

Malta Digital Innovation Authority

Strategic Plan 2026-2030



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Kenneth Brincat

Chief Executive Officer



Three years ago, the Malta Digital Innovation Authority (MDIA) launched its Strategic Plan for 2023-2025, setting out a three-year roadmap designed to build upon the foundations of the Authority, and strengthen its position as a mature authority, well-prepared to promote, advise on and regulate digital innovative technologies.

Three years is a long time in technology, but it is equally long in its regulation. The EU regulatory landscape undergone a significant transformation over these past years: the Data Governance Act, the Data Act, the AI Act, the Cyber Resilience Act, the Cybersecurity Act and eIDAS 2.0, are amongst the new regulations, all aimed at instilling trust and user protection. The MDIA has played a key role in the implementation of these new regulatory frameworks while continuing to expand its capabilities.

A key milestone during this period was the establishment of new legislation clarifying and strengthening the Authority's mandate and powers. The MDIA further consolidated and strengthened its capacity and internal processes, achieving ISO9001:2015 certification. The launch of DiHubMT, supporting startups and innovators through access to specialised resources, including the high-performance computing infrastructure led and implemented by the MDIA. The Authority also oversaw the implementation of the 2019 National AI Strategy, achieving over 80% implementation of the Strategy, while led the development of the Realigned National AI Strategy for 2025-2030.

These achievements provide the foundation for the Authority's next phase of development. The Strategic Plan for 2026-2030 builds upon the MDIA's multifaceted role as regulator, policy advisor, and enabler of digital innovation. These pillars are supported by key strategic enablers focussed on strengthening and consolidating the Authority's resources, building further its international engagement, and expanding its outreach. In addition, the MDIA mandate has been expanded to promoting digital literacy and building digital skills at a national level, introducing a new pillar beyond the scope of the 2023-2025 Strategic Plan.

Through this Strategic Plan, the MDIA, together with its stakeholders, will continue to enable a digital ecosystem that promotes the uptake of innovative technologies while fostering trust in their use.

Wayne Grixti

Chairperson

To be the forward-looking Authority that fosters trust and enables the uptake of innovative technologies. The MDIA's vision clearly captures its goals. Trust is both an enabler of technological adoption, and an essential requirement as innovative technologies become more widespread in society. The Authority's mission statement recognises regulation as a key means through which to establish such trust.

Having overseen the implementation of the previous Strategic Plan in my capacity as Chairperson of the Authority, I view the Strategic Plan, spanning 2026-2030, as evidence that the MDIA has established sound foundations, and is ready to take on the myriad of regulation it is responsible for while also fulfilling its roles as enabler of technology uptake and as policy adviser.

Just as trust enables the uptake of technology, digital literacy underpins the building of trust. The MDIA's expanded role, taking on the promotion of digital literacy and support for the development of digital skills, strengthens the Authority's capacity to deliver on its broader responsibilities.



Through the implementation of this Strategic Plan, the Board is confident that the MDIA will continue to strengthen trust in innovative technologies whilst safeguarding the public and supporting Malta's sustainable digital transformation.

Chapter 1: Introduction

This Strategic Plan sets out the direction of the Malta Digital Innovation Authority (MDIA) for the upcoming five years. The period of five ensures alignment with the National AI Strategy and Vision. The MDIA Strategic Plan presents a framework for achieving this, from a high-level vision down to concrete measures. The Strategic Plan builds on the achievements of the previous one, while identifying and addressing new challenges being faced in the rapidly changing world of innovative digital technologies. In doing so, the Strategic Plan ensures the fulfilment of MDIA's role of fostering trust and adoption of such technologies.

The MDIA was set up in 2018, initially focusing on the implementation of regulation and serving as a policy advisor for matters related to distributed ledger technologies. It soon expanded its remit to cover trust in and promotion of emerging digital technologies more generally. This remit covers regulatory, policy advisory and promotion of innovative digital technologies, and the Authority acts not only as a regulator, but also as a policy advisor for Government and to support the uptake of technology in both the private and public sectors.

Since the setting up of the MDIA, the EU regulatory landscape addressing innovative technologies has changed, with various new directives and regulations being set up to address trust and user protection. New regulations, including the Data Governance Act, the Data Act, the AI Act, the Cyber Resilience Act, the Cybersecurity Act

and eIDAS 2.0, are recognising that risks arising from emerging digital technologies are to be appropriately addressed in law. The MDIA has been pivotal in the implementation of such regulation and in providing support to other authorities responsible for them. This new reality is reflected in this Strategic Plan 2026-2030. Additionally, it addresses the role of digital technology in current and upcoming national policy, particularly in the adoption of new technologies, especially AI, and the national overarching Malta Vision 2050, which aims to ensure that all national policies are aligned with today's realities and tomorrow's challenges.

This Strategic Plan builds upon the achievements of the Authority arising from the previous strategic plan, which was structured over four strategic pillars: Service Provision, Policy, Governance, and Public Relations & Communications. The MDIA Strategic Plan 2023-2025 guided the Authority's growth and consolidation of its governance structures and outreach, resulting in increased national impact through its various roles: regulatory, policy advisory, and industry support. Through the widening of the Authority's remit and the launch of various initiatives, particularly that of DiHubMT, which provides access to resources to support startups in increasing innovation, the MDIA has amplified its visibility and impact. Building on lessons learned from the first MDIA Strategic Plan, this new plan emphasises further the need for proportionate regulation, multi-sectoral collaboration, and alignment with EU and international policy development.



