The Norwegian
Tax Administration

Data governance
Experience in the Norwegian Tax Administration

IOTA Forum Tax and Customs Data Science

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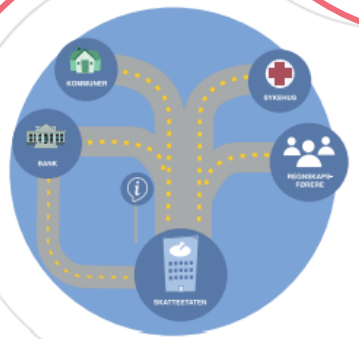
The Norwegian Tax Administration

Strategy

WHAT

We will interact with businesses and individuals in a way that makes it easier to do what is right and harder to make mistakes

We will collaborate with others to prevent and ensure more immediate consequences of tax crime



We will manage our information so that it contributes to simplification and digitalisation

HOW

We will work together from start for faster results

We will use data, analytics and artificial intelligence on a large scale in task solving

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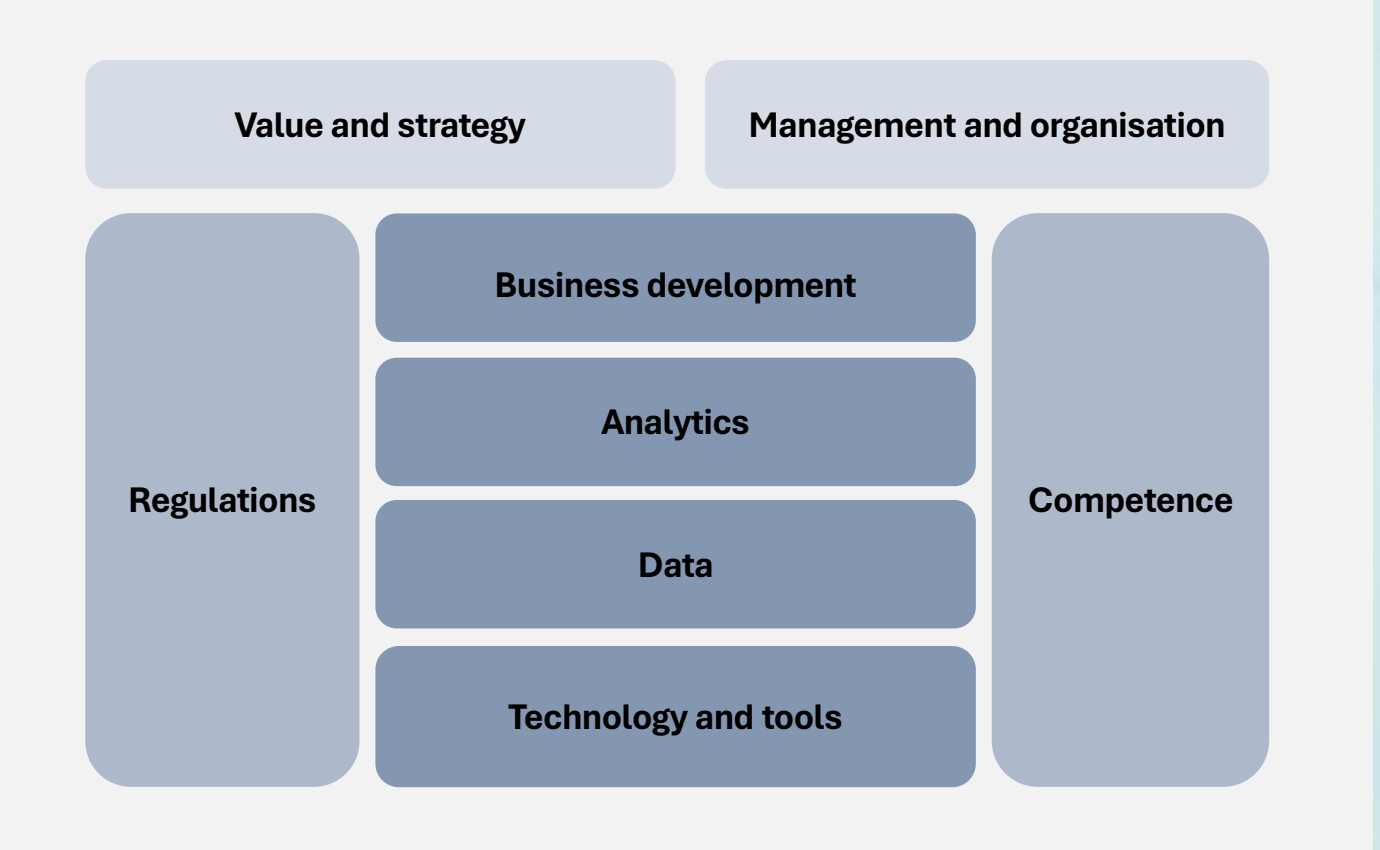
Components of a data driven tax administration



