

Final accounts 2020





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196th year of operations

Photo

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1 Review by the Auditor General: Audit work has societal impact even in exceptional circumstances



Over the past 12 months, the National Audit Office (NAOF) has made significant changes to its financial audit procedures. By this, we respond to changes in the management of central government finances and aim, for example, at utilizing the new digital technology more efficiently. The reform has been prompted by the opportunities offered by data analytics, the quality and efficiency benefits arising from centralized implementation, and the aim to serve our customers' information needs even better.

The implementation of the NAOF's strategy is making good progress. Its two focus areas – increasing the impact of audit work and the employees' competence development – have been taken into account in our new operating models. Along with changing our organization and management model, we have also introduced a project model, an internal labour market, and a uniform audit topic planning process. We have also revised our guidelines for internal operations and for audit and monitoring work, as well as modernized our case management system.

By targeting our audit work, we strive to respond to the new information needs resulting from the coronavirus pandemic. We are actively involved in utilizing and sharing experiences and information and in supporting the management of the transboundary Covid-19 situation, which affects everyone. As part of our responsibilities as a member of the Governing Board of EUROSAI, the European Organization of Supreme Audit Institutions (SAIs), we launched, together with the SAI of the United Kingdom, a joint Covid-19 project of all European SAIs. The project and its subgroups share audit information and produce information on the operating environment. Together with the European Court of Auditors, we are leading a cooperation project that examines the allocation of recovery funding to climate action, in particular.

Because of the exceptional circumstances caused by the coronavirus pandemic, our personnel switched over to remote working in March 2020. From the outset, we were prepared for the situation to continue for a long time, and with the help of our support services, we managed to guarantee the continuity of our core activities at home offices. In our workplace community, we have succeeded in increasing the sense of community and work stamina of our staff by various new, virtual ways. We closed down our Turku office in the summer of 2020.

As the chair of the Working Group on Environmental Auditing (WGEA) of the International Organization for Supreme Audit Institutions (INTOSAI), we organized the first virtual WGEA Steering Group meeting. International cooperation has borne fruit even though it has not been possible to attend meetings physically.

We have continued close cooperation and interaction with our stakeholders over remote connections. In a project related to phenomenon-based budgeting, we organized several round table discussions with experts and actors from different organizations. In relation to the development of public administration, we organized workshops to discuss the information needs and expectations of different actors. The events provided an opportunity for professional dialogue on the possibilities of administrative development, thus laying the foundation for cooperation. We have also increased our dialogue with the different parliamentary committees to communicate the audit and monitoring information we produce. We have also continued our regular meetings with the key actors of ministries and central government. In our audits, we have strived to achieve more active interaction with our stakeholders.

I would like to convey my thanks to our skilled staff, who have remarkably implemented our audit plan and objectives in the exceptional situation. I would also like to thank our stakeholders, with whom active cooperation and interaction have continued virtually – in this way, we will together strengthen the prerequisites for public governance.

2 Effectiveness and societal impact

The National Audit Office of Finland (NAOF) is an independent audit and monitoring authority, the tasks of which are laid down in the Constitution of Finland. The NAOF is responsible for auditing the management of central government finances and compliance with the state budget, and for monitoring fiscal policy rules. The NAOF is also responsible for overseeing election campaign and political party funding. The NAOF performs its task by conducting performance audits, financial audits, compliance audits, and fiscal policy audits.

Under the Treaty on the Functioning of the European Union, the NAOF is a national Supreme Audit Institution (SAI), which acts in cooperation with the European Court of Auditors (ECA) in the external control of the Union funds.

Under the Act on a Candidate's Election Funding (273/2009), the NAOF is responsible for overseeing compliance with the obligation to disclose information about election campaign funding, making the funding disclosures available to the public, and checking the disclosures. Under the Act on Political Parties (10/1969, amended by act 683/2010), the NAOF is responsible for overseeing that the activities of a political party, an entity affiliated to a party, and an association referred to in the party subsidy decision comply with the provisions concerning the support received by political parties, the disclosure of election campaign costs and funding, and the preparation and submission of related documents and information.

There are provisions on fiscal policy monitoring in the Act on the Implementation of the Treaty on Stability, Coordination Compact and Governance in the Economic and Monetary Union (869/2012) and the Act on the National Audit Office (amended by Act 870/2012). Under the European Union law, the fiscal policy monitoring task is based on the Stability and Growth Pact and the European Union legislation (Budgetary Frameworks Directive 2011/85/EU and the Regulation on Monitoring Draft Budgetary Plans [EU] 473/2013).

2.1 Measures to promote societal impact

The National Audit Office's strategy for 2019–2023 emphasizes the agency's impact on society. The NAOF supports Parliament in the exercise of its legislative, monitoring, and fiscal power. The NAOF targets its audit work in a timely manner at topics that are significant to central government finances. The aim is to ensure improvement of the cost-effectiveness of the state's financial management and enhancement of trust in the knowledge base of decision-making and in open, cost-effective, and sustainable operations of the Finnish central government. The NAOF carries out its audit and impact work in four impact areas:

In the impact area Sustainable General Government Finances, audits focus on ensuring the reliability of the knowledge base of fiscal policy, assessing the effectiveness and efficiency of fiscal policy steering instruments, the management of risks related to central

government debt management, and the management of central government tangible assets, with particular focus on the planning of lifecycle costs. The functioning of the ownership steering of state-owned companies is assessed particularly from the perspective of asset management and the organization of operations. The impact area is also responsible for monitoring and regulating the financing sector, which is relevant to the risks to central government finances. Fiscal policy monitoring promotes responsible management of general government finances, ensures the functioning of rules-based fiscal policy, and contributes to the appropriateness of legislation.

The focus areas of the impact area Sustainable Governance and Public Administration are a unified Government, the implementation of the sustainable development goals, the central government employer policy, and the quality of legislation. The perspectives include steering systems, implementation of the Government Programme, central government reforms, structural reforms, experiments and reorganization of functions in public administration, and implementation of the goals of the UN's 2030 Agenda as well as the national sustainable development goals.

In the impact area A Safe, Healthy and Affluent Society, the audit work centres around the social security benefit systems, health and social services, employment and entrepreneurship, continuous learning, research, development and innovation, and comprehensive security, which form the foundation of a welfare state. The focus in the audits is on social security benefits that are significant for general and central government finances, on the coordination of services related to these benefits, and on measures for supporting economic growth.

In the impact area Information Governance, the audit work aims at ensuring that the state budget is complied with and that the state's financial management has effective internal control. The audits are directed at common information flows in the state's financial management, the reliability of central government data, the development of the cost-effectiveness of production, the improvement of State Group information, central government risk management and internal control, and compliance with the budget. The financial audits conducted in the impact area verify that the state budget is complied with and that the state's financial management complies with regulations. During the report period, the financial audit procedures have been extensively reformed.

The NAOF reports on the findings and contents of its audit and monitoring activities in its annual report, published in September, as well as in its separate reports and audit reports. More detailed information on the number of the NAOF's reports to Parliament and audit reports is provided in section 4.1.

To identify risks to general government finances as well as relevant and timely audit topics, the NAOF monitors the operating environment actively and has continuous interaction with the parliamentary committees and its other stakeholders. The NAOF has traditionally had close links with the Parliamentary Audit Committee, and it has increased interaction with other parliamentary committees as well. For this reason, among other things, the NAOF's experts were asked for significantly more expert opinions in 2020 than in the previous years and were invited to be heard in parliamentary committees more often than before.

In 2020, the coronavirus pandemic has impacted not only the audit and monitoring work and the monitoring of the operating environment but also the NAOF's stakeholder cooperation at both national and international level. During the year, the NAOF launched

pandemic-related audits on business subsidies and security of supply, for example. In addition, the NAOF's experts have written topical blog posts and produced analyses of the impacts of the pandemic and the financing solutions taken.

The European Supreme Audit Institutions (SAIs) have agreed to cooperate widely to generate information on the impacts of the coronavirus pandemic and the recovery from the pandemic. The NAOF has taken the initiative in launching Europe-level Covid-19 projects. Two such projects have been launched. The NAOF coordinates one of them with the SAI of the United Kingdom and the other one with the European Court of Auditors. In these projects, the SAIs of different countries share information on their Covid-19-related audits and other activities; the perspectives include ensuring the sustainability of finances and ensuring the climate impacts of the EU's recovery funds. In European cooperation, the NAOF's objective is to strengthen the SAIs' foresight abilities as well as the timeliness of audit work.

In 2020, the National Audit Office published three briefing papers on the following subject matters: the effectiveness of cooperation between the security authorities, local and regional measures to promote employment, and the NAOF's views on the health and social services reform and rescue services reform and on the establishment of wellbeing services counties. Briefing papers are concise articles compiling information produced by both the NAOF and other actors on topical issues. The main target group of the briefing papers are the Members of Parliament, their personal assistants, and the public officials of Parliament. The NAOF's impact work also includes participation in various expert working groups and networks, preparing expert opinions, and blog posts and 'Good governance' articles to support Parliament's and central government's decision-making.

During the year, the NAOF had also closer cooperation with its stakeholders in other topical issues. In the autumn of 2020, the NAOF published a report on phenomenon-based budgeting. The report was received with interest both by experts and, for example, the Parliamentary Committee for the Future. The National Audit Office had also closer cooperation with experts and actors in the development of public administration: the NAOF organized workshops where the future information needs and challenges were discussed and participated in development projects led by the Ministry of Finance and the Prime Minister's Office (e.g. Steering2020, Anticipatory Governance and Supporting Systemic Change in Society, Development of Performance Management, and Development of Social Responsibility Reporting).

The NAOF proactively launched discussions with representatives of Parliament and central government on the national implementation of the EU Whistleblower Directive. The aim of the Directive is to ensure that there are mechanisms for guaranteeing protection for persons who report having found in their work that the rights of the European Union may have been violated. The purpose of the joint discussions was to support coherent and economically appropriate practical implementation of the Directive in central government (e.g. in the case of system procurements).

As one of the first central government organizations, the NAOF has prepared its first social responsibility report for 2020 on the basis of the guidelines drawn up by the State Treasury. The report will be published in early 2021.

2.2 Strategic impact and performance targets, and their assessment

The National Audit Office has the following strategic impact targets:

- Improved cost-effectiveness of the state's financial management.
- Improved trust in the knowledge base of decision-making.
- Further improved trust in the Finnish central government acting openly, cost-effectively, and sustainably.
- Sustainable fiscal policy.

The NAOF reviews its external impact by monitoring the implementation of its audit recommendations and the opinions of the Parliamentary Audit Committee, by regularly requesting its stakeholders' view on its activities, and by monitoring the achievement of its performance targets.

The NAOF monitors systematically the implementation of the conclusions and recommendations it has presented to central government in its audit reports, and the measures central government has taken on the basis of the conclusions and recommendations and other opinions contained in the reports. The impacts of individual audits are assessed by follow-ups conducted at the audited entities usually about three years after the report has been issued.

