

# BACKGROUND NOTE

Meeting of the IOTA Forum on Communication

## “Media Strategies for Tax Administrations: Navigating Crises and Engaging Younger Generations”

27-28 May 2026

Oslo, Norway

Hybrid Event

### BACKGROUND

The Forum’s purpose is to enhance cooperation among IOTA member tax administrations and to build a network for exchanging knowledge, best practices, and experience in the field of communication/public relations.

This Forum meets once a year during its two-year Mandate, bringing together communication experts from IOTA member tax administrations in EU and non-EU countries. It provides delegates with an opportunity to discuss a wide range of topics, problems, and issues related to communication, in line with the Forum’s mandate.

### OBJECTIVES

The main theme for the 2026 Forum is *Media Strategies for Tax Administrations: Navigating Crises and Engaging Younger Generations*.

In the era of today’s fast-paced, highly polarised world and increasingly digitalised communication environment, effective media strategies are essential for modern tax administrations. Clear, transparent, and timely communication plays a critical role in maintaining public trust, supporting voluntary compliance, and protecting institutional credibility—particularly during times of crisis and when engaging future generations of taxpayers.

Crisis situations, such as operational disruptions, data incidents, sensitive policy changes or public controversies, require swift and coordinated communication. Tax administrations must acknowledge issues promptly, provide accurate information in plain language, and ensure consistency across all channels through designated spokespersons and coordinated crisis teams. Active monitoring of traditional and social media is equally important to address misinformation, respond to public concerns, and adapt messaging as situations evolve. Post-crisis evaluations help organisations strengthen preparedness and improve future responses.

Beyond crisis response, tax administrations face a longer-term strategic communication challenge: engaging younger taxpayers. Younger generations (e.g., Gen Z) are digitally native, highly connected, and accustomed to accessible, personalised, and interactive communication. Reaching them

effectively requires a shift in both channels and tone. Digital platforms, social media, and mobile services offer opportunities to deliver timely and targeted information, while visual tools and plain language help make complex tax concepts easier to understand. Moving away from a predominantly sanction-based narrative toward a supportive, service-oriented approach can foster trust and encourage voluntary compliance.

Building tax literacy and explaining the societal value of taxation are also key to long-term engagement. By presenting tax as a shared contribution to public services and social well-being, tax administrations can strengthen legitimacy and understanding. Data-driven communication and interactive tools such as chatbots, online assistance, and webinars further enhance engagement and responsiveness, and create meaningful dialogue.

Against this backdrop, the IOTA Forum on Communication will provide a timely opportunity for tax administrations to exchange experiences, explore practical approaches, best practices, and discuss how media strategies can be used to both navigate crises effectively and build lasting relationships with future taxpayers in an increasingly digital and complex environment.

The Forum's sessions will explore communication strategies, campaigns, and initiatives, with a particular focus on:

- **Media strategies for crisis communication** preparedness and response, including building and maintaining reputation through both traditional and non-traditional channels, ensuring rapid, accurate information flow, measuring reach, effectiveness, and impact, and applying lessons from past incidents. Examining approaches and strategies for regional information dissemination and coordination between national and regional levels, focusing on maintaining consistent messaging through regional offices.
- **Prevention activities for unexpected events**—such as operational disruptions, data incidents, or public controversies—involve developing and implementing processes and risk management practices to identify and address issues early, before they escalate into crises. This includes strengthening internal communication and using digital tools such as AI-based early-detection systems and real-time sentiment monitoring to anticipate risks and enable timely decision-making.
- **Increasing engagement with younger generations** by showcasing innovative digital communication methods that resonate with digitally native audiences, including social media strategies, interactive formats, and mobile tools, which aim to expand outreach and make tax-related information more accessible.
- **Understanding differences in social media use across IOTA member administrations** by analysing platforms that are permitted and most effective for reaching younger groups like Generation Z, for purposes including tax literacy, guiding users in applying for refunds, submitting vital tax documents, and navigating both digital and non-digital public sector services.

## EXPECTED OUTCOMES

As a result of attending this Forum, participants will achieve a greater practical understanding and awareness of:

- How media strategies and campaigns can be used to effectively navigate crises;
- How to build and develop lasting relationships with the young generation in an increasingly digital and complex environment.

## TARGET AUDIENCE

Participants should be senior officials/experts with extensive experience and knowledge in communication and/or public relations. They should have a solid understanding of the topics to be addressed during the Forum and be able to articulate their views on the effectiveness of their current practices in discussions with other delegates.

## METHODOLOGIES

This Forum will be a practical event and delivered through a combination of **presentations, Q&A, and group discussions**. The **presentations** will cover concrete experiences, good practices, and campaigns that IOTA member tax administrations plan to implement or have already implemented to both navigate crises effectively and build lasting relationships with future taxpayers in an increasingly digital and complex environment. Attendees will have the opportunity to ask questions and explore the topic further during the **Q&A sessions**.

The **group discussion sessions** will provide participants with an opportunity to reflect on their experiences, share their approaches, discuss challenges, and consider solutions to outstanding issues through an open exchange of information.

## REGISTRATION

Participants can join the Forum either in person or virtually. Registration of the delegate(s) from member tax administrations attending the Forum on Communication is available via the online registration form on the IOTA website, by COB **17 April 2026** at the latest. All the details about the registration process are provided in the Practical Information document.

There is **no limit** to the number of participants who can attend the Forum digitally. The link to join the Forum will be sent to registered participants the day before the event. All the details about the registration process are provided in the **Joining Instructions** document.

## REQUESTED INPUT

Please note that, as a requirement for participation, each tax administration must submit an online **Country Profile** (*one per participating IOTA member*) on the specific issues for this particular Forum meeting.

The submission of the Country Profile is possible only upon the invitation of the PCP in your country.

After being invited by the IOTA PCP, the participant can access the online Country Profile on the IOTA website if they have a user account. The participant will have to log in to their user account on the IOTA website, then go to “My Dashboard” and select “My country profile” on the left side of the menu.

On that page, click on the event's "Title", and you will be taken to the dedicated webpage of the Country Profile, at the bottom of which you will find the button "**FILL COUNTRY PROFILE**"

The deadline for submission of the Country Profile is **30 April 2026**.

Please note that no interpretation services are available at this event, and IOTA expects that all participants will have **sufficient language skills to discuss the subject in English**.