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Communication Plan for the European Social Fund in Sweden 2007-2013

24 July 2008



Contents

1	INTRODUCTION	4
2	BACKGROUND	4
3	LAUNCH OF THE SOCIAL FUND IN SWEDEN.....	5
3.1	OBJECTIVES	5
3.2	TARGET GROUPS.....	5
4	COMMUNICATION PLAN FOR THE IMPLEMENTATION OF THE SOCIAL FUND IN SWEDEN	6
4.1	PURPOSE	6
4.2	OBJECTIVES	7
5	TARGET GROUPS.....	8
5.1	TARGET GROUP 1: EMPLOYEES OF THE SWEDISH ESF COUNCIL.....	9
	<i>To know:</i>	9
	<i>To think:</i>	9
	<i>To do:</i>	9
	<i>Measures that can contribute to achieving these objectives:</i>	9
5.2	TARGET GROUP 2: PRESUMPTIVE PROJECT OWNERS (FOR EXAMPLE COMPANIES, AUTHORITIES AND LARGE ORGANISATIONS)	10
	<i>To know:</i>	10
	<i>To think:</i>	10
	<i>To do:</i>	10
	<i>Measures that can contribute to achieving these objectives:</i>	10
5.3	TARGET GROUP 3: PROJECT OWNERS AND PROJECT ORGANISERS.....	11
	<i>To know:</i>	11
	<i>To think:</i>	11
	<i>To do:</i>	11
	<i>Measures that can contribute to achieving these objectives:</i>	11
5.4	TARGET GROUP 4: PROJECT PARTICIPANTS.....	12
	<i>To know:</i>	12
	<i>To think:</i>	12
	<i>To do:</i>	12
	<i>Measures that can contribute to achieving these objectives:</i>	12
5.5	TARGET GROUP 5: PREVIOUS AND CURRENT CO-OPERATION PARTNERS AND OTHER PREVIOUS CUSTOMERS (PROJECTS)	12
	<i>To know:</i>	12
	<i>To think:</i>	13
	<i>To do:</i>	13
	<i>Measures that can contribute to achieving these objectives:</i>	13
5.6	TARGET GROUP 6: STRUCTURAL FUND PARTNERSHIPS AND THE SUPERVISORY COMMITTEE	13



<i>To know:</i>	13
<i>To think:</i>	13
<i>To do:</i>	13
<i>Measures that can contribute to achieving these objectives:</i>	13
5.7 TARGET GROUP 7: CO-FINANCIERS (FK, AF, SKL AND OTHERS)	14
<i>To know:</i>	14
<i>To think:</i>	14
<i>To do:</i>	14
<i>Measures that can contribute to achieving these objectives:</i>	14
5.8 TARGET GROUP 8: CONSULTANTS	14
<i>To know:</i>	14
<i>To think:</i>	14
<i>To do:</i>	14
<i>Measures that can contribute to achieving these objectives:</i>	14
5.9 TARGET GROUP 9: SELECTED JOURNALISTS, OPINION-MAKERS AND MEDIA	15
<i>To know:</i>	15
<i>To think:</i>	15
<i>To do:</i>	15
<i>Measures that can contribute to achieving these objectives:</i>	15
5.10 TARGET GROUP 10: PROJECT COMMISSIONERS (GOVERNMENT OFFICES AND THE COMMISSION)	15
<i>To know:</i>	15
<i>To think:</i>	15
<i>To do:</i>	15
<i>Measures that can contribute to achieving these objectives:</i>	15
5.11 TARGET GROUP 11: RESEARCHERS WITHIN SOCIAL FUND SUBJECT AREAS.....	16
<i>To know:</i>	16
<i>To think:</i>	16
<i>To do:</i>	16
<i>Measures that can contribute to achieving these objectives:</i>	16
6 STRATEGIC IMPACT	16
7 INFORMATION AND PUBLICITY MEASURES	17
8 RESPONSIBILITY	18
9 INDICATIVE BUDGET 2007-2013 (IN EURO)	19
10 FOLLOW-UP AND EVALUATION	19
11 APPENDIX 1: INFORMATION AND PUBLICITY MEASURES	21



1 Introduction

This is the communication plan for the European Social Fund's operational programme in Sweden, *National structural fund programme for regional competitiveness and employment (ESF) 2007–2013*, (hereafter referred to as the programme, the Social Fund 2007–2013 or just the Social Fund). The plan describes the information and publicity measures the managing authority should take to promote transparency and visibility of the programme and disseminate its results and successes.

The plan has been prepared by the Swedish ESF Council in its role as the managing authority. The plan was presented to the Supervisory Committee for the Social Fund at its meeting on 23 November 2007 and the comments of the Committee members were then taken into consideration.

The operational programme was approved by the European Commission in September 2007. The programme should contribute to the fulfilment of the Lisbon strategy, the European Employment Strategy's overall goals of full employment and higher quality and productivity in work, and strengthened social and regional cohesion. The primary goal for the programme is to increase growth via a good supply of skills and an improved labour supply. Prioritised areas should include adequate skills in companies and improved integration in employment as well as the entry of young adults into the labour market. The programme's budget is approximately SEK 12.4 billion, of which the European Social Fund contributes 50 percent.

2 Background

The communication plan was based on the following factors:

- The EU's efforts to promote democracy, transparency and efficiency. In recent years, the EU has launched a number of initiatives that all aim to bridge the gap between the EU and its citizens.¹ The commitment to increase communication and transparency is also backed by the regulations for the cohesion policy for 2007–2013, i.e. Council Regulation 1083/2006 and Commission Regulation 1828/2006. The EU's new communication strategy rests on three principles:
 - To listen to EU citizens and take their opinions into consideration.
 - To communicate with citizens by clearly explaining EU policy.
 - To locally adapt the message by reaching citizens at the national or local level using the channels they prefer.

This communication plan is an attempt to work in this spirit.