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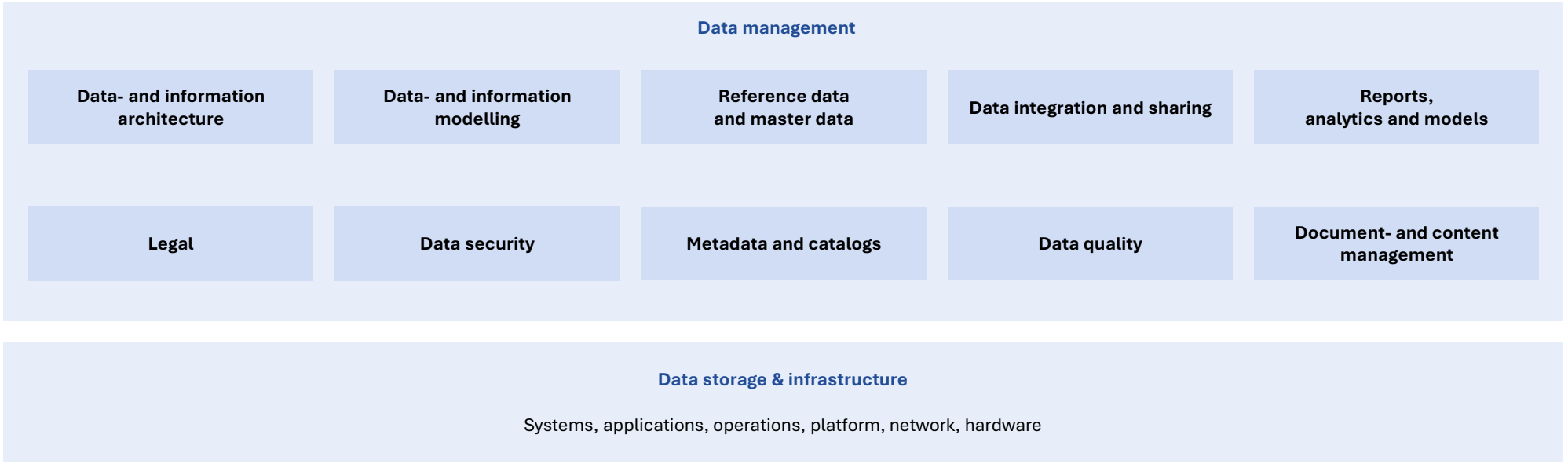
Data management



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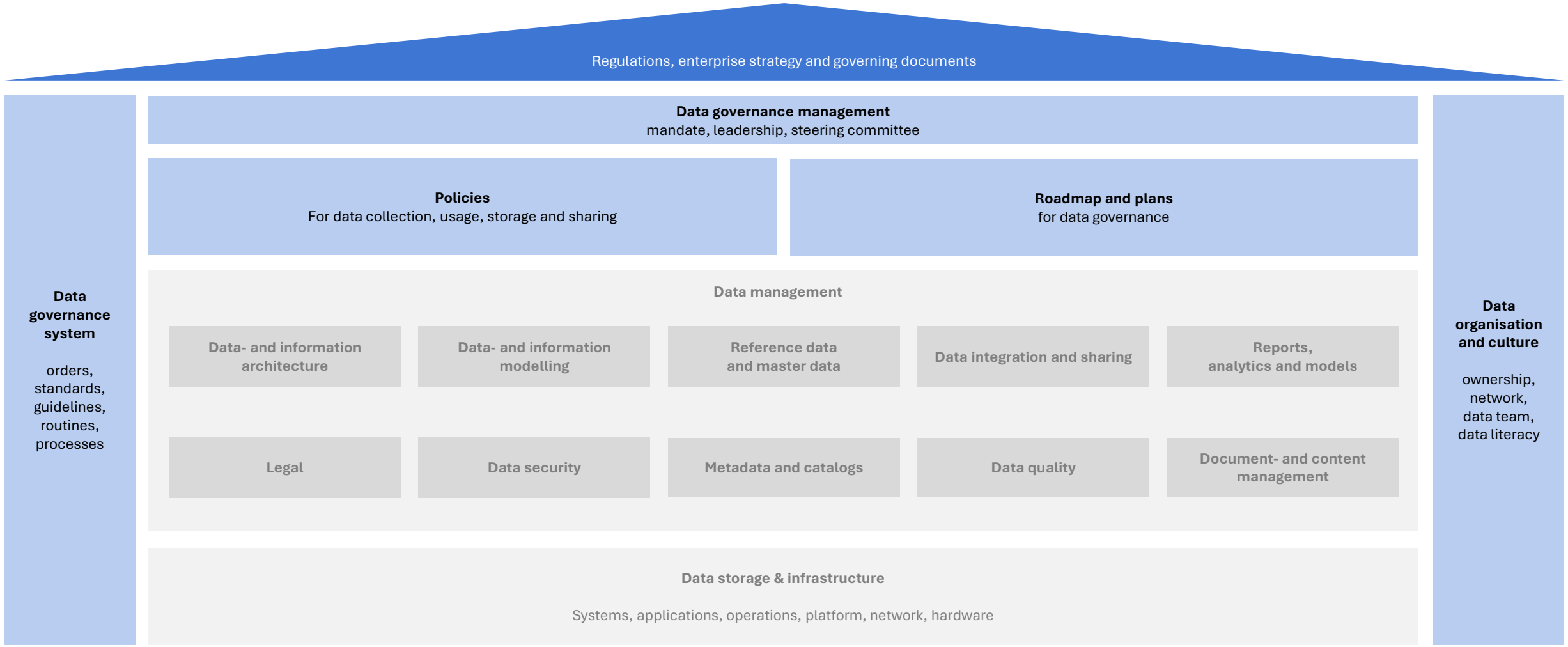
Data governance



