

Facts & Figures

Swedish Government Offices Yearbook **2010**



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REGERINGSKANSLIET

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**Government Offices  
of Sweden**

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# Preface

The duty of the Government Offices is to assist the Government in its task of governing the realm and achieving its policy objectives.

The Government Offices is a politically controlled organisation, where the Government decides the direction of work and the issues that are to be given priority. Officials assist the Government by examining issues, drafting legislation, controlling government agencies, developing relations with other countries and preparing data for decisions and standpoints in negotiations, for example within the EU.

The past year has been affected by the parliamentary election and work on adapting the Government Offices after a new Government was formed, including the reorganisation of the ministries at the end of 2010/beginning of 2011. In addition, the Government has dealt with phasing out organisations and extra staff associated with the Swedish Presidency of the EU Council of Ministers in autumn 2009.

I hope that the present yearbook will provide greater insight into how the Government Offices works.

For more information, please visit our english website at: [www.sweden.gov.se](http://www.sweden.gov.se).

*Anna-Karin Jatko*

Head of Administration, the Government Offices

# The Government Offices – a brief presentation

All public power in Sweden proceeds from the people. The people elect the Riksdag (Swedish parliament) and governments are formed on the basis of how party seats are distributed. To assist it in its tasks, the Government has a staff of approximately 4 500 officials and political appointees working at the Government Offices and on government committees. In 2010, the Government Offices was made up of the Prime Minister's Office, twelve ministries and the Office for Administrative Affairs.

**The duty of the Government Offices is to assist the Government in its task of governing the realm and achieving its policy objectives.**

Government decision-making is discharged on a collective basis. This means that, at their weekly meetings, the members of the Cabinet take joint decisions on all government business. Consequently, all the ministers have a say in government decisions and the Cabinet as a whole is collectively responsible for them.

## Organisation of the Government Offices

The Government Offices serve as the Government's staff. As a public authority, they are headed by the Prime Minister, who is also Head of Government and thus has dual roles. The Prime Minister is not alone in this. Many of the ministers, besides being members of the Cabinet, also occupy the post of Head of Ministry.

In addition, the Prime Minister's Office has a Permanent Secretary with overall responsibility for the administration of the Government Offices and for cross-ministerial administrative matters.

## Staff responsibilities at the Government Offices

The great majority of staff at the Government Offices are not political appointees but officials who retain their posts in the event of a change of government.

Accordingly, they must be highly skilled at analysing problems from different viewpoints, finding alternative solutions and keeping abreast of the political debate. At the same time, when discussing and dealing with government proposals, they must be able to put forward any objections they feel are warranted.

The task of the government officials is to prepare government business. This is divided into seven main areas of operation applying to all the ministries alike.

## Legislation

Government officials are required to develop political initiatives, launch inquiries, provide an expert basis for the appointment of government committees, and to formulate the committees' terms of reference. They also take delivery of reports and circulate them for comment, draft referrals to the Council on Legislation, formulate government bills and process parliamentary decisions on government proposals.

*Read more about the legislative process in the section entitled Facts and figures.*

## The budget process and agency management

The officials at the Government Offices prepare and follow up budget bills, issue appropriation directions specifying goals and funding allocations for government agencies, analyse and evaluate outcome reports, draft special instructions to the agencies, participate in the appointment of agency boards and directorsgeneral, and maintain regular contact with the agencies.

*Read more about the budget process and agency governance in the Facts and figures section.*

## Administrative business

The Government Offices are the supreme administrative authority in Sweden and their staff prepare decisions on such items of business as exemptions, applications and petitions, appeals, matters relating to appropriations and grants, and recruitment issues.

## International cooperation

The Government Offices also prepares Swedish positions at meetings of international organisations, represent Sweden abroad and incorporate the terms of international agreements into Swedish policies. The latter task usually involves provisions relating to legislation, administrative practice or standardisation. Since Sweden joined the EU, work in this area has become more extensive at the Government Offices, and is now a major undertaking in all the ministries, not just the Ministry for Foreign Affairs.

## External communication

A further task of the Government Offices is to assist the Government of the day in other areas of communication with the world at large. The officials draft ministerial replies to questions and interpellations from the Riksdag and prepare answers to postal and email enquiries from the general

public. They also draft ministerial speeches, disseminate information about government activities and maintain contact with the business community and organisations.

### Special projects and programmes

These are activities of an administrative nature undertaken at the Government Offices. They are of limited duration and do not fall within the remit of any other agency.

### Internal support and development

The Government Offices are also responsible for a wide range of other matters, including operational planning, outcome reporting, financial administration, ICT issues, surveillance and security, archive management, the registration of public documents, and the administration of property and premises.

### How EU activities are organised

The Prime Minister has overall responsibility for Sweden's EU policy. The Minister for EU Affairs is responsible for horizontal EU issues with the exception of enlargement, and represents Sweden in the General Affairs Council. Other government ministers are responsible for their own issues in EU work and represent Sweden at the various meetings of the Council of the European Union.

## Organisation of the Government Offices in 2010

In 2010, the Government Offices was made up of the Prime Minister's Office, twelve ministries and the Office for Administrative Affairs. Missions abroad within the Ministry for Foreign Affairs – i.e. embassies, consulates, representations and delegations to the UN, the EU, the OECD and other organisations – also belong to the Government Offices. Missions abroad report directly to the Ministry for Foreign Affairs, but they are also authorities in their own right. Government appointed committees and inquiries also belong to the Government Offices even though in many respects, they are also authorities in their own right.

The leadership of every ministry comprises between one and three ministers, one of whom is head of ministry.

Every minister has a staff of politically appointed officials, for example state secretaries, political advisers and press secretaries. In all, some 200 of the Government Offices' over 4 500 employees are politically appointed ministers and officials.

### Policy areas at the ministries

The information in this section refers to the 2010 financial year. These figures are approximate ones and also include employees serving on government committees or commissions of inquiry. The distribution of employees at the Government Offices in December 2010 is specified on page 30.

**The Prime Minister's Office** leads and coordinates the work of the Government Offices and is responsible for the coordination of Swedish EU policy. The Prime Minister's Office is divided into the Office of the Prime Minister, the Office of the Minister for EU Affairs, the Coordination Secretariat, the EU Coordination Secretariat, the Office of the Permanent Secretary of the Government Offices and the Office of the Director-General for Legal Affairs.

The Government Offices Internal Audit and the Crisis Management Coordination Secretariat are all part of the Prime Minister's Office. The Prime Minister's Office is headed by the Prime Minister.

The Prime Minister's Office employs approximately 160 officials. The officials who work at the office of the Prime Minister, the Office of the Minister for EU Affairs and the Coordination Secretariat are politically appointed. Officials in the remaining parts of the Prime Minister's Office are not political appointees.

**The Ministry of Justice** has the following areas of responsibility: the Swedish Constitution and legislation in the areas of criminal law, civil law and legal procedure etc., the judicial system, migration and asylum policy, business relating to clemency in criminal cases and certain other criminal law matters.

The Ministry of Justice is responsible for 136 agencies. These include the Swedish Police Service, the Prosecution Authority, Sweden's courts of law, the Swedish Prison and Probation Service, the Swedish Migration Board, the Chancellor of Justice, the Data Inspection Board, the National Council for Crime Prevention and the Election Authority.

The Ministry employs approximately 350 officials.

**The Ministry for Foreign Affairs** has the following areas of responsibility: foreign and security policy, global development and development assistance, trade policy, help to Swedes abroad, international law and human rights, export controls of military equipment, international cooperation with countries and regions, and trade, investment and the promotion of Sweden.

In addition, the Ministry for Foreign Affairs extends consular support to Swedish citizens abroad via its diplomatic missions, and issues visas to foreign visitors. Swedish embassies report on political, economic and human rights developments in their countries of operation, promote Swedish economic interests there, and actively encourage foreign investment in Sweden.

Where Sweden pursues development cooperation activities, the Swedish missions abroad work to ensure that these activities are as effective as possible.

The Ministry for Foreign Affairs is responsible for 100 missions abroad – Sweden's embassies and consulates abroad – which, together with the Ministry for Foreign Affairs, make up the Foreign Service.

The Ministry for Foreign Affairs is also responsible for eleven agencies in Sweden. These include the Swedish Institute, the Swedish International Development Cooperation Agency (Sida), the Invest in Sweden Agency and the National Board of Trade.

The Ministry for Foreign Affairs in Stockholm employs approximately 1 260 officials. Approximately 520 officials from the Ministry for Foreign Affairs work at missions abroad.

**The Ministry of Defence** has the following areas of responsibility: total defence and contingency measures against accidents, emergency preparedness, international peace support operations, international law in armed conflicts and security intelligence.

The Ministry of Defence is responsible for 12 agencies. These include the Swedish Armed Forces, the Swedish Defence Research Agency, the Swedish Coast Guard and the Swedish Civil Contingencies Agency.

The Ministry employs approximately 180 officials.

**The Ministry of Health and Social Affairs** has the following areas of responsibility: health and medical care, public health, children's rights, disability issues, care for the elderly, social services, sickness insurance, pensions and financial support for families.

The Ministry of Health and Social Affairs is responsible for 18 government agencies. These include the National Board of Health and Welfare, the Swedish Social Insurance Agency, Apoteket AB, the National Institute of Public Health, the Swedish Institute for Infectious Disease Control, the Medical Products Agency and the Office of the Children's Ombudsman.

The Ministry employs approximately 260 officials.

**The Ministry of Finance** has the following areas of responsibility: economic policy, the government budget, tax policy, financial market issues, housing and construction, lotteries and gaming, international economic cooperation, central government administration and local government finance.

The Ministry of Finance is responsible for 58 agencies. These include the Swedish Tax Agency, the Swedish Financial Supervisory Authority, the National Government Employee Pensions Board, the Swedish Customs Service and the county administrative boards.

The Ministry employs approximately 460 officials.

**The Ministry of Education and Research** has the following areas of responsibility: preschool activities, schoolage childcare, compulsory school and upper secondary school, formal and popular adult education, higher education, research and financial support for students.

The Ministry of Education and Research is responsible for 59 agencies. These include the Swedish National Agency for Education, the Swedish National Agency for Higher Education, the Royal Library, the Swedish Research Council, the National Board of Student Aid and the Swedish National Commission for UNESCO.

The Ministry employs approximately 190 officials.

**The Ministry of Agriculture** has the following areas of responsibility: agriculture and environmental issues relating to agriculture, rural development, forestry, fisheries and aquaculture, Sami and reindeer husbandry issues, animal welfare, animal health and communicable diseases, food-related issues, hunting and game management and higher education and research in land-based industries.

The Ministry of Agriculture is responsible for seven agencies. These include the Swedish Board of Agriculture, the Swedish Board of Fisheries, the National Food Administration, the Swedish Forest Agency, the Sami Parliament, the National Veterinary Institute and the Swedish University of Agricultural Sciences.

The Ministry employs approximately 150 officials.

*On 1 January 2011, the Ministry changed its name to the Ministry for Rural Affairs.*

**The Ministry of the Environment** has the following areas of responsibility: toxic-free everyday environment, climate, water and seas, nature conservation and biological diversity, sustainable development, sustainable planning and housing environments, international environmental cooperation, chemicals and ecocycles, nuclear safety and radiation protection, and environmental legislation, technology and research.