- The Structural Funds' rules for implementation (Commission Regulation 1828/2006) contain articles governing information and publicity measures. In

¹ White paper on a European Communication Policy [COM\(2006\) 35](#) final, Introduction



accordance with these provisions, we describe how the managing authority together with other actors responsible for the programme's implementation should disseminate information about the programme and publicise its results and successes. The most important information and publicity measures are described briefly in Appendix 1.

- The seven-year programme will be very eventful. Therefore, the plan must be a strategic and living document that is reviewed and revised annually, rather than a list of measures written in stone. Starting in January 2009, we will outline in detail the coming year's activities and measures in the Swedish ESF Council's annual business plans.
- Both existing and new media channels will be used to maximise the reach and impact of communication measures.

3 Launch of the Social Fund in Sweden

3.1 Objectives

The objective for the launch of the Social Fund is to give visibility to the European Social Fund's contributions to Sweden. A secondary objective is to give visibility to the initial calls for proposals and to attract good applications that can significantly contribute to the achievement of the objectives of the strategy, programme and plans.

3.2 Target groups

The target groups for the launch of the Social Fund in Sweden are:

- Employees of the Swedish ESF Council
- Structural Fund partnerships and the Supervisory Committee
- Other public bodies, such as the Swedish Public Employment Office, the Swedish Social Insurance Agency and other government authorities and municipalities
- Labour market organisations
- Journalists, opinion-makers and media

The target group for the first calls were

- Presumptive project owners
- Presumptive co-financiers, i.e. other public bodies such as the Swedish Public Employment Office, the Swedish Social Insurance Agency, government authorities and municipalities
- Labour market organisations
- Journalists, opinion-makers and media

The Social Fund 2007–2013 was launched in Sweden following the approval of the Swedish programme by the European Commission in September 2007. In accordance with Article 7(2)(a), the launch was implemented at the information meetings in the eight Swedish ESF Council regions, via special efforts to contact the media and on



the Swedish ESF Council's website, www.esf.se. Members of the Structural Fund partnerships, representatives from public and private bodies, labour market organisations, journalists and opinion-makers were invited to the information meetings.

The regional offices of the Swedish ESF Council arranged information meetings adapted to specific target groups during the launch and the first round of calls. Approximately 100 such meetings were arranged with almost 2,000 participants.

The first calls were also publicised at the information meetings, via the media and on the Swedish ESF Council website, www.esf.se. Each call attracted a relatively great deal of publicity in the regional media thanks to the active work of the regional offices in contacting journalists and issuing press releases. In November and December, some 20 calls for proposals were published by the eight regional offices of the Swedish ESF Council. The calls were published using three channels:

- Publicity in the media
- Information meetings
- The Swedish ESF Council website, www.esf.se

A total of 973 applications were received during the first call period, which exceeded the Swedish ESF Council's expectations. Only one third of the applications were eligible, which is why future information will to a greater extent be aimed at receiving applications of sufficient quality.

4 Communication plan for the implementation of the Social Fund in Sweden

The Social Fund will be implemented in Sweden over a period of seven years, 2007–2013. The Swedish ESF is responsible for the implementation. The managing authority will co-operate with the eight regional Structural Fund partnerships and the national Supervisory Committee as well as the other EU programmes in Sweden, primarily the eight European Regional Development Fund programmes and their managing authority NUTEK (The Swedish Agency for Economic and Regional Growth).

4.1 Purpose

The plan describes the information and publicity measures the Swedish ESF Council should take to promote transparency and visibility of the programme and disseminate its results and successes. The purpose of the plan is to:

- Increase awareness of the work in Sweden of the EU and the European Social Fund



- Promote an increase in the quality of the applications submitted to the Social Fund and ensure that sufficient applications are submitted to achieve the objectives of the programme
- Facilitate the efforts of project owners to inform the public about their projects and the role played by the EU and the Social Fund
- Get theme groups to inform the public about their project results and experiences as well as the role played by the EU and the Social Fund
- Support the dissemination of the experiences gained during Social Fund projects so that more actors can learn from the project results and use the methods and approaches that proved to be successful
- Clarify the role of the managing authority in the implementation of the Social Fund in Sweden
- Ensure compliance with EU requirements on information and publicity measures

4.2 Objectives

The objectives of the communication plan are divided into three groups:

Objectives for information to the public, etc.

- That there be an increase in the publicity for the role and significance of the EU and the Social Fund for Sweden.
- That the managing authority, partners and project organisers correctly and throughout the duration of the programme period inform the public and project participants about the activities and the Social Fund's role in Sweden.

Objectives for Social Fund applicants

- That the ESF Council will receive approximately 6,000 applications that are eligible and of such quality that they are prioritised by the Structural Fund partnerships.
- That the ESF Council will steadily improve the quality of applications, which should be based on lessons learned from previous projects and significantly contribute to the achievement of programmes and plans.
- That the requirements of the Swedish Social Fund programme on the integration of gender equality and availability of access for disabled persons are fulfilled.
- That the ESF Council attracts applications for projects that can potentially have a significant impact after the conclusion of the project period and outside the circle of project owners and co-operation partners.

Objectives for the effects of implemented projects



- That equivalents to those who have implemented Social Fund projects learn from the projects and apply the experience gained and the successful approaches used.
- That decision-makers learn from the projects and apply the experiences gained and the successful approaches used when formulating policy.

5 Target groups

The communication plan is based on the following points:

- Cost efficiency, i.e. measures will be implemented where they will result in the greatest effect for the least effort or cost
- Utilisation of existing channels, i.e. measures will preferably be implemented using our existing clients and co-operation partners
- Objective and target group focus, i.e. measures will to the extent possible be linked to the communication objectives for each target group.

The concepts *target group* and *interested party* are complex and evolving. A specific target group analysis should be conducted before each major information initiative. An indexed customer data base is currently being built to create opportunities for selective dissemination of information to different groups of interested parties. The possibility of grouping our customers means that we will be able to quickly reach out with information that is adapted to different parts of an interested party, for example with newsletters and invitations.

