

Rural areas create wellbeing.  
Best services for success.



We invest in the future by  
improving our services.

In its strategy, the Agency for Rural Affairs (Mavi) looks into the year 2012. As a recently established agency, we want to invest in the future and support rural areas in their important task of developing and maintaining wellbeing in the Finnish society.

Our strategy is based on a strong wish to serve our customers better and to reduce administrative burden so that the people and businesses in rural areas may concentrate in their core competencies. We believe that we will succeed in this by providing electronic services online as well as providing guidance, instructions and communications.

Improvement of customer service requires that we recognize our core processes, share a common understanding of our customers and work methodically in order to reach our goals.

We make support payments accurately and on time by combining support mechanisms based on EU and national legislation. To reach our goal we must introduce the implementation viewpoint into political debate and to decision makers as early as possible. This requires close co-operation with the Ministry of Agriculture and Forestry as well as our other partners.

By the year 2012 Mavi has relocated to Seinäjoki. We implement change by taking care of our personnel and by supporting decentralized working. Open interaction, a consistent operational culture and continuous development of competencies make Mavi a desirable place to work.

In Helsinki, May 2009



Leena Tenhola

*Director General*

# We pay attention to change and find the necessary solutions.

In order to succeed, the agency needs to be agile. Strategic goals are not reached by drawing plans and talking about them but by paying attention to changes and finding solutions with which react to those changes on time.

Mavi has identified changes in its operational environment from many viewpoints and promised to change accordingly.

## **ECONOMIC CHANGES**

Mavi develops its operations and finances to increase the agency's productivity and to maintain staff wellbeing.

## **SOCIAL CHANGES**

In the sphere of Finnish government agencies, Mavi leads by example with a decentralized work model, which makes it a desirable place to work.

## **TECHNOLOGICAL CHANGES**

Mavi places strong emphasis on electronic services and ensures that the agency's IT and communications technology capabilities are first class.

## **ECOLOGICAL CHANGES**

Mavi is a forerunner in sustained development, leading the way in the Finnish public sector.

## **CHANGES IN POLITICAL FIELD AND CUSTOMER BASE**

Mavi turns challenges into opportunities. Mavi develops into a flexible expert organisation, which is easily approached. Submitting subsidy applications will be made easy!

We produce services, which allow farmers and rural businesses to concentrate on their core duties.

Mavi is responsible for the use of agricultural aid and rural development funds in Finland. We act as the Finnish paying agency and administer subsidies of over 2 billion Euros annually.

We ensure that our customers receive farmers' aid payments, rural finance and development grants and market support payments on time and accurately. We guide, advice and train Employment and Economic Centres (T&E Centres), municipalities and Leader action groups.

The subsidy mechanisms administered by us encourage farmers and rural businesses to diversify their operations and to develop the structure of agriculture. The aim of the farmers' aid payments is to safeguard the profitability and continuity of agricultural production. Farmers and rural businesses may receive finance for starting, developing and expanding operations.

Subsidy payments are made also to improve product quality, the state of the environment and wellbeing of production animals. Development projects advance economic activities, encourage caring for the environment and improve residential satisfaction in rural areas.

*Subsidy systems administered by Maavi encourage farmers and rural businesses to diversify their operations and to develop the structure of agriculture. The aim of the farmers' aid payments is to safeguard the profitability and continuity of agricultural production.*



We serve our customers flexibly and act for the benefit of rural areas.

Mavi upholds and updates its service levels by anticipating its customers' needs and by utilizing feedback systems. We will further develop electronic services online and accentuate guidance, training, advice and communications.

We guarantee successful implementation of support systems by acting methodically and by introducing the implementation viewpoint into legislative drafting.

Partnerships are the key to effective implementation that develops rural areas and their economic activities. We build co-operation relationships and network actively and purposefully.

## BUSINESS IDEA OF THE AGENCY FOR RURAL AFFAIRS

*Partnership and good  
governance for the benefit of  
the rural areas and their  
economic activities.*

- For the benefit of the customer
- Information on subsidies and ease of application
- Accurate and timely payments

We help to create success  
– now and in the future.

The Agency for Rural Affairs ensures the continuity and development of its services by improving sustained productivity and economic efficiency of its operations. We develop function-based costing, reporting and indicators required for follow-up. We reach productivity targets set for us by utilizing proven tools and methods and by being cost conscious.

We use external services sensibly and, above all, we make our own work and operations systematically more efficient. In addition, we further develop our internal planning and prioritize our duties after careful consideration. We forecast and manage resources in relation to our core duties.

Mavi operations relocate to Seinäjoki by the year 2011. Continuity of our activities is guaranteed by successful completion of relocation. We update and implement the relocation plan and support those relocating to both Seinäjoki and elsewhere.

## EXTERNAL VISION OF THE AGENCY FOR RURAL AFFAIRS

*Rural areas create wellbeing!*

Mavi offers best services  
for success.

We create a happy and productive work community.

We make Mavi a desirable place to work by systematically developing expertise and competence and by investing in training our staff. We increase the efficiency of management and sharing of knowledge and competence.

We draw up a personnel strategy and ensure forward personnel planning. We increase staff commitment by offering our people inspiring and motivating tasks and functional tools. We develop both management and our incentive and compensation systems.

We build a good work community by encouraging open interaction, by developing our internal communications and by creating a consistent operational culture, which supports decentralized work. We emphasize togetherness and joint events. We maintain the wellbeing of our staff also by providing preventive measures and occupational health planning.

## INTERNAL VISION OF THE AGENCY FOR RURAL AFFAIRS

*Mavi is attractive!*

Caring for each other, for  
the benefit of the customer,  
anticipating the future.

For further information: [mavi.fi](http://mavi.fi)