The Ministry of the Environment is responsible for ten agencies. These include the Swedish Environmental Protection Agency, the National Board of Housing, Building and Planning, the National Land Survey, the Swedish Chemicals Agency and the Swedish Meteorological and Hydrological Institute.

The Ministry employs approximately 180 officials.

**The Ministry of Enterprise, Energy and Communications** has the following areas of responsibility: enterprise, regional growth, needs-driven research, communications/IT, transports and infrastructure, energy, state ownership, competitiveness and well-functioning markets.

The Ministry of Enterprise, Energy and Communications is responsible for 26 agencies, including four public enterprises and one court of law. These include the Swedish Agency for Economic and Regional Growth, the Swedish Competition Authority, the Swedish Companies Registration Office, the Swedish Transport Administration, Transport Analysis,

the Swedish Post and Telecom Agency and the Swedish Patent and Registration Office.

The Ministry employs approximately 330 officials.

**The Ministry of Integration and Gender Equality** has the following areas of responsibility: democracy issues, discrimination issues, non-governmental organisations, integration, gender equality, consumer affairs, citizenship, human rights, national minorities, youth policy and urban development.

The Ministry of Integration and Gender Equality is responsible for 6 agencies. These include the Swedish Consumer Agency, The Equality Ombudsman and the National Board for Youth Affairs.

The Ministry employs approximately 100 officials.

*The reorganisation of the ministries meant that the Ministry ceased to exist on 1 January 2011 and that its issues were allocated to other ministries. For an updated list of areas of responsibility, please refer to [www.sweden.gov.se](http://www.sweden.gov.se).*

**The Ministry of Culture** has the following areas of responsibility: culture and creative artists, cultural heritage and religious communities, the media, film and sport.

The Ministry of Culture is responsible for 32 agencies, companies and foundations. These include the Swedish Arts Council, the Swedish National Archives, the National Heritage Board, Moderna museet, the Living History Forum, the Broadcasting Commission, the Royal Opera and the Skansen Foundation.

The Ministry employs approximately 100 officials.

**The Ministry of Employment** has the following areas of responsibility: working life policy, including issues concerning labour legislation, working hours, working organisation and

working environment, and labour market policy, including issues such as employment services, employment training and unemployment benefit.

The Ministry of Employment is responsible for ten agencies, including one court of law. These include the Swedish Public Employment Service, the Swedish Labour Court, the Swedish Work Environment Authority, the National Mediation Office and the Institute for Labour Market Policy Evaluation (IFAU).

The Ministry employs approximately 100 officials.

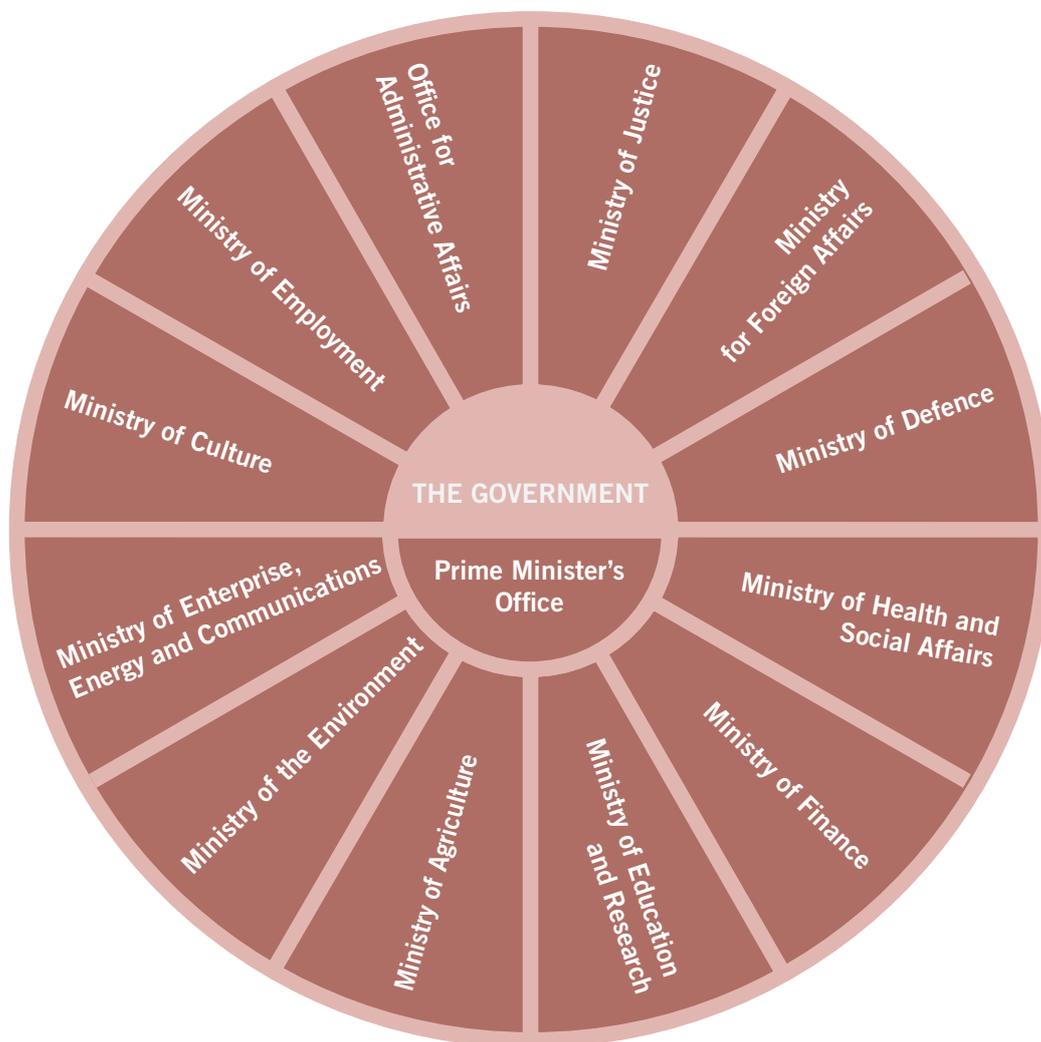
**The Office for Administrative Affairs** is a joint resource for the Government Offices and is responsible for the development of cross-ministry administrative support. Administrative support refers to activities and measures that assist the Government Offices in providing effective support to the Government in its task of governing the country and implementing its policies. Administrative support mainly consists of day-to-day operations. Development work focuses primarily on measures that aim at creating uniform administrative support and streamlining operations in the long term.

The Office for Administrative Affairs provides some administrative support to government-appointed committees of inquiry, as well as to missions abroad. Important elements in the development of operational support are measures to create better uniformity in, and coordination of, joint processes in cooperation with the ministries.

The Office for Administrative Affairs has approximately 650 members of staff. The Permanent Secretary at the Prime Minister's Office is head of the Office for Administrative Affairs.

## Organisation of the Government Offices 2010

In 2010, the Government Offices was made up of the Prime Minister's Office, twelve ministries and the Office for Administrative Affairs.



# The Government ministers 2010

After the general elections in 2010 a minority coalition of the Moderate Party, the Centre Party, the Liberal Party and

the Swedish Christian Democrats formed a government that took office on 5 October.



FREDRIK REINFELDT  
(Moderate Party)

Born 4 August 1965 in Stockholm. BSc in Business Administration and Economics from Stockholm University.

Member of the Riksdag since 1991. Leader of the Moderate Party since 2003.

Prime Minister since 2006.



CARL BILDT  
(Moderate Party)

Born 15 July 1949 in Halmstad.

University studies at Stockholm University.

State Secretary, Member of the Riksdag, Leader of the Moderate Party, Prime Minister 1991–1994, UN Secretary-General's Special Envoy for the Balkans.

Minister for Foreign Affairs, Ministry for Foreign Affairs, since 2006.



LENA ADELSOHN LILJEROTH  
(Moderate Party)

Born 24 November 1955 in Stockholm.

Trained as a journalist at the Stockholm School of Journalism.

Journalist, member of Stockholm City Council, chair of Fryshuset (a youth centre in Stockholm), Member of the Riksdag.

Minister for Culture 2006–2010. Minister for Culture and Sports, Ministry of Culture, since October 2010.



TOBIAS BILLSTRÖM  
(Moderate Party)

Born 27 December 1973 in Malmö.

Master of Arts from Lund University and Master of Philosophy in historical studies from the University of Cambridge. Local politician, Member of the Riksdag. Minister for Employment July–October 2010.

Minister for Migration and Asylum Policy, Ministry of Justice, since 2006.



BEATRICE ASK  
(Moderate Party)

Born 20 April 1956 in Sveg.

University studies at Uppsala University.

City Commissioner, Minister for Schools and Adult Education, Ministry of Education and Science, 1991–1994, Member of the Riksdag.

Minister for Justice, Ministry of Justice, since 2006.



JAN BJÖRKLUND  
(Liberal Party)

Born 18 April 1962 in Skene, Västergötland.

Completed officer programme.

Career officer, local politician, City Commissioner, Leader of the Liberal Party since 2007.

Minister for Schools, 2006–2007.

Minister for Education, Ministry of Education and Research, since 2007 and Deputy Prime Minister, since October 2010.



STEFAN ATTEFALL  
(Swedish Christian Democrats)

Born 1960 in Lycksele.

BaA at Umeå University

Chair of the Christian Democratic Youth Association. District Chair of the Christian Democratic Party in Västerbotten County. Member of the Riksdag. Group leader of the Christian Democrats in the Riksdag.

Minister for Public Administration and Housing, Ministry of Health and Social Affairs, since October 2010.



EWA BJÖRLING  
(Moderate Party)

Born 3 May 1961 in Ekerö.

Registered dental surgeon, PhD in medicine, associate professor at Karolinska Institutet, Member of the Riksdag.

Minister for Trade, Ministry for Foreign Affairs, since 2007.



ANDERS BORG  
(Moderate Party)

Born 11 January 1968 in Stockholm.

Degree in economics from Uppsala University.

Political adviser, Chief Economist and Administrative Director of the Moderate Party, adviser to the Riksbank (the Swedish central bank).

Minister for Finance, Ministry of Finance, since 2006.



HILLEVI ENGSTRÖM  
(Moderate Party)

Born 1963 in Sollentuna.

Degree from the Swedish National Police Academy, Ulriksdal. Studies in law, labour market issues and education at Stockholm and Örebro Universities.

Police officer/Detective Inspector, Ombudsman Swedish Police Union, Member of the Municipal Council, Sollentuna, Member of the Riksdag.

Minister for Employment, Ministry of Employment, since October 2010.



ANDREAS CARLGREN  
(Centre Party)

Born 8 July 1958 in Västra Ryd.

Teacher training studies at Stockholm University.

Teacher, Municipal Commissioner, Member of the Riksdag, Director-General of the Swedish Integration Board.

Minister for the Environment, Ministry of the Environment, since 2006.



ESKIL ERLANDSSON  
(Centre Party)

Born 25 January 1957 in Torpa, Ljungby.

Diploma in agriculture, university studies in Växjö.

Agricultural and forestry worker, union representative, Municipal Commissioner, Member of the Riksdag.

Minister for Agriculture, Ministry of Agriculture, since 2006.



GUNILLA CARLSSON  
(Moderate Party)

Born 11 May 1963 in Höör.

University studies at Linköping University.

Accountant, finance manager, local politician, Member of the European Parliament, Member of the Riksdag.