The implementation of the NAOF's recommendations depends, for example, on their concreteness, feasibility and timeliness, the resources required for the implementation, the administrative environment, and any ongoing development work. In its follow-ups, the NAOF has observed that the implementation of recommendations targeted at several administrative sectors, in particular, requires close cooperation from the public administration and more intense and extensive reforms and changes. Section 4.1 includes further information on the follow-ups the NAOF has carried out.

The NAOF collects its stakeholders' views on its impact by an extensive stakeholder survey conducted every other year. The results from the latest survey are from December 2019, and those of the preceding one from 2015. The next survey will be conducted in 2021. Of the responders to the stakeholder survey, a total of

- 67 per cent assessed that the NAOF's operations can be considered to have very or fairly high impact
- 84 per cent assessed that the NAOF promotes management of central government finances in compliance with regulations and compliance with the budget either very or fairly well (65 per cent in 2015)
- 79 per cent assessed that the NAOF's activities promote trust in the management of central government finances either very or fairly well (72 per cent in 2015)
- 80 per cent assessed that the information produced by the NAOF improves the prerequisites for reliable decision-making in society either very or fairly well (75 per cent in 2015)
- 74 per cent assessed that the NAOF's activities have increased trust in the transparency of the Finnish decision-making either fairly or very well.

In their open responses, the stakeholders wished that the NAOF would point out shortcomings more boldly in the future, participate in social discussion, adopt a consultative approach, and serve as a trendsetter in its core activities. According to the stakeholders' view, the NAOF has revamped its operations, and expanded and diversified its role in auditing, while retaining its independence and impartiality. The stakeholders would like the NAOF to engage in closer partnerships and to communicate more actively. This would help central government to further improve its operations.

In 2020, the NAOF's experts were heard in the Audit Committee on the NAOF's annual reports for 2019 and 2020 and their themes, for example. In addition, the Audit Committee has heard the NAOF's experts on the oversight of political party funding and election campaign funding, fiscal policy monitoring, and several different audits. These include, for example, Transferring basic social assistance to the Social Insurance Institution of Finland, Effectiveness of youth workshops, and resources and efficiency of outreach youth work, and Separate report to Parliament on the audit of the final central government accounts for 2019 and the Government's annual report.

The NAOF monitors even in the longer term how the parliamentary positions based on the Parliamentary Audit Committee's reports have been implemented if the positions have required that the Government should report on the matter or if the NAOF's audit work has been targeted at issues related to the position. The matters highlighted in the Audit Committee's reports are mainly based on the key findings, conclusions and recommendations of the NAOF's reports. The NAOF reports on its findings related to the implementation of parliamentary positions in its annual report issued to Parliament.

In order to achieve its impact targets, the NAOF has concrete performance targets, which have been entered in its audit plan for 2020–2024. This is the first time that the new performance targets are reported on, and therefore reference data from previous years is not always available. The National Audit Office has the following six performance targets:

1. We provide timely and relevant information that decision-makers can utilize in the development of operations.

We provide timely and relevant information on areas according to our societal impact targets. Our target is to have an impact during the entire audit process. We know when and what kinds of issues the NAOF should address and target its audit work at. It is our aim that the public administration takes the information and recommendations we provide into account in the development of its operations and that we are requested to provide diverse expert information and opinions.

Indicator: Implementation of the audit plan, stakeholder surveys 2015 and 2019, feedback survey 2020, percentage of implemented recommendations, number of opinions and hearings, number of external website visitors, number of blog post and briefing paper readers, the target groups' engagement rate on Twitter

Assessment: The target has been achieved well.

In 2020, the NAOF completed a total of 65 financial audits, 9 performance audits, 3 multi-type audits, 1 fiscal policy audit, and 1 compliance audit. Multi-type audits can combine the methods of different audit types, i.e. financial, compliance, performance, and fiscal policy audits. The audits have been conducted mainly according to the audit plan, and the volumes and schedules conform mainly to the targets set in the audit plan.

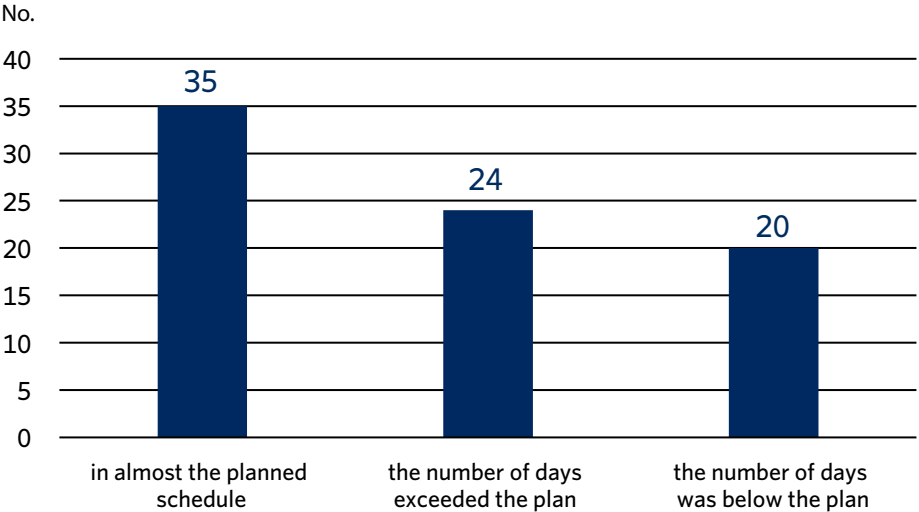


Figure 1: Completion of audits within the planned working days in 2020 (an audit is considered to have been completed within the planned working days when the actual number of days exceeds or is below the plan by no more than 10 person-days)

Almost half (35 audits) of all audits used the planned working days. One fourth (20 audits) of all audits were completed in a shorter time, whereas one third (24 audits) exceeded the planned working days. An audit is considered to have been completed within the planned working days when the actual number of days exceeds or is below the plan by no more than ten person-days. Five audit reports were published later than originally planned. Audit timetables have been challenging partly because of reasons related to the operating environment, such as delays caused by the Covid-19-related exceptional situation, delays in the availability of audit data, and deficiencies in data contents.

Monitoring shows that the percentage of implemented audit recommendations has improved from the previous year. Based on the follow-ups conducted in 2020 and the findings of financial audits, 84 per cent of the recommendations have been implemented in full or in part. The number of recommendations assessed totalled 138. In 2019, 78 per cent of recommendations had been implemented in full or in part. The number of recommendations whose implementation was assessed in 2019 was 99. The monitoring covered all audit types.

Of the responders to the stakeholder survey of 2019, 74 per cent assessed that the NAOF had succeeded either very well or fairly well in producing information on issues that are relevant to decision-making (62 per cent in 2015). Of the responders, 63 per cent assessed that the information produced by the NAOF is topical and timely (no reference figure from 2015 is available).

When audits are completed, the audited entities are systematically requested to give feedback on how the audit and communications succeeded. In the feedback survey of 2020, a total of 84 per cent of the responders were of the opinion that they had received relevant and timely audit information for the development of their operations (63 per cent in 2019). The response rate was 30 per cent in 2020 (29 per cent in 2019).

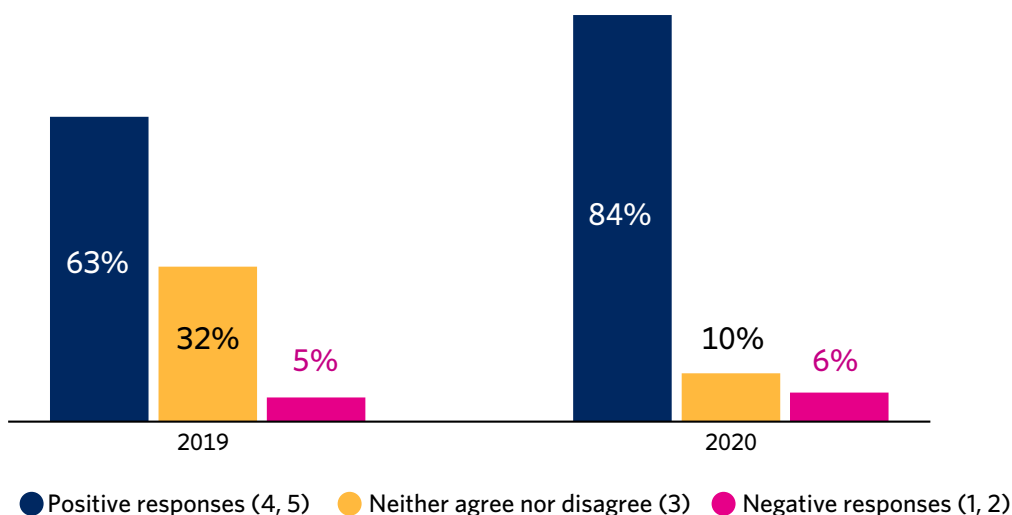


Figure 2: Distribution of responses (per cent of all responses) to the statement “We received topical and relevant audit information for the development of our operations” in the feedback survey in 2019-2020.

The number of expert opinions and hearings increased in 2020. The NAOF experts issued 25 opinions to the parliamentary committees on request (15 in 2019 and 7 in 2018). The NAOF experts were heard in eight different committees 19 times in total (18 times in 2019 and 7 times in 2018). In addition, the NAOF issued a total of 17 opinions to ministries preparing government proposals or other public administration (7 in 2019 and 21 in 2018).

The number of visitors to the NAOF’s external website grew from 43,306 in 2019 to 55,104 in 2020.

The target groups on Twitter also reacted more actively to the NAOF’s tweets: the engagement rate illustrating various reactions grew from 1.2 to 1.7 per cent. The number of blog post and briefing paper readers has also grown:

- Blogs: 9,912 unique views (7,814 in 2019)
- Briefing papers: 3,428 unique views (904 in 2019)

2. Our opinions are observed in fiscal policy preparation and decision-making.

Our goal is that the Government takes into account the assessment information and opinions we provide through fiscal policy monitoring when preparing and making decisions on fiscal policy and that we are requested to provide expert information on many kinds of issues related to the management of general government finances.

Indicator: Self-assessment

Assessment: The target has been achieved well.

The fiscal policy pursued in 2020 is mainly in line with the opinions expressed by our fiscal policy monitoring; the public administration has strived to mitigate the impacts of the Covid-19 crisis by pursuing active fiscal policy and allowing the debt ratio to rise. The longer-term objectives – stabilizing the debt ratio and aiming to achieve this initially by structural measures – are also in line with the opinions expressed by our fiscal policy monitoring in spring and autumn 2020. However, it is not possible to assess the actual impact of the NAOF's opinions on the contents of fiscal policy.

3. Our customers appreciate our interaction and mutual dialogue.

Our goal is to understand our stakeholders' operations and be able to offer them audit findings in a manner that meets their needs. It is our aim that the audited entities find that communication during the audit works well.

Indicator: Stakeholder survey 2019, feedback survey 2020, number of working group members

Assessment: The target has been achieved very well.

Of the responders to the stakeholder survey of 2019, 75 assessed that the information produced by the NAOF was either very or fairly understandable. 74 per cent of the responders are of the opinion that cooperation with the NAOF's experts is either very or fairly smooth. According to the survey, 39 of the responders find it very important for their own work to have direct contacts with the NAOF's experts, and 33 per cent find this fairly important. In addition, 74 per cent of the responders find the NAOF's publications either very or fairly useful.

