

**LEGISLATURE: Unicameral**

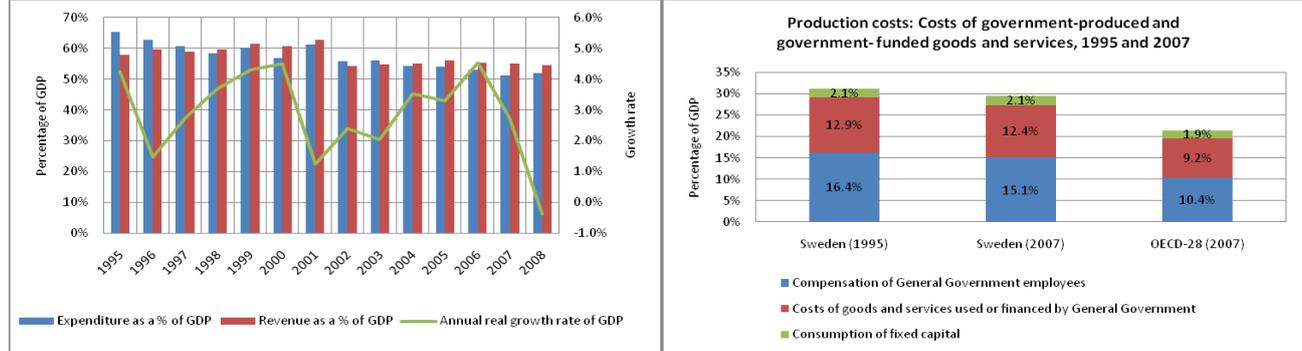
- Upper house: none
- Lower house: elected using Proportional Representation

**SYSTEM OF GOVERNMENT: Parliamentary**

- No. of ministries: 13 (2008)
- No. of ministers: 22 (2008)

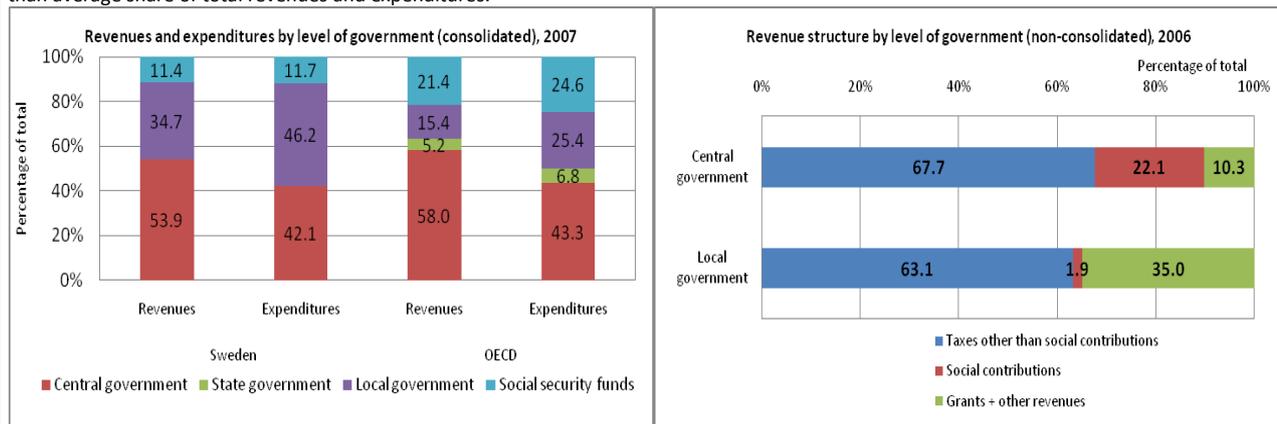
**STATE STRUCTURE: Unitary**

Revenues and expenditures have been over 50% of GDP over the past decade. Although steadily decreasing, expenditures as a share of GDP are the highest in Sweden among all OECD countries. Some of revenues and expenditures are generated through taxable benefits that would result in 3%-4% lower shares. The general government net financial position has improved from net debt of over 25% of GDP in the mid-1990s to net assets of 20% of GDP by 2007. Sweden's strong fiscal performance has been achieved via a policy framework that has helped contain spending and reduce debt, involving net lending targets, expenditure ceilings and balanced-budget requirements for local governments. Total production costs of government funded goods and services as a share of GDP decreased between 1995 and 2007, although the structure of costs has remained intact.



