



# INVITATION LETTER

Meeting of IOTA Forum on Human Resource Management  
**“Future-Proof Learning and Development for the  
Innovative and Agile Tax Administration”**

28-29 October 2025, Podgorica, Montenegro  
Hybrid event

To Principal Contact Persons of IOTA

Budapest, 7 July 2025

Invitation to IOTA Forum on Human Resource Management

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Dear Colleagues,

The Intra-European Organisation of Tax Administrations (IOTA) is organising the next meeting of the **IOTA Forum on Human Resource Management**, which will be hosted by the Ministry of Finance – Revenue Administration of Montenegro and held on **28 - 29 October 2025** in a hybrid format allowing participants to join the plenary sessions **either in-person in Podgorica, Montenegro or virtually**.

The main theme of the Forum meeting is **“Future-Proof Learning and Development (L&D) for the Innovative and Agile Tax Administration”**.

The main objective of this event is to share country examples of the initiatives implemented to build a future-proof L&D in tax administrations. More specifically, the Forum will share experiences in identifying and developing current and future skills, including digital competencies, analytical and leadership skills. Participants will also explore the impact of AI on skills development, showcase modern platforms and technologies used by L&D in tax administrations and discuss approaches to building communities of internal trainers and their engagement.

Further information about the structure and content of the event can be found in the [Background Note](#) and [Draft Agenda](#).

Detailed information about the accommodation and venue, financial conditions, as well as other practical aspects of the event, can be found in the [Practical Information](#).

We are pleased to invite **one delegate** from each IOTA member tax administration to participate in the Forum in person.

However, tax administrations may nominate additional delegate(s) at their own expense. Due to the overall participation limit, once all registrations have been collected, the IOTA Secretariat will confirm the participation of the additional delegate(s) on a first-come, first-served basis. The costs associated with the participation of additional delegates must be covered by the sending administration.





Furthermore, there is no limit to the number of participants who wish to attend the sessions of the IOTA Forum **online**.

Registration of the delegates from your administration who will be attending the Forum in person will be possible only through the [online registration form](#) by **2<sup>nd</sup> September 2025**. Further details about the registration process are provided in the [Practical Information](#) document.

Please be aware that, in the event, we receive your registration after the deadline, the Organisation will not be able to guarantee accommodation or other items of a logistical nature. Nevertheless, it is planned that this event will be recorded and made available for watching “on-demand” through the IOTA website.

Each participating tax administration is required to complete and submit by **15<sup>th</sup> September 2025** a [Country News](#) form, briefly describing their tax administration’s recent news, hot topics, innovations or developments in the area of L&D.

Participants attending the Forum meeting virtually can read [Joining Instructions for Microsoft Teams](#).

Delegates attending this event will be HR and L&D managers and experts of IOTA member tax administrations, representatives of training institutions for tax officials and mid/senior managers interested in the L&D strategies and approaches.

The Forum meeting will be conducted **in English**, the working language of the Organisation.

All information and documents relating to this event can be found on the [dedicated webpage on the IOTA website](#).

Should you have any questions about this IOTA event, you can contact the following members of the IOTA Secretariat:

- Contact persons for presentations and technical content of the event  
Ms. Oksana Stepanenko, tel.: +36 70 904 5754, email: [oksana.stepanenko@iota-tax.org](mailto:oksana.stepanenko@iota-tax.org)  
Ms Erika Szabó, tel +36 70 940 9211 email: [Erika.Szabo@iota-tax.org](mailto:Erika.Szabo@iota-tax.org)
- Contact person for registration  
Ms. Fanni Füzi, tel.: + 36 70 675 9906, email: [fanni.fuzi@iota-tax.org](mailto:fanni.fuzi@iota-tax.org)
- Contact person for connectivity issues and access to the digital event  
Mr. Péter Póth, tel.: +36 70 676 0344, email: [Peter.Poth@iota-tax.org](mailto:Peter.Poth@iota-tax.org)

We look forward to welcoming your participant(s) at the next meeting of the IOTA Forum on Human Resource Management in Podgorica!

Yours sincerely,

Alix Perrignon de Troyes  
Executive Secretary of IOTA