Communication and interaction have worked very well during audits, and the results have improved from the previous year. Of the responders to the feedback survey of 2020, 93 per cent were satisfied with their cooperation with the auditor during the audit (84 per cent in 2019).

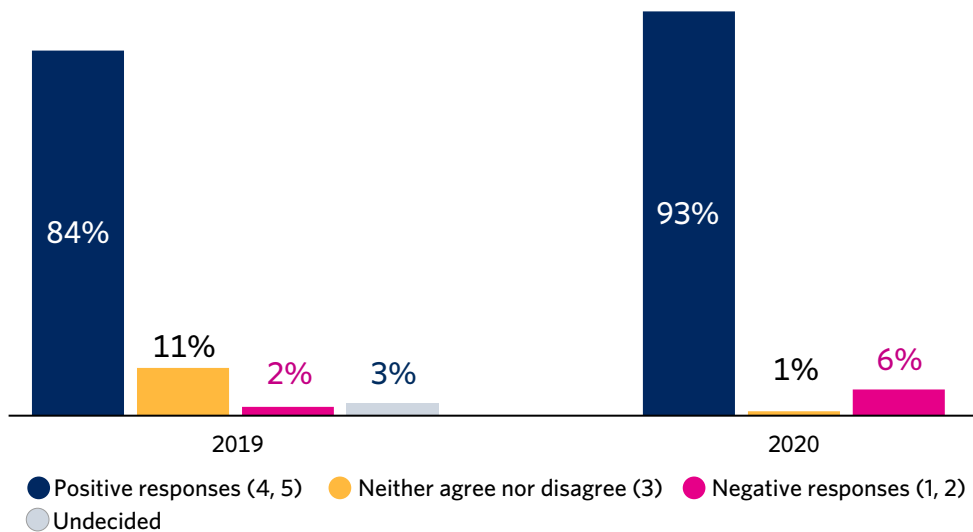


Figure 3: Distribution of responses (per cent of all responses) to the statement “We were satisfied with the cooperation during the audit” in the feedback survey in 2019-2020

According to the feedback survey, 59 per cent were of the opinion that they had received sufficiently information on the measures taken after the audit, such as the schedule of the follow-up (51 per cent in 2019).

According to the feedback survey, 88 per cent of the responders were satisfied with the communication on the audit content, processes, and timetables (86 per cent in 2019).

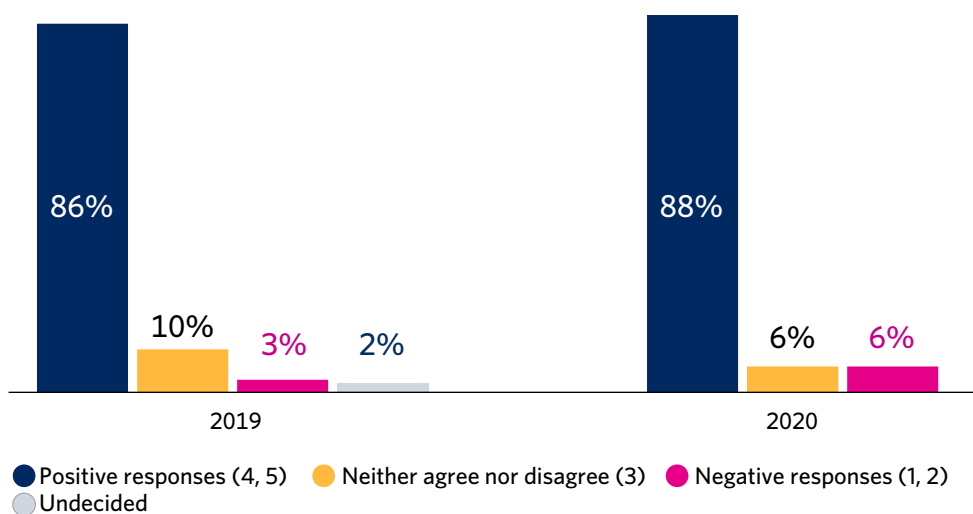


Figure 4: Distribution of responses (per cent of all responses) to the statement “We were satisfied with the communication on the audit content, processes, and timetables” in the feedback survey

The NAOF's objective is to have a timely impact and to be present when it is possible to influence matters. The NAOF's experts are represented in several working groups of central government or Parliament.

During the report period, we have, for example, supported the development of public administration in the

- working group examining the need to amend the Election Act, the Act on Political Parties, and the Act on a Candidate's Election Funding
- Advisory Council on Internal Control and Risk Management
- working group on the development of the procedures and content of central government spending limits and budget planning
- working group set up for the national preparation of the European Public Sector Accounting Standards (EPSAS)
- projects to examine the performance management and steering entity of general government
- Public Sector Digital Security Management Board (VAHTI).

Most of the working groups have been set up by the Ministry of Finance, the State Treasury, or the Parliamentary Office Commission. During the year, the NAOF's experts were appointed to a total of 10 new working groups. In 2019, the NAOF's experts were members in a total of eight working groups whose work continued in 2020.

4. We diversify the methods of producing information.

To strengthen our societal impact, we will use new technologies and diverse means of producing information. We conduct multi-type audits in order to provide the decision-makers with more diverse information.

Indicator: Number of new methods introduced, number of multi-type audits, percentage of implemented multi-type audit recommendations

Assessment: The target has been achieved fairly well.

The NAOF has introduced new methods in order to increase the efficiency of its operations and find new ways of knowledge formation. During the year, new methods were introduced or tested both in audit work and in the development of the NAOF's internal operations. In the analysis of the operating environment, the NAOF tested machine learning and the utilization of text analysis in the analysis of social media data and other text material.

The introduction of the ACL Connector tool enabled integration with the central government Kieku system: it is possible to download raw data efficiently from Kieku and analyse it automatically for financial audit. New integrations and interfaces have been introduced, for example, for the transfer of procurement data and account data. In addition to interfaces that aim to help audit work, an interface has also been created to the Kieku working time control system to support internal reporting.

During the year, the Multiple-Criteria Decision Analysis method was applied in audit work. The method is based on facilitated, interactive workshops, the participants of which are key actors for auditing. In addition, the SISU microsimulation model was used for knowledge formation in audit and monitoring work to make illustrative calculation examples. The fiscal policy monitoring team published a heat map illustrating the economic cycle. The heat map utilizes the Macrobond database.

During the year, the NAOF introduced an internal information management and reporting environment. The building of the reporting environment will continue in 2021.

The first three multi-type audits were completed in 2020. The percentage of implemented multi-type audit recommendations has not yet been estimated. Multi-type audits were included for the first time in the audit plan for 2019–2023, and four of them are still underway. Multi-type audits enable the audit topic to be examined in a diverse manner by combining different perspectives and dimensions and thereby the topic to be analysed more comprehensively.

5. We have competence that meets the needs of operations.

We implement our strategic competence development plan efficiently. We have drawn up individual development plans for our employees to support the NAOF's objectives and to develop the skills and competence we will need in the future.

Indicator: Personnel survey on critical competence areas, and competence discussion

Assessment: The target has been achieved fairly well.

During the year, the NAOF's critical competence areas were redefined to foresee the future competence development needs. The level of competence was assessed by means of personal competence discussions with all employees and a questionnaire that helped to prepare for the discussion. Based on the assessment, the NAOF's competence meets the needs of operations in several critical competence areas either well or fairly well. In a few critical competence areas, there is more room for development. These areas include the rapidly changing competence areas, such as digitalization, systems thinking skills, and knowledge of external impact and networking. The focus areas for competence development in 2021 were defined on the basis of the questionnaire and discussions. Personal development plans that support the NAOF's strategic objectives were also drawn up in the competence discussions.

6. Our workplace community is safe and healthy.

Our aim is that our employees find the workplace community to be safe and healthy and to consist of people working together. We assess this particularly from the perspectives of the personnel's cooperation, motivation, work capacity, and ability to reform, as well as supervisory work and leadership.

Indicator: Personnel survey and the number of absences due to sickness

Assessment: The target has been achieved fairly well.

At the end of 2020, the NAOF carried out a survey of wellbeing at work. For the first time, the survey was implemented using the VMBaro system, which is widely used in central government. A total of 105 NAOF employees responded to the survey. The VMBaro survey was supplemented with workshops in which the personnel participated to discuss the results together. The survey and the workshop provided a uniform picture of the issues that support wellbeing at work. According to the results of the VMBaro survey and the issues raised in the workshops, the employees are satisfied with the opportunities to learn and renew themselves, the prerequisites for work, flexible work, and the content and significance of their work. The sense of community and community spirit are also perceived as particularly good. The workshop discussions showed that the employees are very satisfied with the support provided by their colleagues. One of the development targets identified in the survey and workshops was the need to clarify at least the roles and responsibilities. The organization of work should also be further developed, and more time should be given to the basic work. Observations and experiences of inappropriate behaviour and harassment emerged both in the VMBaro results and in the workshop discussions. They were also raised as a matter requiring immediate development measures. The employees were also very unanimous on the issues requiring development measures. The results of the survey will be used to review and determine the objectives and measures related to wellbeing at work for the following year, and they will be recorded in the updated plan for wellbeing at work.

The employees' absences due to sickness decreased considerably during the coronavirus pandemic. In 2020, sickness absences accounted for 3.4 working days per person-year, which was 54.7 per cent less than in the previous year. A possible reason for this is that in remote work, mild symptoms do not always lead to absence.

2.3 International cooperation supports high-quality audit work

The international cooperation of the National Audit Office strengthens the prerequisites of high-quality and effective audit work and its development. The cooperation aims at sharing expertise, information, and experiences. The importance of information exchange is emphasized especially in the case of common cross-border issues, such as those related to the common economy and financing of the European Union or to situations like the coronavirus pandemic. An important part of international cooperation is also the development of methods and common standards in different working groups, which ensures the reliability, quality, and comparability of audit data in different countries.

The NAOF is a member of the Governing Board of EUROSAI (European Organization of Supreme Audit Institutions) until the summer of 2021. Since 2020, the NAOF also holds the presidency of the INTOSAI Working Group on Environmental Auditing (WGEA). In 2020, the NAOF participated in the INTOSAI working groups on the audit of public debt, Big Data, IT audit, financial modernization and regulatory reform, the evaluation of public policies and programmes, and national indicators. In addition, the NAOF participated in the EUROSAI working groups and task forces on environmental auditing, audit and ethics, and the societal impact of the audit of IT, local government finances, and the public sector. Furthermore, the National Audit Office acted as the chair of the EU Network on Fiscal Policy Audit and participated actively in EU cooperation through the VAT Working Group, the Banking Union Working Group, and the Europe 2020 Strategy Audit Network. During the year, the NAOF participated in three parallel audits. In addition, the National Audit Office was actively involved in Nordic cooperation and in foresight and data analytics networks.

The NAOF's basic duties include statutory international audit and monitoring cooperation within external audit of the EU's financial management and independent fiscal policy monitoring. The NAOF acts as the national liaison authority of the European Court of Auditors. The NAOF acts as the external auditor in the Baltic Marine Environment Protection Commission (HELCOM). In addition, it acts as the external auditor in the European Southern Observatory (ESO) until 2022 and the European Organization for Nuclear Research (CERN) until 2022. The NAOF's Auditor General is also a member of the OECD Audit Committee in 2019–2021.