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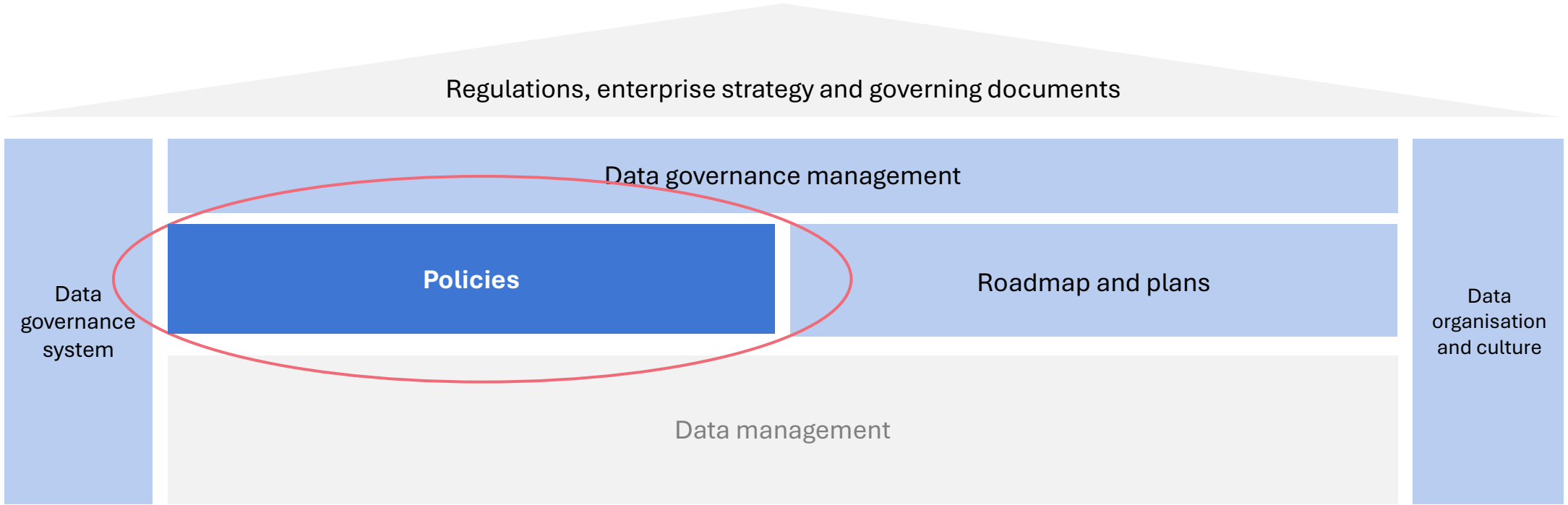
1 Policies



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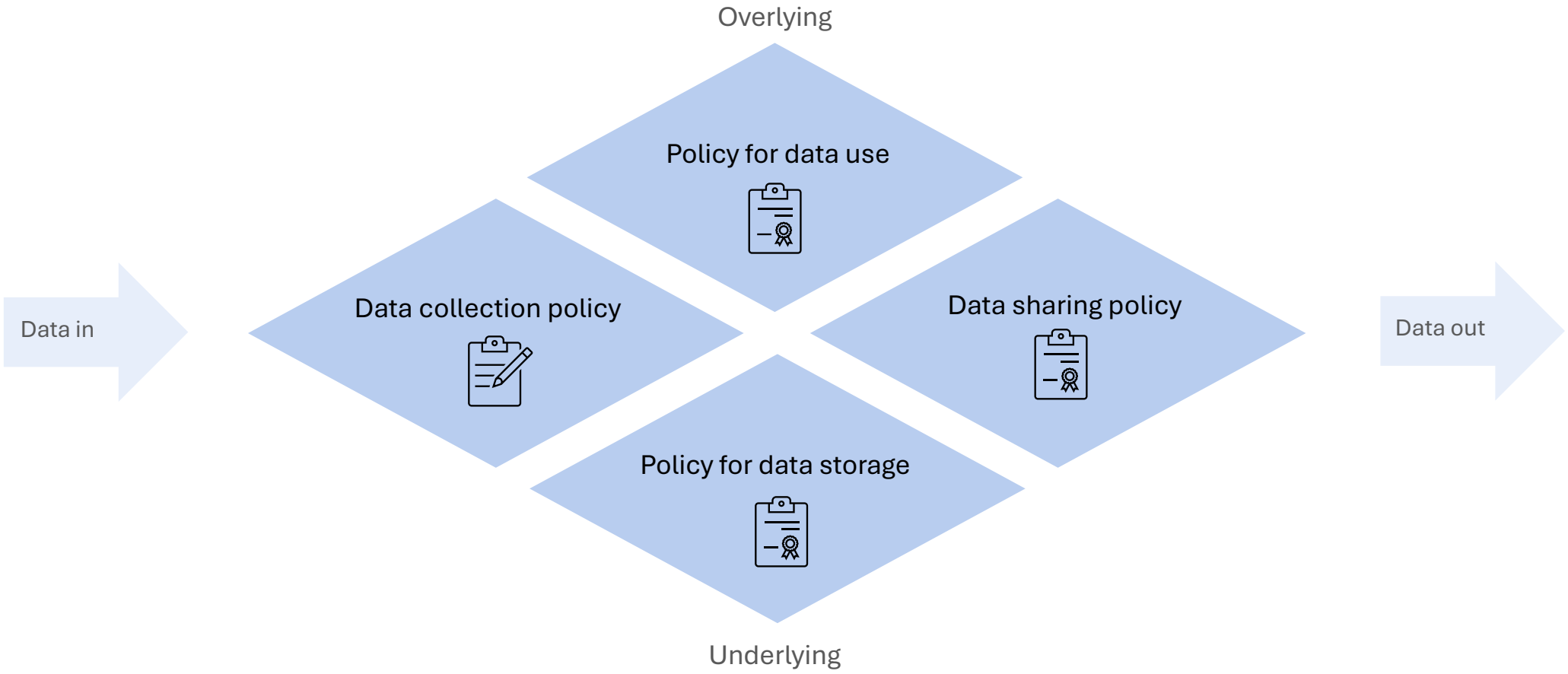
Data policies