The development of this Strategic Plan embraced an evidence-based and consultative approach, planning the trajectory of the Authority on (i) documents ranging across national policies, EU and local regulation, and international strategies; and (ii) input from the various stakeholders potentially impacted by the MDIA's activity. Furthermore, the Strategic Plan was iteratively aligned based on input from internal MDIA management feedback to ensure that prior experience was fully incorporated.

The Strategic Plan is organised hierarchically, (i) starting from the Authority's mission, vision and core values; then (ii) identifying the strategic pillars and enablers upon which the Strategic Plan is designed to achieve the vision; followed by (iii) presenting objectives to identify the goals for each pillar and enabler; and finally (iv) determining measures for each objective to ensure concrete actions intended to achieve the objectives.

Key Achievements of the 2023-2025 Strategic Plan

Service Provision

- Launched DiHubMT as a one-stop-shop providing support to entities to respond to digital challenges and become more competitive and provide new targeted innovative, training programmes to reach societal needs.
- Launched a high-performance computer to strengthen Malta's digital infrastructure.
- Enhanced digital skills in Malta and seamless integration of eSkills Malta Foundation in the operations of MDIA.
- Coordinated the effective implementation of the National AI Strategy and Vision 2030 leading to 80% implementation and realigned the strategy in line with Malta Vision 2050.

Policy

- Provided over 1500 policy interventions at National, European and International level.
- Strengthened collaboration with key national entities, including 16 Memorandum of Understandings.
- Actively contributed and implemented EU regulations in the field of AI, Data and Cybersecurity.
- Established a new research unit, resulting in c. €5M committed investment in research schemes.

Governance

- Launched MDIA 2.0, which includes major revision of pertinent legislation and strengthening of governance structures.
- Released a new tiered framework for recognitions of innovative technologies and enhanced sustainability.
- Achieved ISO9001:2015 certification and fully implemented all recommendation by the National Audit Office.
- Strengthened capacity in key areas such as, artificial intelligence, data, cybersecurity and digital identity to ensure future-ready workforce.

Communication

- Launched an overarching Communication Plan and enhance trust in innovative technologies and create visibility and awareness of work carried out by the MDIA.
- Participated in circa 1000 engagements at National, European and International level.
- Reached out to different segments to create positive societal impact through innovative approaches such as summer schools, boot camps and other initiatives.
- Hosted the ITU Global Innovation Forum and coordinated Malta's TechXpo.

Document Structure

This document is structured as follows:

Chapter 1: Introduction

Introduction presents the background and gives an overview of the Strategic Plan as a whole.

Chapter 2: Approach to Strategy Development

Approach to Strategy Development explains the approach adopted in developing this Strategic Plan.

Chapter 3: Strategic Plan 2026-2030

Strategic Plan 2026-2030 finally presents the actual strategic plan, from the vision to the measures.



Chapter 2:

Approach to Strategic Plan Development

The Strategic Plan was developed based on extensive research and through multiple feedback gathering cycles with the MDIA's management team. A strategy workshop was carried out with all staff members, and an external targeted stakeholder consultation was conducted.

The Existing Context

A SWOT analysis of the Authority was carried out to ensure the strategic plan builds on existing strengths, addresses weaknesses, and seizes opportunities whilst mitigating threats. In conjunction with the outcome of an internal PESTEL exercise carried out by MDIA, these analytical frameworks provided the necessary input to ensure that the plan builds on the Authority's capacities while appropriately addressing risks and drivers.

A wide range of documents were used to analyse the context in which the strategic plan will operate. These included (a) national policies and strategies which overlap with the Authority's obligations; (b) regulation, including both local and EU-wide legislations which are of relevance to the Authority; and (c) strategies and plans of international entities fulfilling a similar role to that of MDIA.

Strategic Analysis Tools

A consultation process with external stakeholders was carried out to (a) gather information about which aspects of the previous MDIA Strategic Plan (2023–2025) have been most effective and which initiatives launched by the Authority had tangible impact; (b) contextualise how, going forward, MDIA can contribute to the digital innovation ecosystem; and (c) evaluate how services offered by the Authority can be enhanced.

Stakeholder Input



As the strategic plan was being developed, the proposed enablers, pillars and objectives were correlated with (a) the role of the Authority as defined in law; and (b) the outcome of the strategic analysis tools. This ensured that the strategic objectives cover these dimensions in an appropriate and resource-efficient manner.

Review and Correlation

Internal management was involved in the initial stage to contribute their views on the Authority's current state. Management was then engaged in reviewing the development at periodic milestones in its definition. A workshop for all staff was organised and pertinent feedback integrated.

Internal Management Involvement

Chapter 3:

Strategic Plan 2026-2030

Mission

To regulate and enable secure digital innovation through a proactive, trustworthy and strategically guided approach.

As defined by the MDIA Act, the Authority has a multifaceted role in the governance of innovative digital technologies. These range from developing and supporting related governmental policies, to facilitating the adoption of technologies, from acting as regulator in applying legislation to protect the interests of users, to assisting other Authorities and regulatory bodies in related matters.

The Authority's new mission statement reflects this broad remit, driving the development of innovative technologies, regulating their use, and ensuring the development and implementation of guidelines, policies and information campaigns to promote safe adoption and consequently build trust.

Vision

To be the forward-looking Authority that fosters trust and enables the uptake of innovative technologies.