The eleven primary target groups for information from the Swedish ESF Council are listed below. At any given time additional groups may be added to this list, although it is our assessment that these eleven groups are relevant for the entire programme period. We have formulated an objective for each target group based on three impact levels, knowledge, attitude, and action, i.e. what we think each target group should know, think and do.

Knowledge	=	to know
Attitude	=	to think
Action	=	to do

The eleven target groups are:

1. Employees of the Swedish ESF Council
2. Presumptive project owners
3. Project owners and project organisers
4. Project participants
5. Co-operation partners and previous customers
6. Structural Fund partnerships and the Supervisory Committee
7. Co-financiers
8. Consultants



9. Journalists, opinion-makers and media
10. Project commissioners
11. Researchers

A large part of communication is choosing the most effective channel and design for each specific target group. To successfully convey our message, we need to emphasise the correct information using the correct channels in the correct manner. Under each target group, we list which measures can contribute to achieving the objectives for that group. These lists are not exhaustive, but rather serve as examples. Some measures could be applied to all target groups, for example the website, but we have chosen to emphasize the measures that are specific to each specific group.

There is also a twelfth target group, the general public. However, we have not established specific objectives for knowledge, attitude and action, but rather have established a general objective to increase awareness of the Social Fund in Sweden.

5.1 Target group 1: Employees of the Swedish ESF Council

To know:

Have knowledge of and understanding for the role, responsibility and assignment of the authority, as well as its benefit. Have such good knowledge of the Social Fund and its role as to be able to explain the programme's opportunities, objectives and relationships. Also have knowledge about the Regional Fund programmes and other financing forms close to the Social Fund.

To think:

That the Social Fund is an exciting developmental tool. That they feel confident in their role as State officials and representatives for the EU and the Social Fund.

To do:

Take initiative and foster interest in the development of the operations and their own work. Co-operate with different organisations and organisational units. Create direct and indirect meetings with relevant actors with the purpose of mobilising ideas and initiatives for the implementation of the programme. Share the results and successes of the Social Fund with the purpose of increasing visibility of the programme, the fund and their opportunities.

Measures that can contribute to achieving these objectives:

- Prepare overheads with an accompanying informational pamphlet that introduce the programme and can be adapted to different audiences in different contexts (to know).
- Create video clips where we present the Social Fund and different areas of the programme, for example Programme Area 1 and Programme Area 2. Place video clips online with central actors presenting, commenting on and



conveying the programme's intentions, opportunities and impact (to know, to think).

- Develop employee skills through training, networks and conferences on programme-related issues (to know, to think).
- Create a unified graphic profile and publication design for the Swedish ESF Council (to know, to think).
- Establish regional action plans that identify strategic contacts in regional communication activities and how these contacts should be developed (to do).

5.2 Target group 2: Presumptive project owners (for example companies, authorities and large organisations)

To know:

Have such knowledge about the programme and current application rounds that it is possible to identify situations and activities that potentially could qualify for funding by the Social Fund.

To think:

That the Swedish ESF Council provides the information that is needed to be able to apply for project funding.

To do:

- Apply for project funding for projects that build on lessons learned from previous projects and significantly contribute to achieving the objectives of programmes and plans. Applications should refer to projects that can potentially have a significant impact after the conclusion of the project period and outside the circle of project owners and co-operation partners.
- Contact the Swedish ESF Council when questions relating to the Social Fund arise.

Measures that can contribute to achieving these objectives:

- Publish comprehensible and informative calls for proposals (to know, to think).
- Have a comprehensible, useful and accessible website (to know, to think).
- Hold comprehensible and informative information meetings (to know, to think, to do).
- Publish comprehensible and informative fact sheets and brochures (to know, to think).
- Provide comprehensible project manuals (to know, to think).
- Establish process support groups that can advise presumptive project owners (to know, to think, to do).



- Offer the possibility to subscribe to information on the Swedish ESF Council website (to know, to think).
- When needed, advertise in trade publications in conjunction with calls (to know).
- Provide a Project Show Room (online service for applications for funding and applications for payment) with an intuitive, accessible interface and a logical structure (to know, to think, to do?).

5.3 Target group 3: Project owners and project organisers

To know:

Have sufficient knowledge about the Social Fund to be able to implement the project in accordance with decisions (applications for payment, reporting, disclosure of EU co-financing, etc.).

To think:

That the Swedish ESF Council provides the information that is needed to efficiently and properly implement projects. In addition, we would like the perception project owners have of the Swedish ESF Council to be in line with the EU's three main communication principles (see Chapter 2 Background), i.e.:

1. That the Swedish ESF Council listens and takes the project owners' opinions into consideration.
2. That the Swedish ESF Council clearly communicates the Social Fund's objectives, regulations and added value.
3. That the Swedish ESF Council adjusts its message to use the channels the project owners prefer.

To do:

Contact the Swedish ESF Council when questions arise. Share information about the project and the role played by the EU and the Social Fund with their surroundings. Implement the project in accordance with decisions, and in the long term contribute to the achievement of the objectives of programmes and regional plans.

Measures that can contribute to achieving these objectives:

- Have a comprehensible, useful and accessible website (to know, to think).
- Hold comprehensible and informative information meetings (to know, to think, to do).
- Publish comprehensible and informative fact sheets and brochures (to know, to think).
- Provide comprehensible project manuals (to know, to think).
- Establish process support groups to advise presumptive project owners (to know, to think, to do).



- Provide a Project Show Room (online service for applications for funding and applications for payment) with an intuitive and accessible interface and a logical structure (to know, to think, to do?).
- Arrange annual national events where selected projects can share their experiences (to do).
- Provide signs, stickers and posters that can be used to give visibility to and explain the role played by the EU and the Social Fund (to do).
- Establish National Theme Groups that gather and validate successful project results in different areas. The theme groups will validate results, compare the results with other projects, and spread the results with the purpose of influencing politicians, public officials and agents of change on all levels (to do).

