

IOTA Forum on Communication
“Media Strategies for Tax Administrations: Navigating Crises and Engaging Younger Generations”

27-28 May 2026
Oslo, Norway
Hybrid Event

COUNTRY PROFILES

1.1. Does your tax administration have a formal crisis communication strategy or protocol?		1.2. If yes, please choose which elements are included
Armenia	Yes	Currently under development
Azerbaijan	No	
Belgium	No	
Bosnia and Herzegovina	Yes	Yes, a partial or informal framework
Croatia	No	
Cyprus	No	
Czech Republic	Yes	Yes, a partial or informal framework
Denmark	Yes	Yes, a comprehensive and documented strategy
Estonia	No	
Finland	Yes	Yes, a comprehensive and documented strategy
France	Yes	Yes, a partial or informal framework
Georgia	Yes	Yes, a partial or informal framework Currently under development
Hungary	No	
Iceland	No	

Ireland	No	
Italy	No	
Latvia	Yes	Yes, a comprehensive and documented strategy
Lithuania	Yes	Yes, a partial or informal framework
Montenegro	No	
Norway	Yes	Yes, a comprehensive and documented strategy
Poland	Yes	Yes, a comprehensive and documented strategy
Portugal	No	
Republic of Moldova	Yes	Yes, a comprehensive and documented strategy
Romania	No	
Serbia	No	
Slovakia	Yes	Yes, a partial or informal framework
Slovenia	Yes	Yes, a partial or informal framework
Spain	No	
Sweden	Yes	Yes, a comprehensive and documented strategy
Switzerland	Yes	Yes, a comprehensive and documented strategy
Ukraine	No	

1.3. What elements are included in your administration's communication strategy or protocol? (multiple answers possible)

Armenia	Designated spokesperson(s) (individuals or roles) Pre-developed key messages/templates Dedicated crisis communication team (individuals or roles) Possible crisis scenarios and responses
Azerbaijan	Pre-developed key messages/templates Possible crisis scenarios and responses
Belgium	Designated spokesperson(s) (individuals or roles)

Bosnia and Herzegovina	Designated spokesperson(s) (individuals or roles) Pre-defined approval and escalation process Pre-developed key messages/templates Possible crisis scenarios and responses
Croatia	Designated spokesperson(s) (individuals or roles)
Cyprus	Designated spokesperson(s) (individuals or roles) Pre-defined approval and escalation process
Czech Republic	Designated spokesperson(s) (individuals or roles)
Denmark	Designated spokesperson(s) (individuals or roles) Dedicated crisis communication team (individuals or roles) Pre-defined approval and escalation process Pre-developed key messages/templates Possible crisis scenarios and responses
Estonia	Designated spokesperson(s) (individuals or roles) Pre-developed key messages/templates Pre-defined approval and escalation process Dedicated crisis communication team (individuals or roles)
Finland	other - All elements above + Description of the crisis communication process, role cards for different communication roles, operational instructions etc.
France	Designated spokesperson(s) (individuals or roles) Dedicated crisis communication team (individuals or roles)
Georgia	Possible crisis scenarios and responses Pre-developed key messages/templates Dedicated crisis communication team (individuals or roles)
Hungary	Designated spokesperson(s) (individuals or roles) Pre-defined approval and escalation process, Pre-developed key messages/templates Possible crisis scenarios and responses
Iceland	Designated spokesperson(s) (individuals or roles)
Ireland	other - N/A
Italy	Possible crisis scenarios and responses
Latvia	Designated spokesperson(s) (individuals or roles) Dedicated crisis communication team (individuals or roles)

	<p>Pre-defined approval and escalation process</p> <p>Pre-developed key messages/templates</p> <p>Possible crisis scenarios and responses</p>
Lithuania	<p>Designated spokesperson(s) (individuals or roles)</p> <p>Dedicated crisis communication team (individuals or roles)</p> <p>Pre-defined approval and escalation process</p> <p>Pre-developed key messages/templates</p> <p>Possible crisis scenarios and responses</p>
Montenegro	<p>Designated spokesperson(s) (individuals or roles)</p>
Norway	<p>Designated spokesperson(s) (individuals or roles)</p> <p>Dedicated crisis communication team (individuals or roles)</p> <p>Pre-defined approval and escalation process</p> <p>Pre-developed key messages/templates</p> <p>Possible crisis scenarios and responses</p>
Poland	<p>Designated spokesperson(s) (individuals or roles)</p> <p>Dedicated crisis communication team (individuals or roles)</p> <p>Pre-developed key messages/templates</p> <p>Possible crisis scenarios and responses</p>
Portugal	<p>Possible crisis scenarios and responses</p>
Republic of Moldova	<p>Designated spokesperson(s) (individuals or roles)</p> <p>Dedicated crisis communication team (individuals or roles)</p>
Romania	<p>other - N/A</p>
Serbia	<p>Designated spokesperson(s) (individuals or roles)</p> <p>Pre-developed key messages/templates</p>
Slovakia	<p>Designated spokesperson(s) (individuals or roles)</p> <p>Dedicated crisis communication team (individuals or roles)</p> <p>Pre-defined approval and escalation process</p>
Slovenia	<p>Dedicated crisis communication team (individuals or roles)</p> <p>Possible crisis scenarios and responses</p>
Spain	<p>other - None, there is no crisis communication strategy</p>
Sweden	<p>Designated spokesperson(s) (individuals or roles)</p> <p>Dedicated crisis communication team (individuals or roles)</p> <p>Pre-defined approval and escalation process</p> <p>Possible crisis scenarios and responses</p>