The coronavirus pandemic has had an impact on international cooperation. Since March 2020, all international contacts and meetings have taken place over remote connections. Several international events have been cancelled, but most working groups have been able to continue their activities. New working groups have also been set up to address audit-related aspects of the coronavirus pandemic.

Finland and the United Kingdom are jointly leading the European Covid-19 project set up under the EUROSAI. The goal of the project is to exchange information and good practices regarding how to audit and assess the central government actions that aim to stabilize the economy particularly by safeguarding the operating conditions of companies. The focus is particularly on direct subsidies and liquidity support to companies. In addition, the project examines issues related to the state's financial management procedures, such as debt management, in the changed operating environment. A total of 15 countries participate in the work.

An EUROSAI project focusing particularly on the consistency of the Covid-19 recovery packages with climate objectives was launched in 2020. The NAOF is the vice-chair of the project team and assists the European Court of Auditors, which acts as the chair, in the coordination of the project.

2.4 Digitalization supports the new kind of operating model of auditing

In 2020, the National Audit Office continued to develop digitalization and analytics in several different projects. The projects developed reporting services based on various experiments and launched the preparation and implementation of digital development according to the strategy.

For financial auditing, the development work has produced solutions and interfaces that enable smooth utilization of central government financial data as part of the new operating model of financial auditing. The financial audit also examines the possibilities of automating the comparison of budget outturn by means of software robotics and thereby increasing the efficiency of audit work.

The NAOF has also experimented with text analytics in different areas. In 2020, the NAOF analysed Parliament's open data as part of its operating environment analysis. Thanks to the experiments, the NAOF is also prepared to test the use of text analytics in actual audit projects in which other development work is underway.

At the end of 2020, the NAOF started to lay a foundation for a wide-ranging digital reform of auditing activities. To start the work, the NAOF employees identified the key development areas of digitalization. In addition, a roadmap was drawn up of the steps through which digital solutions and data analytics will be introduced as auditors' tools.

At the end of 2020 and in 2021, the foundation of digital operations will be strengthened by the following measures:

- Introducing the planned agile operating model and tools for digital development.
- Strengthening the information architecture and data management based on the information management model drawn up in 2020.
- Launching the technological development of information management and data analytics based on the defined target architecture.
- Developing competence as well as information security and data protection services that support the development.

The aim is managed digitalization development that makes it possible to utilize and analyse data in an efficient and secure manner, to perform audit work efficiently, and to put the results of the work and the observations made widely in use.

3 Operational efficiency



Despite the coronavirus pandemic, the National Audit Office kept developing its operations considerably. During 2020, the NAOF strongly renewed its operating and working methods and introduced new systems. As a result of both the changes made and Covid-19, several information and discussion events were organized for the staff. The staff's wellbeing at work and competence development were supported by various events and training sessions, which were organized over remote connections. The training sessions covered, among other things, coaching-based leadership and organizational culture. These events were also reflected in the allocation of working hours in such a manner that the share of support activities in the total activities increased during 2020.

The share of working hours spent on audit and monitoring decreased by two person-years in 2020, while the working hours spent on other core activities remained at the level of the previous year. Other core activities include the planning, development and management of auditing and other core activities. They also include the NAOF's impact and stakeholder work, international audit activities, other international activities, complaint activities, quality assurance of audit and monitoring activities, and external evaluation of the activities. The working hours spent on support activities increased sharply (by seven person-years). The number of absences decreased by three person-years, as sickness absences decreased considerably in 2020. The allocation of working hours and absences to main activities is described in more detail in Table 1.

In the report year, the NAOF introduced the common cost accounting model of central government. The financial monitoring structure was also changed at the beginning of 2020 following the reorganization and the introduction of the project model. The key figures presented in the final accounts to illustrate the operational productivity and economic efficiency have been calculated for 2020 according to the new cost accounting model and financial monitoring structure. For this reason, the key figures for the previous years are not comparable and not shown in all figures and tables. When the key figures are examined, it should also be observed that, because of the changes in the financial monitoring structure, the NAOF does not yet have established procedures for allocating working hours.

The NAOF has defined new performance targets for its activities to support its impact targets. The target set for operational efficiency is providing decision-makers with timely and relevant information for the development of operations. In connection with this, we have monitored, for example, the completion of audits within the planned timetable and the actual person-days compared with the planned days in audit projects. The attainment of this target will be assessed in more detail in section 2.2.

3.1 Operational productivity

The number of working hours used for audit and monitoring and other core activities decreased in 2020 from the previous years. The coronavirus pandemic reduced international and stakeholder activities, for example. More working hours were allocated in 2020 to support activities and workplace community activities. Because of the Covid-19 situation and the development measures, the NAOF organized information, discussion and training events actively for the staff and supported wellbeing at work. Table 2 describes the allocation of working hours to the main activities, and Appendix 1 gives a more detailed distribution of working hours per activity.

Key figures of productivity of operations

Table 1: Allocation of working hours to main activities, incl. absences (person years)

Main activities	2018	2019	2020
Core activities: Audit and monitoring	48	42	40
Core activities: Other core activities	32	34	34
Support activities	34	35	42
Absences	30	31	28
Total	144	143	145

3.2 Economic efficiency of operations

In 2020, the NAOF introduced the common cost accounting model of central government and changed the financial monitoring structure. Therefore, the key figure related to the price of the NAOF's performance day for the report year is not comparable to that of the two preceding years. Because of changes in the calculation principles, it is not possible to present the development of total expenses from 2018 to 2020, either. Instead, the development of total operating expenses is shown for the same period.

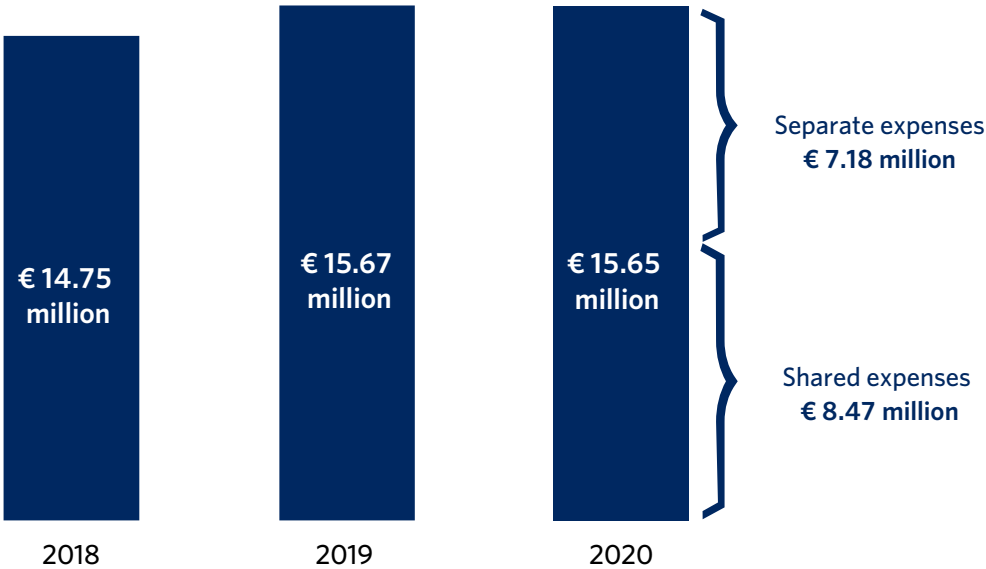
The price of the NAOF's performance day was EUR 830 in 2020 (EUR 732 in 2019, EUR 719 in 2018). The decrease in the number of working hours used for core activities increased the performance day price somewhat in 2020. Based on Table 1, the share of working hours used for core activities fell by two person-years in 2020 compared with the previous year. In accordance with central government's common cost accounting model, the calculation of the performance day price also takes account of the change in holiday pay liabilities with social security expenses, which has not been taken into account in the previous years. This naturally increases the performance day price in 2020. In addition, total expenses have been divided in the report year by person-years according to the common cost accounting model, which also has an impact on the key figure.

In 2020, total operating expenses amounted to EUR 15.65 million (EUR 15.67 million in 2019, EUR 14.75 million in 2018), showing a slight decrease from the previous year. Figure 6 also shows the shares of separate and shared expenses for 2020. Shared expenses, which also include absences, formed about 54 per cent of the total operating expenses.

Key figures of economic efficiency of operations



Figure 5: Price of the NAOF's performance day in 2020



Separate expenses include direct expenses allocated to core activities, including personnel expenses.

Shared expenses include the expenses of support activities and paid absences distributed to core activities.

Figure 6: Development of total operating expenses

4 Products and quality management



4.1 Number of performances and achieved public goods

Reports to Parliament

The National Audit Office reports regularly to Parliament on its activities. In its annual report issued in September 2020, the NAOF presented its key observations regarding compliance with law and appropriateness of the state's financial management, as well as compliance with the budget. The annual report included findings of several audits, which were compiled under four themes: budgetary forecasts and fiscal policy, the state's financial management, management of employment, and lifecycle management of central government assets.

In June 2020, the NAOF published a separate report on the audit of the final central government accounts for 2019 and the Government's annual report.

In December 2020, the NAOF published a fiscal policy monitoring report, which contains an assessment of the targets set for general government finances and the compliance of fiscal policy with the EU rules and the national fiscal policy legislation.

In its fiscal policy monitoring assessment of spring 2020, the NAOF examined the Covid-19-related situation where it was possible to deviate from compliance with the EU fiscal framework and where the national fiscal policy steering instruments were partly dormant. According to the assessment, it is justified to deviate from the established practices of fiscal policy planning on account of the crisis, but the Government should strive to return to normal planning of general government finances as soon as possible.

The National Audit Office has overseen compliance with the obligation to disclose election funding and election campaign costs in the 2019 European Parliament elections as prescribed by law. The election-specific report on the oversight of election campaign funding in the 2019 European Parliament elections was issued in January 2020. All candidates in the 2019 European Parliament elections submitted the disclosures on election campaign funding and expenses under the Act on a Candidate's Election Funding.

The NAOF reported to Parliament on the implementation of its duties and audits laid down in the Act on Political Parties in a report referred to in section 9 e of the Act on Political Parties in February 2020. The report is public, and thus the public can also assess the funding of the core activities of parties and associations, as recommended by GRECO, the Council of Europe's anti-corruption monitoring body.

Audit reports

In accordance with its audit plan, the National Audit Office issued financial audit reports on 61 accounting offices and three off-budget state funds and reported on the financial audit of the final central government accounts for the budget year 2019. In 2020, the NAOF published 11 performance audit reports (of which two were multi-type audits), one fiscal policy audit report, and two compliance audit reports (of which one was a multi-type audit).

The NAOF also issued 18 reports on the follow-ups to earlier performance audits.

