 4.4 INNOVATION, TECHNOLOGY AND RESEARCH

MITA shall undertake a key role in shaping technology direction aimed at fostering efficiency and innovation in the delivery of government services. Technology shall act as one catalyst for change, leading to potential solutions to existing business problems as well as to other previously unforeseen process and service improvements.

MITA shall conduct research work and identify areas for the adoption of innovative technologies. This shall be enabled through proof-of-concept projects related to digital government services, aimed at instilling necessary changes, solving existing challenges and creating new opportunities in service provision.

##### **Strategic Objective:**

**Promote a culture of technological foresight and innovation within the Agency so as to foster the implementation of innovative solutions.**

##### **Actions:**

- D 2.4.1** Promote technological innovation by encouraging the implementation of proofs of concept using innovative technologies.
- D 2.4.2** Explore the concept of a digital marketplace for Government so as to facilitate the procurement, exchange, and delivery of innovative solutions.
- D 2.4.3** Foster relationships with local and international technology providers and academic institutions to gain exposure on emerging technologies, share knowledge and evaluate their applicability within the Government context.





**STRENGTHENING  
THE AGENCY**



**FOCUS AREAS**

People

Internal Processes, Governance, Systems and Data

Contracting and Sourcing

Supporting Functions

## 5.0 STRENGTHENING THE AGENCY

---

### 5.1 PEOPLE

A key element of MITA's success is its human resources. MITA adopts an employee-centric strategy that promotes diversity whilst facilitating continuous professional development. It is a strategy that focuses on the employees' needs and that seeks their empowerment and recognition. Hence, in line with its established values, MITA seeks to sustain a workplace culture that prioritises its employees' psychological and physical wellbeing, built on open communication, dialogue and respect.

The Agency shall be adopting strategic measures so as to ensure the engagement and motivation of its employees, to the extent that it is seen as the preferred employer for professionals who aim for a rewarding ICT career.

#### Strategic Objective:

**Adopt a people-centric approach that embraces engagement, professional growth, well-being, and commitment towards the success of the Agency.**

#### Actions:

- D 3.1.1 Review the career progression framework, including job profiles and career streams to reflect current and future needs.
- D 3.1.2 Implement measures to retain and attract talent.
- D 3.1.3 Provide training and career development to ensure retention, business continuity and employee development.
- D 3.1.4 Promote a culture of employee recognition, diversity, and mutual support, together with a healthy and positive social environment.
- D 3.1.5 Improve the overall employee experience throughout the recruitment, onboarding, learning and development, performance management, retention, and termination.
- D 3.1.6 Foster collaboration and communication.

## 5.2 INTERNAL PROCESSES, GOVERNANCE, SYSTEMS AND DATA

MITA is undergoing a review of its internal processes to increase automation, facilitate the appropriate collection and sharing of data and increase agility in all processes. This will enable MITA to leverage the use of data in its operations and enable its management decision making through demand analytics related to services, projects, operational data, people, and suppliers. Such data driven management within MITA shall require clear and rationalised data ownership, system integration and process consolidation.

MITA shall also seek to consolidate its various Committees within the organisation so as to improve its governance posture, ensure collaboration and high quality of services and projects.

Over the years, MITA has taken a leading role amongst Government, industry, and business in seeking, attaining, and maintaining certification in relevant internationally recognised standards. These include ISO 9001: Quality Management System, ISO 27001: Information Security Management System, and ISO 14001: Environmental Management System. Its next goal is the adoption and attainment of certification in ISO 22301 – Business Continuity Management System, so as to ensure resiliency in its operations should service disruptions occur.

### **Strategic Objective:**

**Ensure that the Agency operates with efficiency, agility and excellence through a data-driven approach and effective governance mechanisms.**

### **Actions:**

- D 3.2.1** Modernise internal systems so as to automate and streamline the Agency's processes and operations and ensure uniformity in its data.
- D 3.2.2** Implement data governance principles to guarantee the accuracy, accessibility, and usability of data.
- D 3.2.3** Provide the Agency's management and clients with dashboards having enhanced decision-making capabilities, in line with their respective responsibilities.
- D 3.2.4** Strengthen the Agency's overall governance framework to enhance its decision making, accountability, and internal controls.

### 5.3 CONTRACTING AND SOURCING

In the light of the Agency's role as defined within the Public Procurement Regulations and the expertise it has gained over the years, MITA will increase its engagement with economic operators and other stakeholders and improve its procurement and outsourcing activities. Effort shall be employed to build on the potential of the Central Purchasing Body function in areas beyond those currently in place. The possibility of establishing Innovation Procurement and Pre-Commercial Procurement shall be explored, with the aim of introducing new methods in the procurement process.

Through the ongoing monitoring of the existing and evolving supplier cohort, methods to mitigate vendor lock-in, dominant positions and vendor concentration shall be taken into consideration.

Moreover, MITA shall seek to capitalise on its 'Partnership Agreements' and consider widening the number of partnerships so as to alleviate the Government's operational costs and increase economies of scale.