Area specific policies

- Information security policy
- AI policy
- Documentation policy

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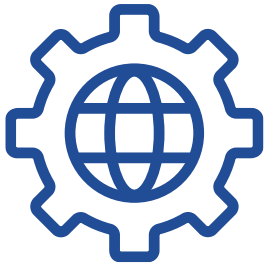
Policy for data use

treat data as a valuable asset

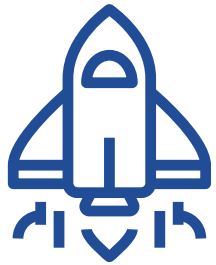
active data ownership

the user is responsible for their own data use



embedded and local data governance

user-adapted data access



proactive data usage

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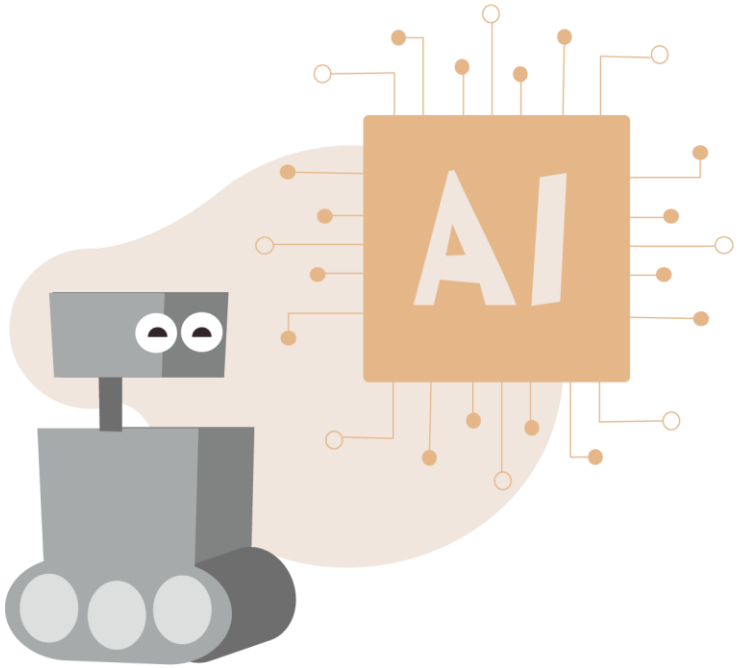
AI policy



Policy for the development and use of AI in the Tax Administration

Responsibility

Transparency

Fairness

Technical robustness, security and preparedness

Data governance and privacy

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Lessons learned

Balancing general vs. specific policy statements

What mechanisms are needed to enforce or embed policy?

To what degree can policy guide resource commitments?

