



The Norwegian  
Tax Administration

## Topic 2:

# The Tax Administration as a Pillar of the State: its partnerships with other public and administrative bodies and state services.

### Moderator :

*Egil Martinsen*, International Director, Norwegian Tax Administration

### Panelists:

*Santiago Menéndez Menéndez*, Director General, State Agency of TaxAdministration, Spain

*Leandro Cuccioli*, Federal Administrator, Federal Administration of Public Revenues, Argentina

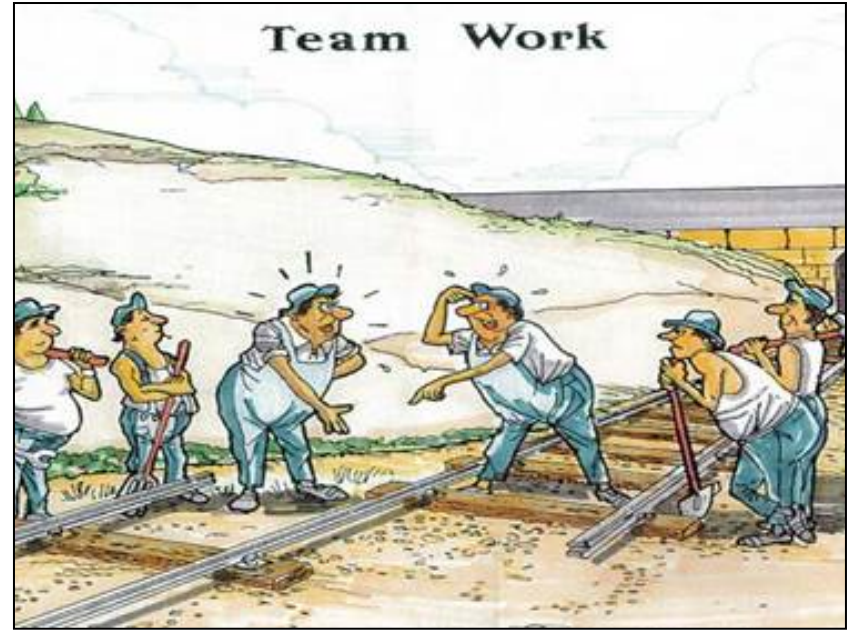
*Audran Le Baron*, Deputy Commissioner Taxpayer Services and Debt Management, General Directorate of Public Finances, France



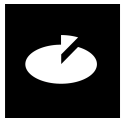
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# Cooperation can be both challenging and developing

What does it take to act as one?



The society expects us to deal with problems as a whole



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# In order to succeed in cooperation, there are some critical points to keep in mind



Joint vision



Reality check



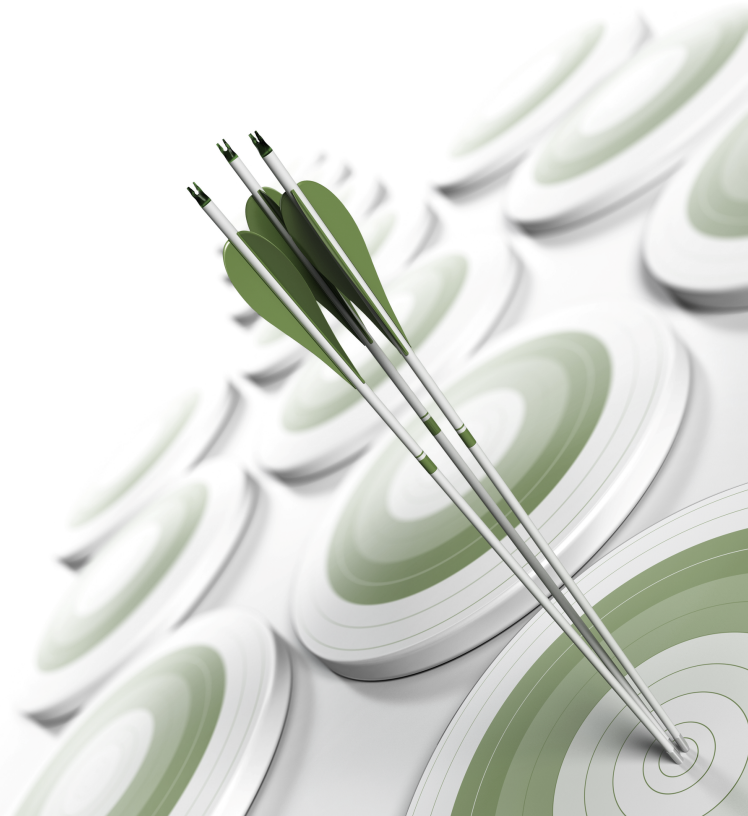
Focus on opportunities



Will and patience



Mind set of continuous  
improvement..





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# A joint vision is crucial to achieve a “whole of government approach”



Joint vision

Levels and roles that need to have a joint vision:

Government

Employers associations

Trade unions

Agencies

Media



**2014** – an important year towards a “whole of government approach” in Norway



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# Achieving compliance requires long-term perspective



Will and patience



Mind set of continuous  
improvement..



- Working together does not necessarily give added value to each agency involved
- *The highest value is for society as a whole*