#### Strategic Objective:

**Encourage open and fair competition through competitive tendering procedures and implement efficient and effective procurement practices.**

#### Actions:

- D 3.3.1 Conduct market research and consultation to assess vendor capacities and assess market trends and new services and supplies, and adequate spend analysis to identify opportunities for efficiencies, aggregation, and cost savings.
- D 3.3.2 Identify goods and services commonly used across Government and aggregate their procurement, thus simplifying and hastening the sourcing process, foster competition and bring about economies of scale.
- D 3.3.3 Implement vendor performance mechanisms to ensure quality, reliability, and adherence to contractual obligations.
- D 3.3.4 Promote open communication channels with Economic Operators and their representatives and explore possibilities of engaging suppliers in strategic collaborations and partnership agreements, and of diversifying service and supply sourcing.
- D 3.3.5 Seek opportunities to source services and supplies for the Agency and possibly to the PA, through the implementation of innovation procurement and pre-commercial procurement practices.

## 5.4 SUPPORTING FUNCTIONS

Through its supporting functions, MITA shall strive to strengthen and promote its reputation as a role model of trust in solution and service delivery and in corporate social responsibility, internally amongst its own employees and externally across its stakeholders, notably the PA and indirectly within Maltese society and the economy.

### **Strategic Objective:**

**Invest in the internal functions to be in a position to support the Agency's work and improve its work environment.**

### **Actions:**

- D 3.4.1** Promote the Agency's corporate identity as a model organisation and the value that it brings to its stakeholders as a trusted and recognised leader in the implementation of digital solutions for Government.
- D 3.4.2** Strengthen the Agency's service to customers through improved client relations and customer care.
- D 3.4.3** Manage affairs related to EU, where applicable, and capitalise on EU funded programmes in the Agency's service and solution delivery to Government.
- D 3.4.4** Operate as a sustainable organisation in line with its mandate and legal obligations.
- D 3.4.5** Maintain the Agency's office facilities to high quality standards aimed at ensuring employee well-being, right-sized functionality, and energy efficiency for both operational and strategic needs.





## 6.0 WAY FORWARD

---

The digital regulatory developments being shaped at an EU level coupled with the major digital evolvments being witnessed on a global scale are leading towards a paradigm shift in how to address the digital domain. The transformation essentially calls for a holistic approach that keeps in view other perspectives such as the semantic and legal, apart from the procedural and data ones in line with the technological focus.

Moreover, it calls for stronger forms of collaboration and coordination both within an organisation as well as with its customer base.

All such factors shall not be left unheeded by MITA, which over the past thirty years has successfully undertaken major changes in line with the PA's maturity in embracing the global digital transformations.

Whilst still focussing on its professional and pragmatic mindset and efforts in delivering its services to Government, MITA shall aim to evolve further and thus sustain an effective and viable role within Government in the long term. The implementation of this Strategy for the coming three years is seen to serve such a purpose.

MITA's Executive Committee, led by the Agency's Board of Directors as the owners of the Strategy, shall be spearheading its implementation. The proposed Action items shall, in collaboration with the PA, be translated into specific projects and activities that in turn shall constitute the Agency's Annual Business Plan. Whilst complementing the ongoing business planning process, MITA's monitoring and reporting mechanisms shall continue to evolve accordingly, and thus ensure the Strategy's effective implementation.

## ENDNOTES

---

- <sup>i</sup> <https://www.oecd.org/digital/going-digital-project/>
- <sup>ii</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A02021R0241-20230301>
- <sup>iii</sup> <https://www.europarl.europa.eu/news/en/press-room/20230505IPR84904/ai-act-a-step-closer-to-the-first-rules-on-artificial-intelligence>
- <sup>iv</sup> <https://www.maltadigitali.mt/>
- <sup>v</sup> <https://economy.gov.mt/uncategorized/national-cybersecurity-strategy/>
- <sup>vi</sup> <https://eskills.org.mt/strategy/malta-national-eskills-strategy-2022-2025/>
- <sup>vii</sup> <https://publicservice.gov.mt/en/Pages/Initiatives/New-Strategy-for-the-Public-Service.aspx>
- <sup>viii</sup> <https://mita.gov.mt/wp-content/uploads/2023/07/Public-Administration-Data-Strategy-2023.pdf>
- <sup>ix</sup> <https://mita.gov.mt/portfolio/ict-policy-and-strategy/gmict-policies/>
- <sup>x</sup> <https://mita.gov.mt/2022/10/27/launch-of-the-national-cybersecurity-coordination-centre-ncc-for-malta/>

## ACRONYMS

---

<b>AI</b>	Artificial Intelligence
<b>CEO</b>	Chief Executive Officer
<b>CIO</b>	Chief Information Officer
<b>DGC</b>	Data Governance Council
<b>CION</b>	European Commission
<b>EC</b>	European Council
<b>eIDAS</b>	EU Regulation on Electronic identification and Trust services
<b>eID</b>	Electronic identification
<b>EP</b>	European Parliament
<b>EU</b>	European Union
<b>ICT</b>	Information and Communications Technology
<b>MAGNET</b>	Malta Government NETWORK
<b>MITA</b>	Malta Information Technology Agency (also referred to as 'The Agency')
<b>MITA NCC</b>	MITA National (Cybersecurity) Coordination Centre
<b>MS</b>	Member State
<b>OABs</b>	Officially Appointed Bodies
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>PA</b>	Public Administration
<b>PPS</b>	Principal Permanent Secretary





**STRATEGY  
2024 - 2026**