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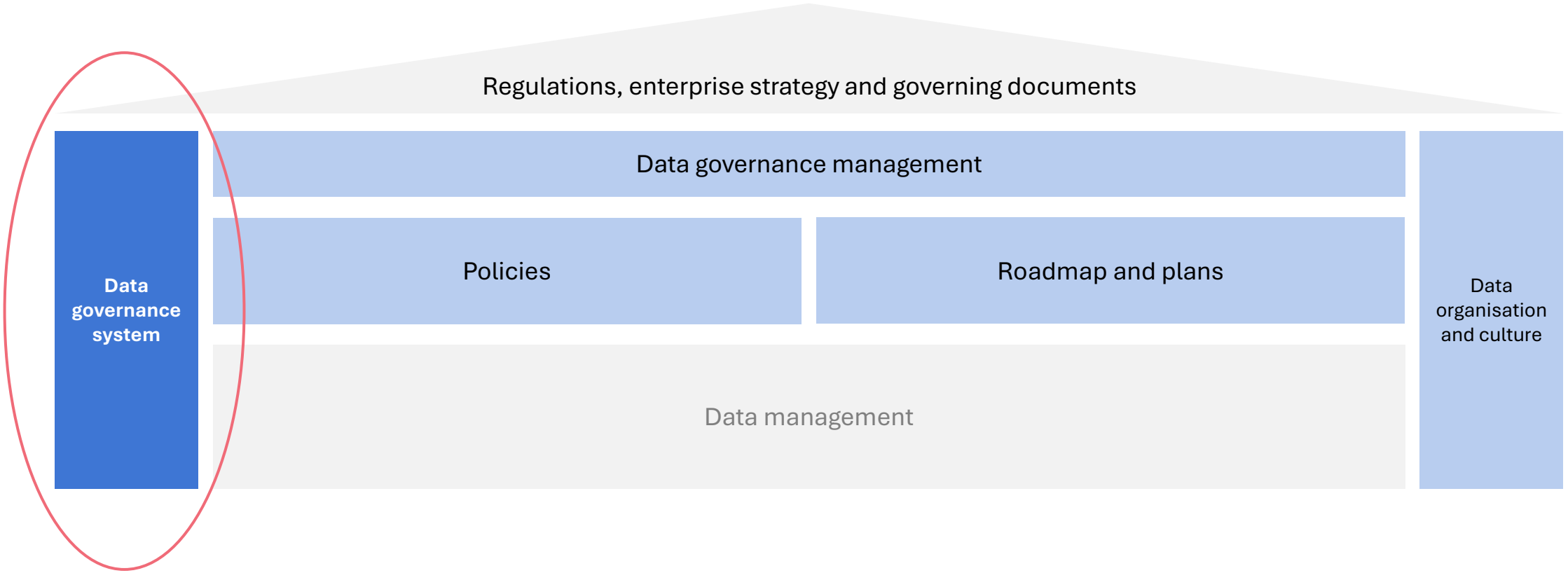
2 Data governance system



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Data management reporting: selected areas

- Four selected data management areas
- Reporting based on NTA's product organisation
- Five level scale – aligned with CMMI and other reporting

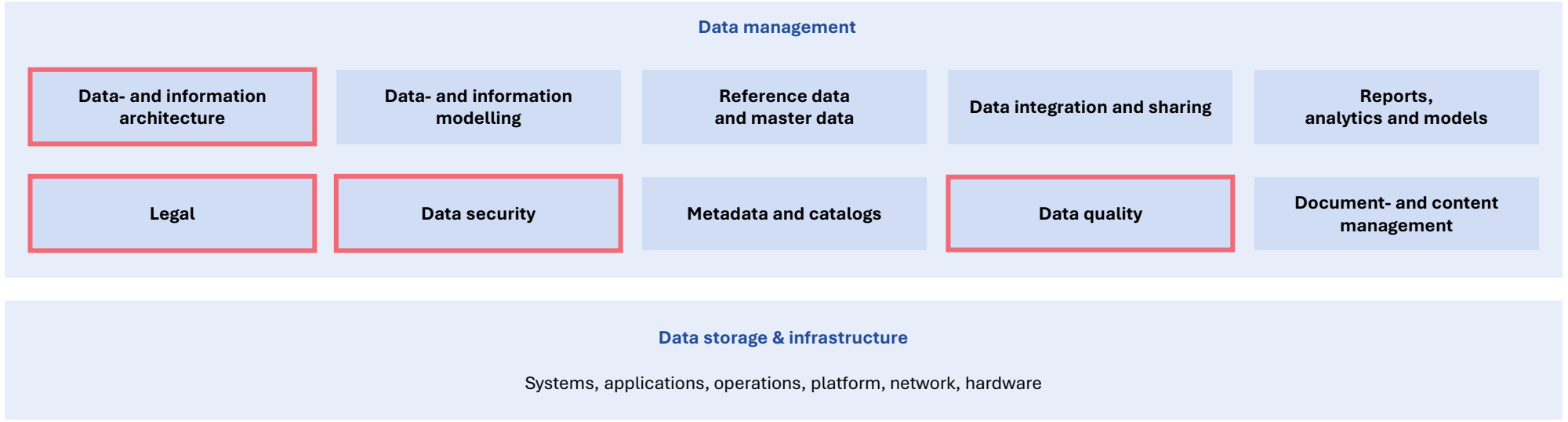
20 % Ad hoc

40 % Fragmented

60 % Formalised

80 % Systemised

100 % Optimised



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ML model cards

Model overview	Model development
Name, version, purpose, responsible, business value	Algorithms, data sources, training data, test data, val. data
Monitoring and maintenance	**Ethical considerations**
Known errors/weaknesses, retraining plan	Bias mitigation, privacy
Distribution and architecture	**Compliance and audit**
Platform, APIs/endpoints, access control, ...	Audit plan, audit documentation, archiving obligations
Stakeholder communication	**Risk management**
Communication plan, sensitivity considerations	Risk assesments, risk mitigation measures
Deployment	**Continuous improvement**
Approvement documentaiton	Contact details, feedback handling plan, development plans

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Lessons learned

Defining a decent benchmark and suitable KPIs is difficult

More experience-based than data-driven

To what degree integrate with risk management in large?