Minister for International Development Cooperation, Ministry for Foreign Affairs, since 2006.



ANNA-KARIN HATT  
(Centre Party)

Born 1972 in Hylte, Småland.

BA in political science and international relations, University of Gothenburg. Rhetoric, Södertörn University.

State Secretary, Alternate member of the Riksdag, International Secretary, Centre Party Youth

Minister for Information Technology and Regional Affairs, Ministry of Enterprise, Energy and Communications, since October 2010.



CATHARINA ELSÄTER-SVÄRD  
(Moderate Party)

Born 1965 in Södertälje.

Diploma in Business and Management Studies, RMI-Berghs, Stockholm.

Hotel Manager, Stadshotellet, Chair of the Moderate Party caucus, Södertälje Municipal Assembly, Member of Parliament.

Minister for Infrastructure, Ministry of Enterprise, Energy and Communications, since October 2010.



GÖRAN HÄGGLUND  
(Swedish Christian Democrats)

Born 27 January 1959 in Degerfors.

Local politician, insurance consultant and adviser. Member of the Riksdag, and Leader of the Swedish Christian Democrats since 2004.

Minister for Health and Social Affairs, Ministry of Health and Social Affairs, since 2006.



**ULF KRISTERSSON**  
(Moderate Party)

Born 1963.

B. Sc. Business Administration and Economics, University of Uppsala.

National Chariman Moderate Party Youth Organisation, Deputy Mayor Department of Social and labour Market Affairs City of Stockholm, Co-Mayor, City of Strängnäs.

Minister for Social Security, Ministry of Health and Social Affairs, since October 2010.



**MAUD OLOFSSON**  
(Centre Party)

Born 9 August 1955 in Arnäsfall, Ångermanland.

Local politician, political adviser, managing director for the Rural Economy and Agricultural Societies in the Västerbotten region, Member of the Riksdag. Leader of the Centre Party since 2001. Deputy Prime Minister 2006–2010.

Minister for Enterprise and Energy, Ministry of Enterprise, Energy and Communications, since 2006.



**MARIA LARSSON**  
(Swedish Christian Democrats)

Born 20 January 1956 in Långasjö, Småland.

Teacher training qualification from Växjö Institute of Education. Intermediate level teacher, local politician, self-employed, Member of the Riksdag.

Minister for Elderly Care and Public Health 2006–2010, Minister for Children and Elderly, Ministry of Health and Social Affairs, since October 2010.



**NYAMKO SABUNI**  
(Liberal Party)

Born 31 March 1969 in Bujumbura, Burundi.

University studies at Uppsala University and Mälardalen University.

Communications adviser, project manager, Member of the Riksdag.

Minister for Integration and Gender Equality, at the Ministry of Integration and Gender Equality 2006–2010, since October 2010 at the Ministry of Education and Research.



**PETER NORMAN**  
(Moderate Party)

Born 1958.

University studies, including economics, at Stockholm University.

Teacher and Director of Studies at the Department of Economics at Stockholm University, Economist at the Riksbank, Managing Director of the Seventh AP Fund.

Minister for Financial Markets, Ministry of Finance, since October 2010.



**STEN TOLGFORS**  
(Moderate Party)

Born 17 July 1966 in Forshaga.

BSc in political science from Örebro University.

Local politician, political adviser, Member of the Riksdag. Minister for Trade 2006–2007.

Minister for Defence, Ministry of Defence, since 2007.



**BIRGITTA OHLSSON**  
(Liberal Party)

Born 1975 in Linköping.

Political science (Master's thesis), international relations and UN studies at Stockholm University

Chair of the Liberal Youth Organisation, Member of the Riksdag, foreign affairs spokesperson for the Liberal Party.

Minister for EU Affairs, Prime Minister's Office, since February 2010.



**ERIK ULLENHAG**  
(Liberal Party)

Born 1972 in Uppsala.

A and B level Political Science and Master of Law, Uppsala University, Basic Diplomatic Training, Ministry for Foreign Affairs,

Member of the Uppsala Municipal Council. Chair of the Liberal Youth Organisation. chair of the Liberal Party in Uppsala County, Member of the Riksdag.

Minister for Integration, Ministry of Employment, since October 2010.

# Facts & figures

**This section describes activities at the Swedish Government Offices on the basis of certain statistical criteria. The data is structured in accordance with the Government Offices' principal areas of operation:**

- the legislative process
- the budget process and agency management
- government business
- international cooperation
- external communication
- internal development work

## Introduction

For a long time now, the Government Offices has been undergoing a transformation into a more flexible organisation. Today, the matters dealt with by the Government Offices are often more complex, partly as a result of growing internationalisation. Decisions on many straightforward administrative matters, meanwhile, have been outsourced to other public authorities.

The growing complexity and diversity of government business means that comparisons over time and between ministries require caution. The situation is further complicated by the fact that duties are sometimes switched between ministries, especially in connection with government reshuffles.

## The legislative process

Laws are enacted by the Riksdag (Swedish parliament). As a rule, they are drawn up at the Government's initiative, and the procedure is usually as follows.

The Government appoints a committee of inquiry to look into a given matter by producing factual information, analysing it and presenting recommendations, sometimes in the form of a legislative proposal. The committee is provided with instructions in the form of terms of reference specifying what it is to do. Committees of inquiry, which are sometimes called commissions, are appointed for a limited period. They usually comprise a chair and a number of advisers and experts. An inquiry body made up of members of the parties in the Riksdag is called a cross-party committee.

Some inquiries are carried out by a single person, who is then referred to as the inquiry chair.

A committee may be described as a public authority set up on a temporary basis to prepare the ground for a government policy decision. It prepares and presents proposals in its own name. One advantage of the committee system is that it can bring together the leading experts on a given policy matter for a limited period of time. This procedure also gives the political opposition and other public actors a chance to engage in the reform effort at an early stage.

On completing its work, the committee submits a report to the Government, setting out its proposals. These reports are published regularly in the Swedish Government Official Reports (SOU) series. Alternatively, legislative proposals may be studied and drawn up within the Government Offices themselves. In such cases, they are reported in memorandums published regularly in the Ministry Publications Series (Ds).

Before the Government adopts a position on the report or the ministerial memorandum, the document is referred for consideration to the relevant authorities. Organisations and groups are also given the opportunity to comment. Once this referral process has been completed, a government bill is drafted specifying the proposed new law. The bill also presents the Government's reasons for introducing the law, its comments on the proposals, and an account of the opinions expressed by the referral bodies. In certain cases, the draft bill is referred to the Council on Legislation before being presented to the Riksdag.

Sometimes, the Government outlines its position on a particular matter without bringing any legislative proposals before the Riksdag. This kind of reporting takes the form of written communications. Bills and communications are reproduced in print once decisions are taken, and the documents are published in the Riksdag's annual records.

Once the parliamentary debate is over, the Riksdag accepts or rejects the Government's proposals. Its decision is conveyed to the Government via a parliamentary communication. If the bill is adopted, the Government formally promulgates the new law, which is then published in the Swedish Code of Statutes (SFS).

## COMMITTEE SERVICE

The table below shows the number of employees serving on committees/inquiries for all or part of December in each year. The table also shows the gender breakdown for each year.

	2006	2007	2008	2009	2010
Prime Minister's Office	8	1	–	–	–
Ministry of Justice	51	43	43	40	37
Ministry for Foreign Affairs	6	6	8	14	9
Ministry of Defence	3	8	13	8	7
Ministry of Health and Social Affairs	69	61	67	48	49
Ministry of Finance	33	39	41	26	41
Ministry of Education and Research	34	32	27	25	24
Ministry of Agriculture	10	4	13	6	6
Ministry of the Environment	27	30	17	16	25
Ministry of Enterprise, Energy and Communications	31	29	34	29	26
Ministry of Integration and Gender Equality		17	13	12	1
Ministry of Culture		29	24	16	12
Ministry of Employment		10	4	4	4
<b>Total Government Offices</b>	<b>272</b>	<b>309</b>	<b>304</b>	<b>244</b>	<b>241</b>
Proportion women/men (%)	56/44	53/47	54/46	57/43	60/40

## SWEDISH GOVERNMENT OFFICIAL REPORTS AND THE MINISTRY PUBLICATIONS SERIES

The tables show the number of publications in the Swedish Government Official Reports (SOU) and the Ministry Publications Series (Ds) for each year.

### Government Official Reports (SOU)

	2006	2007	2008	2009	2010
Prime Minister's Office	–	1	–	–	–
Ministry of Justice	24	28	31	24	19
Ministry for Foreign Affairs	8	1	3	1	1
Ministry of Defence	3	2	6	4	4
Ministry of Health and Social Affairs	17	12	19	12	15
Ministry of Finance	15	18	21	16	12
Ministry of Education and Research	18	8	12	7	23
Ministry of Agriculture	9	8	2	6	4
Ministry of the Environment	4	8	9	6	6
Ministry of Enterprise, Energy and Communications	18	17	15	12	13
Ministry of Integration and Gender Equality		5	3	2	6
Ministry of Culture		2	6	5	3
Ministry of Employment		3	4	5	1
<b>Total Government Offices</b>	<b>116</b>	<b>113</b>	<b>131</b>	<b>100</b>	<b>107</b>

### Ministry Publications Series (Ds)

	2006	2007	2008	2009	2010
Prime Minister's Office	–	1	–	1	–
Ministry of Justice	11	20	29	18	11
Ministry for Foreign Affairs	–	1	2	2	3
Ministry of Defence	1	2	1	2	–
Ministry of Health and Social Affairs	3	5	15	9	8
Ministry of Finance	4	5	6	12	6
Ministry of Education and Research	1	3	6	4	1
Ministry of Agriculture	–	1	5	4	2
Ministry of the Environment	1	3	4	3	1
Ministry of Enterprise, Energy and Communications	3	5	3	5	4
Ministry of Integration and Gender Equality		–	2	3	4
Ministry of Culture		2	2	2	1
Ministry of Employment		5	12	4	7
<b>Total Government Offices</b>	<b>24</b>	<b>53</b>	<b>87</b>	<b>69</b>	<b>48</b>

## GOVERNMENT BILLS AND COMMUNICATIONS

The table shows the number of government bills and written communications submitted to the Riksdag in each year.

### Number of government bills and written communications

	2006	2007	2008	2009	2010
Prime Minister's Office	3	3	4	3	5
Ministry of Justice	47	26	44	37	38
Ministry for Foreign Affairs	15	10	18	13	12
Ministry of Defence	3	5	3	3	6
Ministry of Health and Social Affairs	25	14	24	22	22
Ministry of Finance	34	43	52	63	58
Ministry of Education and Research	11	8	8	11	13
Ministry of Agriculture	11	4	6	6	4
Ministry of the Environment	18	8	9	16	13
Ministry of Enterprise, Energy and Communications	20	12	26	30	33
Ministry of Integration and Gender Equality		2	6	7	6
Ministry of Culture		2	1	7	4
Ministry of Employment		5	11	6	4
<b>Total Government Offices</b>	<b>187</b>	<b>142</b>	<b>212</b>	<b>224</b>	<b>218</b>

## LAWS AND ORDINANCES

Following a reading in the Riksdag, a bill results in a decision by the Riksdag. If adopted, the bill becomes law. The Government then promulgates and publishes the new law.