5.4 Target group 4: Project participants

To know:

Have knowledge about the role in Sweden of the EU and the Social Fund.

To think:

That the Social Fund has strengthened the competence of project participants and/or improved their opportunities to find employment.

To do:

Tell friends, colleagues and acquaintances about their participation in the project and present the project results with the purpose of increasing awareness of the role in Sweden of the EU and the Social Fund, fostering interest for the Social Fund among others and encouraging others to use the experiences and results from Social Fund projects.

Measures that can contribute to achieving these objectives:

- Provide information material to project organisers that describes the roles of the EU and the Social Fund for project participants (to know, to think).
- Assist with visibility so project organisers can demonstrate the impact of the EU and the Social Fund, e.g. signs, stickers and posters (to do).
- Provide support material so project organisers can tell their friends, colleagues and acquaintances about the role played by the EU and the Social Fund (to do).

5.5 Target group 5: Previous and current co-operation partners and other previous customers (projects)

To know:

Have sufficient knowledge about the Social Fund and its role in Sweden to be able to inform others about its possibilities and to potentially apply for funding in the future.

**To think:**

That their experiences are important for the implementation of Social Fund projects and make them unique. That the Social Fund can play an important role in regional development. That the Swedish ESF Council is a reliable implementation partner.

To do:

Tell others about the Social Fund's role, opportunities and results. Pass on their own experiences from partnerships and projects.

Measures that can contribute to achieving these objectives:

- Advertise the possibility to subscribe to information from the Swedish ESF Council website (to know, to think).
- Arrange joint meetings and seminars with strategically selected co-operation partners, for example SKL, Svenskt Näringsliv, Företagarna, TCO, SACO and LO (to think, to do).
- Provide information and presentation material that introduces the Social Fund, project results and the role in Sweden of the EU and the Social Fund (to do).

5.6 Target group 6: Structural Fund partnerships and the Supervisory Committee

To know:

Have the necessary knowledge and skills for working in a partnership. Have sufficient knowledge about the Social Fund to be able to prioritise between project applications. Be capable of placing a programme in its regional context. Have knowledge about Regional Fund programmes and other financing forms in the Social Fund's related subject areas and in this way contribute added value.

To think:

That the Social Fund is an exciting developmental tool. That the members in the partnership represent the region as a whole and not local, special or self interests. That the Swedish ESF Council is a reliable implementation partner.

To do:

Clarify the role of the partnerships and the Supervisory Committee in the organisations each member represents. Work to achieve the objectives in the regional plan as well as in the national programme. Participate in information activities for the Social Fund. Use working methods that manifest consensus, for example joint press releases and joint seminars.

Measures that can contribute to achieving these objectives:

- Offer the possibility to subscribe to information from the Swedish ESF Council's website (to know, to think).
- Co-operate with the partnerships and the Supervisory Committee in various information activities (to do).



- Arrange annual national events with selected participants from the partnerships and the Supervisory Committee (to know, to think, to do).
- Participate in both formal and informal meetings with the Structural Fund partnerships, the partnerships' secretariat and the Supervisory Committee (to know, to think).

5.7 Target group 7: Co-financiers (FK, AF, SKL and others)

To know:

Know enough about the Social Fund's projects to perceive themselves as important and necessary partners.

To think:

That the Social Fund can offer added value to the co-financier's regular operations.

To do:

Disseminate information within their own organisations and initiate discussions about development areas with the purpose of using Social Fund financing in their own development projects.

Measures that can contribute to achieving these objectives:

- Analyse and present potential activities for presumptive co-financiers at both the national and regional level. The regional level is included in the activity plan mentioned under Employees above.

5.8 Target group 8: Consultants

To know:

Have knowledge about the programme's content, target groups, available funds and timetable.

To think:

That the Social Fund offers interesting business opportunities. That co-operation between different funds makes things easier.

To do:

Recommend the Social Fund when their customers' needs are in agreement with *To know* above.

Measures that can contribute to achieving these objectives:

- Offer the possibility to subscribe to information from the Swedish ESF Council website (to know, to think).
- Organise information meetings adapted to the needs of consultants (to know, to think, to do).



5.9 Target group 9: Selected journalists, opinion-makers and media

To know:

Have knowledge about the Social Fund's opportunities, scope and results in order to provide different types of media coverage.

To think:

That the Social Fund is a source of exciting news about growth and employment.

To do:

Write articles and report on the Social Fund, for example about project results and different types of events.

Measures that can contribute to achieving these objectives:

- Identify relevant media and opinion-makers and establish personal contacts with journalists who monitor Social Fund subject areas. These contacts should be included in the regional action plan that is mentioned above under Employees (to know).
- Issue national and regional press releases (to know).
- Provide press material with brief facts about the programme and its purpose, illustrative material, etc. (to know).
- Offer employees support material and skills development to meet and handle the media (to think, to do).
- Advertise in trade publications in conjunction with calls for proposals and procurement.

5.10 Target group 10: Project commissioners (Government Offices and the Commission)

To know:

Have knowledge about the work of the European Social Fund and important project results and lessons learned.

To think:

That the Swedish ESF Council provides requested information. That the Swedish ESF Council also provides information when the authority deems it to be relevant and useful.

To do:

Use positive experiences, methodologies and working methods when forming policy.

Measures that can contribute to achieving these objectives:

- Establish formal re-reporting procedures (to know, to think).
- Hold formal and informal meetings within the Supervisory Committee (to know, to think).



- Provide information about projects the commissioners' representatives should visit.
- Offer special learning seminars for public officials from the Government Offices and the Commission (to know, to think).
- Invite the Government Offices and the Commission to be involved or participate in larger events (to know, to think).

