

Next Era Governments - Beyond Experimentation

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DEMOS
HELSINKI



Demos Helsinki

Demos Helsinki is the leading independent think tank in the Nordics. We work to solve societal problems and challenges.

We aim towards a **fair and sustainable society** in which everyone can shape the future.

Demos Helsinki always has **two customers** – the one who orders the project and the society, which benefits from each project.

Governance Innovation

OUR WORK supports governments in reimagining and reinventing governance for the future world.

WE PROVIDE support in finding new ways to engage with people as well as in transforming global challenges into long-term policy missions and measurable experiments.

WE BELIEVE that bringing these changes into the core of public governance enables the translation of collective visions about the world of tomorrow into reality.

**Why do we need to
change the way of
governance?**

The Context: Navigating with the Lights Out

The present century can be characterised as a century of complexity, uncertainty, and rapid change. This changing operating context requires new ways of governing and delivering well-being to the people.





The 2014 European Parliament Elections
had lowest vote turnout ever with

43%

of EU28 citizens voting¹

Since the first European Parliament Elections held
in 1979 the voting rate has gone down nearly²

20%

Global voter turnout has also gone down about

10%

since the 1980s³

**Experimental framework
in Finland –
and what have we learnt
from it?**

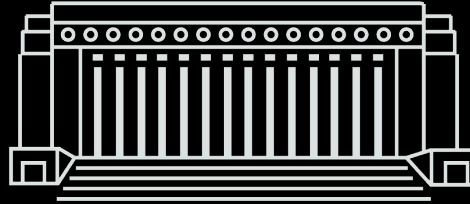
How did experimentation
find its way into the core of
policy making?



The Case of Finland



Core Motives for Creating the Experimental State in Finland



Need for trust,
wellbeing, and
equality

“Finnish governance is under pressure, so tools of governing must be developed to become even more efficient and targeted.”

Scarce
resources

Wicked
problems

Digitalisation

There was a high-level support for “fixing the engine”: OHRA project (2014-15)



Sat, 10 Jan, 2015 03:01:42 AM

OHRA proposes new govt policy approach

FTimes Report, Jan 10



The final report of the OHRA Project was handed over to Prime Minister Alexander Stubb by State Secretary Olli-Pekka Heinonen of the Prime Minister's

The government consistently secure resource change.

The government major issues would focus on joint project Finance and the potential framework.

A key proposal project is a new pursued by the Communication

Released on Project was Alexander St

Prime Minister's Office in 2015: Could experimentation respond to the challenges?

1. Can experimental methods, design thinking and behavioural insights be utilized in Finnish policy making?
2. If so, what is the best way to incorporate them in the policy design process at the highest level of Finnish policy making?

