Meeting of the IOTA Forum on Tax Debt Management
"Innovations and Emerging Technologies for Effective Tax Debt Management"

07 - 08 October 2026, Vilnius (Lithuania)
Hybrid Event

DRAFT AGENDA

TUESDAY, 6 OCTOBER 2026

18:00 – 18:45	*Preparatory meeting for Steering Group members, speakers, panellists, and discussion group rapporteurs*
19.00 – 21.00	*Welcome cocktail*

WEDNESDAY, 7 OCTOBER 2026

08:30 – 09:00 **Connection and access to the event by registered online participants**

> ❯ *Registered online participants will be able to connect before the start of the event and test the access and platform functionality.*

09:00 – 09:15 **Opening Address**

> ❯ *The participants will be welcomed by a high-ranking official representative from the host Tax Administration*

09:15 – 9:30 **Welcome & Introduction to the Forum**

> ❯ *IOTA Secretariat will give an introduction outlining the agenda and highlighting the objectives and expected outcomes of the Forum meeting.*
> ❯ *Mr Anders Obrink & Mr Massimo Morarelli (IOTA Secretariat)*

9:30– 10:00 **Ice-Breaking Session**

> ❯ *The participants, divided into groups in the plenary room, will briefly introduce themselves and share their expectations for the event.*

10:00 – 11:00 **Plenary Session 1 – Innovations in Tax Debt Management**

> ❯ *The participating tax administrations will present the latest developments in implementing **AI, robotisation, and automation** and other innovations, increasing the efficiency of debt recovery in tax debt management. The presentations will*

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focus on practical advancements and early results from member administrations.

› ***Country presentations***
› *The country presentations will be followed by a Q&A session.*

11:00 - 11:30	*Coffee Break & Commemorative Photo*

11:30 – 13:00 Plenary Session 2 - Advanced Analytics and Behavioural Approaches

› *Tax administrations will demonstrate how **data analytics and behavioural insights** are used to enhance risk assessment, debtor segmentation, prioritisation of interventions, communication, and overall recovery strategies to improve compliance. This session will cover practical examples from member administrations*
› ***Country presentations***
› *The country presentations will be followed by a Q&A session.*

13:00 - 14:15	*Lunch Break*

14:15 – 15:30 Practical exercise 1 – A hands-on exercise focused on applying new technologies/methods to a concrete tax debt collection scenario

› *This session will offer the opportunity for the participants to share their approaches in applying new technologies/methods to a concrete tax debt collection scenario.*
› *This session will take place in breakout rooms.*

15:30 - 15:50	*Coffee Break*

15:50 – 16:50 Plenary Session 3 – Key Challenges, Success Factors, and Lessons Learned

› This session will focus sharing insights on what works, obstacles faced, and strategies for the **responsible and effective adoption of modern technologies** in tax debt management.
› **Country Presentations**
› *The presentations will be followed by a Q&A session.*

16:50 – 17:00 Wrap-up of Day 1

› *Summary of key discussions, takeaways from plenary and group sessions, and brief outlook for Day 2*

17:00 End of Day 1

Social Programme

08:30 – 9:00	**Connection and access to the event by registered online participants**

> *Registered online participants will be able to connect before the start of the event and test the access and functioning of the online platform.*

9:00 - 09:05	**Introduction to Day 2**

> *Recap and introduction to the sessions of Day 2 by the IOTA Secretariat.*

09:05 – 10:00	**Plenary Session 5 – Emerging Technologies for Complex Debt Recovery**

> *The session will focus on new methods to manage challenging cases, including virtual and other intangible assets, using, for example, an AI-driven risk targeting and predictive analytics.*
> *Country presentations*
> *The country presentations will be followed by a Q&A session.*

10:00 – 11:00	**Plenary Session 6 - Practical Applications of Technology in Debt Collection**

> *Presenters will present case-based examples showing the impact of technology and operational innovations on collection efficiency and taxpayer compliance.*
> ***Country presentations***
> *The country presentations will be followed by a Q&A session.*

11:00 - 11:20	*Coffee Break*

11:20 - 12:20	**Plenary Session 7 – Innovative Operational Models and Organisational Approaches or Legislation**

> *During this plenary session, the speakers will present the new organisational practices and workflow redesigns that integrate technology and human decision-making, with a positive result on the collection efficiency and taxpayer compliance.*
> *Country presentations*
> *The presentation will be followed by a Q&A session.*

12:20 - 13:30	*Lunch Break*

13:30 – 14:40	**Group Discussion Session 2 – A case-based exercise "Comparing Automated and Manual Tax Debt Approaches"**
	❯ *Participants will have the opportunity to brainstorm on pre-prepared scenarios or models, exploring the practical application of solutions focused on specific themes (e.g. AI-driven risk scoring, robotic process automation, predictive analytics, or behavioural interventions).*
	❯ *This session will take place in breakout rooms.*
14:40 - 15:00	*Coffee Break*
15:00- 15:30	**Plenary Session 8 - Feedback from the Group Discussion Sessions 1 & 2**
	❯ *Debrief from the moderators of the discussion groups and open discussion.*
	❯ *Followed by Q&A*
15:30 – 16:15	**Plenary Session 9 – Update from the International Organisations**
	❯ *The invited speakers will present the work of the international partner organisations (European Commission's DG TAXUD and OECD) in the area of tax debt management.*
	❯ *The plenary session will be followed by a Q&A session.*
16:15 – 16:45	**Plenary Session 10 - Forum Updates and Future Activities**
	❯ *The session will offer an opportunity for an update on the Forum's activities and also discuss ideas for future activities of IOTA in the field of tax debt management under the Forum's new Mandate for 2026-2027.*
	❯ *Steering Group*
16:45 – 17:00	**Plenary Session 11 - Summary, Evaluation, Closing Remarks, Planning of Next Meeting**
	This plenary session will include concluding statements from the IOTA Secretariat on the issues examined and discussed at the Forum meeting.
17:00	**End of the Forum meeting**