5.11 Target group 11: Researchers within Social Fund subject areas

To know:

Have knowledge about the Social Fund's opportunities, scope and results with the purpose of bringing research closer to our work.

To think:

That the results of Social Fund projects are exciting and can provide ideas for future research.

To do:

Analyse project results and working methods and establish contacts between the Social Fund and the research community.

Measures that can contribute to achieving these objectives:

- Offer the possibility to subscribe to information from the Swedish ESF Council website (to know, to think).
- Create meeting places that include the Social Fund subject areas (to know, to think, to do).

6 Strategic impact

Strategic impact is a central part of all communication activities. One of the objectives of these activities is to get equivalents to those who have implemented Social Fund projects to learn from the projects and apply the experiences gained and the successful approaches used. A second objective is to get decision-makers to learn from the projects and apply the experiences gained and the successful approaches used when formulating policy.

The responsibility for strategic impact lies primarily with project owners and project players. They are responsible for publicising project results, effects, experiences and lessons learned. The Swedish ESF Council will advertise calls for proposals for process support projects related to learning environments and strategic impact. These process support projects should strengthen the possibilities for project owners and project organisers to achieve the objectives that others should learn from and use the project results. Three additional process support projects that focus on the integration of gender equality, availability of access for disabled persons and project development will be established.



Strategic impact within the programme has specific target groups:

- Future project organisers
- Equivalentents to project organisers
- Decision-makers and those who influence decisions

Co-operation between several projects that work in similar areas or with similar target groups is one way to strengthen resources for activities that increase the effect and range of strategic impact than what an individual project could achieve on its own. By comparing and compiling the lessons learned, results and products of several projects with a similar orientation, a more powerful message can be conveyed. Successful working methods and methodologies/models can be used to gain credibility. This type of collaboration can be achieved using special theme groups.

The Swedish ESF Council will direct calls for funding applications to theme groups, which are then responsible for compiling, analysing and validating project results, making comparisons with other measures taken in the field and disseminating results in order to influence politicians, public officials and agents of change on all levels.

Calls for funding applications will be directed to five national theme groups during the autumn of 2008:

- Integration in employment
- Exclusion of youth from employment
- On-site training and adaptation in employment
- Entrepreneurship
- Equality and discrimination in employment

7 Information and publicity measures

Information and publicity measures are directed to all of our target groups. The nature of the message and the needs of the target groups determine which measures we will use. A summary of the most important measures is available in Appendix 1.

Starting in January 2009, annual communication plans will be developed within the framework of the Swedish ESF Council's business plans, which will contain more detailed information about specific measures, objectives and target groups. Each annual plan will take into consideration the programme cycle, the ongoing evaluation of communication activities, the development of new techniques and behaviour on the Internet and new patterns of co-operation.

Information and publicity measures should be as easily accessible as possible. Guidelines for how information and services can be designed to create accessibility online have been designed by WAI (Web Accessibility Initiative, a working group



within W3C, World Wide Web Consortium). EU Member States have agreed that public websites shall follow these guidelines.²

The WAI guidelines are called WCAG (Web Content Accessibility Guidelines). WAI's guidelines have been implemented with other guidelines and adapted to Swedish conditions in *The Swedish National Guidelines for Public Sector Websites (Vägledningen 24-timmarswebben)*. Our website will follow the guidelines in this publication.

Printed matter will be made available as sound files or in Braille upon request. Information directed to the general public can be entered into the Plain Swedish Crystal competition (Klarspråkskristallen), which encourages authorities at the state, municipal and county council levels to use clear, comprehensible language in their texts.

8 Responsibility

The Programme Department at the Swedish ESF Council is responsible for the authority's overarching communication and information activities. The Head Office is also responsible for co-ordinating and supporting communication and information activities in the regions. Torsten Thunberg is responsible for communication and information issues at the Head Office.

The management group for the communication and information activities is the authority's management group.

The regional head is responsible for the communication and information activities at each regional office.

Upper North: Lars-Erik Sjöblom

Middle North: Britt-Marie Sjödin

North Middle Sweden: Karin Gellin

Stockholm: Ingemar Paulsson

East Middle Sweden: AnnKatrín Malmnäs

Småland with Islands: Leif Einarsson

West Sweden: Elisabeth Krantz

South Sweden: Eva-M. Malmström

² http://europa.eu.int/eur-lex/sv/com/cnc/2001/com2001_0529sv01.pdf

Regulation 2001:526 establishes the responsibility of state authorities for the implementation of disability policy. It is stated there that state authorities shall strive to make their operations, premises and information accessible for disabled persons. The Swedish Disability Ombudsman has published "Riktlinjer för en tillgänglig statsförvaltning" (Accessibility guidelines for state agencies), see www.ho.se.



9 Indicative budget 2007-2013 (in euro)

Information and Publicity Measures	National Public Funding	Community Funding	Total Funding
Internet	54,350	54,350	108,700
Calls for proposals	38,050	38,050	76,100
Regional events	61,400	61,400	122,800
Application interfaces	51,000	51,000	102,000
National events	193,000	193,000	386,000
Transnational events	79,000	79,000	158,000
Regional meetings	45,000	45,000	90,000
National meetings	61,500	61,500	123,000
Media campaigns	48,000	48,000	96,000
Direct marketing	54,500	54,500	109,000
Branding	418,000	418,000	836,000
Design and Publications	332,000	332,000	664,000
Project Show Room	380,500	380,500	761,000
Networks	81,500	81,500	163,000
Evaluation	271,000	271,000	542,000
Total	2,168,800	2,168,800	4,337,600

The costs for three employees responsible for communication at the Swedish ESF Council's Head Office and one administrator at each of the eight regional offices will be added to the indicative budget.

10 Follow-up and evaluation

An independent evaluation company was given the assignment in April 2008 of evaluating the implementing organisation for the Social Fund Program and the regional Structural Fund programmes. The assignment runs until the programme's half-way point, October 2010. The evaluation of information and publicity measures will be included in this evaluation.