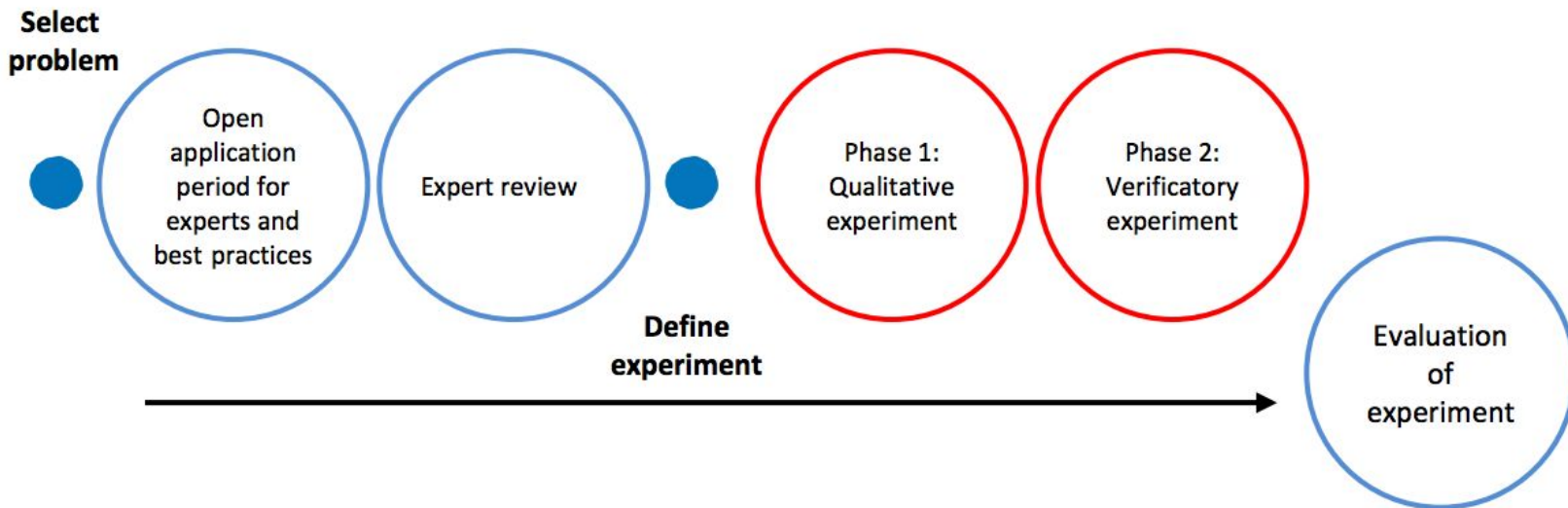


... how the model was (co-)created

1. Demos Helsinki and its partner Aalto University won the tender
2. Desktop study to review the best practices in the world
3. Co-creation process with a broad group of Finnish civil servants: 10 workshops for drafting versions of the model
4. Interview round with politicians and experts to validate functionality and validity of the model



Summary of The Finnish Model: Co-Design of Policy



“In Finland, the Nordic think tank Demos Helsinki could challenge the modus operandi of public sector institutions, thus creating the conditions for introducing experimentation in government.”

The Learning State of Finland: Experimentation Framework

EXPERIMENTATION MODEL

National model for integrating experiments into policy-making process. The model is highlighted by the OECD as one of the world's key examples of systemic level innovations.

NATIONAL CODE OF CONDUCT

National code of conduct for making strategic experiments in the public sector.

Finland is the only country in the world with this type ethical code.

DIGITAL PLATFORM FOR EXPERIMENTATION

Digital platform for supporting and crowdfunding of citizen-led experiments connected to the government's goals.

CULTURE OF EXPERIMENTATION

Networks and 'godparent' models to support experimenters, day of failure to celebrate failure experiments.

EXPERIMENTATION PROGRAM

Integrated in government program. It builds experimentation into ministries' policy making functions.

EXPERIMENTATION IN LEGISLATION

Experimentation laws are implemented, results i.e. in allowing driverless vehicles to be tested in urban conditions.

PORTFOLIO OF 25+ STRATEGIC EXPERIMENTS

These experiments are run by the ministries and their agencies. Basic income experiment is one of them.

DECENTRALISED NETWORK

There is a central experimentation office in the Prime Minister's Office, but there are also various sectoral innovation labs facilitating multistakeholder collaboration.

Now experimenting with education, mobility, employment, arts and health..

Tied to the goals of the government

27 policy experiments.

Ministries giving policy recommendations in 2019.