Switzerland	Designated spokesperson(s) (individuals or roles) Dedicated crisis communication team (individuals or roles) Pre-defined approval and escalation process Pre-developed key messages/templates Possible crisis scenarios and responses
Ukraine	Pre-defined approval and escalation process

1.4. Which channels are primarily used in your tax administration during crisis situations? (multiple answers possible)

Armenia	Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Official website
Azerbaijan	other - n/a
Belgium	Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels
Bosnia and Herzegovina	Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels
Croatia	Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels
Cyprus	Official website Press releases/media briefings Social Media platforms Internal communication channels
Czech Republic	Official website Press releases/media briefings

	<p>Social Media platforms</p> <p>Internal communication channels</p>
Denmark	<p>Official website</p> <p>Press releases/media briefings</p> <p>Social Media platforms</p> <p>Call centres/taxpayer helplines</p> <p>Internal communication channels</p>
Estonia	<p>Official website</p> <p>Press releases/media briefings</p> <p>Social Media platforms</p> <p>Call centres/taxpayer helplines</p> <p>Internal communication channels</p>
Finland	<p>Official website</p> <p>Press releases/media briefings</p> <p>Social Media platforms</p> <p>Internal communication channels</p>
France	<p>Official website</p> <p>Press releases/media briefings</p> <p>Social Media platforms</p> <p>Internal communication channels</p> <p>Call centres/taxpayer helplines</p>
Georgia	<p>Official website</p> <p>Press releases/media briefings</p> <p>Social Media platforms</p> <p>Call centres/taxpayer helplines</p> <p>Internal communication channels</p>
Hungary	<p>Official website</p> <p>Press releases/media briefings</p> <p>Social Media platforms</p> <p>Call centres/taxpayer helplines</p>
Iceland	<p>Official website Social Media platforms</p>
Ireland	<p>other - N/A as we do not have a definition of "crisis situation" as set out by our administration</p>
Italy	<p>Official website</p> <p>Press releases/media briefings</p> <p>Social Media platforms</p> <p>Internal communication channels</p>

Latvia	<p>Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels</p>
Lithuania	<p>Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels</p>
Montenegro	<p>Official website Social Media platforms</p>
Norway	<p>Internal communication channels Call centres/taxpayer helplines Press releases/media briefings Official website Social Media platforms</p>
Poland	<p>Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels</p>
Portugal	<p>Social Media platforms Internal communication channels Official website</p>
Republic of Moldova	<p>Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines</p>
Romania	<p>Official website Press releases/media briefings Social Media platforms Internal communication channels</p>
Serbia	<p>Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels</p>
Slovakia	<p>Official website</p>

	Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels
Slovenia	Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels Official website
Spain	Official website Internal communication channels other – App
Sweden	Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines Internal communication channels
Switzerland	Official website Press releases/media briefings Social Media platforms Internal communication channels other - Digital Newsletter
Ukraine	Official website Press releases/media briefings Social Media platforms Call centres/taxpayer helplines

1.5. Which of the following incidents or crises requiring crisis communication has your administration faced in the past 2–3 years?

