

THE FUTURE OF PUBLIC COLLECTION

Building the Future of Public Collection: Governance and Cross-Government Collaboration

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The Future of Public Collection

- **Ambitious transformation**
- One of the most **complex** digital transformation programmes in Norway
- Cross-agency programme
- **Significant simplification** for citizens, businesses, and caseworkers across multiple government agencies
- **Cohesive services** integrated into users' digital ecosystem



Collection in Norway is changing



The Norwegian
National Collection
Agency

2015

**TOLL
CUSTOMS**

Recovery of
claims

2016 - 2017



The Collection Agency
of NAV

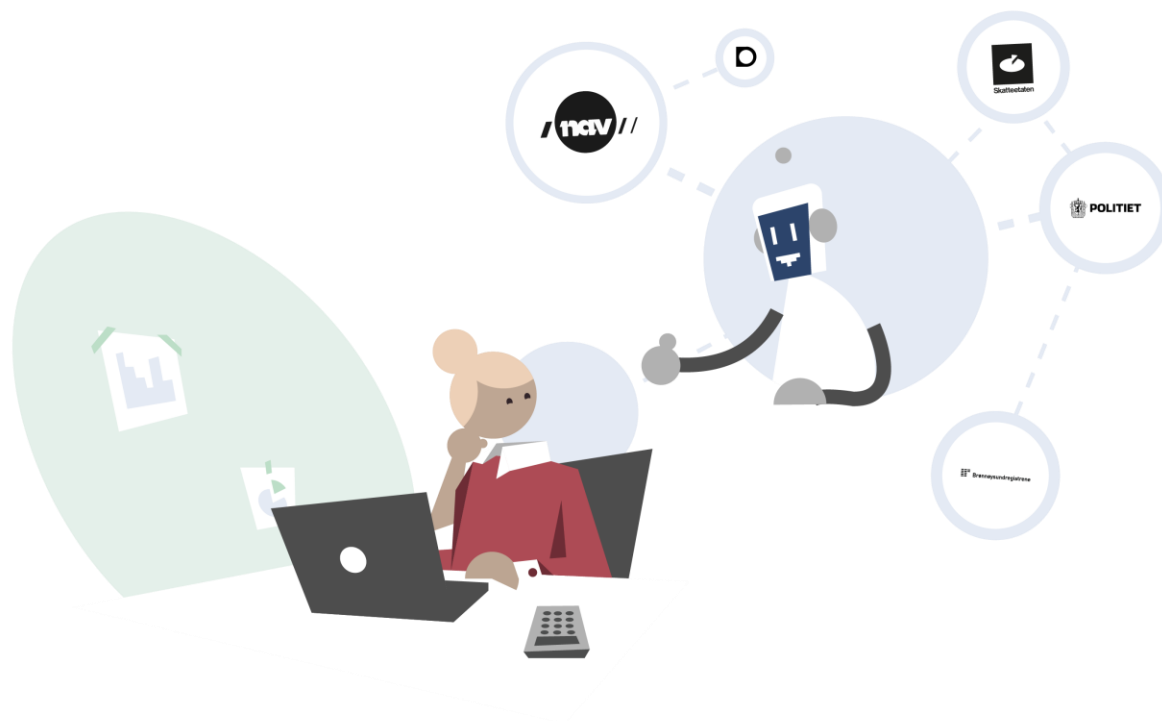
2018



Municipal
tax collectors

2020

Cross-agency collaboration



 Brønnøysundregistrene

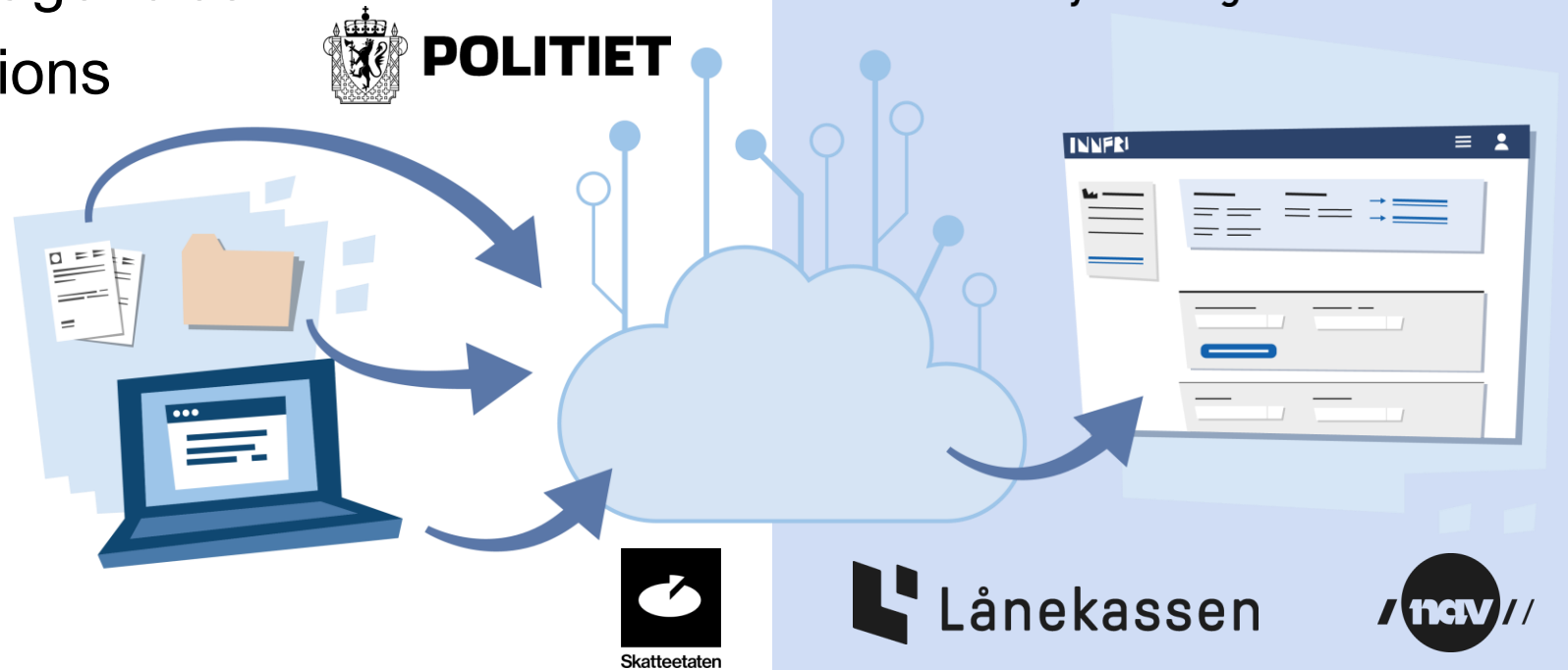
 **POLITIET**

 
Skatteetaten

 Lånekassen

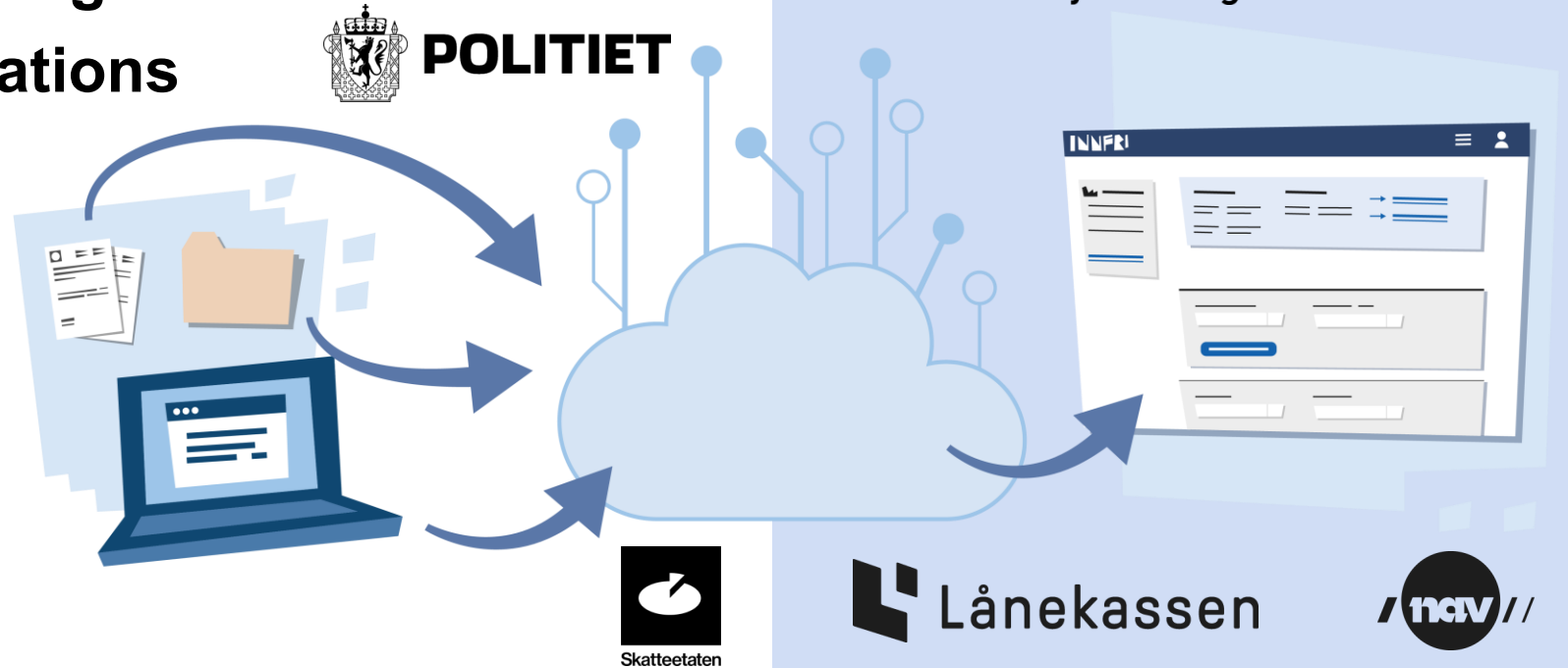
Complexity

- One system to replace seven
- Transforming, digitising and automating processes
- Dependent on several agencies
- Legislation and regulations