The Authority has made huge strides in fostering trust in innovative digital technologies. This was accomplished through schemes and regulation that support and encourage the adoption of more dependable and secure ICT products, services and processes. A range of actions have been launched to promote safe use of innovative technologies and their positive impact on the public sector, private sector and wider society. These actions also contributed to sustaining the ecosystem with a skilled workforce through initiatives such as the Pathfinder Scholarship Scheme.

Over the past few years, the remit of the Authority has widened from one focusing on Blockchain and Distributed Ledger Technologies to one that encompasses a much wider range of technologies. The Authority's vision is to continue building upon this success, strengthening measures which have proved to be effective, while addressing those that have had limited impact.

With increasing compliance requirements on the industry, the Authority also recognises the need to provide awareness and support to help stakeholders meet their regulatory obligations. This is one way in which the Authority can fulfil its other parallel role, that of promoting the uptake of innovative digital technologies.

The Authority's vision is to continue along this trajectory, ensuring that it balances well its dual role as both regulator and driver of digital technology.

Core Values

As earlier stated, this MDIA Strategic Plan 2026-2030 builds upon the previous MDIA strategic plan, and reaffirms the core values and principles guiding the Authority. The Authority has maintained the five original core values and introduced Agile as a new core value to reflect the MDIA's commitment to remaining attuned to policy and technological advancements.



Quality-Driven

The Authority strives to ensure that the services it provides, and the way it fulfils its roles as regulator, enabler and policy adviser, are of the highest quality. To achieve this, it will continue engaging with stakeholders and applying sound foresight to deliver effective and relevant services.

Knowledgeable

The Authority continues to strengthen its human capital, expanding the pool of internal expertise through further recruitment of specialists, and providing professional development opportunities to its employees.

Transparent

Given its role, the Authority will continue to foster the principles of openness, integrity, and accountability, whilst guaranteeing quality, clarity, and accessibility in the services it provides. In line with these commitments, it will strive to maintain transparent decision-making processes and high-quality service delivery.

Collaborative

The Authority will continue to adopt a collaborative approach with (i) the various stakeholders and the general public; (ii) other regulators, policy makers and related national entities; and (iii) international fora and counterparts. It will achieve this through information sharing, coordinated actions and partnerships, and consultative processes.

Reliable

The Authority will strive to remain a central source of reliable support and service provision for stakeholders in matters of regulation, policy, and technical expertise on digital literacy. By enshrining knowledgeability and through robust internal processes, it will remain a trusted source of guidance and expertise.

Agile

The Authority will ensure it remains agile and responsive in the face of technological, regulatory, and societal changes. By proactively monitoring for upcoming shifts and the embodiment of flexibility into its processes, the Authority will ensure it will anticipate challenges and seize opportunities in a timely and effective manner.

Strategic Pillars and Enablers

There are two dimensions to an effective Strategic Plan. On one hand, the plan must identify the direction the Authority sees itself heading: **the strategic pillars**, but in order to succeed in this vision, the Strategic Plan must also address how to sustain and improve internal aspects which will ensure external impact of these pillars: **the strategic enablers**.

Strategic Pillars

The Strategic Plan recognises that the MDIA has different obligations arising from law and from national policy. Its external impact lies on four fronts: **(a) regulation** – the role the Authority has in enforcing digital innovation-related regulation; **(b) policy** – the Authority's responsibility to facilitate the development and implementation of national policy; **(c) digital skills** – the Authority's role in enhancing digital literacy and building digital skills

at a national level; and **(d) innovation** – the support for the uptake of new technologies as another objective of the Authority arising from the law.

Strategic Enablers

In order to ensure success of the goals of the strategic pillars, the Authority must ensure that it continues to build upon internal foundational aspects: **(a) resource management** – the Authority should ensure it embraces good governance, sustainability and proper resource management; **(b) international** – digital technology and its regulation goes beyond national borders, and the Authority should actively seek to strengthen its international activity; and **(c) outreach** – the Authority must strive towards effective communication and customer centricity.