Other publications

In addition to reports to Parliament and audit reports, the National Audit Office published three briefing papers in 2020. The briefing papers deal with social issues that are outlined in the Government Programme or otherwise topical in the light of information produced by the NAOF and other actors. The papers emphasize the perspective of and risks to central government finances. The briefing paper published in March dealt with the societal impact of the security authorities' operations and found that challenges were caused by limited resources and the sufficiency and uniformity of steering. In October, the NAOF published a briefing paper on its key views of the health and social services reform and rescue services reform, and the establishment of wellbeing services counties. The briefing paper published in November dealt with municipal experiments and regional policy measures to promote employment.

Since 2020, the NAOF has published reviews produced by other expert actors at the NAOF's request to provide background information on a subject matter related to an audit to be launched or completed. In 2020, the NAOF published four reviews on the following topics: digitalization of teaching and learning environments in general education, the effectiveness of employment services in economic research literature, development of business operations by promoting utilization of research data, and climate objectives and the sustainability of central government finances.

In 2020, the NAOF created a new publication series called Perspectives. Its publications summarize the NAOF's expert opinion on the subject under consideration, based on domestic and international audits and other data, as well as stakeholder discussions and feedback. The first publication in the Perspectives series focused on the challenges of developing phenomenon-based budgeting.

The NAOF's experts also participated more actively in the discussion on topical subjects by publishing blog posts. A total of 27 blog posts were published in the vtv.fi service in 2020.

Fiscal policy monitoring

The coronavirus pandemic had a strong impact on the regular fiscal policy monitoring. Because of the crisis, the national fiscal policy objectives and those according to the EU regulation were not valid. Therefore, the assessment did not deal with compliance with fiscal rules. In spring 2020, the National Audit Office assessed the compatibility of the

General Government Fiscal Plan prepared in exceptional circumstances with fiscal legislation. Special attention was paid to the Governments's fiscal policy measures to mitigate the impacts of the Covid-19 crisis. The NAOF also assessed regularly whether the macroeconomic and budgetary forecasts on which the fiscal policy was based were realistic. In addition, the NAOF assessed the derogations from the validity of central government spending limits. The fiscal policy monitoring team published a series of topical blogs related to the Covid-19 crisis, which attracted interest. The NAOF submitted an opinion to the Parliamentary Finance Committee when the General Government Fiscal Plan was discussed in spring 2020.

In December 2020, the NAOF submitted a separate report to Parliament on fiscal policy monitoring. It included a more comprehensive assessment of the themes included in the spring report and dealt with the progress of employment measures, the outlook of debt sustainability, and the Government's sustainability roadmap, for example. The report achieved remarkable media visibility. The NAOF submitted an opinion based on the report to the Parliamentary Finance Committee in connection with the budget for 2021 and published it.

During the year, the NAOF continued to develop the methods and tools used for assessing the impacts of fiscal policy measures, and results of the work were introduced in the autumn of 2020. The autumn report included an assessment of the progress of the Government's employment measures in relation to the objectives, and the assessment was based on microsimulation, for example. During the year, the NAOF introduced a heat map of cyclical conditions, developed at the NAOF, and an indicator of the economic cycle based on it.

In its stakeholder work, the NAOF focused in 2020 on cooperation with the Ministry of Finance, other ministries, and the Committee Secretariat of Parliament. During the year, the OECD launched an extensive review of the NAOF's fiscal policy monitoring activities. The National Audit Office also participated actively in international networks of Independent Fiscal Institutions.

Oversight of election campaign and political party funding

Under section 10(3) of the Act on a Candidate's Election Funding, the National Audit Office shall submit to Parliament an election campaign funding report, i.e. an election-specific report on the election funding disclosures it has received and on its work as the body overseeing compliance with the disclosure obligation. The report on the oversight of election campaign funding in the 2019 European Parliament elections (R 21/2019 vp) was issued in January 2020. No general elections were held in 2020. On 5 October 2020, the NAOF approved general guidelines for filing election funding disclosures and advance disclosures in the 2021 municipal elections. The guidelines are also available in the FINLEX database and on the website maintained by the NAOF at www.vaalirahoitusvalvonta.fi.

In 2020, the NAOF performed its duties laid down in the Act on Political Parties (10/1969, amended under 683/2010). In February 2020, the NAOF issued a report to Parliament on the monitoring of political party funding in 2019 (R 4/2020 vp). In February 2021, the NAOF will report to Parliament on the audits conducted in 2020 in a report referred to under section 9e of the Act on Political Parties.

Follow-ups

In the follow-ups of audits, the NAOF examines what measures the public administration has taken on the basis of the conclusions and especially the recommendations given in audit reports. In 2020, the NAOF published 18 follow-up reports, mainly on audits completed in 2017.

The follow-up reports assessed the implementation of a total of 68 recommendations. Of the recommendations, 46 per cent had been implemented to some extent and 38 per cent in full or almost in full, while 16 per cent had not been implemented. In nine audits out of 18, all recommendations had been implemented to some extent or in full. The follow-ups did not detect any audit where none of the recommendations given had been implemented.

Complaints and reports on abuse

In 2020, the National Audit Office received 51 complaints or letters from private persons and organizations concerning a perceived flaw in the legality of the management of central government finances (24 in 2019). The guidelines “Reporting irregularities to the National Audit Office of Finland” was updated during the year. In 2020, the NAOF received 21 reports from central government authorities concerning irregularities related to state funds or assets in the activities of a central government authority (12 in 2019). In addition, the NAOF provided advice and guidance related to complaints and reporting irregularities based on other citizen contacts in altogether 86 cases, mostly by phone or email (45 cases in 2019).

4.2 Quality management in audit and monitoring

The purpose of audit quality management is to ensure that all audits meet the requirements set by the National Audit Office’s audit guidelines and support the NAOF’s impact targets. The National Audit Office goes through the results of the quality management regularly during the accounting period.

In the autumn of 2019, the NAOF introduced new guidelines on audit quality control and quality review. The guidelines apply to all audits and provide the NAOF with a single shared quality management system that suits the needs of the revamped organization. The changeover to the quality management system complying with the new guidelines started at the end of accounting year 2019 and was completed during accounting year 2020.

Quality assurance of audits is an essential part of the audit process. The project team leader organizes quality control during the project in such a manner that the quality of all audit work is controlled by another person, and the quality control is documented. The impact team is responsible for organizing the quality control of the project team leader’s work. External experts can also be used in quality control during audits, if this is considered necessary. In 2020, external experts’ evaluations were requested for five audit plans or analyses.

Some audit projects are assessed in quality reviews after they have been completed. Quality reviews help to assess the effectiveness of the quality management system and learn from the audits conducted. The development areas identified in quality reviews are improved as part of the development of quality management. The quality of audits can be considered to have met the requirements set in all essential respects.

The aim of quality management in fiscal policy monitoring and the oversight of election campaign and political party funding is to ensure that the NAOF performs its statutory monitoring and oversight tasks as laid down in legislation and in such a manner that the activities support the NAOF's impact targets. The quality of the oversight of election campaign and political party funding is controlled by shared work programmes and guidelines and quality control by the project team leader during the work. The quality of the project team leader's work is controlled by the project owner. In addition to guidelines, the quality control of fiscal policy monitoring is based on quality control of the assessments and reporting by the project team leader, and the head of the function controls the quality of the project team leader's work. An ex-post quality review of the monitoring tasks will be launched in 2021.

5 Human resources management and development



The HR policy of the National Audit Office provides a foundation for systematic and long-term human resource management, and it also steers and supports the implementation of the NAOF's strategy. The HR policy is based on the NAOF's values, and it sets out the principles for managing personnel matters at the agency. The HR policy ensures that uniform practices are applied in leadership and provides a foundation for the operations of the entire agency. In addition to the HR policy, the NAOF has drawn up an HR action plan to highlight concrete HR measures and their implementation.

In 2020, the NAOF continued to consolidate the operating practices related to the organizational and management model change made in 2019. In 2020, HR work focused on supporting this change and on creating conditions for the development of the ways of working and operating. The key targets have included the development of competence management, project and teamwork, supervisory and management work, as well as coaching-based leadership and operating culture. The key elements of the new operating model include extensive utilization of the personnel's competence, sharing of knowledge, creation of individual development paths, and competence development through project work. The NAOF continued to carry out the project of strategic competence development by conducting personal competence discussions to identify critical competence and to agree on targets and a learning plan to support their achievement.

The coronavirus pandemic changed the ways of working and the use of office premises radically. The entire staff switched over to remote working in March. Thanks to the NAOF's previous, fairly extensive opportunities for remote working and well-functioning remote work solutions, the transition to remote work went well. Several different types of remote events were organized during the year to support the sense of community, the flow of information, wellbeing at work, and cooperation.

In the year under review, competence was developed by different methods and operating models. In addition to traditional training, the NAOF arranged tailored training programmes and individual trainings. In addition to supervisor and management training, an example of these was the NAOF's third Askel programme, which focused on leadership and ended during the report year. The participants in the Askel programme were NAOF employees who served in expert roles and were interested in leadership. One of the key development areas was establishing a work culture based on coaching. In addition, the NAOF provided team coaching to support project work. Job rotations were continued as a method of developing competence even in 2020. The NAOF promotes the mobility of its personnel in order to broaden and deepen their competence. At the same time, this provides the entire NAOF with new competence.

5.1 Key figures of human resource management and development

Number of employees, personnel structure, and personnel expenses

At the end of 2020, the National Audit Office’s number of personnel was the same as the year before. The number of person-years was up by 2.0 per cent from the previous year. The proportion of women of all staff members increased from 55.4 to 56.8 per cent by the end of the year.

Table 2: Number of employees and person-years

Number of employees and person-years	2018	2019	2020	Annual change, %
Number of employees on 31 December	147	146	146	0.0
Women	76	81	83	2.5
Men	71	65	63	-3.1
Person-years	144.4	142.5	145.4	2.0

The average age of employees in 2020 was 48.1 years. The average age was up by 1.9 per cent from the previous year. At the end of the year, employees aged 45 and over accounted for 63.7 per cent of the personnel (57.5 per cent in the previous year), which is 6.2 percentage points more than the year before. The largest age group at the NAOF are those aged between 55 and 64, who accounted for 32.2 per cent of the personnel. Also in 2019, the largest age group were those aged between 55 and 64, who then accounted for 30.1 per cent of the personnel.

Table 3: Average age of women and men, personnel age structure on 31 December

Average age of employees, years	2018	2019	2020	Annual change, %
Total personnel	47.1	47.2	48.1	1.9
Women	45.3	45.8	46.3	1.1
Men	49.1	48.9	50.4	3.1

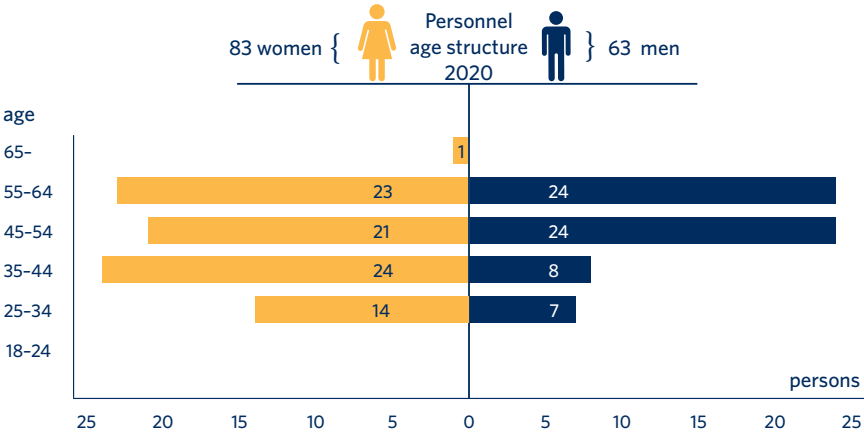


Figure 7: Personnel age structure

The NAOF's employees are highly educated. The staff's education level index, which describes the average length of the highest-level education completed after basic level education per person, is 6.7. At the end of the year, the share of employees with a university degree (bachelor's or master's degree) of the entire staff was 79.5 per cent, remaining unchanged from the previous year. The share of employees with a post-graduate degree (licentiate's or doctor's degree) of the staff was 13 per cent.