Ordinances contain rules which the Government may decide under the Constitution. Ordinances regulate, for example, the activities of

public agencies. Laws and ordinances are published in the Swedish Code of Statutes, SFS, see [www.lagrummet.se](http://www.lagrummet.se). The table below gives the number of laws and ordinances issued per year in the SFS series.

### Number of laws and ordinances issued per ministry

	2006	2007	2008	2009	2010
Prime Minister's Office	5	6	6	2	8
Ministry of Justice	421	254	338	339	502
Ministry for Foreign Affairs	55	19	24	24	22
Ministry of Defence	52	59	53	40	76
Ministry of Health and Social Affairs	165	150	139	236	245
Ministry of Finance	329	338	235	342	344
Ministry of Education and Research	127	115	117	111	118
Ministry of Agriculture	90	52	41	70	54
Ministry of the Environment	148	94	107	108	155
Ministry of Enterprise, Energy and Communications	189	192	253	191	350
Ministry of Integration and Gender Equality		38	28	30	55
Ministry of Culture		48	27	57	45
Ministry of Employment		98	65	50	96
<b>Total Government Offices</b>	<b>1 581</b>	<b>1 463</b>	<b>1 433</b>	<b>1 600</b>	<b>2 070</b>

# The budget process and agency management

## The budget process in brief

Work on the central government budget begins more than a year in advance. In December, the Ministry of Finance presents the Government with forecasts of how Sweden's economy will develop. In January, it continues to review and update the forecasts of revenue and expenditure in the central government budget, government borrowing requirements, etc. At the same time, the other ministries scrutinise and revise the forecasts for their own expenditure areas and appropriations.

The various appropriations are divided among 27 expenditure areas, and each specifies a sum that, subject to parliamentary approval, is to be used for a certain purpose.

In January or February, the ministries submit economic impact estimates for the next three years to the Ministry of Finance. At the end of February, the government agencies submit their annual reports and their budget documents for the three-year period, and this material is studied by the ministries concerned.

Government deliberations on the central government budget take place in March. The main aims of economic policy over the next few years are set out in the Spring Fiscal Policy Bill, which is brought before the Riksdag in April. Generally speaking, this bill also contains a supplementary budget with proposed changes in appropriations for the

current year and an annual report for central government covering the previous year.

The Spring Fiscal Policy Bill focuses on the guidelines for, and challenges facing, economic policy in the longer term. Detailed proposals on new reforms are only to be presented in the autumn Budget Bill.

During the spring and summer, the various ministries divide the funds into individual appropriations. When doing so, they have to keep within the expenditure area frameworks agreed on at the March deliberations.

The Government finally submits its Budget Bill to the Riksdag in the latter half of September. The Budget Bill contains proposals on expenditure ceilings, surplus targets for the coming three-year period and frameworks for the 27 expenditure areas, as well as proposals on how government funds should be distributed per appropriation during the coming year. It also reports the outcome of government activities in the various policy areas during the previous year.

While the Riksdag discusses the Budget Bill, the ministries begin work on developing appropriation directions (see below) for the agencies under their jurisdiction. The Riksdag decides on the economic framework for each appropriation in November, whereupon the Government has until the end of the year to issue its directions.

## SUMMARY OF THE CENTRAL GOVERNMENT BUDGET

The budget process involves the allocation of nearly SEK 800 billion. The following tables show the distribution of budget funds in recent years in terms of revenue and expenditure. Expenditure is given according to the 2010 expenditure structure.

	2006	2007	2008	2009	2010
<b>Revenue</b>	810.3	863.7	901.3	<b>709,5</b>	<b>779,5</b>
<b>Expenditure, etc.</b>	791.9	760.5	766.1	885,7	780,6
<b>Central government budget balance</b>	<b>18.4</b>	<b>103.2</b>	<b>135.2</b>	<b>-176,1</b>	<b>-1,1</b>

### Revenue, SEK billions

	2006	2007	2008	2009	2010
Direct taxes on labour	490.1	483.6	497.5	475.7	475.5
Indirect taxes on labour	367.0	390.6	411.5	391.4	399.3
Taxes on capital	192.2	208.7	163.5	160.2	180.9
Tax on consumer goods and inputs	370.2	393.7	412.8	417.7	443.8
Import duty	5.2	5.9	5.9	5.2	5.7
Taxes due and other taxes	-1.8	-0.8	-3.3	-3.3	2.2
Deductible items, EU taxes	-9.4	-7.3	-7.3	-6.8	-7.1
Deductible items, taxes to other sectors	-613.7	-648.0	-693.6	-703.6	-723.3
Accruals and deferrals	6.6	-10.2	21.8	-30.7	2.5
Revenue from central government activities	43.4	66.5	53.0	48.1	41.8
Revenue from sale of property	0.1	18.0	76.5	0.1	0.2
Repayment of loans	2.1	2.0	1.9	1.7	1.7
Computed revenue	7.8	8.2	8.7	8.9	8.9
EU subsidies, etc.	12.4	13.0	11.0	11.7	13.0
Credit payments associated with the tax system	-48.2	-51.9	-56.2	-66.8	-65.5
Expenditure in the form of credits to tax accounts	-13.7	-7.7	-2.4	0.0	0.0
<b>Total revenue</b>	<b>810.3</b>	<b>863.7</b>	<b>901.3</b>	<b>709.5</b>	<b>779.5</b>

## Expenditure, SEK billions

Expenditure area	2006	2007	2008	2009	2010
1 Governance	10.6	10.6	11.0	12.2	11.7
2 Economic and financial administration	11.8	11.2	11.4	12.0	12.1
3 Taxes, customs and enforcement	9.0	9.7	9.4	9.4	9.4
4 Justice	28.5	30.6	32.7	33.6	35.5
5 International cooperation	1.4	1.6	1.8	1.8	2.0
6 Defence and contingency measures	44.3	46.5	43.0	42.1	45.7
7 International development cooperation	25.9	25.4	27.5	29.6	26.7
8 Migration	4.5	5.3	6.1	6.5	7.1
9 Health care, medical care and social services	42.2	46.7	49.1	53.1	56.0
10 Financial security for the sick and disabled	125.7	119.5	115.9	110.0	99.9
11 Financial security for the elderly	45.0	43.7	42.6	42.3	41.5
12 Financial security for families and children	63.7	64.9	66.4	68.1	70.2
13 Integration and Gender Equality	3.4	4.3	5.0	5.3	5.2
14 Labour market and working life	69.5	54.9	47.8	60.6	68.6
15 Financial support for students	20.6	19.7	19.5	21.4	22.6
16 Education and academic research	46.1	41.8	44.1	48.9	53.2
17 Culture, media, religious communities and leisure	9.6	10.1	10.1	10.3	11.3
18 Planning, housing provision, construction and consumer policy	2.9	2.4	2.1	1.9	1.6
19 Regional development	3.3	2.9	2.8	3.2	3.2
20 General environmental protection and nature conservation	4.5	4.3	4.7	5.2	5.2
21 Energy	1.6	2.2	2.1	3.0	2.7
22 Transport and communications	31.0	44.3	61.5	40.6	39.8
23 Green industries, rural areas and food	21.0	15.5	16.5	16.4	17.4
24 Industry and trade	3.9	4.3	12.8	6.6	8.5
25 General grants to local government	60.2	73.0	64.8	81.6	75.7
26 Interest on the central government debt, etc.	49.5	47.3	48.2	36.5	23.4
27 Contribution to the European Union	25.9	26.6	31.5	19.2	30.4
<b>Total expenditure</b>	<b>765.5</b>	<b>769.2</b>	<b>790.3</b>	<b>781.3</b>	<b>786.4</b>
Adjustment to cash basis	-1.1	-4.3	3.7	-0.3	3.4
National Debt Office lending, etc.	27.5	-4.3	-27.9	104.7	-9.2
<b>Total expenditure</b>	<b>791.9</b>	<b>760.5</b>	<b>766.1</b>	<b>885.7</b>	<b>780.6</b>

## AGENCY MANAGEMENT

Besides regulating both the powers and duties of the various government agencies and the budget process, as described above, the Government also takes decisions that affect the conditions under which agencies operate.

The basic policy instrument for each agency is a set of government instructions in the form of an ordinance. The Government may sometimes draft ordinances of other kinds, or take special decisions, in directing agency operations. Annual appropriation directions establish both an economic framework for each agency and the aims and focus of its activities. Agencies' operations may also be guided by special

government decisions or directives. In addition, the Government appoints the agencies' directors-general (or the equivalent). Neither the Government nor any individual minister, however, may seek to influence the way in which an agency deals with a specific matter. Ministry officials produce the documentation on which government decisions are based and also analyse reports from the agencies, including annual reports. To a great extent, agency management involves an ongoing dialogue between the various agencies and the agency liaison officer at the ministry concerned. A regular dialogue on objectives and results has become an established part of this process.

## NUMBER OF GOVERNMENT AGENCIES

The table below shows the number of government agencies with ordinances on 31 December of each year. The figures do not include Swedish missions abroad or committees.

	2006	2007	2008	2009	2010
Prime Minister's Office	3	3	3	3	2
Ministry of Justice	149	142	142	136	136
Ministry for Foreign Affairs	11	11	11	11	11
Ministry of Defence	16	16	13	12	12
Ministry of Health and Social Affairs	17	16	14	16	18
Ministry of Finance	56	57	59	61	58
Ministry of Education and Research	102	66	61	55	59
Ministry of Agriculture	16	11	10	10	7
Ministry of the Environment	44	40	16	15	10
Ministry of Enterprise, Energy and Communications	69	27	29	24	26
Ministry of Integration and Gender Equality		13	12	8	6
Ministry of Culture		34	34	33	32
Ministry of Employment		11	10	10	10
<b>Total Government Offices</b>	<b>483</b>	<b>447</b>	<b>414</b>	<b>394</b>	<b>387</b>

The number of government agencies has decreased since the beginning of the 1990s. Regular organisational changes take place within central government administration aimed at achieving better quality and productivity in its activities.

The number of agencies continues to decrease. In 2009 and 2010, the Government carried out and initiated a number of organisational changes to continuously strengthen and streamline administration.

As a result of the Government's reforms, the number of agencies decreased by twenty during the period between 1 July 2009 and 1 July 2010. Forty-one agencies were phased out, and twenty-one were set up. The decrease is mainly due to the fact that some twenty county administrative courts and regional archives were phased out, while a smaller number of administrative courts were set up.

## APPROPRIATION DIRECTIONS

More than 200 agencies that are regulated by ordinances also receive annual appropriation directions, which represent an important part of the process by which the Government directs agency operations from year to year. These documents set out the goals of each agency's activities, the economic resources at its disposal and how the funds are to be divided between the different areas of operation. Appropriation directions are also drawn up for some special appropriations and go-

vern how these funds are to be used. During a fiscal year, adjustments can be made to the appropriation directions via special government decisions (amendments). The table shows the number of appropriation directions and amendments for the respective year and how many referred to agencies and appropriations respectively.

### Total number of appropriation directions and amendments respectively

	2006	2007	2008	2009	2010
<b>Appropriation directions</b>					
to appropriation	99	104	100	106	104
to agency	219	218	211	247	238
<b>Amendment decisions</b>					
to appropriation	71	51	68	87	80
to agency	269	279	292	450	307
<b>Total</b>	<b>658</b>	<b>652</b>	<b>671</b>	<b>890</b>	<b>729</b>

Appropriation directions and amendments of recent years are published in the Register of Appropriations, which is available (in Swedish) at [www.esv.se](http://www.esv.se).