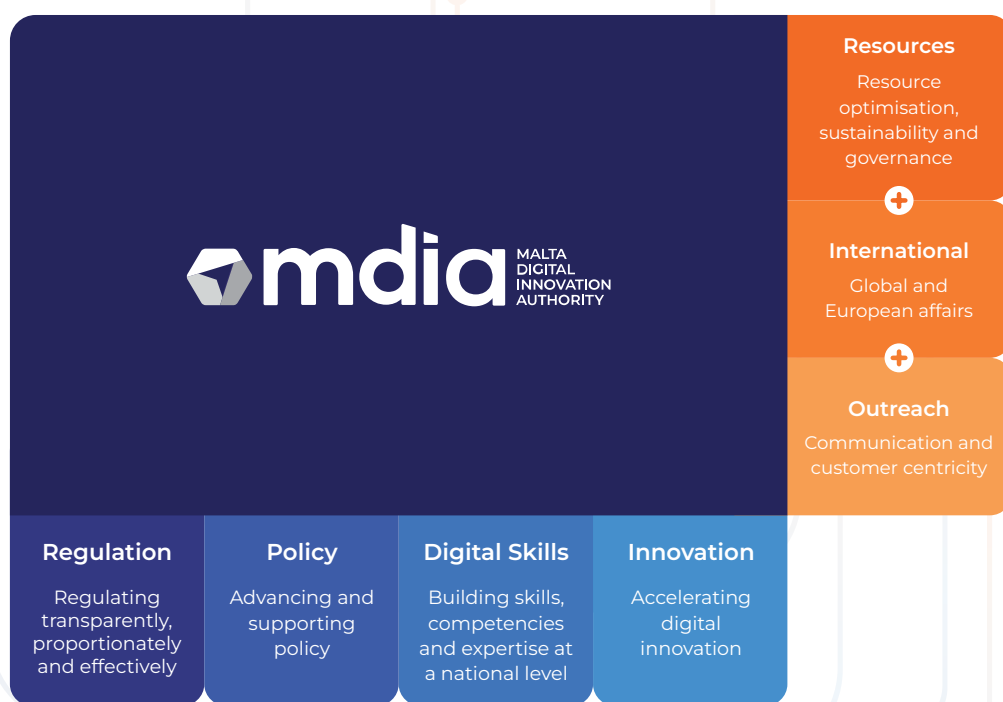


Figure 1: Overview of the MDIA's Strategic Pillars and Enablers

Strategic Pillars

P1 - Regulating Transparently, Proportionately and Effectively

The Authority recognises its role, as defined in law, as a regulator of innovative digital technologies and enforcer of pertinent legislation, a role that should lead to increased trust and confidence in their uptake and use. It also recognises the challenge of regulating technology providers and users in a manner that is fair and transparent, given the reality of fast-changing technology. In addition, ensuring an effective but proportionate regulatory approach, taking account of the level of risk and the context in which innovation is deployed, without stifling innovation or discouraging investment, is crucial. Over the coming years, the Authority will continue to strengthen its role as a trusted innovative regulator, aligning with new European legislation.

The Authority will foster a culture of compliance, maintain active monitoring of regulatory obligations, ensure targeted enforcement and effective deterrence and provide the necessary support to ensure compliance in a fast-changing regulatory environment. This will sustain Malta's position at the forefront of innovative technology.

P2 - Advancing and Supporting Policy

Given that technological advances may outpace the legislative processes, the policy role of MDIA requires foresight and expertise. Over the coming years, the Authority will continue to strengthen its policy-advisory role, supporting in the development and execution of national policies, whilst engaging with stakeholders to ensure that policies are well-informed and forward-looking.

P3 - Digital Skills, Competencies and Expertise

Building skills, competencies and expertise at a national level is essential, since talent is the true engine of a digital economy. This pillar aims to raise baseline capabilities for everyone, while deepening specialist skills where Malta can lead. It connects learning to real work, so skills translate into productivity and better services. Ethics, accessibility, and inclusion are at the core of this pillar, so as to ensure that progress benefits the many. It encourages lifelong learning habits and clear pathways from awareness to mastery. It measures success by confidence, employability, and the capacity to adapt as technologies evolve.

P4 - Accelerating Digital Innovation

This pillar recognises the role of the Authority to mobilise Malta's talent, infrastructure, and partnerships from labs and startups into real-world use. It nurtures collaboration across sectors, shortens the path from prototype to adoption, and builds confidence in responsible, human-centred innovation leading to benefits economy-wide while sustaining productivity and public good.



Strategic Enablers

E1 - Resource Optimisation, Sustainability and Governance

This enabler is the basis for the Authority's effectiveness and public confidence. It aims to cultivate a mission-driven, values-based culture rooted in the Authority's core principles. It is underpinned by good governance, transparency, and accountable operations, as well as the integration of ESG principles. The enabler aims to cultivate a competent, committed, and driven workforce that is empowered for continuous development, while strengthening the internal digital infrastructure to drive transformation and innovation.

E2 - Global Outreach and European Affairs

This strategic plan recognises that, whether in terms of service provision, policy or regulation, digital technologies have a strong international dimension. Particularly, given the regulatory developments within the EU and beyond, it is crucial that the Authority considers its visibility and influence outside the local dimension. This strategic enabler focuses on the Authority's participation in existing fora and fostering collaboration with other international entities.

E3 - Communication and Customer Centricity

This enabler is dedicated to amplifying the Authority's voice and encouraging informed engagement across all stakeholders. It aims to increase understanding and build confidence in innovative technologies and related regulatory frameworks. Furthermore, it strives to raise awareness of the Authority's diverse services. This is achieved by leveraging digital platforms, social media campaigns and direct outreach. Internally, this enabler aims to strengthen communication through both real-time and periodic updates, as well as the adoption of innovative technological approaches, such as AI solutions, thereby enhancing employer branding, employee retention and motivation.

Strategic Objectives

Objectives by Strategic Pillars

P1 - Regulating Transparently, Proportionately and Effectively

P1.1

To ensure a proportionate and effective regulatory approach and sound management of the Authority's regulatory scope. We will ensure that the Authority's regulatory role is carried out effectively and with good governance, also providing information and support to help innovative technology developers and providers meet growing regulatory requirements and improve compliance.

P1.2

To increase collaboration with relevant national stakeholders regarding regulation of digital technology. Given the rapidly growing ecosystem of digital technology regulation across different sectors, we will seek to strengthen collaboration and sustain structures with regulators and other entities responsible for related areas of oversight.

P2 - Advancing and Supporting Policy

P2.1

To promote timely, evidence-based, public-interest input to digital policy making. In order to strengthen the Authority's role of shaping and supporting national policy, we will engage in continuous data collection and knowledge acquisition exercise, thus enabling factual and evidence-based input into policy making.