Table 4: Education level index on 31 December

Education level index on 31 December	2018	2019	2020	Annual change, %
Total personnel	6.6	6.7	6.7	0.0
Women	6.5	6.5	6.7	3.1
Men	6.7	6.8	6.8	0.0

Most employees have permanent posts. The proportion of fixed-term personnel of all staff members decreased from 16.4 per cent in 2019 to 15.1 per cent.

Table 5: Permanent and fixed-term employees on 31 December

Number of permanent and fixed-term employees	2018	2019	2020	Annual change, %
Permanent	128	122	124	1.6
Women	67	68	67	-1.5
Men	61	54	57	5.6
Fixed-term	19	24	22	-8.3
Women	9	13	16	23.1
Men	10	11	6	-45.5

The share of part-time employees of the NAOF's staff is still very small. At the end of 2020, part-time employees accounted for 4.8 per cent of the NAOF's personnel.

Table 6: Full-time and part-time employees on 31 December

Number of full-time and part-time employees	2018	2019	2020	Annual change, %
Full-time	144	140	139	-0.7
Part-time	3	6	7	16.7

Table 7: Labour costs

Labour costs	2018	2019	2020	Annual change, %
Total labour costs, €/year	€11,958,190	€12,559,861	€12,866,623	2.4
Pay for actual working hours, % of total pay	74.3%	77.3%	76.5%	-1.0
Indirect labour costs	€4,540,641	€4,634,224	€4,828,836	4.2
Share of indirect labour costs of the pay for actual working hours	61.2%	58.5%	60.1%	2.7

Source: Tahti system

5.2 Wellbeing at work

One of the strategic objectives of the National Audit Office is a competent and wellbeing personnel. Wellbeing employees have resources and motivation to develop themselves and learn new things. A wellbeing personnel promotes the workplace atmosphere and activities that increase the NAOF's societal impact. To promote wellbeing at work, the NAOF continued in 2020 to organize various common events related to the change in the organization and management model in order to share information and discuss topical issues. The group set up to monitor the change has continued its work, and its development proposals have been taken into account actively in the operations. The NAOF has also taken measures proposed in the statutory workplace survey conducted at the end of 2019. As remote working has continued for a long time, special attention has been paid to the management of working time and the size of the workload. The aim is to enable all employees to perform their duties within the normal weekly working hours. Better management of work and working time will continue to be a target even after the exceptional circumstances.

At the end of 2020, the NAOF conducted a survey on wellbeing at work. The VMBaro system, which is widely used in central government, was used for the survey for the first time. A total of 105 NAOF employees responded to the survey.

According to the survey, the employees' total wellbeing at work index was on a good level, being 3.5 (on a scale of 1–5). Based on the survey, the employees are very satisfied with the opportunities provided for learning and development in their work and with the utilization of new ways of working. They also find that they have a more uniform overview of the situation and understanding of the targets set for their work. In addition, the employees are very satisfied with the sense of community and the support provided by their colleagues.

One of the development areas identified in the survey was that at least the roles and the process of the internal labour market should be clarified. The responses also revealed experiences of inappropriate behaviour. The NAOF does not accept or tolerate any bullying or inappropriate behaviour. The situation will be appropriately reacted to in accordance with the NAOF's operating models.

The results of the VMBaro survey were discussed in workshops organized for the entire staff. The results of the survey and workshops will be utilized in 2021 when development and action plans are drawn up for the NAOF to maintain and promote the personnel's working capacity, wellbeing at work, stamina, interaction, and communality.

Wellbeing at work and conditions for it have also been promoted by an active support model

The past year was strongly characterized by the coronavirus pandemic and its impacts on working. The NAOF had offered extensive opportunities for remote working already before the pandemic, which made it easier to switch over fully to remote working in March 2020. In order to maintain the employees' working capacity, the NAOF has provided them with an opportunity to get ergonomic equipment to their homes, if necessary, and individual ergonomic guidance has also been offered to any interested employees at the remote reception of the occupational physiotherapist. The NAOF supports the maintenance of its

personnel's physical condition by providing them with an opportunity to use a gym and a group exercise room in the office building and to participate in instructor-led kettlebell exercises, which are organized over remote connections during the coronavirus pandemic. In addition, the personnel have an opportunity to use part of their personnel benefits for exercise and culture services. The personnel's recreational day and Christmas party were organized remotely and in small groups to prevent any infections. The sense of community was maintained, for example, in virtual coffee breaks between competence centre members and informal virtual discussions.

Absences due to sickness reduced by 54.7 per cent from the previous year. In 2020, sickness absences accounted for 3.4 working days per person-year. The personnel's departure and incoming turnover reduced as a whole from the previous year. The departure turnover figure includes the staff members that transferred to another employer or retired and the employees whose fixed-term employment ended during the year. Of the persons who were employed at the end of 2019, 1.4 per cent retired and 4.8 per cent transferred to another employer.

Table 8: Personnel turnover and wellbeing at work

Personnel turnover and wellbeing at work	2018	2019	2020	Annual change, %
Departure turnover (% of personnel)	16.0%	11.6%	15.1%	30.2
of whom to another employer (percentage of personnel)	2.8%	3.4%	4.8%	41.2
Incoming turnover (% of personnel)	17.0%	12.2%	13.7%	12.3
Absences due to sickness (days/person-year)	8.1 days	7.5 days	3.4 days	-54.7
Net occupational healthcare costs (EUR/person-year)	€712	€990	€983	-0.7

There was a slight decrease from 2019 in the time spent on competence development. Compared with 2019, the time spent on training decreased by 0.5 person-days per person-year, whereas the time spent on job rotation decreased by 2.7 person-days per person-year.

Table 9: Training and development

Training and development	2018	2019	2020	Annual change, %
Participation in training (€/person-year) ¹	€1,939	€2,735	€1,914	-30.0
Participation in training (working days/person-year) ¹	8.6	7.4	6.9	-6.8
Job rotation (working days/person-year)	4.2	5.8	3.1	-46.6

¹ Does not include pay costs for lost working hours or independent development of professional skills.

6 Analysis of the final accounts



6.1 Structure of financing

There were no changes in the National Audit Office's financing structure compared with 2019. The NAOF's operating expenses were covered in item 21.40.01 and VAT expenses in item 21.40.29.

6.2 Compliance with the budget

Parliament allocated a total of EUR 15,804,000 to the National Audit Office for operating expenses in 2020 (EUR 15,669,000 in 2019). Appropriations carried forward from previous years amounted to EUR 2,539,197, whereby the available appropriations in 2020 totalled EUR 18,343,197.

Of the appropriations of the operating expenses item, a total of EUR 13,145,302 was used in 2020, and the amount carried forward to the following year amounted to EUR 2,658,698. The amount carried forward in 2020 was EUR 119,502 higher than in the previous year.

The sum allocated to the NAOF for VAT expenses in 2020 was EUR 650,000, of which the NAOF spent EUR 591,052.

6.3 Statement of income and expenses

The operating expenses of the National Audit Office amounted to EUR 15,650,436 in the report year. They were slightly lower than in the previous year (EUR 15,671,386 in 2019).

The operating expenses consisted mainly of personnel expenses, which accounted for 78.5 per cent of all operating expenses (77.6 per cent in 2019). The second largest expense item was purchased services, which accounted for 14.1 per cent of all expenses (12.9 per cent in 2019). The increase in purchased services was mainly attributable to the increase in expert and research services expenses. A peer review was launched at the NAOF in 2020, and methods for knowledge formation, such as the use of data analytics, were also strengthened.

Because of the coronavirus pandemic, travel and training expenses and costs caused by stakeholder events decreased in 2020 by about EUR 450,000. This can be seen in the account groups of purchased services and other expenses.

6.4 Balance sheet

The balance sheet of the National Audit Office grew during the financial year 2020 due to capitalizations related to information systems (EUR 139,030) and advances paid (EUR 60,000). There was also a 72.7 per cent increase from 2019 in the NAOF's accounts payable. At the end of 2020, the accounts payable amounted to EUR 297,955, as expert and research services were purchased more than before, and a major part of the purchases took place in the latter half of the year. Holiday pay liabilities increased somewhat (4.0 per cent) from the previous year.

7 Internal control declaration of assessment and assurance

The National Audit Office has assessed the state of its internal control and risk management. The assessment applied an internal control assessment framework, which includes assessments per responsibility area and a NAOF-level summary. The self-assessment was conducted on the basis of the COSO 13 assessment framework, recommended by the Government Financial Controller's Function. The assessment also utilized the summaries from previous years. In the statement, consideration was given to the observations of internal audit on the state of internal control and risk management.

During the year, the personnel's commitment to working together was strengthened by unifying processes and ways of working, and by organizing events for the entire personnel. The project model and internal labour market were introduced during the year. The model for conducting financial audits was revamped. The updates of the guidelines for audit and monitoring and the NAOF's other activities were finalized. During the year, a peer review of fiscal policy monitoring was launched, and a decision was made to start the preparation of a peer review of planning and auditing activities. The NAOF's case management system was modernized. The NAOF also created an information management model to describe the integrity, usability, traceability, and protection of data from the point of view of information management.

The Parliamentary Ombudsman cautioned the Auditor General and a Director of the National Audit Office (decision of 2 December 2020). The case concerned an agreement on the termination of employment in 2016.

The NAOF's management is of the opinion that, on the basis of the assessment made, the NAOF's internal control and risk management meet the requirements set for them. No travel-related observations were raised in the summary of the assessment. On account of the travel-related issues that received media coverage, the Parliamentary Audit Committee decided on 4 February 2021 that it would undertake to investigate the internal control and risk management of the NAOF's financial management.

In developing its internal control and risk management, the NAOF will take into account any observations made by the Audit Committee. If necessary, the NAOF will amend or supplement its guidelines and practices.

The most important development targets in internal control and risk management in 2021 are:

- Further strengthening the commitment to working together by implementing uniform practices and processes and by developing interaction and internal communication. As regards processes and practices, developing procedures for monitoring deviations and reporting on them. Implementing, in cooperation with the public administration, a reporting channel for reporting on irregularities in accordance with the Directive of the European Parliament and of the Council on the protection of persons reporting on breaches of Union law.