Interviews with responsible parties within the programmes and project owners have started, as well as analyses of the project portfolios, organisation, etc.

The first report will be presented during the autumn of 2008. The lesson seminars will constitute a central part of this report. In accordance with the Commission's guidelines, feed-back will be submitted to the managing authorities, the partnerships and representatives from the Supervisory Committees. In accordance with the On-going Evaluation Approach, the feed-back will be followed by additional seminars.



Starting in the beginning of 2009, annual customer evaluations will measure awareness of and attitudes toward the role and funding of the EU and the Social Fund and the application of the programme.

Measurements that will be used to follow up the communication activities on an annual basis also include:

- The number of articles about the Social Fund in national and regional media
- The number of unique visitors to the website divided into different categories and their opinions about the website
- The number of signs, stickers and posters distributed for the projects
- The number of participants at the regional information meetings divided into different categories and their opinion about the information meetings.





11 Appendix 1: Information and publicity measures

Measure	Description	Target group	Primary responsibility
<p>Swedish ESF Council website www.esf.se</p>	<p>Sweden is one of the leading countries in the world in terms of access to the Internet. Approximately 75 per cent of Sweden's population has Internet access at home and for many it has become an indispensable tool. This indicates the importance of the website as an information channel and it is undeniably the Swedish ESF Council's most important method for relaying current and comprehensible information about the Social Fund 2007-2013. We launched a new website in May 2008 and will continue to develop it during the autumn.</p> <p>The website contains information about</p> <ul style="list-style-type: none"> • The EU, Structural Funds and the European added value - from the Lisbon Strategy down to individual project participants. • Current application rounds. From the website, presumptive project owners can navigate to the Project Show Room, where the actual applications are submitted electronically (see below). • Who can apply for funding from the Social Fund and which conditions must be met to be considered. • Which expenses can be financed by the Social Fund and how to find co-financiers. • How to apply and the criteria for selection and handling of 	<p>Everyone, but in particular:</p> <ul style="list-style-type: none"> - Presumptive project owners - Project owners - Project organisers 	<p>Communication Group at the Swedish ESF Council Head Office</p>



Measure	Description	Target group	Primary responsibility
	<p>applications.</p> <ul style="list-style-type: none"> • How presumptive project owners can receive additional information and support during the application process. • How project owners should publicise that they are implementing projects co-financed by the European Social Fund and possibilities for ordering signs, stickers and posters (see below). • A Project Bank that includes lessons learned from the previous programmes Växtkraft Mål 3 and Equal, http://projektbanken.esf.se, and the possibility to order brochures and books about the Mål 3 and Equal projects. • Press monitoring in the form of an automatic RSS flow of up-to-date press clips about the Social Fund. • A list of beneficiaries, names of operations and the amounts of public funding allocated to the operations (in accordance with Article 7(2)(d) of Commission Regulation 1828/2006). This list will initially be available on the Swedish ESF Council website. During the autumn of 2008, we will continue to develop the Project Bank so that we can incorporate the new Social Fund projects (see below). • Possibilities for our customers to send in general questions to the e-mail address informationservice@esf.se. • The possibility to subscribe to selected information. 		
Calls for proposals	Every application round is communicated through a call.	- Presumptive	



Measure	Description	Target group	Primary responsibility
	<p>The call is published on the Swedish ESF Council website, www.esf.se, and is drawn up by the Swedish ESF office that decides on the call. The Communication Group at the Swedish ESF Council Head Office may participate in the formulation of the call. The Communication Group's primary task is to support and develop the regional office's ability to design objective-oriented and comprehensible calls. The objective of the calls shall be comprehensible and effective.</p>	<ul style="list-style-type: none"> - project owners - Municipal business advisors - Labour market organisations - Consultants 	
<p>Information meetings</p>	<p>Annual events. In accordance with Article 7(2)(a) of Commission Regulation 1828/2006, we will organise <u>at least</u> one major event each year to disseminate information about the results of the programme.</p> <p>The first event will take place on 12 November in Gothenburg and will focus on the Integration of Gender Equality. Transnational co-operation actors will be invited to attend the events.</p> <p>The following events (at least one per year) have been tentatively planned:</p> <p>2009: Integration in employment (Region Stockholm)</p> <p>2010: Entrepreneurship</p> <p>2011: Exclusion of youth from employment</p> <p>2012: On-site training and adaptation in employment</p> <p>2013: Equality and discrimination in employment</p>	<p>Can vary from year to year, but primarily:</p> <ul style="list-style-type: none"> - Presumptive project owners - Media and opinion-makers (and thereby also the general public) - Decision-makers - Supervisory Committee - Structural Fund partnerships - Transnational co-operation actors 	<p>Communication Group at the Swedish ESF Council Head Office together with the responsible regional office</p>



EUROPEAN UNION
European Social Fund

Measure	Description	Target group	Primary responsibility
	<p>Regional events. In accordance with Article 7(2)(a) of Commission Regulation 1828/2006, we will organise regional information events. The following events are planned for 2008 (additional events may be added):</p> <p>31 March 2008: Transnational co-operation (Region South Sweden)</p> <p>18 June 2008: Lessons learned, co-operation and strategic impact (Region South Sweden)</p> <p>4 September 2008: Integration policy (Region East Middle Sweden)</p> <p>11 September 2008: Integration and entry of youth in employment (Region South Sweden)</p>	<p>Can vary from year to year, but primarily:</p> <ul style="list-style-type: none"> - Presumptive project owners - Media and opinion-makers (and thereby also the general public) - Decision-makers - Supervisory Committee - Structural Fund partnerships 	
	<p>Regional meetings are arranged by the regional offices of the Swedish ESF Council before and during calls for application rounds and after projects have been granted funding. As far as possible, the meetings should be arranged in different locations and for different defined target groups of presumptive project owners. In some regions, it is also the ambition of the members of the Structural Fund partnership to assist the Swedish ESF Council in arranging information meetings and inviting presumptive project owners to attend.</p> <p>The Communication Group at the Swedish ESF Council Head Office should develop and provide support and presentation material for the regional information meetings.</p>	<p>Varies from meeting to meeting, but primarily:</p> <ul style="list-style-type: none"> - Presumptive project owners - Municipal business advisors - Labour market organisations - Consultants 	<p>The Swedish ESF Council regional office, where applicable in co-operation with Structural Fund partnerships</p>