# Government business

The Government Offices is the principal administrative authority in Sweden. Prior to government decisions, officials prepare items of business such as appeals, exemptions and other cases in which natural or legal persons are parties,

as well as matters relating to appropriations and grants, etc. The table below shows the number of items of government business, i.e. both administrative business and business in other principal areas of operation.

## TOTAL NUMBER OF ITEMS OF GOVERNMENT BUSINESS

	2006	2007	2008	2009	2010
Prime Minister's Office	73	70	67	65	72
Ministry of Justice	1 978	1 628	1 466	1 335	1 661
Ministry for Foreign Affairs	759	469	543	458	557
Ministry of Defence	501	500	473	463	516
Ministry of Health and Social Affairs	676	732	678	574	585
Ministry of Finance	682	624	659	628	665
Ministry of Education and Research	979	456	482	483	492
Ministry of Agriculture	345	256	264	259	245
Ministry of the Environment	945	638	731	653	783
Ministry of Enterprise, Energy and Communications	961	791	866	801	833
Ministry of Integration and Gender Equality		188	181	167	197
Ministry of Culture		347	294	319	300
Ministry of Employment		253	268	190	127
<b>Total Government Offices</b>	<b>7 899</b>	<b>6 952</b>	<b>6 972</b>	<b>6 395</b>	<b>7 033</b>

*The figures refer to the number of business registry entries listed at Cabinet meetings. Several decisions may be taken (i.e. several registration numbers) under the same agenda item.*

# International cooperation

With the growth of globalisation and the entry of Sweden into the European Union (EU), the Government Offices' international workload has increased. All the ministries are involved in the task of preparing Swedish positions at meetings of international organisations, representing Sweden in international negotiations and incorporating the provisions of international agreements into Swedish policies. Other work at international level undertaken by the ministries includes coordinating and overseeing legal matters under the European Court of Justice, dealing with violations of international agreements, taking part in bilateral meetings with

other Member States, implementing support programmes on behalf of candidate countries, organising information reviews and international conferences, and providing information about Sweden's international work to the Riksdag, etc.

The list below shows Sweden's missions abroad in 2010. The missions are independent government agencies in their own right, but come under the jurisdiction of the Government Offices. Mission staff are provided by the Ministry for Foreign Affairs and to some extent by other ministries as well.

## SWEDISH MISSIONS ABROAD

Missions		
Abu Dhabi	Hanoi	Ottawa
Abuja	Harare	Ouagadougou
Addis Ababa	Havana	Paris
Algiers	Helsinki	Phnom Penh
Amman	Islamabad	Prague
Ankara	Jakarta	Pretoria
Astana	Kabul	Pristina
Athens	Kairo	Pyongyang
Baghdad	Kampala	Rabat
Bamako	Khartoum	Reykjavik
Bangkok	Kiev	Riga
Beijing	Kigali	Riyadh
Belgrade	Kinshasa	Rome
Berlin	Kuala Lumpur	Santiago de Chile
Bern	La Paz	Sarajevo
Bogotá D.C.	Lisbon	Seoul
Brasilia	London	Singapore
Brussels	Luanda	Skopje
Budapest	Lusaka	Tallinn
Buenos Aires	Madrid	Tbilisi
Bucharest	Maputo	Teheran
Canberra	Mexico City	Tel Aviv
Chisinau	Minsk	Tirana
Copenhagen	Monrovia	Tokyo
Damascus	Moscow	Warsaw
Dar es Salaam	Nairobi	Washington
Dhaka	New Delhi	Vienna
Guatemala City	Nicosia	Vilnius
Haag	Oslo	Zagreb

Consulates		
Hong Kong	Jerusalem	St Petersburg
Istanbul	Mariehamn	Shanghai

Delegations
Permanent Representation to the EU, Brussels
Permanent Representation to the UN, New York
Swedish mission to NATO, Brussels
Permanent Representation to the international organisations in Geneva
Permanent Representation to the OECD, Paris
Permanent Representation to the Council of Europe, Strasbourg
Permanent Representation to the OSCE, Vienna

## OFFICIALS STATIONED ABROAD

The Swedish missions abroad are staffed by the Government Offices and by some 1 100 local employees. The table below shows the

number of staff from the Government Offices employed at Swedish missions abroad in December of each year.

	2006	2007	2008	2009	2010
Ministry of Justice	5	18	17	20	13
Ministry for Foreign Affairs	611	589	579	577	520
Ministry of Defence	17	13	15	20	13
Ministry of Health and Social Affairs	2	2	4	6	3
Ministry of Finance	10	10	10	12	9
Ministry of Education and Research	13	4	4	5	3
Ministry of Agriculture	6	4	7	8	5
Ministry of the Environment	3	2	4	5	2
Ministry of Enterprise, Energy and Communications	9	7	7	7	5
Ministry of Integration and Gender Equality		1	–	1	–
Ministry of Culture		7	5	7	7
Ministry of Employment		2	2	2	2
Office for Administrative Affairs	2	2	2	3	1
<b>Total Government Offices</b>	<b>678</b>	<b>661</b>	<b>656</b>	<b>674</b>	<b>584</b>
Proportion of women/men (%)	55/45	54/46	52/48	52/48	53/47

## VISAS AND PASSPORTS

One of the tasks of the Swedish missions is to issue visas to foreign citizens who wish to visit or work in Sweden, and to receive and process residence and work permit applications. Another task is to process passport and national ID card applications. The table below shows

the number of visas approved, residence and work permit applications received and the number of applications for normal passports or extra passports submitted in each year.

	2006	2007	2008	2009	2010
Visa applications	214 213	227 300	234 404	197 100	205 714
Passport and national ID cards issued and decided on	32 599	33 592	32 173	30 296	24 629
Residence permit applications	41 662	62 791	69 048	74 303	72 831

## WORKDAYS IN INTERNATIONAL BODIES

The Swedish Government Offices is represented in over a thousand different working groups/parties in international organisations. The tables below show the number of workdays during which Government Offices staff took part in meetings in the majority of these bodies.

Days spent preparing for meetings or performing supplementary work afterwards are not included. The increase in workdays between 2008 and 2009 was due to the Swedish EU Presidency, July–December 2009.

## WORKDAYS IN THE EUROPEAN COMMISSION'S COMMITTEES AND GROUPS OF EXPERTS

	2006	2007	2008	2009	2010
Ministry of Justice	124	67	127	198	111
Ministry for Foreign Affairs	230	308	126	290	228
Ministry of Defence	11	12	89	69	25
Ministry of Health and Social Affairs	131	108	89	115	96
Ministry of Finance	295	260	240	273	261
Ministry of Education and Research	251	145	217	271	207
Ministry of Agriculture	198	156	146	154	146
Ministry of Environment	64	53	65	116	116
Ministry of Enterprise, Energy and Communications	233	233	182	232	314
Ministry of Integration and Gender Equality		68	42	102	83
Ministry of Culture		12	54	22	11
Ministry of Employment		56	71	76	89
<b>Total Government Offices</b>	<b>1 537</b>	<b>1 478</b>	<b>1 448</b>	<b>1 918</b>	<b>1 687</b>

The European Commission's expert groups bring together scientists, academics, industry representatives, organisations and/or Member States to share knowledge and offer guidance on specific matters. The Commission is not bound by the advice given to it by the expert groups.

The implementing committees assist the Commission and oversee the adoption of rules for the application of Council of Ministers and European Parliament laws. These committees are made up exclusively of representatives of the Member States. The Commission is required to take the opinions of these committees into account to varying degrees.

## WORKDAYS IN COUNCIL WORKING PARTIES

	2006	2007	2008	2009	2010
Ministry of Justice	354	572	589	1 060	458
Ministry for Foreign Affairs	645	519	696	1 427	645
Ministry of Defence	55	109	67	106	44
Ministry of Health and Social Affairs	65	63	101	179	82
Ministry of Finance	280	298	444	566	304
Ministry of Education and Research	103	24	43	112	122
Ministry of Agriculture	356	331	354	623	296
Ministry of Environment	242	248	327	519	212
Ministry of Enterprise, Energy and Communications	132	116	154	456	199
Ministry of Integration and Gender Equality		22	70	131	56
Ministry of Culture		41	36	62	50
Ministry of Employment		53	31	44	26
<b>Total Government Offices</b>	<b>2 232</b>	<b>2 395</b>	<b>2 912</b>	<b>5 285</b>	<b>2 494</b>

In the Council working parties, officials from the various Member States prepare proposals from the European Commission. The proposals are then processed by the Permanent Representatives Com-

mittee (Coreper) before arriving on the agenda of ministerial Council meetings. Sweden is represented by its Permanent Representation in Brussels, which is a part of the Swedish Government Offices.

## WORKDAYS IN INTERNATIONAL ORGANISATIONS OUTSIDE THE EU

In addition to work in the various EU institutions, continuous work is carried out in several other international organisations. In these too, Sweden is represented by officials from the Government Offices. The

table gives the number of workdays during which Stockholm-based personnel took part in meetings in these organisations.

	2006	2007	2008	2009	2010
Ministry of Justice	497	330	371	493	231
Ministry for Foreign Affairs	1 481	1 347	1 506	1 267	1 053
Ministry of Defence	38	227	87	114	62
Ministry of Health and Social Affairs	247	183	202	155	220
Ministry of Finance	341	332	450	272	363
Ministry of Education and Research	357	221	241	258	213
Ministry of Agriculture	425	464	369	509	229
Ministry of the Environment	857	892	889	1 731	827
Ministry of Enterprise, Energy and Communications	582	582	223	288	400
Ministry of Integration and Gender Equality		246	214	135	110
Ministry of Culture		60	229	113	68
Ministry of Employment		162	146	120	99
<b>Total Government Offices</b>	<b>4 825</b>	<b>5 046</b>	<b>4 927</b>	<b>5 455</b>	<b>3 875</b>

## BACKGROUND BRIEFS

Background briefs contain a summary of European Commission proposals and set out the Swedish Government's views on them. The briefs are submitted to the Riksdag's Secretariat of the Chamber and

are then dealt with by the relevant parliamentary committee. The table below shows the number of background briefs submitted to the Secretariat of the Chamber in each year.

	2006	2007	2008	2009	2010
Prime Minister's Office	5	3	2	5	7
Ministry of Justice	17	26	22	28	30
Ministry for Foreign Affairs	15	17	10	9	24
Ministry of Defence	1	3	4	2	1
Ministry of Health and Social Affairs	8	4	8	11	3
Ministry of Finance	18	15	22	25	26
Ministry of Education and Research	2	2	5	3	4
Ministry of Agriculture	11	15	14	14	7
Ministry of the Environment	15	10	11	11	10
Ministry of Enterprise, Energy and Communications	22	25	41	34	21
Ministry of Integration and Gender Equality		5	5	3	2
Ministry of Culture		2	2	1	2
Ministry of Employment		10	4	4	1
<b>Total Government Offices</b>	<b>114</b>	<b>137</b>	<b>150</b>	<b>150</b>	<b>138</b>

Background briefs are available (in Swedish) at [www.riksdagen.se](http://www.riksdagen.se).