P2.2

To serve as a trusted advisor on policy matters to Government on digital technologies and regulation. Given the Authority's role as a trusted advisor to the Government of the day on matters of digital technologies and regulation, we commit to contributing expert input to policy, and to taking a pivotal role in ones addressing emerging digital technology.

P2.3

To proactively drive and support the alignment of Malta's digital policy framework with evolving developments. As an Authority, we commit to drive and support the alignment of Malta's digital policy framework with evolving European and international developments. We will also ensure a forward-looking approach in identifying future technologies to ensure that Malta remains at the forefront of innovative technology.

P3 - Digital Skills, Competencies and Expertise**P3.1**

To foster equitable digital literacy and awareness to empower the general public to actively participate in a digital society. We will provide inclusive digital literacy opportunities so that advancements in digital innovation are understandable, safe, and useful for everyone, ensuring no one is left behind. With curiosity encouraged and critical thinking rewarded, participation shifts from passive use to confident engagement that improves daily life.

P3.2

To support educational programmes ensuring readiness for the needs of current and future digital skills. We will support education to keep pace with the changing dynamics impacting the work force, strengthening foundations while opening routes to advanced competence. We will ensure that technical knowledge is complemented by ethical, sustainability, and regulatory aspects. In this manner, we will be contributing directly towards ensuring the availability of a skilled workforce.

P3.3

To promote workforce upskilling and reskilling, thereby accelerating the development of skills for the digital economy. We will make it easier for people to move, grow, and reinvent themselves throughout their careers by acquiring digital skills. Short, stackable learning that respects prior experience will speed progress without sacrificing quality. Transferable capabilities will enable workers to transition across roles and sectors supporting an agile digital workforce.

P4 - Accelerating Digital Innovation

P4.1

To cultivate a national ecosystem supporting drivers and adopters of emerging technologies. We will grow a connected ecosystem where technology creators, sectoral adopters, and academia collaborate on solutions to shared challenges. The European Digital Innovation Hub will serve as an anchor for services, networks, and continuity, keeping momentum beyond funding cycles. This will ensure that innovation efforts lead to lasting economic and social value.

P4.2

To support entities with information on regulatory requirements and pertinent opportunities easing the adoption of digital innovation. We will make compliance easier to understand and act on through a strengthened MDIA website complemented by workshops, clinics, and information desks together with an improved sandbox to enable safe testing in real-world conditions. This will ensure that compliance becomes an enabler rather than a barrier to innovation.

Objectives by Strategic Enablers

E1 - Resource Optimisation, Sustainability and Governance

E1.1

To build trust in the Authority by fostering a mission-driven, values-based culture supported by the good governance. We will continue a mission-driven, values-based culture by upholding the values across all internal and external interactions. We will continuously monitor, review, and improve our accountable governance structures, processes, and procedures to ensure effectiveness and aim for ISO 27001 certification, thus strengthening shareholder trust in the Authority.

E1.2

To ensure transparent, accountable, agile and risk-aware financial and operational management, embedding ESG principles. We will ensure strict financial accountability and risk management through budget planning and internal and external controls. We will also embed societal well-being into decision-making through CSR and ESG initiatives and management processes, ensuring transparency.

E1.3

To develop and sustain a competent, committed, diverse and driven workforce. We will promote an engaging, values-based organisational culture that supports a strong sense of belonging, transparency, and collaboration. We will also ensure that employee contributions are actively recognised, reinforced through a continuous internal and external feedback system and continuous professional development, all contributing to a valued and motivated staff.

E1.4

To strengthen and adapt internal digital infrastructure, driving transformation. We will deploy and maintain IT systems and networks, ensuring smooth internal operations, adherence to information security policies and business continuity. Key processes will be automated and the MDIA will proactively update the internal digital capabilities to align with evolving technological trends and regulatory needs. This will ensure that internal operations remain efficient and secure.

E2 - Global Outreach and European Affairs

E2.1

To sustain and increase MDIA's visibility, active participation and influence in international digital governance. We will sustain and strengthen the Authority's visibility, participation and influence in international fora, and engage in new networks contributing to international policy on emerging technology. We will also seek to form new partnerships through bilateral agreements to further Malta's digital innovation agenda, keeping Malta at the forefront of digital innovation.

E2.2

To strengthen cooperation with leading European and International regulators, innovation hubs and pertinent institutions. We will strengthen and broaden cooperation with other international regulators and innovation hubs to support Malta's digital ecosystem. By connecting stakeholders with international counterparts, we will seek to encourage knowledge sharing, and provide access to EU-level resources.

E3 - Communication and Customer Centricity

E3.1

To advance stakeholder understanding and confidence in innovative technologies and the associated regulatory frameworks. We will implement informative programmes on innovative technology and regulatory frameworks. The efforts will focus on timely topics such as AI, digital trust and data governance, amongst others. Our communication will promote adoption and trust while emphasising the Authority's role as a transparent and proportionate regulator.

E3.2

To raise awareness of the Authority's services. We will periodically update the communication plan for maximum relevance and efficient returns. We will enhance MDIA's visibility by actively participating in local and international events, while leveraging digital platforms and social media campaigns across both owned and third-party channels to promote our services and initiatives.

E3.3

To strengthen public engagement and adopt a customer-centric approach. We will seek to broaden the impact of the Authority's initiatives on the general public and uphold a customer-centric service culture by building stronger connections with local communities. In this manner, we will ensure that the general public is aware of redress mechanisms for innovative technologies in line with the law.