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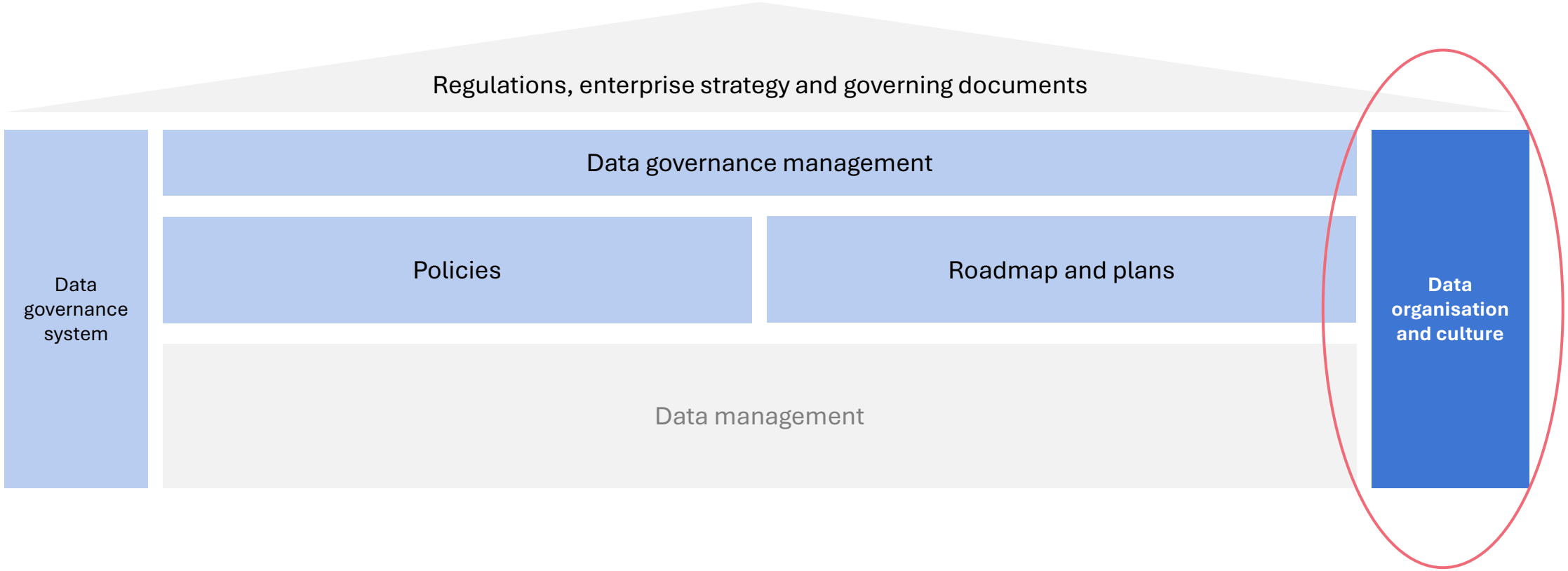
3 Data organisation and culture