- Developing wellbeing at work by setting clear targets, clarifying responsibilities, following common rules of play, and providing support consistently. Taking the measures decided on the basis of the results of the wellbeing at work surveys.
- Continuing the development of information management processes and the necessary roles, data architecture, and information management services related to them in order to ensure that information can be utilized. Putting the implementation and development of information management in practice through the NAOF's management system.

Helsinki, 15 February 2021

Tytti Yli-Viikari
Auditor General

Jenni Leppälahti
Planning Director

8 Summary of irregularities detected



No irregularities detected.

Strategy forum

The strategy forum is a cooperation and preparatory body for the Auditor General and the senior public officials of the National Audit Office. It aims at supporting the Auditor General in managing the agency and in strategic decision-making. The strategy forum plans, develops, and assesses the agency's operations and steers the implementation of decisions. It aims at agreeing on a common interpretation of the NAOF's mandate and of the targets, principles, and resources of its operations. In addition, the strategy forum coordinates actions that have extensive or essential significance for the operations and management of the NAOF.

Members of the strategy forum

Tytti Yli-Viikari, Auditor General

Mikko Koiranen, Director

Matti Okko, Director of the impact area Sustainable General Government Finances

Jaakko Eskola, Director of the impact area Information Governance

Anna-Liisa Pasanen, Director of the impact area A Safe, Healthy and Affluent Society

Heli Mikkilä, Director of the impact area Sustainable Governance and Public Administration

Riitta-Liisa Heikkilä, Director of Competence Centre

Leena Juvonen, Director of Competence Centre

Pirkko Lahdelma, Director of Competence Centre

Heli Nikander, Director of Competence Centre

Tuula Sandholm, Director for Administration and Resources

Mari Eerikäinen, HR Director

Miikka Saarteinen, Director for Digitalization

Juhani Heimsch, ICT Director

Jaana Beversdorf, Communications Director

Jenni Leppälahti, Planning Director

Pauliina Taavitsainen, Deputy Planning Director

Pentti Mykkänen, Deputy Director

Väinö Viherkoski, Deputy Director

Vivi Niemenmaa, Deputy Director

Vesa Koivunen, Deputy Director

Mika Sainio, Team Manager, Fiscal Policy Monitoring

Pontus Londen, Team Manager, Oversight of Political Party and Election Campaign Funding

9 Financial statements and notes

9.1 Budget outturn statement

Number and name of department, item, and account	Final accounts 2019	Budget 2020	Final accounts 2020	Comparison Final accounts - Budget	Actual, %
12. Miscellaneous income	-	0	0,02	0,00	100
12.39.10. Other miscellaneous income	-	0	0,02	0,00	100
Income estimate accounts total	-	0	0,02	0,00	100

Number, name and type of appropriation of the main division, item, and account	Final accounts 2019	Budget 2020 (incl. suppl. budgets)	Budget 2020 appropriations used in 2020	Final accounts 2020	Comparison Budget - Final accounts	Supplementary information concerning deferrable				
						Budget 2020 appropriations carried forward to the following year	Appropriations carried forward from previous years	Available for use in 2020	Use in 2020 (excl. cancellations)	Carried forward to following year
21. Parliament	16,192,330.41	16,395,052	13,736,353.46	2,658,698.40	16,395,051.86	0.00	2,539,196.62	18,343,196.62	15,684,498.22	2,658,698.40
21.40.01. NAOF's operating expenses (2-year deferrable appropriation)	15,669,000.00	15,804,000	13,145,301.60	2,658,698.40	15,804,000.00	0.00	2,539,196.62	18,343,196.62	15,684,498.22	2,658,698.40
21.40.29. VAT expenses (variable appropriation)	523,330.41	591,052	591,051.86	-	591,051.86	0.00	-	-	-	-
Appropriation accounts, total	16,192,330.41	16,395,052	13,736,353.46	2,658,698.40	16,395,051.86	0.00	2,539,196.62	18,343,196.62	15,684,498.22	2,658,698.40

The information presented in the table can be found in Excel format [here](#).

9.2 Statement of income and expenses

	1 Jan 2020 – 31 Dec 2020		1 Jan 2019 – 31 Dec 2019	
Operating income				
Other operating income	<u>720.00</u>	720.00	<u>1000.00</u>	1 000.00
Operating expenses				
Materials, supplies and goods				
Purchases during the year	298,917.23		153,318.88	
Personnel expenses	12,284,711.41		12,158,776.49	
Rents	611,584.39		662,605.58	
Purchased services	2,202,253.33		2,024,214.90	
Other expenses	252,969.99	<u>-15,650,436.35</u>	672,469.81	<u>-15,671,385.66</u>
Deficit I		-15,649,716.35		-15,670,385.66
Financial income and expenses				
Financial income	0.02		5.00	
Financing expenses	<u>-222.08</u>	-222.06	<u>-87.77</u>	-82.77
Deficit II		-15,649,938.41		-15,670,468.43
Deficit III		-15,649,938.41		-15,670,468.43
Income from taxes and compulsory charges				
VAT paid	<u>591,051.86</u>	<u>-591,051.86</u>	<u>523,330.41</u>	<u>-523,330.41</u>
Surplus/deficit for the year		<u>-16,240,990.27</u>		<u>-16,193,798.84</u>

[The information presented in the table can be found in Excel format here.](#)

9.3 Balance sheet

	31 December 2020		31 December 2019	
ASSETS				
Fixed assets and other long-term investments				
Intangible assets				
Advances paid and assets under construction	<u>139,030.00</u>	<u>139,030.00</u>	<u>0.00</u>	<u>0.00</u>
Fixed assets and other long-term investments total		139,030.00		0.00
Inventories and financial assets				
Current receivables				
Sales receivables	720.00		0.00	
Other current receivables	3,611.12		24.22	
Advances paid	<u>60,000.00</u>	<u>64,331.12</u>	<u>0.00</u>	<u>24.22</u>
Cash in hand and at bank and other financial assets				
Accounting office's expense accounts	<u>-123.73</u>	<u>-123.73</u>	<u>0.00</u>	<u>0.00</u>
Total inventories and financial assets		64,207.39		24.22
Total assets		<u>203,237.39</u>		<u>24.22</u>
EQUITY AND LIABILITIES				
Equity				
State's equity				
State's equity, 1 Jan 1998	-819,653.02		-819,653.02	
Change from previous years	-2,525,316.66		-2,245,798.84	
Equity transfers	16,222,332.32		15,914,281.02	
Surplus/deficit for the year	<u>-16,240,990.27</u>	<u>-3,363,627.63</u>	<u>-16,193,798.84</u>	<u>-3,344,969.68</u>
Liabilities				
Current				
Accounts payable	297,954.97		172,531.01	
Transfers between accounting offices	285,508.86		280,412.99	
Payable items	239,633.39		254,192.31	
Accrued expenses	<u>2,743,767.80</u>	<u>3,566,865.02</u>	<u>2,637,857.59</u>	<u>3,344,993.90</u>
Total liabilities		3,566,865.02		3,344,993.90
Total equity and liabilities		<u>203,237.39</u>		<u>24.22</u>

[The information presented in the table can be found in Excel format here.](#)

9.4 Notes to the final accounts

Appendix 1: Accounting principles and comparability

1. Changes related to budgeting and their key impacts on the budget outturn statement, statement of income and expenses, balance sheet, and their comparability

The National Audit Office's operating expenses 21.40.01 is a two-year deferrable appropriation. There have been no changes in the budgeting of the item.

Due to the coronavirus pandemic, the amount of travel and training expenses and the amount of expenses arising from stakeholder events decreased by a total of approximately EUR 450,000 in 2020, which affects the budget outturn calculation and the account groups of purchased services and other expenses in the statement of income and expenses.

The Turku office was closed down on 1 June 2020, and its lease terminated on 31 July 2020. The total annual costs related to the office premises in Turku have been around EUR 36,000. The closing down of the office affects the budget outturn statement and the account groups of purchased services and rental costs in the statement of income and expenses.

2. Exchange rate used for converting foreign currency assets and liabilities, and other commitments into the Finnish currency

Nothing to report.

3. Valuation and accrual principles and methods applied in the preparation of the final accounts, and especially the impacts of changes in them on the formation of surplus and deficit for the year, and the items reported on the balance sheet

The final accounts of the National Audit Office have been prepared in accordance with the State Budget Act and the State Budget Decree, as well as the regulations and guidelines issued by the Ministry of Finance and the State Treasury, observing the information disclosed in Appendix 17.

4. Income and expenses for earlier years, budget income and expenses, and correction of non-negligible errors

Nothing to report.

5. Account of the information on the previous year if it is not comparable with the information on the fiscal year

Nothing to report.

6. Account of the most significant events after the fiscal year to the extent they are not reported in the review of operations

Nothing to report.

Appendix 2: Net budgeted income and expenses

The National Audit Office has nothing to report on Note 2.

Appendix 3: Overspending of estimated appropriations

The National Audit Office has nothing to report on Note 3.

Appendix 4: Cancelled transferred appropriations

The National Audit Office has nothing to report on Note 4.

Appendix 5: Itemization of personnel expenses

Itemization of personnel expenses	2020	2019
Personnel expenses	10,358,984.96	10,251,531.70
Salaries and bonuses	10,272,067.43	10,023,767.54
Performance-based items	0.00	0.00
Change in holiday pay liabilities	86,917.53	227,764.16
Social security costs	1,925,726.45	1,907,244.79
Pension expenses	1,736,517.90	1,739,826.72
Other personnel expenses	189,208.55	167,418.07
Total	12,284,711.41	12,158,776.49
Management salaries and fees *) incl.	885,514.73	921,504.63
- performance-based items	0.00	29,757.12
Fringe benefits and other financial benefits	196,721.05	194,893.49
Management	11,745.74	11,773.65
Other personnel	184,975.31	183,119.84

*) Does not include social security costs.

Appendix 6: Depreciation according to plan and changes to it

The National Audit Office has nothing to report on Note 6.

Appendix 7: Changes in the acquisition cost of national property and fixed assets and other long-term expenditure

The National Audit Office has nothing to report on Note 7.

Appendix 8: Financial income and expenses

The National Audit Office has nothing to report on Note 8.

Appendix 9: Loans granted from the budget

The National Audit Office has nothing to report on Note 9.

Appendix 10: Securities and equity holdings

The National Audit Office has nothing to report on Note 10.

Appendix 11: Financial assets and liabilities on the balance sheet

The National Audit Office has nothing to report on Note 11.

Appendix 12: Granted state securities, state guarantees and other commitments

Valid securities and their available maximum

The National Audit Office has no securities.

Valid guarantees and their available maximum

The National Audit Office has no guarantees.

Other multi-annual commitments

Ordinary agreements and commitments made under “Operational expenditure” in the general provisions section of the Budget Statement

EUR	Budget expenditure 2020	Appropriation requirement 2021	Appropriation requirement 2022	Appropriation requirement 2023	Appropriation required later	Appropriation required total
Ordinary agreements and commitments, total	642,438	660,200	660,200	275,084	-	1,595,485

Appendix 13: Reserve funds on the balance sheet

The National Audit Office has nothing to report on Note 13.

Appendix 14: Reserve funds outside the balance sheet

The National Audit Office has nothing to report on Note 14.