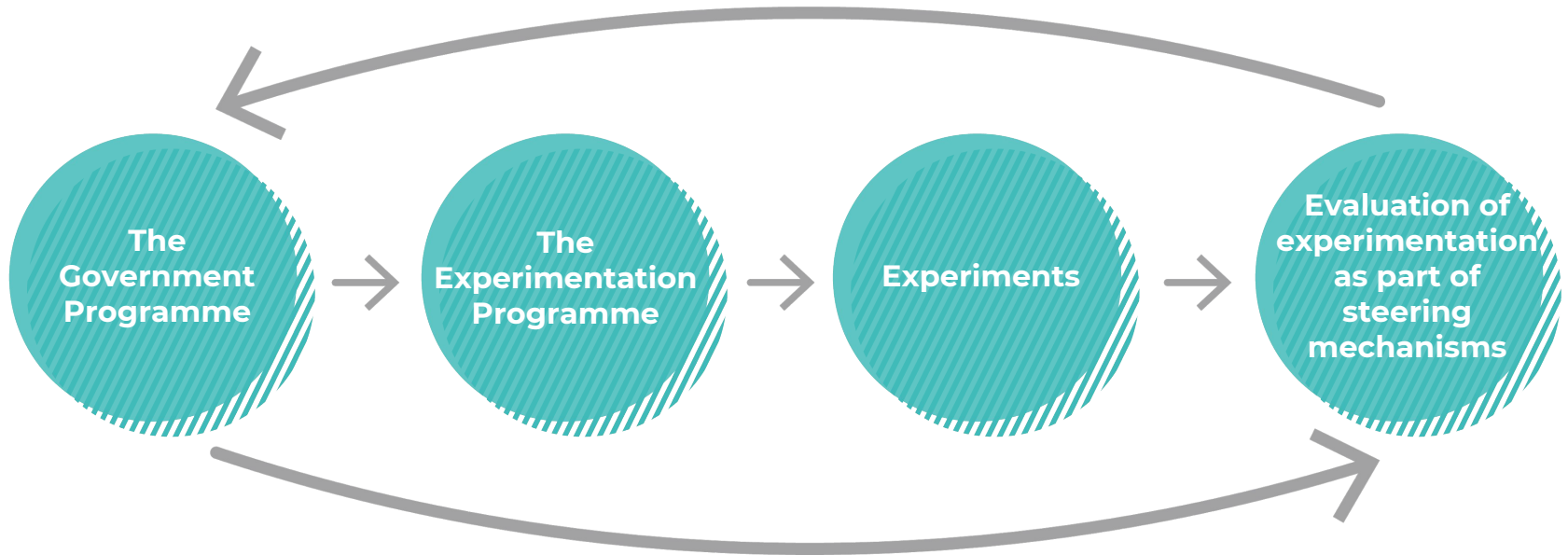
Basic Income Experiment



Finland's experiment in a nutshell:

- Duration 2 years
- Nationwide pilot
- Started on January 1, 2017.
- Covers 2,000 unemployed Finns
- Age between 25 and 58
- Guaranteed sum of 560€ / month, which equals average monthly unemployment benefits in Finland.
- Unemployment benefits were replaced
- Payments take place even if the recipient works or has other income.

Experimentation as a part of the Government Program



**We have applied the
learnings from Finland
with governments
around the world.**

Some of our innovation projects worldwide



Prime Minister's Office,
Finland

Ministry of Finance,
Finland

Finnish National Agency for Education,
Finland

Prime Minister of Latvia and
Cabinet of Ministers,
Latvia

UNDP Regional Office,
Egypt

MBR Centre for Government
Innovation,
United Arab Emirates

Tanzania Planning Committee,
Tanzania

Government of Assam,
India

Queensland Government,
Australia

**It's not just
experimentation...**

IN FINLAND: PHENOMENON-BASED LEARNING AND BUDGETING



IN THE EU: MISSION-ORIENTED INNOVATION

Missions provide **legitimacy to the EU**: we are working towards shared goals, together.

Missions enable **cross-cutting policy actions**.

Missions create space for curiosity: Missions don't only help us to achieve remarkable goals but also **create innovation spill-overs**.

The mission-driven model is promoted for FP9 to **inspire and legitimate the European science scene**. It gives **direction for research and innovation** and creates **sustainable growth**.



Three lessons learnt along the way

1. Mainstreaming experimentation in government requires mainstreaming an experimental mindset.
2. Solve what can help government to better interact with the rest of the society.
3. Innovation requires 'boring things'.