Measure	Description	Target group	Primary responsibility
	<p>National meetings are arranged by the Swedish ESF Council Head Office with the purpose of informing presumptive national or trans-regional project owners, co-financiers, co-operation partners, the Supervisory Committee, etc., about national or inter-regional calls and about the role in Sweden of the EU and the Social Fund and their project results.</p>	<p>Varies from meeting to meeting, but primarily:</p> <ul style="list-style-type: none"> - Presumptive project owners - Labour market organisations - Consultants 	<p>Swedish ESF Council Head Office</p>
	<p>Participation in (and support for) the meetings of others</p>	<p>Varies from meeting to meeting, but primarily:</p> <ul style="list-style-type: none"> - Labour market organisations - National authorities 	<p>Swedish ESF Council Head Office and regional offices</p>
<p>Media campaigns and press releases</p>	<p>Press releases. The majority of contact with the media will most likely be in connection with specific events or activities. However, special activities are also held to garner publicity for the results and effects of the Social Fund projects and programme. Possibilities to initiate or participate in longer campaigns will be investigated and implemented where the chances to gain publicity at the national, regional and local levels are good. The annual communication plans will contain more detailed information about potential campaigns. National and regional press releases will be the primary tool for reaching the media and thereby the general public.</p>	<ul style="list-style-type: none"> - National, regional and local media - Opinion-makers - Trade publications - General public - Project owners and project organisers - Project participants - Presumptive project owners 	<p>Communication Group at the Swedish ESF Council Head Office, together with the responsible regional office when releasing regional press releases</p>
	<p>Press material, for example fact sheets, pictures, illustrations and other types of summarised information material.</p>	<ul style="list-style-type: none"> - National, regional and local media. 	<p>Communication Group at the Swedish ESF Council Head Office</p>



Measure	Description	Target group	Primary responsibility
	Advertisements. Where applicable, it may be appropriate to advertise in different types of industry publications.	Presumptive project owners	Communication Group at the Swedish ESF Council Head Office
Direct marketing	Direct mailings. We are currently creating an indexed customer database. This database is being built to create opportunities to disseminate information quickly and selectively to different groups of interested parties. The possibility of grouping our customers means that we will be able to quickly adapt our information to different groups within an interested party.	Varies from case to case	Ibid
Branding and profiling	Europe Day. In accordance with Article 7(2)(c) of Commission Regulation 1828/2006, we will raise the EU flag outside of our offices for one week starting 9 May. We will also draw attention to Europe Day on our website.	Everyone, but in particular: <ul style="list-style-type: none"> - General public - Swedish ESF Council employees 	Swedish ESF Council Head Office and regional offices
	Signs, stickers and posters. All projects should publicise co-financing from the EU. We have therefore designed signs, stickers and posters that can be used to draw attention to and explain the role played by the EU and the Social Fund. Project owners will receive a small package of these in conjunction with the decision to grant funding. It is possible to order additional signs, stickers and posters from the Swedish ESF Council website.	Everyone, but in particular: <ul style="list-style-type: none"> - Project owners - project organisers - Project participants - General public 	Communication Group at the Swedish ESF Council Head Office





Measure	Description	Target group	Primary responsibility
	<p>Banners and profile material. To increase awareness of the Social Fund, we are designing banners and different types of profile material (for example pens, notebooks and USB memory sticks) that should be used at the various events.</p>	<p>Everyone, but in particular:</p> <ul style="list-style-type: none"> - Project owners - Project organisers - Project participants - General public 	Ibid
	<p>Logotype. In accordance with Article 9 and Appendix 1 of Commission Regulation 1828/2006, we have designed a logotype for the programme. The design is simple and consists of the European Union's flag and references to the European Union and the European Social Fund followed by Sweden's slogan "Employment and new opportunities for everyone".</p> <p>We will use this logotype in information and publicity measures. Project owners are obligated to do the same in all measures that are relevant to the project. The logotype can be downloaded from the Swedish ESF Council website together with instructions for how it is to be used.</p> <p>In accordance with Article 8 of Commission Regulation 1828/2006, the logotype will also have a prominent position on the signs, stickers and posters that the projects use to publicise co-financing from the EU. Project owners shall also use the logotype on different types of documents, for example participant certificates and other types of certification.</p>	Everyone	Communication Group at the Swedish ESF Council Head Office





Measure	Description	Target group	Primary responsibility
Publications and information material	Fact sheets and brochures. We will put together general and specific fact sheets and brochures over the entire duration of the programme period. When applicable, we will place documents for downloading on the Swedish ESF Council website. The annual communication plans will contain detailed information about specific campaigns.	Everyone, but some products will be directed to specific target groups	Ibid
	Newsletters. We are currently researching different lay-outs for newsletters. The idea is that it will be possible to subscribe to the newsletter via the Swedish ESF Council website.	Depends on the final design of the newsletter	Ibid
	Audiovisual material. We are currently researching different lay-outs for audiovisual information material. The annual communication plans will contain detailed information about specific publications.	Everyone, but some products will be directed to specific target groups	Ibid
New Project Bank	<p>A digital project bank is under development and will replace the previous project bank, http://projektbanken.esf.se. The new project bank will be accessible from the Swedish ESF Council website, www.esf.se, and will contain digital material about and from Social Fund projects and theme groups. The project bank will have a library of written publications (PDF) as well as video, sound and image documentation. Users will be able to subscribe to information from the project bank as well as download videos, sounds and image documentation, i.e. podcasting.</p> <p>Reportage from projects and interviews with project owners and project organisers will also be published here.</p>	Everyone, but in particular: <ul style="list-style-type: none"> - Project owners - Equivalent to project owners - Project organisers - Project participants - General public - Decision-makers - Government Offices - Labour market organisations - National and 	Ibid