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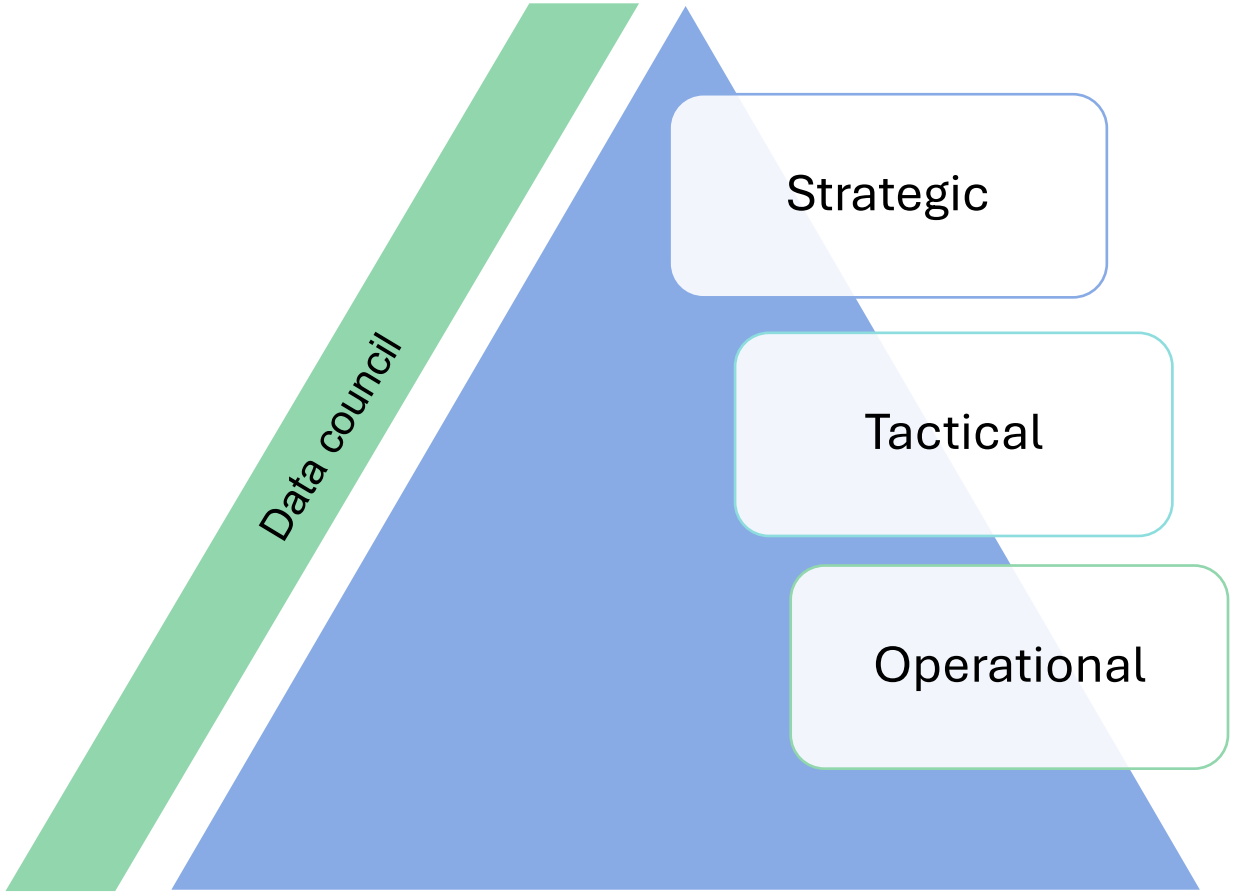
Data owner and data leader



Data owner

Accountable for the data belonging to their product = product owner

Data leader

Operational responsibility for the product's data and adapted data products

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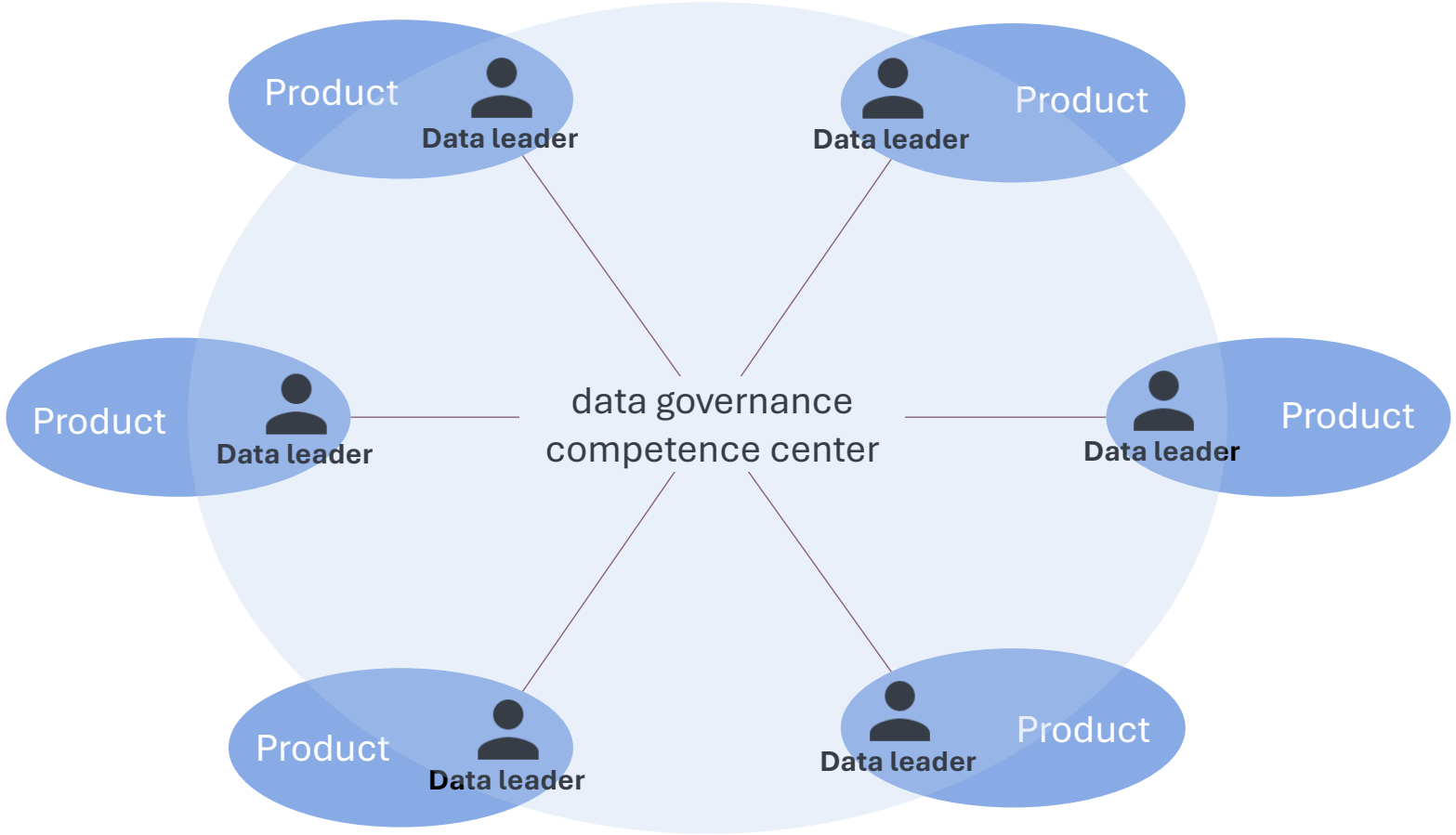
Data leader network + data governance competence center