Armenia

Technical problems (e.g., issues preventing access to a website or e-service)

Azerbaijan

Reputational crises (e.g., staff misconduct)
 Criminal activities targeting your administration

Belgium

Technical problems (e.g., issues preventing access to a website or e-service)

Bosnia and Herzegovina

Reputational crises (e.g., staff misconduct)

Technical problems (e.g., issues preventing access to a website or e-service)

Criminal activities targeting your administration

Croatia

Technical problems (e.g., issues preventing access to a website or e-service)

Failures related to taxation (e.g. calculating errors)

Reputational crises (e.g., staff misconduct)

Cyprus

Technical problems (e.g., issues preventing access to a website or e-service)

Criminal activities targeting your administration

Czech Republic

Technical problems (e.g., issues preventing access to a website or e-service)

Failures related to taxation (e.g. calculating errors)

Reputational crises (e.g., staff misconduct)

Denmark

Technical problems (e.g., issues preventing access to a website or e-service)

Failures related to taxation (e.g. calculating errors)

Estonia

Technical problems (e.g., issues preventing access to a website or e-service)

Finland

Technical problems (e.g., issues preventing access to a website or e-service)

Failures related to taxation (e.g. calculating errors)

Reputational crises (e.g., staff misconduct)

Criminal activities targeting your administration

France

Technical problems (e.g., issues preventing access to a website or e-service)

Failures related to taxation (e.g. calculating errors)
Reputational crises (e.g., staff misconduct)
Criminal activities targeting your administration

Georgia

Technical problems (e.g., issues preventing access to a website or e-service)

Hungary

Technical problems (e.g., issues preventing access to a website or e-service)
Failures related to taxation (e.g. calculating errors)

Iceland

Reputational crises (e.g., staff misconduct)
Failures related to taxation (e.g. calculating errors)

Ireland

other - N/A as we do not have a definition of "crisis situation" as set out by our administration

Italy

Technical problems (e.g., issues preventing access to a website or e-service)
Reputational crises (e.g., staff misconduct)

Latvia

Technical problems (e.g., issues preventing access to a website or e-service)
Reputational crises (e.g., staff misconduct)

Lithuania

Technical problems (e.g., issues preventing access to a website or e-service)
Failures related to taxation (e.g. calculating errors)
Reputational crises (e.g., staff misconduct)
other - Scammers

Montenegro

Technical problems (e.g., issues preventing access to a website or e-service)

Norway

Technical problems (e.g., issues preventing access to a website or e-service)

Poland

Technical problems (e.g., issues preventing access to a website or e-service)

Portugal

Technical problems (e.g., issues preventing access to a website or e-service)
Reputational crises (e.g., staff misconduct)

Republic of Moldova

Criminal activities targeting your administration
Technical problems (e.g., issues preventing access to a website or e-service)

Romania

other - N/A

Serbia

Technical problems (e.g., issues preventing access to a website or e-service)
other - phishing messages

Slovakia

Technical problems (e.g., issues preventing access to a website or e-service)

Slovenia

Technical problems (e.g., issues preventing access to a website or e-service) Failures related to taxation (e.g. calculating errors)

Spain

other - No crisis have arisen

Sweden

Technical problems (e.g., issues preventing access to a website or e-service)
Failures related to taxation (e.g. calculating errors)
Reputational crises (e.g., staff misconduct)
Criminal activities targeting your administration

Switzerland

Technical problems (e.g., issues preventing access to a website or e-service)

other - Hackers gaining data from a company that provided software for the federal government

Ukraine

Technical problems (e.g., issues preventing access to a website or e-service)

Failures related to taxation (e.g. calculating errors)

Reputational crises (e.g., staff misconduct)

Criminal activities targeting your administration

1.5. How does your tax administration monitor media and public sentiment?

Armenia Manual monitoring of traditional media Manual monitoring of social media Automated media monitoring tools Automated social media monitoring Sentiment analysis tools	Latvia Automated media monitoring tools Manual monitoring of social media
Azerbaijan Sentiment analysis tools AI-based early-warning or risk detection systems	Lithuania Manual monitoring of social media Automated media monitoring tools
Belgium Automated social media monitoring	Montenegro Manual monitoring of traditional media Manual monitoring of social media
Bosnia and Herzegovina Automated media monitoring tools Automated social media monitoring Manual monitoring of traditional media Manual monitoring of social media	Norway Automated media monitoring tools Automated social media monitoring Sentiment analysis tools Manual monitoring of traditional media Manual monitoring of social media
Croatia Automated media monitoring tools	Poland Manual monitoring of traditional media Manual monitoring of social media Automated media monitoring tools Automated social media monitoring
Cyprus Manual monitoring of traditional media Manual monitoring of social media	Portugal

Czech Republic

Automated media monitoring tools

Denmark

Manual monitoring of traditional media
Manual monitoring of social media
Automated media monitoring tools
Automated social media monitoring

Estonia

Manual monitoring of social media
Automated media monitoring tools

Finland

Automated media monitoring tools
Automated social media monitoring
Sentiment analysis tools

France

Automated media monitoring tools
Manual monitoring of traditional media
Manual monitoring of social media
Automated social media monitoring