Measure	Description	Target group	Primary responsibility
Project Show Room	<p>The Project Show Room is an online service for applicants for project funding from the Swedish ESF Council. Additional services will be developed during the autumn of 2008. The Project Show Room will soon be able to handle all aspects of a project, e.g. applications for payment, communication with the Swedish ESF Council and submission of reports.</p> <p>In parallel to this, we are reviewing the structure and user interface of the websites that are a part of the Project Show Room and we are analysing both the flow and communication as a whole. The objective is to resolve problems relating to</p> <ul style="list-style-type: none"> • usefulness • accessibility • language, style and tone • terminology 	<p>regional authorities</p> <ul style="list-style-type: none"> - Social Fund applicants - Project owners - Presumptive project owners - Consultants – actually everyone who will apply for or run a project 	<p>Swedish ESF Council Head Office</p>
Follow-up and evaluation	<p>In accordance with Article 2(2)(e), 4(2) and 4(3) of Commission Regulation 1828/2006, the managing authority shall follow up and evaluate how the communication activities have affected visibility and awareness of the operational programme and the role of the EU in this context.</p> <p>In April, Sweco AB was given the assignment to evaluate the implementing organisation for the regional Structural Fund programmes and the Social Fund programme. The assignment will run until the programme's half-way point, October 2010.</p>	<p>Project commissioner</p> <ul style="list-style-type: none"> - The Swedish Government - Ministry of Employment - Supervisory Committee - European Commission 	<ul style="list-style-type: none"> - Independent programme evaluator Sweco AB - Communication Group at the Swedish ESF Council Head Office



Measure	Description	Target group	Primary responsibility
	<p>Interviews with responsible parties within the programmes and project owners have started, as well as analyses of the project portfolios, organisation, etc.</p> <p>The first report will be presented during the autumn of 2008. The lesson seminars will constitute a central part of the evaluation. In accordance with the Commission's guidelines, feed-back will be submitted to the managing authorities, the partnerships and representatives from the Supervisory Committees. In accordance with the On-going Evaluation Approach, the feed-back will be followed by additional seminars.</p> <p>Evaluation of information and publicity measures will to a limited extent be included in this evaluation.</p> <p>Starting in the beginning of 2009, annual customer evaluations will measure awareness of and attitudes to the role and funding of the EU and the Social Fund and the application of the programme.</p> <p>Measurements that will be used to follow up the communication activities on an annual basis also include:</p> <ul style="list-style-type: none"> • The number of articles about the Social Fund in national and regional media • The number of unique visitors to the website • The number of signs, stickers and posters distributed for the projects 		





Measure	Description	Target group	Primary responsibility
	<ul style="list-style-type: none"> The number of participants at the regional meetings 		
Annual reports to the Commission	<p>In accordance with Commission Regulation 1828/2006, each annual report should include a summary of the implemented information and publicity measures, examples of such measures and potential major changes to the communication plan. The mid-term report in 2010 and the final report in 2013 will include an evaluation of the results of the measures in terms of visibility and awareness of the role played by the Social Fund and the EU.</p>	The Commission Structural Fund partnerships and the Supervisory Committee Government Offices	Swedish ESF Council Head Office
Reports to the Government	Starting in 2009, the Swedish ESF Council is expected to receive a special Government assignment to re-report on the effects of projects and measure proposals on national policy. This report will also be used in communication activities directed toward many additional actors.	<ul style="list-style-type: none"> - Ministry of Employment - Government Offices, i.e. other relevant ministries - Presumptive project owners - Media and opinion-makers (and thereby also the general public) - Decision-makers - Supervisory Committee - Structural Fund partnerships - Transnational co-operation actors 	Ibid



Measure	Description	Target group	Primary responsibility
Networks and exchange of experiences	<p>European network. In accordance with Article 10 of Commission Regulation 1828/2006, we will participate in Swedish and European networks and exchange positive experiences with the rest of Europe. A special strategy will be developed for this area during the autumn of 2008 and will include a description of the ambition levels and focus. A large part of the work will also be carried out by the theme groups that will be established within the Social Fund.</p> <p>In addition to strengthening the exchange and transfer of knowledge, co-operation can simplify and improve the efficiency of working methods for projects, managing authorities, Structural Fund partnerships and the Supervisory Committee, as well as for the Government Offices, co-financiers and other interested parties.</p>	<ul style="list-style-type: none"> - Ministry of Employment - Government Offices, i.e. other relevant ministries - Presumptive project owners - Media and opinion-makers (and thereby also the general public) - Decision-makers - Supervisory Committee - Structural Fund partnerships - Transnational co-operation actors 	<p>Communication Group at the Swedish ESF Council Head Office. Social Fund theme groups</p>
	<p>Swedish network for Structural Funds. During the period 2007-2013, Sweden will participate in 22 Structural Fund programmes. Communication and co-operation are emphasised more than ever before. On 22 October 2008, the first meeting will be held for those working with information and communication issues within the framework of the Structural Funds in Sweden.</p>	Ibid	Ibid



Measure	Description	Target group	Primary responsibility
	<p>Internal network for communication. There are regional contact persons for communication at every regional office. The Head Office's Communication Group and the regional contact persons communicate with one another on a regular basis and meet in person at least twice a year.</p>	<p>Everyone – co-operation can simplify and improve the efficiency of working methods at the managing authority.</p>	<p>Communication Group at the Swedish ESF Council Head Office together with regional contact persons for communication.</p>

