

IOTA STRATEGY

2018 – 2022

Reviewed in 2020



IOTA

Intra-European Organisation
of Tax Administrations

Midterm Strategy review was conducted in 2020 by the working group:

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▶ VISION

IOTA will be the leading international tax organisation for practical collaboration on tax administration issues for its members and partners.

▶ MISSION

IOTA is contributing to the progress of member tax administrations by delivering practical solutions, enhancing collaboration and facilitating the sharing of experience.

▶ VALUES

Professionalism

IOTA is a forum dedicated to professional co-operation. IOTA is focused on delivering expertise, guidance, practical solutions and knowledge to its members. Policy decisions are out of IOTA's scope.

Transparency

IOTA is delivering its activities in a transparent and ambitious way, disclosing all relevant information to its members. IOTA is also committed to be accountable to its members in relation to the organization's internal processes, decisions and performance.



Partnership

IOTA offers a platform where tax administrations and other international stakeholders can meet and voluntarily engage in an exchange of best practice and experience, on an equal footing. The relations and working principles within IOTA are based on equality, trust, respect, reciprocity and cooperation whilst the aim is to develop mutual benefits. IOTA promotes partnership both between its members as well as with other international organizations.

▶ STRATEGIC OBJECTIVES

1. Effective delivery of high-quality services

1.1 Deliver effective services and practical solutions catering for the specific needs of the membership;

1.2 Develop innovative services;

Building on existing competencies, continue to deliver high quality services to the members. Introduce new innovative services and develop new ways of providing existing services for greater efficiency.

2. Operational excellence

2.1 Increased capacity of the organisation;

2.2 Process optimisation;

2.3 Digitalisation of IOTA services and operations;

2.4 Effective internal and external communications;

In order to maintain the current level of service to members, the organisation must increase its capacity (e.g. human resources, engagement of members, flexibility of resources, deliver more with less utilising digital solutions, etc). Streamline key processes of IOTA which are critical to the organisation's



performance. Utilise the new technology and methods to increase both: the number of services delivered to members and membership engagement. Efficiency, innovation, quality and visibility are the core communication objectives of IOTA (please see more details in the IOTA Communication Strategy document).

3. International positioning

3.1 Reliable and attractive partner for international and regional tax organisations;

3.2 Be an active contributor to practical implementation of global tax initiatives;

To maintain and enhance IOTA's international position in the global tax environment. Utilise partnerships with other international tax organisations to promote IOTA and avoid duplication of activities.

4. Smart growth

4.1 Extend cooperation with business community;

4.2 Strengthen the collaborative work with academia;

4.3 Managed expansion of the organisation through associated members and observers to share best practices;



Strengthen engagement with business community to facilitate sharing innovative solutions. Increased engagement with academia on research and projects. Consider the benefits arising from associated membership and observer status to share best practices and strengthen international position of IOTA.

► IMPLEMENTATION, MONITORING AND EVALUATION OF THE STRATEGY

The monitoring of the Strategy implementation will rely on the Executive Council. It will be implemented through annual implementation plans. The annual implementation plan will be drafted with the support of the Secretariat and approved by the decision of the Executive Council. An annual status report on Strategy implementation, part of the annual report of IOTA, must be prepared, with support from the Secretariat, adopted by the EC and presented to the General Assembly.



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