Georgia

Manual monitoring of traditional media
Manual monitoring of social media
Sentiment analysis tools

Hungary

Manual monitoring of traditional media
Manual monitoring of social media
Automated media monitoring tools

Iceland

Manual monitoring of traditional media
Manual monitoring of social media

Manual monitoring of social media
Automated media monitoring tools

Republic of Moldova

Manual monitoring of traditional media
Manual monitoring of social media

Romania

Manual monitoring of traditional media
Manual monitoring of social media

Serbia

Manual monitoring of traditional media
Manual monitoring of social media

Slovakia

Automated media monitoring tools
Automated social media monitoring

Slovenia

Automated media monitoring tools
Manual monitoring of social media

Spain

No systematic monitoring in place

Sweden

Automated media monitoring tools
Automated social media monitoring
Manual monitoring of traditional media
Manual monitoring of social media

Switzerland

Manual monitoring of traditional media
Automated media monitoring tools
Automated social media monitoring

Ukraine

<p>Ireland</p> <p>Automated media monitoring tools</p> <p>Italy</p> <p>Automated media monitoring tools Sentiment analysis tools</p>	<p>Manual monitoring of traditional media Manual monitoring of social media</p>
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2.1. Has your administration carried out any targeted communication campaigns aimed at younger generations in the past 2–3 years?

2.1 Has your administration carried out any targeted communication campaigns aimed at younger generations in the past 2–3 years?	2.2 If yes, what topic has the campaign focused on?
Armenia	<p>Yes</p> <p>Focused on tax literacy Focused on services available Focused on building trust and awareness Focused on younger generations</p>
Azerbaijan	<p>No</p>
Belgium	<p>Yes</p> <p>Focused on voluntary compliance Focused on younger generations Focused on building trust and awareness</p>

Bosnia and Herzegovina	Yes	<p>Focused on services available</p> <p>Focused on younger generations</p> <p>Focused on tax literacy</p>
Croatia	Yes	<p>Focused on tax literacy</p> <p>Focused on younger generations</p> <p>Focused on services available</p>
Cyprus	No	
Czech Republic	No	
Denmark	Yes	<p>Focused on voluntary compliance</p> <p>Focused on tax literacy</p> <p>Focused on younger generations</p> <p>Focused on building trust and awareness</p>
Estonia	Yes	<p>Focused on voluntary compliance</p> <p>Focused on younger generations</p>
Finland	Yes	<p>Focused on tax literacy</p> <p>Focused on building trust and awareness</p> <p>other - Grey economy and organized crime, information on taxation for young people reaching adulthood</p>
France	Yes	<p>Focused on voluntary compliance</p> <p>Focused on younger generations</p> <p>Focused on services available</p>
Georgia	Yes	<p>Focused on building trust and awareness</p> <p>Focused on services available</p> <p>Focused on younger generations</p>
Hungary	Yes	<p>Focused on voluntary compliance</p> <p>Focused on tax literacy</p> <p>Focused on younger generations</p> <p>Focused on services available</p> <p>Focused on building trust and awareness</p>
Iceland	Yes	<p>Focused on voluntary compliance</p> <p>Focused on younger generations</p>
Ireland	Yes	<p>Focused on tax literacy</p> <p>Focused on younger generations</p> <p>Focused on services available</p> <p>Focused on building trust and awareness</p> <p>other - Revenue has developed a teacher-led tax education programme for young people and is</p>

		available to download from the Revenue website. The module is designed to equip students with fundamental tax literacy skills, provide them with an overview of key taxes and knowledge on how to access our online services. The ultimate objective is to build trust and awareness, which ultimately increases voluntary compliance. We also host a number of outreach events with second level schools. This outreach focuses on registering first job and accessing our online services.
Italy	Yes	Focused on younger generations Focused on building trust and awareness
Latvia	Yes	Focused on voluntary compliance Focused on younger generations Focused on building trust and awareness Focused on tax literacy
Lithuania	Yes	Focused on voluntary compliance Focused on tax literacy Focused on younger generations Focused on building trust and awareness
Montenegro	No	
Norway	Yes	Focused on voluntary compliance Focused on younger generations Focused on building trust and awareness Focused on tax literacy Focused on services available
Poland	Yes	Focused on tax literacy
Portugal	Yes	Focused on voluntary compliance Focused on tax literacy Focused on building trust and awareness
Republic of Moldova	No	
Romania	Yes	Focused on younger generations Focused on services available
Serbia	No	
Slovakia	No	
Slovenia	Yes	Focused on voluntary compliance Focused on tax literacy Focused on younger generations Focused on services available