# External communication

An important part of the Government Offices' operations involves communication with the world at large, including such activities as:

- replying to parliamentary questions and interpellations,
- writing ministerial speeches,
- answering queries from the general public,

- informing and consulting with the business sector, interest organisations and the general public in joint working groups,

- taking part in seminars and trade fairs, etc.

On the following pages, some of these activities are described on the basis of certain statistical criteria.

## REPLIES TO PARLIAMENTARY INTERPELLATIONS

Interpellations are questions put by a member of the Riksdag to a government minister, and are debated almost every week in the Chamber. Members present such questions in writing but receive a reply both in writing and in person from the minister concerned, who comes to the Chamber for the purpose. Ministers are required to respond within 14 days, otherwise they must explain the reason for the delay. All members are provided with a written reply in advance. When interpellations are debated, the minister begins by reading out

the reply, after which he or she debates the matter with the members in the Chamber.

The table shows the number of interpellation replies delivered in each year. The data in the table does not take account of the ministry that has prepared the response. Instead, the response to questions raised in the Riksdag is attributed to the ministry where the minister concerned was stationed at the time of the response.

	2006	2007	2008	2009	2010
Prime Minister's Office	7	17	8	3	4
Ministry of Justice	74	78	60	70	38
Ministry for Foreign Affairs	49	61	45	32	32
Ministry of Defence	25	29	20	14	8
Ministry of Health and Social Affairs	56	78	88	61	66
Ministry of Finance	58	119	91	102	69
Ministry of Education and Research	57	63	54	33	19
Ministry of Agriculture	15	21	14	14	12
Ministry of the Environment	24	16	19	21	16
Ministry of Enterprise, Energy and Communications	77	120	163	89	85
Ministry of Integration and Gender Equality		46	27	15	10
Ministry of Culture		35	30	15	11
Ministry of Employment		95	83	62	66
<b>Total Government Offices</b>	<b>442</b>	<b>778</b>	<b>702</b>	<b>531</b>	<b>436</b>

The interpellations and the Government's replies are available (in Swedish) at [www.riksdagen.se](http://www.riksdagen.se).

## REPLIES TO PARLIAMENTARY QUESTIONS

This refers to written replies to written questions put to a government minister by a member of the Riksdag. As a rule, the replies have to be given by the Wednesday following the date on which the question was submitted. The number of replies to such questions is shown in

the table. The data does not take account of the ministry that has prepared the response. Instead, the response to questions raised in the Riksdag is attributed to the ministry where the minister concerned was stationed at the time of the response.

	2006	2007	2008	2009	2010
Prime Minister's Office	21	16	11	10	7
Ministry of Justice	278	248	225	133	96
Ministry for Foreign Affairs	300	257	217	239	125
Ministry of Defence	71	69	67	35	42
Ministry of Health and Social Affairs	226	210	192	146	99
Ministry of Finance	159	223	226	184	129
Ministry of Education and Research	186	136	124	45	48
Ministry of Agriculture	125	62	54	55	40
Ministry of the Environment	107	82	63	63	60
Ministry of Enterprise, Energy and communications	433	249	234	122	142
Ministry of Integration and Gender Equality		53	52	26	18
Ministry of Culture		73	56	30	19
Ministry of Employment		96	82	84	44
<b>Total Government Offices</b>	<b>1 906</b>	<b>1 774</b>	<b>1 603</b>	<b>1 172</b>	<b>869</b>

Parliamentary questions and the Government's replies are published (in Swedish) at [www.riksdagen.se](http://www.riksdagen.se).

## CORRESPONDENCE

Each year, the Government Offices receives a large number of letters from private individuals. Some of these concern requests and representations of various kinds, such as appeals and applications. Letters from private individuals containing questions or proposals directed to the Government are normally answered by correspondence.

The table shows the number of replies that have been dispatched by each ministry over the past years and recorded in the Government Offices' business register. At the Ministry for Foreign Affairs, most replies are recorded in written communication registers.

	2006	2007	2008	2009	2010
Prime Minister's Office	7 187	4 370	3 232	3 714	3 464
Ministry of Justice	4 115	4 419	4 206	3 907	3 346
Ministry for Foreign Affairs	475	1 505	914	1 112	748
Ministry of Defence	623	590	729	569	384
Ministry of Health and Social Affairs	7 079	4 901	4 337	4 206	5 267
Ministry of Finance	2 649	4 412	3 770	3 842	2 269
Ministry of Education and Research	4 994	4 731	5 030	4 557	4 951
Ministry of Agriculture	1 189	1 145	1 583	1 214	1 247
Ministry of the Environment	2 089	1 780	1 631	1 625	2 032
Ministry of Enterprise, Energy and communications	3 508	1 902	1 876	3 234	3 363
Ministry of Integration and Gender Equality		1 052	935	765	806
Ministry of Culture		940	669	806	743
Ministry of Employment		4 901	1 142	2 688	1 686
Office for Administrative Affairs	99	50	89	63	55
<b>Total Government Offices</b>	<b>34 007</b>	<b>36 698</b>	<b>30 143</b>	<b>32 302</b>	<b>30 361</b>

## THE GOVERNMENT OFFICES WEBSITE

Another part of the Government Offices' operations involves providing information about the Government Offices' activities and the Government's work. One channel for this is the Government Offices website [www.regeringen.se](http://www.regeringen.se) (in Swedish). On the website it is possible to subscribe to newsletters and watch web casts from press conferences at Rosenbad (the seat of the Government). Everyone can also read government bills, communications, the Swedish Government Official Reports and other publications and information material.

In 2010, [www.regeringen.se](http://www.regeringen.se) had approximately 34,6 million page views. In the same year, 398 press conferences and conferences were broadcast on the website. The number of people who watched webcasts on the website was just over 154 000.

The official English website at [www.sweden.gov.se](http://www.sweden.gov.se) is an abridged version of the main Swedish one. In 2010 it had approximately 4 million page views.

# Internal development work

The following tables show the internal organisation of the Government Offices on the basis of certain statistical criteria.

## EMPLOYEES PER MINISTRY

The table shows the number of employees per ministry in December each year, including committee/inquiry staff and staff stationed abroad. Leave of absence and sickness absence on a full-time basis have been deducted. Holiday leave is not deducted.

The column on the right shows the proportion of women and men in each ministry in December 2010.

In connection with government reshuffles and other organisational changes, certain responsibilities and business categories are sometimes redistributed among the ministries, which means that comparisons over time and between years must be done carefully.

The Office for Administrative Affairs, for instance, has successively taken over administrative staff and tasks from the ministries, including office services, library duties and ICT services, archives and records, and payroll administration. The Office for Administrative Affairs underwent a restructuring process in 2010, which resulted in a reduction in the number of employees. Regarding most ministries as well as the Prime Minister's Office the increase between 2008 and 2009 to some extent consists of temporary reinforcements prior to Sweden's EU Presidency.

	2006	2007	2008	2009	2010	Proportion of women / men 2010
Prime Minister's Office	106	132	177	199	160	63/38
Ministry of Justice	349	358	371	394	348	62/38
Ministry for Foreign Affairs	1 410	1 350	1 322	1 343	1 258	59/41
Ministry of Defence	155	162	167	180	176	49/51
Ministry of Health and Social Affairs	276	285	305	285	264	63/38
Ministry of Finance	458	447	452	481	464	52/48
Ministry of Education and Research	292	209	215	208	194	63/37
Ministry of Agriculture	159	146	162	156	154	71/29
Ministry of the Environment	220	196	191	200	183	66/34
Ministry of Enterprise, Energy and Communications	415	322	324	350	328	55/45
Ministry of Integration and Gender Equality		122	133	134	100	69/31
Ministry of Culture		119	111	99	97	63/37
Ministry of Employment		94	97	92	96	72/28
Office for Administrative Affairs	665	697	708	674	649	54/46
Joint	9		36	61		
Total Government Offices	4 514	4 639	4 771	4 856	4 471	59/41
Proportion of women/men (%)	58/42	58/42	58/42	59/41	59/41	

*Members of staff under 'Joint' 2008 and 2009 refer to the establishment of a meetings secretariat ahead of the Swedish Presidency of the EU.*

## EMPLOYEES PER STAFF CATEGORY

Employees refers to the number of people employed, including staff at committees and staff stationed abroad, who have been in service for the whole or part of the month of December each year. Leave of ab-

sence and sickness absence on a full-time basis have been deducted. Holiday leave is not deducted.

	2006	2007	2008	2009	2010
Heds of administrative units	369	358	354	359	346
Executive officers	2 572	2 616	2 719	2 810	2 715
Advisers/Specialists	491	549	605	669	456
Political appointees	156	195	193	196	191
Permanent administrative staff	926	921	900	822	763
<b>Total Government Offices</b>	<b>4 514</b>	<b>4 639</b>	<b>4 771</b>	<b>4 856</b>	<b>4 471</b>
Calculated as FTEs	4 384	4 503	4 625	4 735	4 356

*The heads of administrative units category refers to those employed under the Government Offices' senior officials agreement, excluding state secretaries. Deputy heads of department, section heads and group heads (primarily at the Ministry for Foreign Affairs and the Office for Administrative Affairs) do not fall under this agreement but are included here under executive officers.*

*Executive officers refer to officers employed in accordance with the ALFA or URA agreements. This includes positions such as Desk Officer, Deputy Director and Senior Adviser.*

*The advisers/specialists category refers to those employed under the Government Offices' specialist agreement. They are mainly committee and inquiry staff, legal and special advisers, etc, employed for a fixed term.*

*The political appointees category refers to government ministers, state secretaries, political advisers and others employed under the Government Offices' agreement on politically appointed staff.*

*The permanent administrative staff category refers to administrative officers, assistants and service staff, etc.*

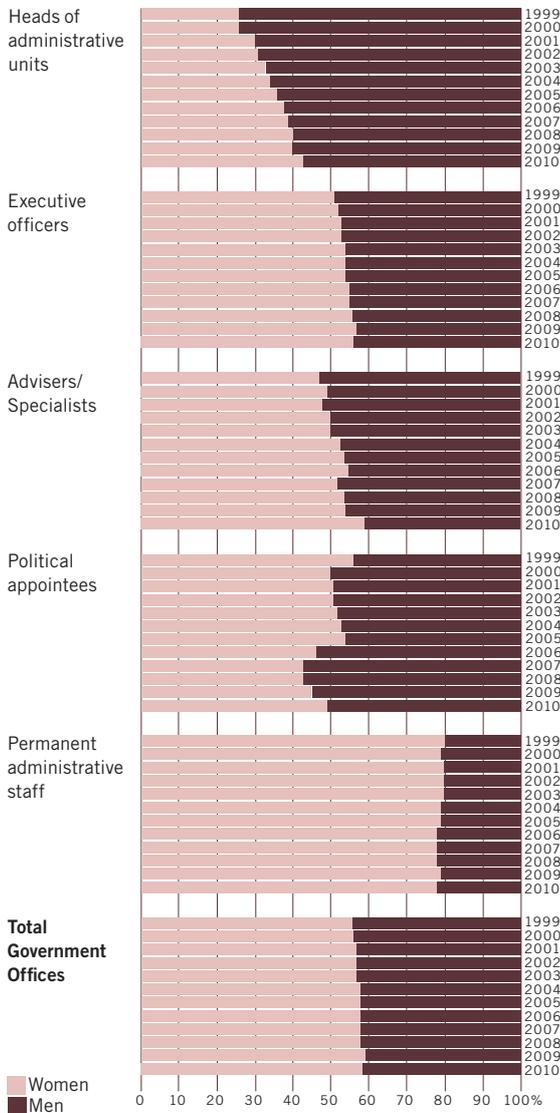
*Calculation as FTEs (full-time equivalents) means that extent of employment has been taken into account. Thus, two members of staff working 50 per cent each are counted as one FTE.*

The administrative efficiency improvement efforts along with technological advances have meant that the proportion of support staff has decreased. The decrease in the number of specialists is partly due to

the fact that extra staff engaged during the Swedish Presidency of the EU were personnel who had specialist contracts.