Most important thing is to change your thinking

✘ Long-lasting planning



✓ Learning by doing

✘ Avoiding errors



✓ Making use of errors

✘ Aim for certainty



✓ Dialogue with uncertainty

✘ Working in sectors



✓ Working in ecosystems

✘ Post-evaluations



✓ Continuous learning

**A systematic approach to
redesigning governance
is needed.**

**So, time to go back to our
title: Next Era
Governments - Beyond
Experimentation**

Traditional Government

- Planning and execution happens predominantly in siloed structures.

- Limited utilisation of knowledge networks.

- Policy approaches are presently fragmented and lack alignment.

- Policy and service design are challenged by increasingly pluralistic and diversified needs.

- Low tolerance for failures in public governance.

- Primary focus on reactivity and on updating existing policies and services.

Next-Era Government

- Planning and execution happens predominantly in siloed structures
- Limited utilisation of knowledge networks

**UNBOUNDED
GOVERNMENT**

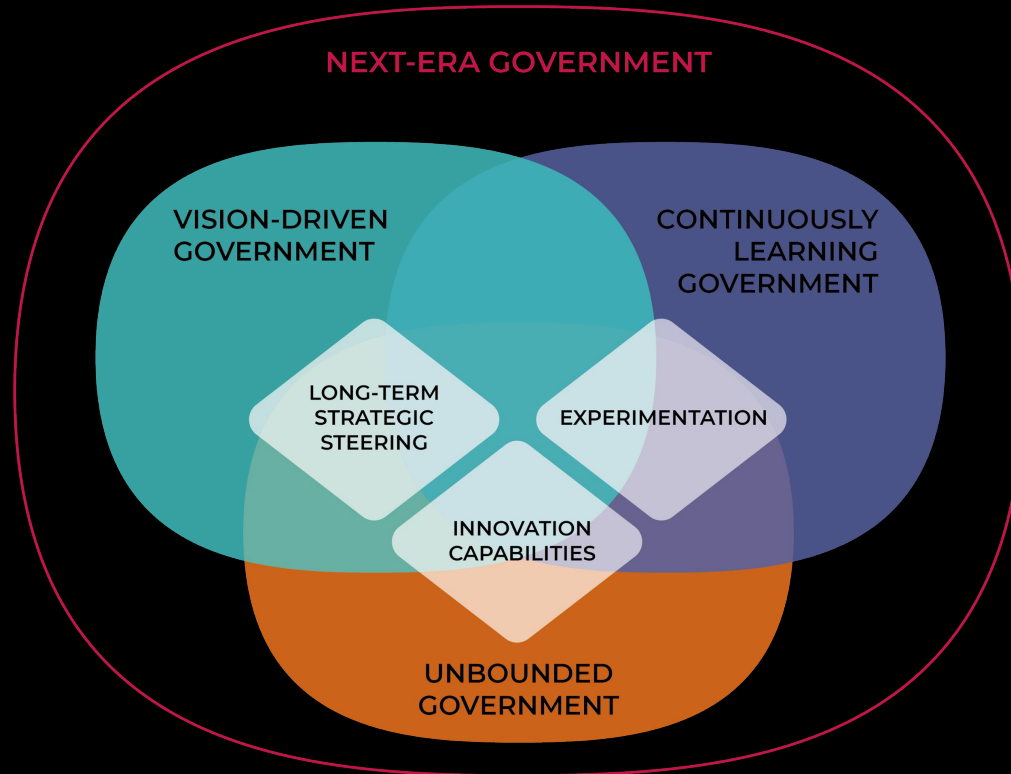
- Policy approaches are presently fragmented and lack alignment
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**VISION-DRIVEN
GOVERNMENT**

- Low tolerance for failures in public governance
- Primary focus on reactivity and updating existing policies and services

**CONTINUOUSLY LEARNING
GOVERNMENT**

Building a Vision-Driven, Continuously Learning, and Unbounded Government



Thank you!

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<https://www.demoshelsinki.fi/en/governance-innovation/>