Spain	Yes	Focused on younger generations Focused on services available
Sweden	Yes	Focused on voluntary compliance Focused on younger generations Focused on building trust and awareness
Switzerland	No	
Ukraine	Yes	Focused on tax literacy

2.3. Which channels or tools does your administration use to engage younger taxpayers (e.g. Gen Z)? (multiple answers possible)

Armenia

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Influencers or other entities
Educational content (e.g. schools, universities)
Webinars, workshops or online events

Azerbaijan

Currently no targeted approach

Belgium

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Mobile apps or mobile-friendly services

Bosnia and Herzegovina

Webinars, workshops or online events
Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Croatia

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Influencers or other entities
Mobile apps or mobile-friendly services
Educational content (e.g. schools, universities)

Cyprus

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Czech Republic

Educational content (e.g. schools, universities)

Denmark

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Influencers or other entities

Educational content (e.g. schools, universities)

Webinars, workshops or online events

Estonia

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Influencers or other entities

Mobile apps or mobile-friendly services

Chatbots or online assistance tools

Educational content (e.g. schools, universities)

Finland

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Influencers or other entities

Educational content (e.g. schools, universities)

Webinars, workshops or online events

other - Podcast

France

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Currently no targeted approach

Georgia

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Educational content (e.g. schools, universities)

Chatbots or online assistance tools

Webinars, workshops or online events

Hungary

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Influencers or other entities

Mobile apps or mobile-friendly services

Educational content (e.g. schools, universities)

Iceland

Educational content (e.g. schools, universities)

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Ireland

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Influencers or other entities

Mobile apps or mobile-friendly services

Chatbots or online assistance tools

Educational content (e.g. schools, universities)

Webinars, workshops or online events

other - Information as above regarding Transition Year student module and second level outreach events.

Italy

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Educational content (e.g. schools, universities)

Latvia

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Influencers or other entities

Educational content (e.g. schools, universities)

Lithuania

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Influencers or other entities

Educational content (e.g. schools, universities)

Webinars, workshops or online events

Montenegro

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Norway

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Educational content (e.g. schools, universities)

Influencers or other entities

Chatbots or online assistance tools

Poland

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Educational content (e.g. schools, universities)

Portugal

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Mobile apps or mobile-friendly services
Educational content (e.g. schools, universities)
Webinars, workshops or online events

Republic of Moldova

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Educational content (e.g. schools, universities)
Currently no targeted approach

Romania

Chatbots or online assistance tools
Educational content (e.g. schools, universities)
Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Serbia

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)

Slovakia

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Educational content (e.g. schools, universities)

Slovenia

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Mobile apps or mobile-friendly services
Chatbots or online assistance tools
Educational content (e.g. schools, universities)

Spain

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Educational content (e.g. schools, universities)

Sweden

Social media platforms (e.g. Instagram, TikTok, X, Facebook, YouTube)
Influencers or other entities

Mobile apps or mobile-friendly services
Chatbots or online assistance tools
Educational content (e.g. schools, universities)

Switzerland

other - None

Ukraine

Educational content (e.g. schools, universities)

3.1. Please provide a short list of questions or issues relating to the Forum's topic you would like to discuss during the Forum, particularly during the Group Discussions.

Armenia

Currently we are working on our own media strategy, so I would like to hear from other members about their work ethics and experience. How to deal with daily problems concerning to communication with elder and younger generations, How to provide information carefully, when it can be maybe sensitive. but at the same time exact and accurate.

Azerbaijan

- What are the most effective tools and methods to measure the success of a crisis communication plan?
- How can organizations balance the need for rapid response with the need to ensure messages are accurate and consistent?
- How critical is the involvement of senior leaders and decision-makers in crisis communication?

Belgium

What are the key elements of an effective crisis communication strategy?
How can organizations maintain public trust during a crisis?
What role does social media play in crisis communication today?

Bosnia and Herzegovina

Does your tax administration have a formal crisis communication strategy?
- What are the biggest challenges regarding crisis communication?

Croatia

How do you respond when misinformation spreads faster than official communication?

During time of crisis, how do you align messaging across central office, regional branches and call centre?

What kind of content makes taxes feel understandable to younger people?

Should Tax Administration use humour and trends or does that risk losing credibility?

Cyprus

Crisis Communication Management - Step by step approach

Influencing Taxpayers behavior via communication channels and techniques

Czech Republic

How to effectively manage communication in the first hours of a crisis when verified information is limited?

How to establish a unified communication line between institutions (ministries, tax administration, police, etc.)?

How to counter disinformation and speculation in real time, especially on social media?