E3.4

To strengthen internal communications. We will enhance the internal communications framework to provide regular updates. We are committed to enabling regular staff briefings with updates, initiatives and feedback while celebrating employees' success. Employee branding initiatives and team-building events will be sustained to promote a positive work environment.

Strategic Plan Measures

Measures by Strategic Pillars

P1 - Regulating Transparently, Proportionately and Effectively

Objective P1.1 - To ensure a proportionate and effective regulatory approach and sound management of the Authority's regulatory scope.

Measure 1

Establish and sustain existing procedures for effective enforcement of regulation falling within MDIA's remit.

KPI: Implementation of audit programme and annual review of pertinent enforcement procedures.

Measure 2

Ensure no infringements by MDIA in relation to legislation under MDIA's direct mandate.

KPI: Preparation of all documents required for the implementation and/or transposition of EU directives and regulations by the established deadline within the document.

Measure 3

Operate help desk/s for different regulations and sectors, and adapt the MDIA Sandbox to provide a supportive regulatory environment for stakeholders.

KPI: Minimum of 90% of requests replied within the stipulated deadlines in MDIA Quality Charter.

Objective P1.2 - To increase collaboration with relevant national stakeholders regarding regulation of digital technology.

Measure 4

Sustain and build upon collaboration with national authorities to ensure effective collaboration and rationalisation of resources for meeting regulatory requirements.

KPI: Minimum of 4 collaboration activities per year (meetings, joint programmes/events, or shared resources) achieved.

Measure 5

Establish structured frameworks with other regulators to ensure consistent implementation of regulation and streamlined processes.

KPI: A minimum of three MOUs signed during strategy period.

Measure 6

Facilitate knowledge-sharing between regulators and industry on regulatory matters.

KPI: Publication of at least 2 Guidelines and 6 knowledge-sharing outputs (e.g., webinars, slides, FAQs) till end of strategy.



P2 - Advancing and Supporting Policy

Objective P2.1 - To promote timely, evidence-based, public-interest input to digital policy making.

Measure 7

Conduct periodic research on public awareness, perception and trust of innovative technology.

KPI: Research report every two years.

Measure 8

Consult with industry and/or industry representatives as appropriate, in order to ensure that their needs and expectations are considered in the development of relevant new policies.

KPI: Evidence of consultation for new policies.

Measure 9

Track and communicate international regulatory and policy developments and assess their impact on the national landscape.

KPI: 90% of feedback requests from EU and International Affairs Directorate delivered within deadlines, and annual publication of international developments.

Measure 10

Participate actively in seminars, conferences and meetings with stakeholders to gather and share information and knowledge.

KPI: Minimum of 10 events (seminars, conferences, expos or meetings) attended per year.

Objective P2.2 - To serve as a trusted advisor on policy matters to Government on digital technologies and regulation.

Measure 11

Contribute to Malta Vision 2050 and participate in related initiatives and fora.

KPI: Lead assigned initiatives in line with established timelines.

Measure 12

Drive the updated National AI Strategy, and oversee, monitor, and review its implementation and progress.

KPI: Achieving a minimum of 90% of the National AI Strategy by 2030.

Measure 13

Provide expert feedback to national policies, legislation and strategies open for consultation or in development.

KPI: 90% of feedback requests from EU and International Affairs Directorate delivered within deadlines, and annual publication of international developments.

Measure 14

Assess the need for the development of national strategies for specific technologies such as data and quantum computing.

KPI: Drafting of a minimum one technology related strategy.

Objective P2.3 - To proactively drive and support the alignment of Malta's digital policy framework with evolving developments.

Measure 15

Participate in policy development on AI and other innovative digital technologies.

KPI: Active Participation in a minimum of two boards or similar at European level related to AI, data and cybersecurity.

Measure 16

Support the Government implementation of the eIDAS regulation.

KPI: Delivery of assigned tasks within the stipulated timelines.

Measure 17

Monitor and proactively prepare for emerging technologies and regulatory frameworks.

KPI: Emerging technology and regulatory outlook published in Annual Report or similar publication.

P3 - Digital Skills, Competencies and Expertise

Objective P3.1 - To foster equitable digital literacy and awareness to empower the general public to actively participate in a digital society.

Measure 18

Support vulnerable groups, in adopting and using technology through outreach activities and pertinent collaborations.

KPI: Minimum of three outreach activities per year, tracking number of participants engaged.

Measure 19

Deliver digital literacy campaigns targeting themes such as AI, data stewardship, and digital ethics.

KPI: Annual review of campaign reach statistics with minimum annual engagement increases of 10%.

Objective P3.2 - To support educational programmes ensuring readiness for the needs of current and future digital skills.

Measure 20

Facilitate the development of courses aligned with MDIA's digital skills forecast.

KPI: Minimum of 1 new course developed per year.

Measure 21

Collaborate with further and higher education institutions to develop interdisciplinary programmes blending technical, sustainability, ethical, and regulatory perspectives.

KPI: At least 1 interdisciplinary programme opened every 2 years.

Measure 22

Continue supporting digital innovation research through targeted scholarships.

KPI: Year-on-year increase in budget for scholarships.

Measure 23

Promote careers in digital innovative technologies through campaigns and outreach activities.

KPI: Annual list of campaigns and outreach activities implemented, with estimated impact (reach and engagement).

Objective P3.3 - To promote workforce upskilling and reskilling thereby accelerating the development of skills for the digital economy.

Measure 24

To carry out research on identified gaps in digital skills and related multidisciplinary domains.

