ABSTRACT
Co-operation and public service production.

Public development schemes and programs have become common in Finland since 1990s due to joining the European Union. Public administration has gradually become scattered as services have been outsourced. These new outsourced service packages work in administrative networks and in private sector. Furthermore, in these networks previously public and law bind power relations are now replaced by personal power contacts and trust. However, the networks have enabled public management to cross different sectoral borders, combine scarce resources, and create new courses of action. Also, the citizens have been offered more possibilities and means of individual action with the help of these networks.

Management of these new service networks is still unstructured. Main feature in public management of the networks is goal setting and efficiency demands. However, this management of goals is not quite functioning in the social networks as the values of affluent society place different demands on the public service production. The role of management is under-developed. Several problems in co-operative structures manifest that other types of public management are also needed. Such issues, as dispersion of power, accountability and individual rights, or democratically managed society and administration, needs urgently re-considerations in relations to welfare state values.