Denmark

In today's fast-paced digital environment the battle for attention becomes ever harder. Which requirements does this impose on our communication efforts, and how can we, as communication professionals, design communicative solutions that can still manage to attract attention, convey knowledge, change beliefs and influence behaviour among younger generations?

Estonia

On shaping tax morale among young people: what messages and narratives resonate most with young audiences when communicating the importance and societal value of paying taxes?

How can tax authorities balance an official, institutional tone with a more relatable and authentic communication style for young audiences without undermining credibility?

Finland

France

Which channels and tools to reach or engage younger taxpayers?

Success stories either with Genz or reputational crisis

Georgia

1. How can tax administrations improve crisis communication in fast-moving digital environments, especially when misinformation spreads rapidly on social media?
2. What are the most effective approaches for engaging younger generations (Gen Z) in a way that builds trust and long-term voluntary compliance?
3. How can communication strategies be adapted to balance transparency, speed, and accuracy during technical disruptions of e-services?
4. What tools or methods are other administrations using to measure the effectiveness of communication campaigns targeting younger audiences?

Hungary

What is the most common communication problem your tax administration faced during a crisis? How did you solve this problem?

What role did your social media platforms play in a crisis communication you faced?

Did your communication via social media platforms resolved the situation? When is it advisable to respond immediately?

Have there been cases where a tax administration's communication actually worsened a crisis?

At your administration, which communication channels are most effective for reaching younger generations on tax-related topics?

How can you measure the success of communication campaigns targeting younger generations?

Is it worth campaigning with influencers on tax issues?

Iceland

What are the most fundamental elements of organised crisis protocol/strategy communications?

What have you learned from past failures?

Ireland

How (if at all) do other administrations measure the effectiveness of their communication/education initiatives?

How do other administrations keep existing tax education fresh, vibrant and relevant?

Our resource is now three years old, and we are trying to find new ways to refresh it and improve engagement with it. Do other administrations have the capacity to provide incentives to schools, universities etc to keep engagement up?

Italy

New languages for the the new generation. The use of social media to engage young people and to resolve crisis communication. The procedures used to face crises

Latvia

1. What communication approaches have proven most effective in making tax administration relevant and understandable to younger generations without oversimplifying complex topics?
2. How can tax administrations modernise their tone and communication style for younger audiences while maintaining institutional credibility and authority?
3. What role should digital service design and user experience play in broader trust-building strategies for future taxpayers?
4. How are other tax administrations integrating educational initiatives into their long-term compliance and public trust strategies?

Lithuania

1. What effective practices can be used to reach and engage younger generations on tax-related topics.
2. What opportunities does the public sector have to more effectively respond to the digital economy compared to the private sector, and how can these be used in tax administration (Digital transformation).
3. Examples of the most challenging taxation-related crises that administrations have encountered.
4. What are the most common practices for managing crisis communication in the context of taxation.

Montenegro

I would like to hear about crisis communication, and how other deal with that situation. How to answer to negative comments and criticism from citizens on social networks

Norway

If you have experienced different crises situations - how has this influenced the taxpayers trust and has this changed the way you solve crises/problems internally and how you communicate about this both internally and externally? Maybe an example or two.

What are your 3 best experiences reaching young people? How did you evaluate the actions/activities and did they have the planned effect and an effect on your priorities?

Poland

No questions.

Portugal

Examples of the most challenging crises. Examples of innovative responses to crisis

Republic of Moldova

How can a tax administration ensure clear and transparent communication to maintain its credibility during a crisis?

What are the immediate communication steps a public institution should take to prevent an image crisis from escalating?

What are the most effective practical approaches for preparing a fast and coordinated media response during emergencies?

How can tax administrations ensure efficient and transparent collaboration between their spokespersons and the press?

Romania

Which tools or communication strategies does your tax administration find most effective for reaching and engaging young generation?

how do you measure these tools and assess their impact?

Serbia

Identifying emerging risks and misinformation, monitoring, campaigns aimed at younger generations.

Slovakia

What misconceptions or knowledge gaps do you observe among first-time taxpayers?

Which content formats (short video, memes, infographics, micro-tutorials, livestream Q&A) have proven most effective for youth engagement in your experience?

How do you ensure that digital communication is accessible to young people with varying levels of digital literacy?

What strategies help reach youth who are not active on mainstream social media platforms? How do AI-driven tools (chatbots, recommendation engines, sentiment analysis) change the way you plan communication?

If you could redesign one digital service specifically for young taxpayers, what would it be and why?

What is one youth-focused communication initiative your institution tried that worked better than expected? The rise of micro-content (Reels, Shorts, TikTok) in public communication. How to communicate in an era of shrinking attention spans?