## PROPORTION OF WOMEN AND MEN PER STAFF CATEGORY

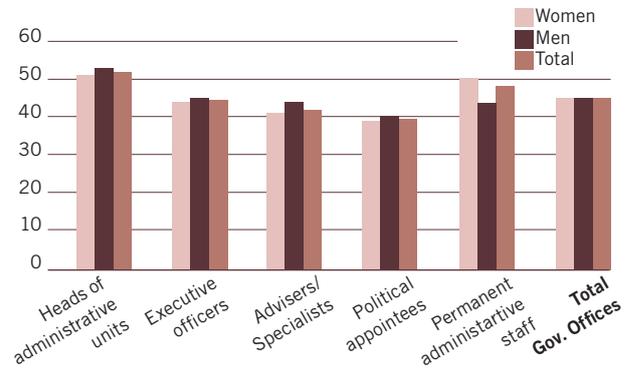
This diagram shows that the proportion of women has gradually increased among heads of administrative units, executive officers and advisers/specialists, as has the proportion of men among the permanent administrative staff. Growth in the number of female heads of administrative units may seem slow, but women made up more than 50 per cent of those appointed to such positions in recent years.



## AVERAGE AGE AND AVERAGE LENGTH OF SERVICE

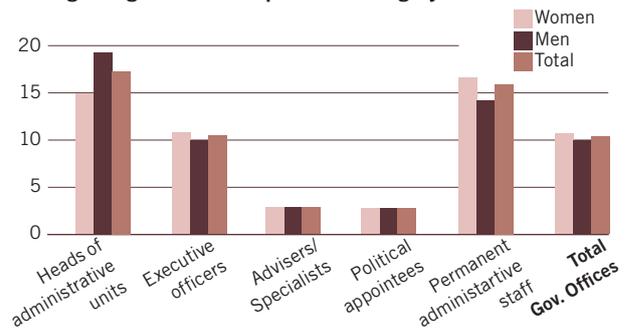
The diagrams show average age and average length of service per staff category among employees in December 2010. Average age per staff category.

### Average age per staff category



In recent years the average age of staff at the Government Offices has stabilised at around 45 years.

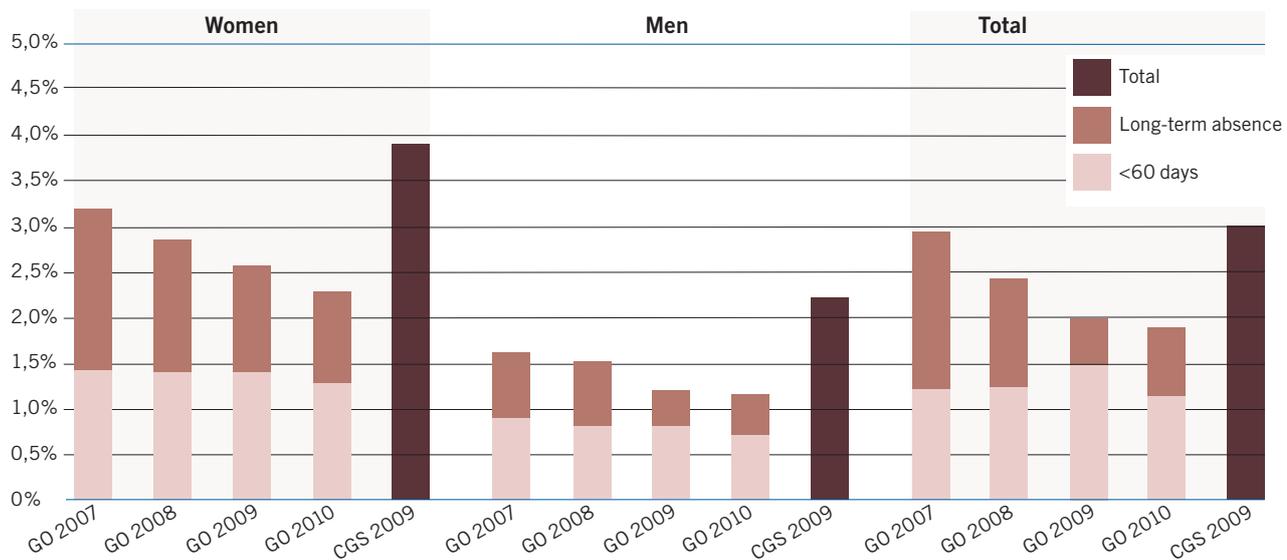
### Average length of service per staff category



The diagram shows how the average length of service varies substantially between staff categories, the average length of service in Government Offices is 11 years. The longest period is among male managers. The period of employment is shorter among female managers due to the fact that a larger proportion of them were recently recruited, which is also reflected in an increasing proportion of women managers. The short period of employment among specialists is due to the fact that they are appointed on a temporary basis, often to committees.

## SICKNESS ABSENCE

The sickness absence rate at the Government Offices (GO) was 1,9% in 2010, which was significantly lower than the overall rate for the central government sector (CGS) among both women and men. The figures for the country as a whole are from 2009.



## PARENTAL LEAVE AND TEMPORARY CARE OF CHILDREN IN 2010

Of the total number of working hours for women employed in the Government Offices in 2010, 4.9% constitutes parental leave and 0.4% temporary care of children. The equivalent figures for men are 3.2% and 0.5%. Regarding the country as a whole, the figures for 2009 are 3.2% and 0.5% for women and for men 1.2% and 0.4%.

The figures for the whole country are taken from the Swedish Social Insurance Agency's statistics.

## EQUAL PAY

Regular gender analyses are carried out at the Government Offices to identify any unjustified pay differentials. One such analysis was carried out in 2010. The work is conducted in cooperation with trade unions with the aim of detecting, remedying and preventing unjustified differences in pay and other employment terms between women and men at the Government Offices.

The employer and the trade unions confirm that current provisions and practice at the Government Offices are gender neutral and, where relevant, emphasise the importance of a gender perspective. The parties see no risk that these can lead to gender discriminatory practices, nor has the analysis confirmed the existence of any unjustified pay differentials.

## ENVIRONMENTAL MANAGEMENT EFFORTS 2010

The Government Offices' environmental management efforts continued in 2010. Environmental management is a tool to systematise environmental efforts through such means as environmental policy, environmental objectives and action programmes.

Consideration for the environment and people's health is a natural feature of the Government Offices' work. The Government Offices must be alert to and examine possible impacts on the environment both when formulating draft decisions and in its activities that have a direct environmental impact.

### Activities with direct environmental impact

The Government Offices continuously works to reduce its activities that have a direct environmental impact. One goal of environmental efforts for the period 2009–2011 is to reduce the use of electricity and paper. Since 2005, the Government Offices has halved its use of office paper and plastic cups. During the same period, the Government Offices' total premise area decreased by 15 per cent.

### Environmental management in decision-making processes

Decisions taken by the Government Offices also have an impact on the environment. How well the environmental consequences are identified and assessed in the decision-making process can be of major importance to the environmental impact of the decisions. Assessing environmental consequences is also part of the Government Offices' environmental management efforts.

## GOVERNMENT OFFICES EXPENDITURE

The activities of the Government Offices, excluding transfers, are largely financed via the appropriation for administrative operations. In addition, special activities and services are financed via targeted appropriations. The tables show how the Government Offices' administra-

tive costs are distributed. A more detailed account of the Government Offices' finances is available in the Annual Report of the Government Offices 2010' (Swedish only). The table shows the distribution of expenditure in each year.

### Expenditure per ministry, SEK millions

	2006	2007	2008	2009	2010
Prime Minister's Office	91	112	151	212	166
Ministry of Justice	283	288	323	373	343
Ministry for Foreign Affairs	2 119	2 060	2 188	2 442	2 335
Ministry of Defence	143	148	161	178	169
Ministry of Health and Social Affairs	229	219	258	253	239
Ministry of Finance	385	392	406	458	461
Ministry of Education and Research	263	166	182	180	177
Ministry of Agriculture	138	125	140	159	144
Ministry of the Environment	173	148	149	194	166
Ministry of Enterprise, Energy and communications	330	272	321	329	306
Ministry of Integration and Gender Equality		93	103	105	103
Ministry of Culture		110	104	99	96
Ministry of Employment		73	84	86	89
Office for Administrative Affairs	555	581	682	632	636
Joint	729	770	816	1 130	874
<b>Total Gov. Offices</b>	<b>5 437</b>	<b>5 555</b>	<b>6 069</b>	<b>6 830</b>	<b>6 304</b>

The figures in the 'Joint' category refer to the Government Offices' rental costs and certain other shared costs.

### Expenditure per cost category, SEK millions

	2006	2007	2008	2009*	2010
Staff costs*	3 613	3 678	3 976	4 331	4 266
Premises	1 135	1 136	1 300	1 332	1 293
Other operating costs	890	834	944	1 338	872
Financial expenses	22	31	48	49	60
Transfers	2	1	1	1	2
Amortisation payments**	139	174	187	208	208
Revenue	-365	-299	-386	-430	-397
<b>Total</b>	<b>5 437</b>	<b>5 555</b>	<b>6 069</b>	<b>6 830</b>	<b>6 304</b>

\* Ökning på grund av det svenska ordförandeskapet i EU 2009.

# Information sources and contact information

## How to contact the Swedish Government and the Government Offices

The Government Offices comprise the Prime Minister's Office, twelve ministries and the Office for Administrative Affairs. The Government Offices is mainly situated in central Stockholm.

### POSTAL ADDRESS

All ministries (except the Ministry for Foreign Affairs)  
SE-103 33 Stockholm

Ministry for Foreign Affairs  
SE-103 39 Stockholm

### TELEPHONE

Switchboard: +46 8 405 10 00

General enquiries about the Government and the Government Offices should be addressed to the Swedish Government Offices Information Department.

Enquiries about specific issues should be addressed to the relevant ministry.

## More information about the Government Offices

### WWW.SWEDEN.GOV.SE

[www.sweden.gov.se](http://www.sweden.gov.se) is the English-language website of the Swedish Government and the Swedish Government Offices. The Government's main website (in Swedish) is [www.regeringen.se](http://www.regeringen.se).

### RECORDS CENTRE

Everyone has the right to examine official documents received or drawn up by the Government Offices, provided the documents are not classified. Visitors are welcome to the Government Offices Records Centre, Fredsgatan 8, Stockholm. Opening hours are weekdays 9.00–12.00 and 13.00–16.00.

