



VALTIOVARAINMINISTERIÖ
FINANSMINISTERIET

Public Governance Strategy

”Government drafts a strategy for public governance that will have at its core a service pledge to the citizens”

PM Sanna Marin's Government Programme



Goal: a socially, economically and ecologically sustainable society, in accordance with the Government Programme



PM Marin's Government Programme: Strategy for public governance to be prepared

- Strategy aims for:
 - to enhance the public value that administration brings to the daily lives of the Finnish people across the country
 - to improve digital accessibility
 - clear language in government and administration
- Strategy measures for more effectively:
 - safeguarding people's fundamental rights
 - strengthening sustainable public finances through improved productivity
 - coordinating information policy
 - using new technologies.
- Future focus to be on:
 - interactive governance
 - improving service quality, delivery and access.

Public governance in the 2020s must be able to thrive in a changing operating environment.

We need new solutions, ways of working and capabilities.



The principles guiding public governance are relatively stable

But in the 2020s new practical interpretations will be needed: new policies and practices will be needed



Principles guide governance actions

Open government works together

Government operates in a uniform and transparent way and assumes responsibility for work performed. Government listens and creates real opportunities for participation. Clear communication and working together internally and internationally means building openness and participation.

Actively building trust

Government relies on practices that generate continuity and stability, and builds trust by being proactive. Compassionate governance fosters social capital rooted in trust.

Diversity strengthens equality

Government strengthens equality by acknowledging peoples diversified lives. It includes different groups of people and builds togetherness and fairness and thus the legitimacy of governance.

Evidence-based action

Preparatory work and decision-making in government are always evidence-based. Information used for decision-making is openly available. Through extensive use of internationally recognised, reliable data and knowledge, government is capable for reasoned decision-making and identifies new kinds of opportunities.

Transgenerational responsibility acknowledges the planetary limits

Sustainable welfare requires global and transgenerational responsibility on planetary limits and the nature's capacity.

Change guided by creativity and imagination

Government is able systematically to imagine in a creative way possible new futures and new ways of carrying out governance tasks. Structures are renewed and practices developed via bold experimentation and risk-taking.

Policies are interpretations of what compliance with the principles could mean in public governance in the 2020s

They directly guide actions and priority-setting and help identify needs for new systems, processes, capabilities and practices.



Policies for the 2020s

The public administration works as one entity

The public administration implements in sustainable development goals

The public administration sees human centrality as a core value

The public administration learns quickly and continuously

The public administration values diversity

The public administration evaluates long-term impacts

The public administration bravely invests in digitalisation

The public administrations works seamlessly with the whole society

The public administration creates possibilities through diverse steering

The public administration uses knowledge in a versatile way

The public administration strengthens democracy by providing diverse possibilities to participate

The public administration takes care of joint resources in a sustainable way

The public administration works as one entity

Societal problems do not respect organisational and sectoral boundaries. The public administration must work seamlessly and holistically by crossing internal boundaries and structures. The organizations of the state and the municipalities must work smoothly together. This entails for example phenomenon-based policy preparation and one-stop shops for customers.

The public administration works seamlessly with the whole society

Co-creation and fluent collaboration with actors outside of the public administration, as well as networked ways of working enable a successful public administration in the 21st century. The public administration must drastically increase collaboration with the rest of the society. This entails for example more diverse forms of collaboration and strengthened collaboration with the private and third sector.

The public administration strengthens democracy by providing diverse possibilities to participate

Building a public governance that is meaningful for people requires that the administration expands and develops new ways of bringing multiple actors as a part of societal actions. The possibilities to participate and influence will be broadened by taking into use new forms of democratic participation. This means for example using tools like participatory budgeting and experimenting with new forms of digital participation.

The public administration implements in sustainable development goals

The public administration commits to the UN sustainable development goals and takes responsibility of intergenerational equality in the society. To break path-dependencies to get the society on a sustainable track requires that reforms and decisions are evaluated in the long term. This entails for example a holistic evaluation of public administration's activities from the perspective of the Agenda 2030.

The public administration bravely invests in digitalisation

The public administration must radically change its ways of working in order to harvest the benefits of digitalisation. This can be enabled by strengthening for example the coordinated use of knowledge and by investing in technological development and innovation activities.

The public administration takes care of joint resources in a sustainable way

Climate change and other crises of our time demand substantial investments. Simultaneously the bases of public finance must be strengthened. The sustainability of public finances will be done by investing in innovations and by implementing economic reforms. This means for example a holistic approach to public finance and the use of outcomes based budgeting.

The public administration sees human centrality as a core value

A human centric approach must be translated into concrete actions through harvesting of the possibilities of digitalisation. Human centrality is strengthened by the co-creation of anticipatory, preventive and efficient services based on the needs of people, companies and organisations. This means for example developing life-events based digital services.

The public administration values diversity

Equal public governance strengthens all people and groups in the society. The administration is inclusive and accountability to all the members of the society. The administration breaks down unequal structures and promotes social coherence. This refers to taking account the needs of different linguistic groups in public service development and diversity in recruitment.

The public administration creates possibilities through diverse steering

The social challenges of the 2020s require that the public governance is capable to steer societal transformation. At the same time, digitalisation makes it possible to develop and utilize new steering mechanisms. Public administration needs to use flexibly old and new steering mechanisms. This refers, for example to phenomenon-based budgeting.

The public administration learns continuously and quickly

A constantly evolving world demands increasingly agile and flexible governmental practices. The public administration must be able to learn continuously. By seeking and experimenting the administration learns to operate in ways that are beneficial for people. The systematic utilization of strategic experiments and agile practices enable continuous learning and development of the administrations. This refers, for example to fast, iterative policy design processes.

The public administration evaluates long-term impact

The resilience of the society and the operational capacity of the public governance require foresight, and long-term planning over election periods. Global crises such as climate change will not be resolved in a single parliamentary term. The foresight systems of the administration needs to be developed to enable long-term policies, meaning, for example, linking them into policy preparation and budgeting.

The public administration uses knowledge in a versatile way

The operations of the public administration needs to be based on reliable information. The administration utilizes up-to-date, scientific knowledge, improves open knowledge and strengthens capabilities of leading with knowledge. The formation of the utilised knowledge basis needs to be accelerated. In situations where decisions have to be made without a full understanding of the consequences of choices, the administration needs to use qualified, collectively produced information. This policy means, for example, opening up data resources and monitoring and utilizing online discussions if necessary.