Slovenia

In crisis communication, I believe it is very important that decision-making comes from a single point; how can we convince leadership to entrust communication decisions to PR in a crisis situation?

How can we address the challenge that PR teams are often made up of representatives of older generations, while the target audience is younger?

How can this gap be bridged?

What approaches have proven effective for you when communicating with Gen Z?
Do you have any experience with organizing and evaluating the outcomes of various contests and hackathons aimed at gathering ideas?

Spain

- 1.- The need to speak the same language as the young people. There are countries where rap music has been created. Do you know it?
- 2.- Do you think it is appropriate to intensify campaigns that communicate the prices of public services? For example, when students enroll in a public university, they should be provided with an informative statement showing the actual cost of tuition, excluding the portion covered by the state's general budget, which is derived from tax revenues.

Sweden

Possible ways to "watermark" official tax admin information channels/messages in a world where the risks of (AI-driven) disinformation is high. Messaging in ways that build trust in a world of gen AI.

Switzerland

Is there any intention of creating a shared template for crisis communication that members could use and adapt to their needs or a network to create synergies and exchange experiences?

How do you establish good relationships with journalists?

What strategies do you have in place to increase the older generation's acceptance of new digital products and applications?

Which lessons for your crisis communication could you learn from a previous crisis?

How can trust be restored after a crisis?

Ukraine

Effective tools (best practices) for cooperating with young people in the tax sector

3.2. Please provide a short list of questions or issues relating to the Forum you would like to discuss in the future, during an upcoming event.

Armenia

How to cover properly questions and suggestions regarding to tax reforms, when it can be really sensitive for people to accept.

How to cooperate with other divisions with deadlines especially in crisis.

Azerbaijan

- Turning crises into opportunities for trust-building
 - The liabilities and responsibilities of communication teams in the modern tax landscape
- Developing collaborative approaches to detect and respond to deepfakes and AI-generated threats targeting public institutions.

Belgium

What is the role of leadership visibility and tone in effective communication within tax administrations?

How can tax administrations use digital tools and social media responsibly while maintaining credibility?

Bosnia and Herzegovina

- Does the Tax Administration have a centralized or decentralized communication system? Specifically, is communication with the media handled only by the headquarters, or also by regional offices?

Croatia

What strategies can improve trust in Tax Administration?

Cyprus

Real life scenarios AI

Czech Republic

Building public trust in government institutions in the digital era

Strategic communication of tax changes and reforms to the public

Transparency vs. clarity: how to simplify complex topics

Use of digital tools and AI in communication with the public

Denmark

How can we, as communication professionals, use communicative tools to improve taxpayer morale and social norms in relation to paying taxes?

Estonia

What kinds of sociological studies on tax morale are conducted in different countries?

What are the key societal challenges identified, and which target groups are considered the most problematic?

What proportion of communication teams' work is dedicated to preventive activities, and have any long-term strategies been developed to support this?

Finland

The AI Act and other EU regulation related to communications

France

Will be AI a real game changer for tax administrations and their intreractions with taxpayers

Georgia

1. How to build and improve crisis communication frameworks in practice, including lessons learned from real-life cases and challenges faced by tax administrations.
2. Sharing real examples of successful campaigns aimed at younger audiences, including what worked and what did not.
3. Exploring more effective ways to communicate complex tax-related information in a simple and understandable way.
4. Developing practical approaches to strengthen trust through consistent, transparent, and citizen-focused communication.

Hungary

Artificial intelligence in taxation and tax communication. The role of comprehensibility and plain language in communicating tax issues.
Tax communication with taxpayers living within the country with different languages and cultures

Iceland

Media relations (proactive/preventative)

Ireland

None at the moment

Italy

The brand reputation of Tax administration: how to build a brand with a positive perception among citizens and public opinion.

Latvia

1. The role of behavioural insights and behavioural economics in shaping taxpayer communication strategies.
2. Measuring the effectiveness of trust-building and communication initiatives beyond traditional awareness metrics.

3. Integrating communication strategy into digital service design and broader taxpayer experience management.
4. The use of AI and automation in personalising taxpayer communication while maintaining trust and transparency.
5. Building organisational culture and internal capability for strategic communication within tax administrations.

Lithuania

1. What are the ethical and practical implications of using AI and data analytics in tax administration.
2. What strategies can improve trust in public institutions amid increasing misinformation and declining confidence globally.

Montenegro

Which Pr strategies have proven to be the most effective in reducing the negative perception of tax administration? Should tax administrations actively use social networks to communicate with taxpayers?