KPI: Availability of report.

Measure 25

Support and incentivise career-mentorships and structured guidance to enable reskilling and workforce transitions.

KPI: Availability of mentorship service.

Measure 26

Facilitate digital skillset widening through access to targeted training and certification in key areas such as AI, cybersecurity, and data.

KPI: Number of persons participating in training courses.

Measure 27

Expand the Technical Expert scheme to recognise providers who have competencies in priority areas, including regulation and digital ethics.

KPI: Number of newly recognised Technical Experts by area of expertise (target: minimum 2 new recognitions per year).

P4 - Accelerating Digital Innovation

Objective P4.1 - To cultivate a national ecosystem supporting drivers and adopters of emerging technologies.

Measure 28

Enable matchmaking events to broker partnerships between technology providers, sectoral adopters (such as healthcare, fintech and transport), and academia to facilitate cross-sector innovation.

KPI: At least one matchmaking event organised per year, with participant numbers and sectoral representation (technology providers, adopters, academia) meeting planned targets.

**Measure 29**

Support hackathons and collaborative initiatives that bring together innovators, researchers, and technology experts to collaborate on and co-develop emerging technologies.

KPI: Support a minimum of 2 hackathon or collaborative initiative during the strategy, tracking both the number of initiatives delivered and the number of participants engaged.

Measure 30

Collaborate with other entities to sustain programmes supporting research initiatives.

KPI: Availability of a funding programme on an annual basis.

Measure 31

Ensure the sustainability of Malta's European Digital Innovation Hub beyond the current funding cycle.

KPI: Ensure the availability of at least 80% of core approved EDIH services to guarantee uninterrupted service delivery for SMEs and public entities.

Measure 32

Creation of satellite services in Gozo in collaboration with other entities taking into consideration the demand.

KPI: Availability of a minimum DiHubMT service in Gozo by 2027.

Objective P4.2 - To support entities with information on regulatory requirements and pertinent opportunities easing the adoption of digital innovation.

Measure 33

Strengthen the public MDIA website, offering plain-language explanatory text on compliance, standards, and conformity assessment.

KPI: Annual review of website visits, user retention, and content availability.

Measure 34

Coordinate workshops, clinics and information desks that clarify regulatory requirements, complemented by relevant sandboxes.

KPI: 90% of requests replied within the stipulated deadlines in MDIA Quality Charter.

Measures by Strategic Enablers

E1 - Resource Optimisation, Sustainability and Governance

Objective E1.1 - To build trust in the Authority by fostering a mission-driven, values-based culture supported by good governance.

Measure 35

Maintain robust internal governance and auditability by ensuring transparency and conducting annual reviews to deliver high-quality service and adherence to legal and ethical standards.

KPI: Maintain ISO9001 certification and obtain ISO27001 certification by end of Strategic Plan.

Measure 36

Continuously monitor, review and improve accountable governance structures, processes and procedures to ensure all functions operate with efficiency, integrity, and in line with international standards.

KPI: (i) Annual review of quality documents, guidelines and system procedures. (ii) Minimum of 90% of agreed internal and external audit recommendations implemented within agreed deadlines.

Objective E1.2 - To ensure transparent, accountable, agile and risk-aware financial and operational management, embedding ESG principles.

Measure 37

Guarantee stringent financial accountability through robust budget planning, internal controls, external audits and transparent reporting.

KPI: Publish annual financial statements, and internal dissemination of monthly or quarterly management accounts.

Measure 38

Regularly review risk management frameworks to foster a proactive risk culture.

KPI: Development of risk appetite statement and minimum annual review of risk register.

Measure 39

Diversify revenue streams to strengthen financial sustainability.

KPI: Amount of EU funding attracted.

Measure 40

Embed CSR and ESG initiatives, including ethical, societal well-being and national identity considerations, across MDIA activities.

KPI: (i) MDIA Annual Report to include section on such initiatives and considerations; (ii) Staff training to be provided on ethics.

Objective E1.3 - To develop and sustain a competent, committed, diverse and driven workforce.

Measure 41

Foster a values-based organisational culture that promotes a belonging, diversity, transparency, collaboration, and recognition of employee contributions.

KPI: (i) MDIA Annual Report to include section on such initiatives and considerations; (ii) Staff training to be provided on ethics.

Measure 42

Implement strategic talent acquisition and retention plans to support MDIA increasing responsibilities and needs for highly skilled professionals, particularly in emerging technology fields, economics and digital sovereignty.

KPI: Development and fulfilment of HR Plan and annual tracking of employee retention rates.

**Measure 43**

Sustain continuous professional development support for the upskilling and reskilling of staff taking into account current and future needs.

KPI: Annual review of training, needs analysis and plan.

Measure 44

Develop and implement a structured succession plan to ensure leadership continuity and mitigate institutional knowledge loss.

KPI: Availability of plan.

Objective E1.4 - To strengthen and adapt internal digital infrastructure, driving transformation.

Measure 45

Deploy and maintain cutting-edge IT systems and networks to ensure seamless internal operations, supported through regular assessments.

KPI: Adherence to Information Security Policy.

Measure 46

Automate key business processes with a view to improve consistency, transparency and accountability.

KPI: Key processes automated and availability of Business Intelligence dashboard/s showing relevant metrics by 2030.

Measure 47

Adopt innovative technology, including AI solutions, to improve internal communication.

KPI: 100% of staff (excluding non-clerical staff) to use AI in their day-to-day work.