Tel: +46 8 405 24 88

Email: [registrator@adm.ministry.se](mailto:registrator@adm.ministry.se)

### OTHER USEFUL WEBSITES

- [www.sweden.se](http://www.sweden.se) is the official gateway to Sweden.
- [www.riksdagen.se](http://www.riksdagen.se) is the website of the Riksdag (Swedish parliament).
- [www.scb.se](http://www.scb.se) is the website of Statistics Sweden.
- [www.lagrummet.se](http://www.lagrummet.se) is the portal that provides access to the public legal information system including Swedish laws, ordinances and caselaw (in Swedish only).

### HOW TO ORDER PRINTED MATERIAL

General information material in English can be ordered or downloaded from the publications section of [www.sweden.gov.se](http://www.sweden.gov.se).

The majority of official documents such as government bills and Swedish Government Official Reports (SOU) are available in Swedish only and can be ordered from one of the publishers listed below.

Government bills, written communications and committee terms of reference can be ordered from the Riksdag Sales and Distribution Office.

- **Riksdag Sales and Distribution Office**, Tel: +46 8 786 58 10  
Email: [ordermottagningen@riksdagen.se](mailto:ordermottagningen@riksdagen.se)

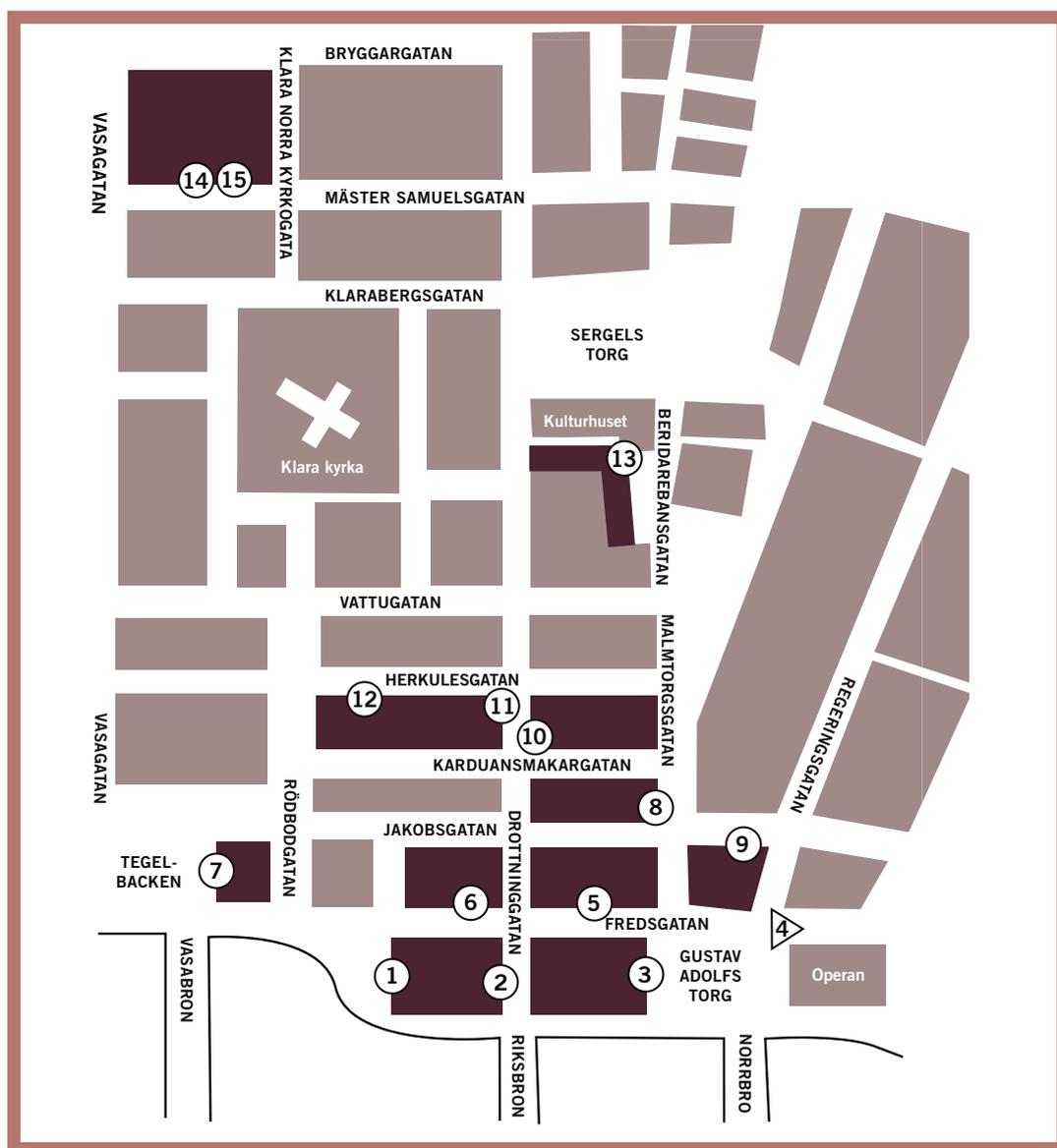
Ministry Publications Series (Ds) and Swedish Government Official Reports (SOU) can be ordered from Fritzes. (Documents published in 1999 should be ordered from Thomson Förlag).

- **Fritzes**, Tel: +46 8 690 91 90,  
Email: [order.fritzes@nj.se](mailto:order.fritzes@nj.se)

Swedish Code of Statutes (SFS) can be ordered from Fritzes (for documents published up to and including 1996) and from Thomson Förlag (for documents published from 1997)

- **Thomson Förlag**, Tel: +46 8 587 670 00,  
Email: [thomsonforlag.order@thomson.com](mailto:thomsonforlag.order@thomson.com)

## Visitor's addresses and email



### Prime Minister's Office

- 1 Rosenbad 4  
registrator@primeminister.ministry.se

### Ministry for Foreign Affairs

- 3 Gustav Adolfs torg 1
- 8 Malm Morgsgatan 3
- 11 Drottninggatan 21
- 5 Fredsgatan 4-6, UD:s pressrum  
registrator@foreign.ministry.se

### Ministry for Rural Affairs

- (f.d. Ministry of Agriculture)
- 6 Fredsgatan 8  
registrator@rural.ministry.se

### Ministry of Culture

- 10 Drottninggatan 16  
registrator@culture.ministry.se

### Ministry of Defence

- 9 Jakobsgatan 9  
registrator@defence.ministry.se

### Ministry of Education and Research

- 10 Drottninggatan 16  
registrator@education.ministry.se

### Ministry of Employment

- 14 Mäster Samuelsgatan 70  
registrator@employment.ministry.se

### Ministry of Enterprise, Energy and Communications

- 14 Mäster Samuelsgatan 70  
registrator@enterprise.ministry.se

### Ministry of Finance

- 11 Drottninggatan 21  
registrator@finance.ministry.se

### Ministry of Health and Social Affairs

- 6 Fredsgatan 8  
registrator@social.ministry.se

### Ministry of Justice

- 1 Rosenbad 4
- 13 Beridarbangatan 1
- 10 Drottninggatan 16  
registrator@justice.ministry.se

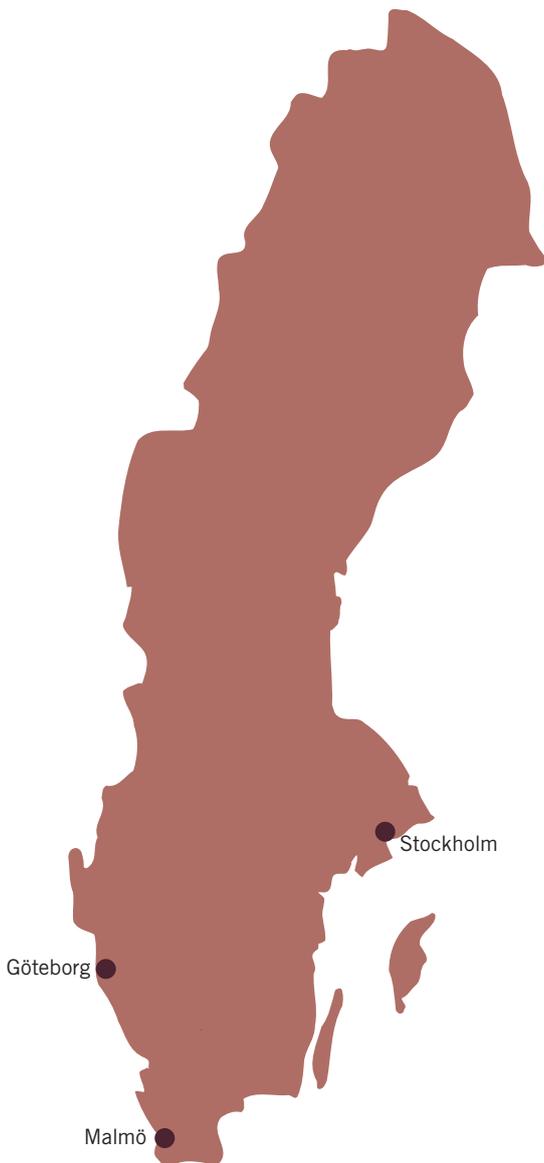
### Ministry of the Environment

- 7 Tegelbacken 2  
registrator@environment.ministry.se

### Office for Administrative Affairs

- 1 Rosenbad 4
- 3 Gustav Adolfs torg 1
- 8 Malm Morgsgatan 3
- 2 Drottninggatan 1
- 10 Drottninggatan 16
- 11 Drottninggatan 21
- 13 Beridarbangatan 1
- 14 Mäster Samuelsgatan 70
- 4 Karlavägen 100 (Garnisonen)  
registrator@adm.ministry.se

# Facts about Sweden



**Area:** 450 000 km<sup>2</sup> (174 000 sq. mi.).

Sweden is the third largest country in Western Europe

Forests: 53%

Mountains: 11%

Agricultural land: 8%

Lakes and rivers: 9%

Longest north-south distance: 1 574 km (978 mi.)

Longest east-west distance: 499 km (310 mi.)

**Capital:** Stockholm

**Population:** 9.4 million inhabitants

**Languages:** Swedish; recognised minority languages: Sami (Lapp), Finnish, Meänkieli (Tornedalen Finnish), Yiddish, Romani Chib

**Form of government:** Constitutional monarchy, parliamentary democracy

**Parliament:** The Riksdag, with 349 members in one chamber

**Religion:** In practice, Sweden is very secularised. The Church of Sweden is Evangelical Lutheran; co-exists with many other beliefs.

**Life expectancy:** men 79 years, women 83 years

**Most important export goods:** Machinery, electronics and telecommunication, paper, pharmaceuticals, petroleum products, iron and steel, and foodstuffs

**Most important imported goods:** Electronics and telecommunication, machinery, foodstuffs, crude oil, textiles and footwear, chemicals, pharmaceuticals and petroleum products.

**Average temperatures:**

	<i>January</i>	<i>July</i>
Malmö	-0.2°C (+31.6°F)	+16.8°C (62.2°F)
Stockholm	-2.8°C (+27.0°F)	+17.2°C (63.0°F)
Kiruna	-16.0°C (+3.2°F)	+12.8°C (55.0°F)

**Daylight:**

	<i>January 1</i>	<i>July 1</i>
Malmö	7 hours	17 hours
Stockholm	6 hours	18 hours
Kiruna	0 hours	24 hours

Source: [www.sweden.se](http://www.sweden.se)



REGERINGSKANSLIET

**Government Offices**  
**Office for Administrative Affairs**  
**Sweden**