Norway

International relations - how can we profit from and develop communication cooperation across borders fighting tax-crime? AI/KI - examples from tailored communication tools. More people get their information from non edited media - how can we handle this scenario and avoid false narratives?

Poland

No questions.

Portugal

The use of AI in tax communication. How to engage and communicate with the elderly in this digital age.

Republic of Moldova

What innovative digital strategies and channels can be used to capture the attention of and educate young taxpayers?

How do we adapt tax language, which is often technical and complex, to make it understandable and relatable for new generations online?

What are the most successful tax communication campaigns recently conducted by member states, and what key lessons can we learn from them?

Romania

How does the use of AI tools—such as chatbots or automated guidance—affect taxpayer trust, and what methods do you use to assess whether AI increases trust through clearer, faster responses or reduces it due to errors or lack of transparency

Serbia

Elements of formal crises communication strategy, experiences with campaigns aimed to gen Z.

Slovakia

AI-Enhanced Public Communication Practical use cases: chatbots, automated FAQs, sentiment analysis How to maintain a human tone when using AI tools Data privacy and responsible AI communication.

Slovenia

Topic 1: Trust and transparency in the use of artificial intelligence in tax administrations

Topic 2: How to involve citizens in the development of communication. A particularly interesting topic for PR professionals would be contests, hackathons, focus groups, or “citizen panels,” where citizens help shape campaigns and services.

Spain

About If there are any agreements or contracts with producers and media outlets to include content that highlights the importance of contributing our taxes to the creation and maintenance of public services, then such agreements should be pursued.

Sweden

The role of government authority communications in a world where everybody (?) tries to be an influencer, using the same tools, channels and strategies. How do we adapt our playbook to our mission, in practice?

Switzerland

Use of AI in connection with data protection risks and Tax secrecy
How can we simplify self-service and communication with taxpayers and promote these changes without compromising customer satisfaction?

Ukraine

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3.3. What kind of contribution can your tax administration provide to this Forum?

- moderator;
- notetaker in group discussion;
- rapporteur providing feedback from the group discussion at the plenary discussion;

Armenia

We can share with others with our experience. We will bring to the table actual problems to discuss and suggest how to solve them based on our professional skills and instincts. notetaker in group discussion; rapporteur providing feedback from the group discussion at the plenary discussion;

Azerbaijan

Speaker

Belgium

moderator, notetaker, rapporteur

Bosnia and Herzegovina

- my tax administration will provide a speaker.

Croatia

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Cyprus

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Czech Republic

If possible, I would prefer to contribute as a participant and not take on a specific role.

Denmark

We contribute with a presentation on communication to younger generations.

Estonia

Active participant and moderator in discussion groups

Finland

Moderator (already agreed) and notetaker (if needed)

France

notetaker maybe

Georgia

1. We can present real case studies, including the use of social media platforms, television programs, online services, and educational projects to raise awareness, improve accessibility of services, and build trust among taxpayers.
2. We can also share our experience in implementing educational initiatives and internship programs aimed at increasing awareness and engagement, particularly among younger audiences. This includes approaches to working with the media, such as media tours and field visits, used to communicate ongoing tax developments and reforms in a clear and accessible way.
3. We are also ready to actively participate in discussions and contribute to knowledge exchange with other participants.

Hungary

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Iceland

N/A

Ireland

Presenter

Italy

active participant

Latvia

The State Revenue Service of Latvia will contribute practical experience and insights on engaging future taxpayers through early tax education, age-appropriate communication, and digital-first trust-building initiatives. Through its presentation and participation in discussions, Latvia will share examples of how communication

strategy can support long-term trust, voluntary compliance, and stronger public engagement with tax administration.

Lithuania

- notetaker in group discussion; - rapporteur providing feedback from the group discussion at the plenary discussion

Montenegro

rapporteur providing feedback from the group discussion at the plenary discussion;

Norway

Moderator and taking part in group discussions

Poland

N/A

Portugal

notetaker

Republic of Moldova

We can contribute by sharing our journey of transforming traditional, bureaucratic tax communication into a modern, digital-first approach. We can provide practical examples of how combining general digitalization with simple, user-friendly language has improved taxpayer trust and engagement in our country.

Romania

moderator or notetaker in group discussion

Serbia

-

Slovakia

notetaker in group discussion

Slovenia

Participation in a discussion where I can share my experience with crisis communication and different outcomes, and how various crisis strategies have performed in our administration.

Spain

Moderator (only if required)

Sweden

Experience of crisis communications and operating in a high-trust society but which is currently being challenged in many ways. Moderator, rapporteur.

Switzerland

Notetaker in group discussion (if needed, otherwise active participant)

Ukraine

Participant