Measure 48

Implement a robust internal data governance framework to enhance business intelligence and data consolidation.

KPI: Publication of pertinent registers in Government data portal by end 2026.

Measure 49

Periodically review and test MDIA's Business Continuity Plan.

KPI: Review Business Continuity Plan annually and test the Plan.

E2 - Global Outreach and European Affairs

Objective E2.1 - To sustain and increase MDIA's visibility, active participation and influence in international digital governance.

Measure 50

Actively participate in pertinent EU networks and fora to increase MDIA's visibility and influence.

KPI: Annual Participation in pertinent EU networks and fora with at least one meeting organised in Malta.

Measure 51

Promote the creation of, or participation in networks of international regulators to foster collaboration particularly with smaller EU states and regional partners on shared challenges.

KPI: Active participation in meetings and hosting a minimum of one international meeting in Malta by 2030.

Measure 52

Strengthen bilateral cooperation with counterparts from other countries to enhance Malta's digital innovation agenda.

KPI: Minimum of 2 bilateral engagements created per year.

Objective E2.2 - To strengthen cooperation with leading European and International regulators, innovation hubs and pertinent institutions.

Measure 53

Actively participate in pertinent opportunities that extend the reach and opportunities provided to connect local stakeholders with EU-level AI resources.

KPI: Implementation of deliverables of Calypso Project.

Measure 54

Expand the reach of DiHubMT through partnership with other hubs to support the needs of startups and scaleups, share best practice and streamline processes.

KPI: A minimum of one MoU with another EDIH by 2030.



E3 - Communication and Customer Centricity

Objective E3.1 - To advance stakeholder understanding and confidence in innovative technologies and the associated regulatory frameworks.

Measure 55

Communicate evolving regulatory frameworks and standards, to promote adoption and trust through dissemination of information on relevant national and international legislation.

KPI: Annual Report section listing actions with data of reach and engagement across channels.

Measure 56

Strengthen engagement with academic institutions, industry, public entities and civil society through continuous dialogue to foster robust and strategic collaboration.

KPI: Minimum of 10 stakeholder engagements per year, ensuring diversity with representation from at least 4 stakeholder groups (academia, industry, public entities, civil society).

Measure 57

To hold an annual event on digital innovation to strengthen Malta's visibility and ensuring stakeholder engagement.

KPI: Organisation of annual event.

Objective E3.2 - To raise awareness of the Authority's services.

Measure 58

Periodically update the communications plan to ensure its continued relevance and impact.

KPI: Annual review of communications plan.

Measure 59

Sustain MDIA's presence and participation in key local and international events and conferences to increase visibility and engagement.

KPI: Availability of Annual Events Participation Calendar.

Measure 60

Leverage digital platforms and social media campaigns to promote core services and initiatives to amplify messages and reach specific target audiences.

KPI: Periodic Digital Campaigns Report, covering reach, engagement, and conversions to core services.

Measure 61

Continue direct outreach strategies, including one-on-one engagements and audience-targeted dissemination of publications.

KPI: Annual Report section listing engagements, targeted segments, and actions.

Objective E3.3 - To strengthen public engagement and adopt a customer-centric approach.

Measure 62

Collaborate with local communities to widen the impact of MDIA's work.

KPI: Minimum of five collaborations and/or consultation during the Strategy lifetime.

Measure 63

To sustain and promote persons' redress systems on innovative technologies in line with pertinent EU legislation.

KPI: Minimum of 90% of requests considered within the stipulated deadlines in MDIA Quality Charter.

Objective E3.4 - To strengthen internal communications.

Measure 64

Conduct regular staff briefings on project updates, initiatives, recommendations and feedback, highlighting employee achievements and initiatives.

KPI: Organise a minimum of ten meetings/updates per year.

Measure 65

Strengthen employee branding and team-building initiatives.

KPI: Organise a minimum of one team building session per office annually, and availability of Employee Value Proposition.

Chapter 4:

Concluding Remarks

Looking ahead, the Strategic Plan 2026–2030 positions the Malta Digital Innovation Authority to proactively shape a trusted digital future for Malta. At a time when technological change is accelerating and regulatory expectations are expanding, the Authority's role remains critical in leading, anticipating, regulating, and enabling digital innovation.

This Strategic Plan reflects the MDIA's ambition to remain a cornerstone of trust in innovative digital technologies, while acting as a catalyst for safe and responsible innovation. Through sound governance, forward-looking policy engagement, effective implementation of its quality objectives, and close collaboration with stakeholders, the Authority will continue to support the uptake of innovative digital technologies.

The Authority's work will continue to be guided by its core values. By remaining reliable in its service delivery, transparent in its decision-making, collaborative in its engagement, knowledgeable in its expertise, quality-driven in its outputs, and agile in responding to change, the MDIA will further strengthen its effectiveness and credibility in an evolving digital landscape.

Ultimately, this Strategic Plan represents a sustained commitment to fostering trust, enabling innovation, and ensuring that digital technologies deliver lasting value for society, industry, and Government, in alignment with Malta's broader long-term 2050 vision.

Revision History

Revision No.	Issue Date	Description
1	23/02/2026	First issue of the MDIA Strategic Plan 2026-2030.



📍 Twenty20 Business Centre, Triq l-Intornjatur, Zone 3,
Central Business District, Birkirkara, CBD 3050, Malta

☎ +356 2182 8800 ✉ info@mdia.gov.mt

🌐 www.mdia.gov.mt