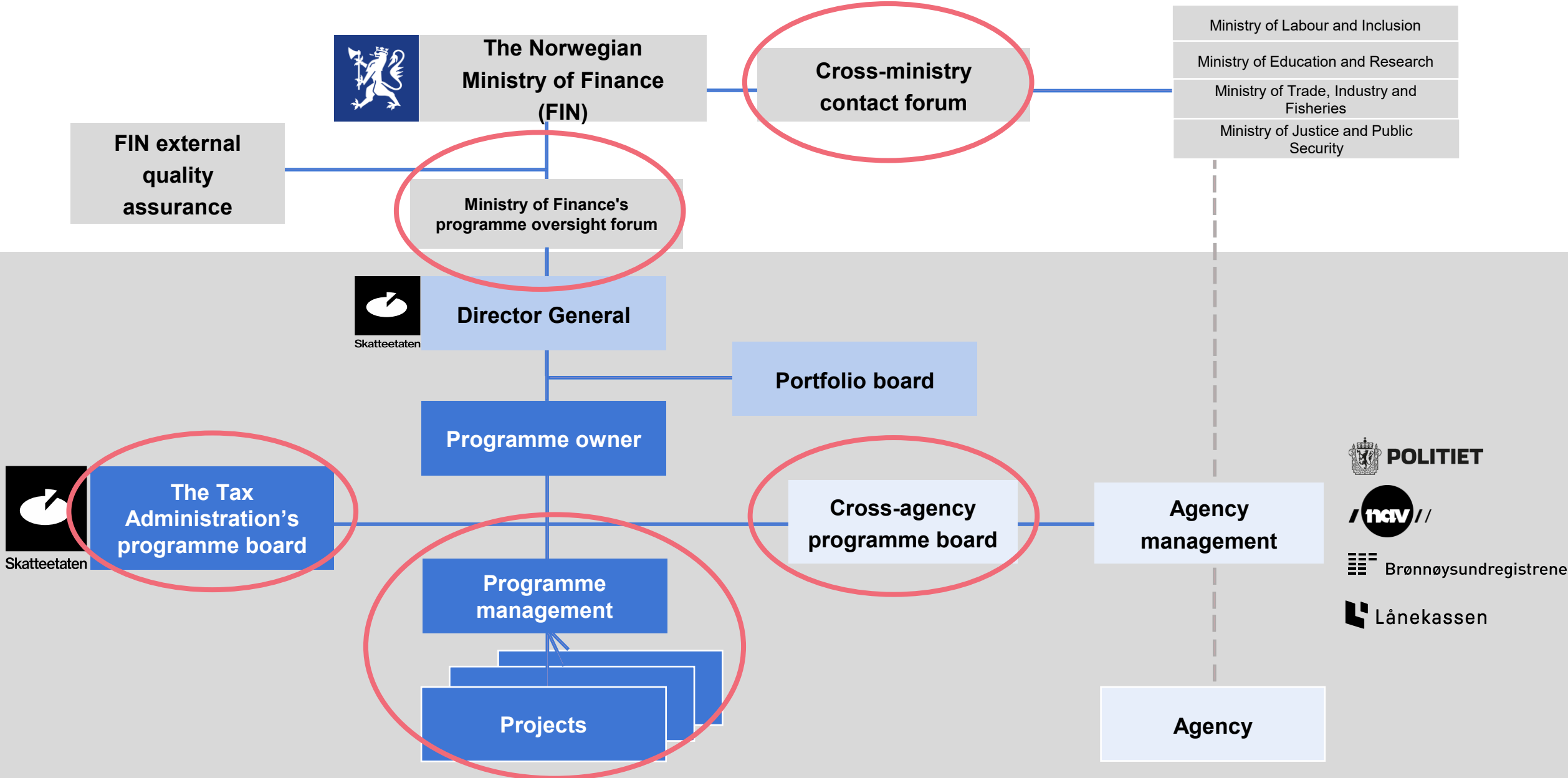


Complexity

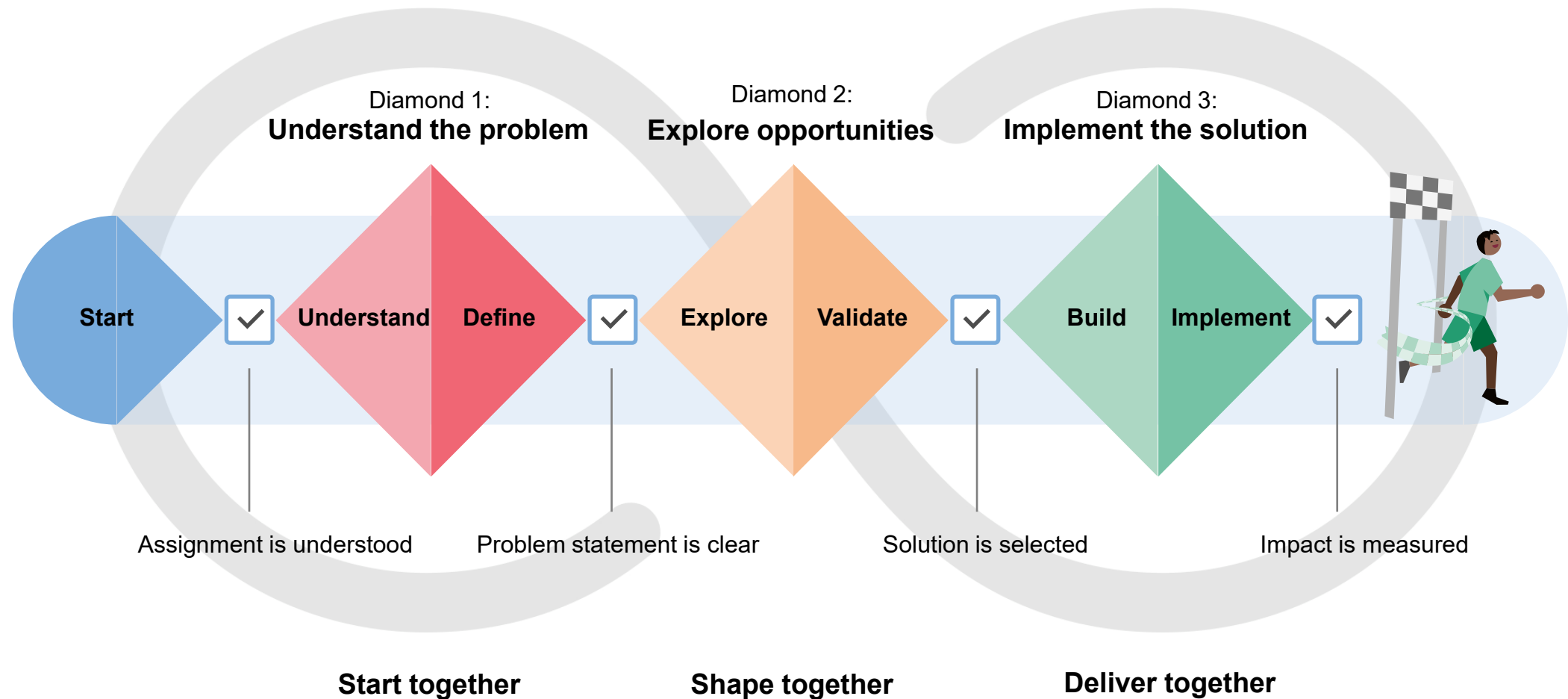
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General governance model



Start, shape and deliver together



Legal framework

- **The proposal:**
One law, one system
 - All claims against a person are brought together in one move
- **How we have been working**
 - **Cooperation across agency boundaries**
 - **Interdisciplinary approach.**
 - Regulations that support technological opportunity space
 - Success factor: **Professionals from different agencies involved in the same project.**
 - Ambition: **Code-friendly regulations**



Summing up

- Build commitment around the purpose at an early stage!
- Start, shape and deliver together!



"I am pleased that, during phase 1, the programme has demonstrated that FI, despite its complex governance structure, has successfully fostered effective collaboration among agencies with differing mandates, cultures, and organizational scale. For us, identifying and implementing effective collaboration models will likewise be critical to success."

(Director General in a partner agency, 2025)



Thank you!