Appendix 15: Changes of debts

The National Audit Office has nothing to report on Note 15.

Appendix 16: Maturity breakdown and duration of liabilities

The National Audit Office has nothing to report on Note 16.

Appendix 17: Other supplementary information needed to give true and fair information

For the financial years 2019 and 2020, the National Audit Office has recognized expenses related to the development and introduction of the case management system for a total of EUR 76,300, which should have been capitalized on the balance sheet in accordance with section 66 of the State Budget Decree (1243/1992). The NAOF will draw up internal guidelines on the accounting practices of information system expenses during the financial year 2021.

No irregularities or criminal offences were detected at the National Audit Office.

10 Signatures



The final accounts were approved in Helsinki on 19 February 2021.

Helsinki 19 February 2021

Tytti Yli-Viikari
Auditor General

Jenni Leppälahti
Planning Director

Appendix 1: Allocation of working hours in 2020

Core activities (person-years)	2018	2019	2020
Audit and monitoring: Financial audit	22.1	18.7	16.4
Audit and monitoring: Performance audit	16.5	15.2	11.3
Audit and monitoring: Compliance audit	3.3	1.7	3.9
Audit and monitoring: Fiscal policy monitoring	2.5	2.1	2.9
Audit and monitoring: Multi-type audit	-	-	2.5
Audit and monitoring: Oversight of election campaign and political party funding	1.3	2.3	1.8
Audit and monitoring: Fiscal policy audit	1.1	1.6	0.9
Audit and monitoring: Follow-up	1.1	0.6	0.8
Audit and monitoring activities, total	47.9	42.2	40.4
Other core activities: Management of core activities	11.9	10.9	10.6
Other core activities: Planning of core activities	1.3	1.9	6.2
Other core activities: International activities	4.6	6.6	6.0
Other core activities: Development of core activities	3.4	4.3	4.5
Other core activities: Impact and stakeholder activities	6.2	5.6	4.4
Other core activities: Quality, evaluation, and complaints	1.4	0.8	2.5
Other core activities: Professional work	3.6	3.6	-
Other core activities, total	32.3	33.9	34.1
Core activities total / Share of core activities in effective working hours	80.2 / 70%	76.1 / 68%	74.6 / 64%
Support activities (person-years)	2018	2019	2020
General administration and management	12.2	13.8	17.9
Information management	3.3	4.7	5.8
Personnel administration	3.5	2.9	4.0
Training	4.9	4.1	3.9
Communications	3.9	3.6	3.5
Internal audit, risk management, and security	2.3	2.2	2.4
Financial administration	0.5	0.6	1.9
Job rotation	1.6	2.3	1.7
Knowledge management	0.8	0.6	0.8
Support for planning, steering and monitoring	0.3	0.3	0.3
Other support activities	0.2	0.2	0.1
Travel	0.1	0.0	0.1
Office services	0.1	0.1	0.0
Real estate management	0.0	0.0	0.0
Support activities, total / Share of core activities in effective working hours	33.6 / 30%	35.3 / 32%	42.4 / 36%

Effective working hours, total / Share of effective working hours in total working hours	113.8/ 79 %	111.4/ 78 %	117.0/ 80 %
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Absences (person-years)	2018	2019	2020
Paid absences	23.9	22.8	22.7
Absences due to sickness	3.0	4.2	2.6
Other paid absences	2.0	2.8	1.6
Holiday bonus leave	1.6	1.2	1.5
Absences, total	30.5	31.0	28.4

Working hours, total (person-years)	144.3	142.4	145.4
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[The information presented in the table can be found in Excel format here..](#)

Appendix 2: End products in 2020

Reports to Parliament

R 21/2019 vp	National Audit Office's report to Parliament on the oversight of election campaign funding in the 2019 European Parliamentary Elections
R 4/2020 vp	National Audit Office's report to Parliament on the monitoring of the funding of political parties in 2019
R 17/2020 vp	Separate report of the National Audit Office to Parliament on the audit of the final central government accounts for 2019 and the Government's annual report
R 19/2020 vp	National Audit Office's Annual Report to Parliament 2020
R 21/2020 vp	Separate report of the National Audit Office to Parliament: Fiscal policy monitoring report 2020

Audit reports

Financial audit

Office of the President of the Republic of Finland

Office of the President of the Republic 48/53/2019

Prime Minister's Office

Prime Minister's Office 49/53/2019

Administrative branch of the Ministry for Foreign Affairs

Ministry for Foreign Affairs 50/53/2019

Administrative branch of the Ministry of Justice

Ministry of Justice 51/53/2019

Legal Register Centre 52/53/2019

Criminal Sanctions Agency 53/53/2019

Finnish Prosecution Service 54/53/2019

National Administrative Office for Enforcement 55/53/2019

Administrative branch of the Ministry of the Interior

Ministry of the Interior	56/53/2019
Emergency Response Centre Administration	57/53/2019
Finnish Immigration Service	58/53/2019
Emergency Services College	59/53/2019
National Police Board	60/53/2019
Finnish Border Guard	61/53/2019
Finnish Security Intelligence Service	62/53/2019

Administrative branch of the Ministry of Defence

Ministry of Defence	63/53/2019
Construction Establishment of Defence Administration	64/53/2019
Finnish Defence Forces	65/53/2019

Administrative branch of the Ministry of Finance

Ministry of Finance	66/53/2019
State Department of Åland	67/53/2019
Regional State Administrative Agency for Southern Finland	68/53/2019
Financial Stability Authority	69/53/2019
Statistics Finland	70/53/2019
Finnish Customs	71/53/2019
State Treasury	72/53/2019
VATT Institute for Economic Research	73/53/2019
Government Shared Services Centre for Finance and HR	74/53/2019
Government ICT Centre Valtori	75/53/2019
Finnish Tax Administration	76/53/2019
Population Register Centre	77/53/2019

Administrative branch of the Ministry of Education and Culture

Ministry of Education and Culture	78/53/2019
National Archives	79/53/2019
Finnish Heritage Agency	80/53/2019
Finnish National Agency for Education	81/53/2019
Academy of Finland	82/53/2019
Governing Body of Suomenlinna	83/53/2019

Administrative branch of the Ministry of Agriculture and Forestry

Ministry of Agriculture and Forestry	84/53/2019
Natural Resources Institute Finland	85/53/2019
National Land Survey of Finland	86/53/2019
Agency for Rural Affairs	87/53/2019

Administrative branch of the Ministry of Transport and Communications

Ministry of Transport and Communications	88/53/2019
Finnish Meteorological Institute	89/53/2019
Finnish Transport and Communications Agency	90/53/2019
Finnish Transport Infrastructure Agency	91/53/2019

Administrative branch of the Ministry of Economic Affairs and Employment

Ministry of Economic Affairs and Employment	92/53/2019
Development and Administration Centre for the ELY Centres and TE Offices	93/53/2019
Energy Authority	94/53/2019
Geological Survey of Finland	95/53/2019
Business Finland – the Finnish Funding Agency for Technology and Innovation	96/53/2019
Finnish Competition and Consumer Authority	97/53/2019
Finnish Patent and Registration Office	98/53/2019
Finnish Safety and Chemicals Agency	99/53/2019

Administrative branch of the Ministry of Social Affairs and Health

Ministry of Social Affairs and Health	100/53/2019
Finnish Medicines Agency	101/53/2019
National Supervisory Authority for Welfare and Health	102/53/2019
Social Security Appeal Board	103/53/2019
Radiation and Nuclear Safety Authority	104/53/2019
National Institute for Health and Welfare	105/53/2019

Administrative branch of the Ministry of the Environment

Ministry of the Environment	106/53/2019
Housing Finance and Development Centre of Finland	107/53/2019
Finnish Environment Institute	108/53/2019

Final central government accounts

Final central government accounts	109/53/2019
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Off-budget funds

Fire Protection Fund	110/53/2019
State Television and Radio Fund	111/53/2019
Finnish Oil Pollution Compensation Fund	112/53/2019

Compliance audit

11/2020	Uniformity of the budget
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Fiscal policy monitoring

Fiscal policy monitoring assessment on the management of central government finances, spring 2020

Fiscal policy audit

9/2020 Reconciliation of fiscal policy and employment policy

Performance audit

1/2020 Transferring basic social assistance to the Social Insurance Institution of Finland: The significance of assessing the effects of implementation in the law-drafting process

2/2020 Effectiveness of youth workshops, and resources and efficiency of outreach youth work

3/2020 Operations of the Financial Stability Authority as part of the banking union's Single Resolution Mechanism

4/2020 Impacts of the TE Office reform in 2013

5/2020 Lifecycle management of central government assets – machinery and equipment

6/2020 Funding process, allocation of funds and follow-up of ESF projects funding during the 2014–2020 programming period

7/2020 Provision and reforms of employment services in 2015–2019

12/2020 Lifecycle management of the transport network

14/2020 Lifecycle management of central government building assets

Multi-type audit (reported as compliance or performance audits)

8/2020 Expenses of and funding for strategic performance projects of the Finnish Defence Forces

10/2020 Implementation of joint procurements

13/2020 Limited company as an organization form of central government functions

Reviews

1/2020 Report on the impact workshop: Digitalization of teaching and learning environments in general education – Summary of stakeholders' opinions

2/2020 The effectiveness of employment services in economic research literature

3/2020 Climate objectives and the sustainability of central government finances

4/2020 Development of business operations by promoting utilization of research data

Follow-up reports

7/2014	Environmental health care
18/2015	Compensations
20/2015	Research and development in the real estate and construction cluster
8/2016	Support for the building of broadband network
20/2016	Cost-effectiveness of administrative complaint processing (Regional State Administrative Agencies)
2/2017	Feed-in tariff as an instrument for subsidising wind power
5/2017	Steering and implementation of corporate social responsibility in state-owned companies Case Arctia Ltd., Kemijoki Oy and Vapo Oy
6/2017	Multilateral development cooperation
8/2017	Innovative public procurement procedures
9/2017	Innovation strategy in public contracts
13/2017	Current state of internal control and risk management in central government
14/2017	Business subsidies
16/2017	Cyber protection arrangements
17/2017	Steering system of the Finnish Defence Forces
18/2017	Planning and steering of material projects by the Finnish Defence Forces
19/2017	Planning and monitoring costs and benefits of information system procurement
1/2018	Industrial symbioses as an example of the implementation of the national materials efficiency programme
4/2018	Contingent liabilities of public entities
5/2018	Implementation of the Government's cleantech strategy
10/2018	State funding for universities

Opinions and parliamentary committee hearings

Parliamentary committees have invited experts of the National Audit Office to be heard 19 times in total. The NAOF issued a total of 25 opinions to the parliamentary committees. It issued a total of 17 opinions to ministries preparing government proposals or other public administration.

Briefing papers

4 March 2020	Cooperation improves the impacts of security authorities' operations – challenges are caused by limited resources and the sufficiency and uniformity of steering
27 October 2020	National Audit Office of Finland's key views of the proposed legislation on the healthcare, social welfare and rescue services reform and establishment of wellbeing services counties
20 November 2020	Local and regional measures to promote employment

Other publications

Observations on phenomenon-based budgeting



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