- Coordination and discussion across products on data matters
- Status on management and development of data products and services
- Facilitated by information management division

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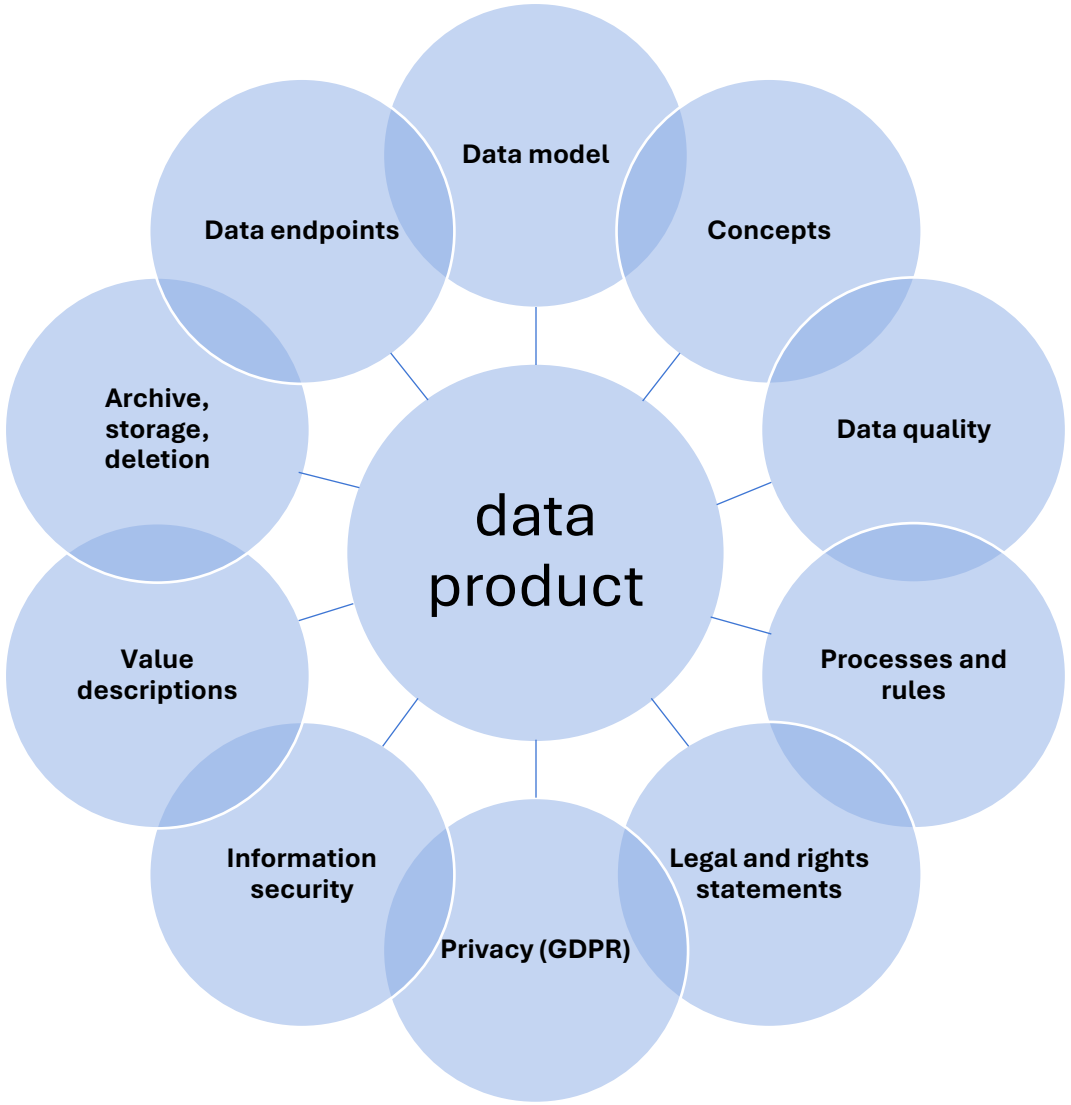
Data products

Data product

Governed data set with

- Specific purpose
- Known data quality
- Good descriptions for easy use



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Lessons learned

Challenges in governance vs. competence

Data product production is surplus activity rather than core

Governance focus on analytical data use vs. general compliance?

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