Source: OECD National Accounts and Economic Outlook. [\[Revenues\]](#) [\[Expenditures\]](#) [\[Production costs\]](#)

Local governments comprise a higher share of total revenues and expenditures than average, suggesting a fairly high level of decentralisation. The central government collects over 50% of revenues and represents 42% of all expenditures. Local governments also represent just over 46% of expenditures and collect over 60% of revenues from taxes, suggesting a high level of fiscal independence. Social security funds comprise a smaller than average share of total revenues and expenditures.



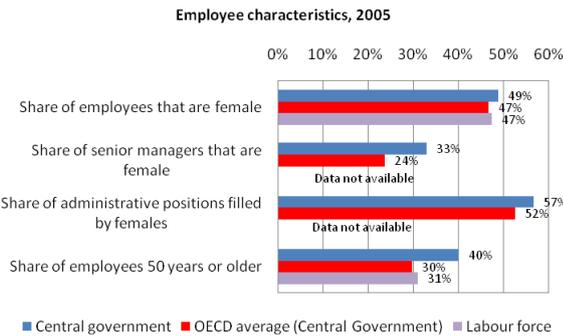
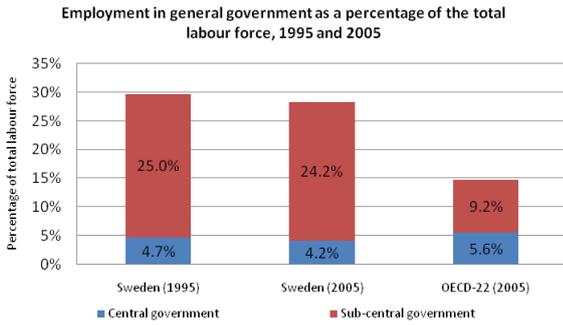
Source: OECD National Accounts [\[Revenues\]](#) [\[Expenditures\]](#)

The Swedish government devotes a larger than average proportion of resources towards social protection, but otherwise closely approximates the average expenditure structure. Most expenditures on health and education occur at the local government level, which is also responsible for housing and recreation. In comparison, a large proportion of central government resources are devoted to social protection, general public services and economic affairs in addition to defence and public order and safety.

Expenditure structure by function of government (non-consolidated), 2006	Sweden		OECD-26	EU-19
	Central government	Local government		
Share of total			General government	General government
General public services	26.5%	11.3%	14.2%	13.8%
Defence	5.7%	0.0%	3.1%	3%
Public order and safety	3.8%	0.9%	2.5%	3.7%
Economic affairs	11.8%	5.6%	8.8%	10.1%
Environment protection	0.7%	0.9%	0.7%	1.5%
Housing and community amenities	0.5%	2.5%	1.4%	1.9%
Health	4.5%	26.9%	12.5%	14.1%
Recreation, culture and religion	1.1%	3.4%	2.0%	2.5%
Education	7.4%	21.6%	13.0%	11.6%
Social protection	38.0%	26.8%	41.8%	37.7%

Source: OECD National Accounts [\[General government\]](#) [\[Central, state and local\]](#)

**GOVERNMENT EMPLOYMENT: SIZE AND CHARACTERISTICS**



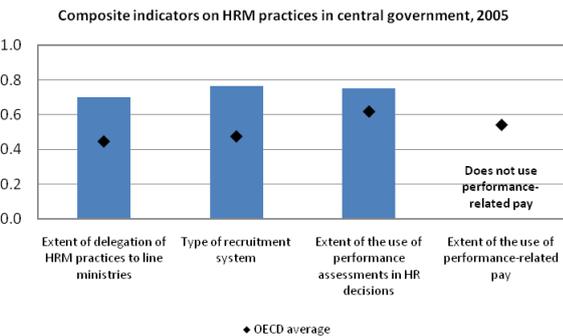
The Swedish government employed over 28% of the total labour force in 2005. The share of the total labour force employed by government is second highest among OECD countries and more than double the OECD average of 14%. Government employment in Sweden is very decentralised, with the majority of staff working for local governments. Government employment has declined both as a share of the total labour force and in absolute numbers from 1995 to 2005 due to staff decreases at all levels of government.

Source: OECD Comparison of Employment in the Public Domain Survey and Labour Force Survey  
[\[General government employment\]](#) [\[Distribution by level\]](#)

Females represent a larger proportion of the central government workforce than the total labour force, and the share of females in central government also exceeds the OECD average (47%). Females in central government are better represented in administrative positions than in senior managerial posts. However, the proportion of senior managerial positions filled by women is considerably higher than the OECD average of 24%. An ageing workforce is a big challenge for the Swedish central government. Four in ten central government workers are older than 50, compared to three in ten in the general labour force.

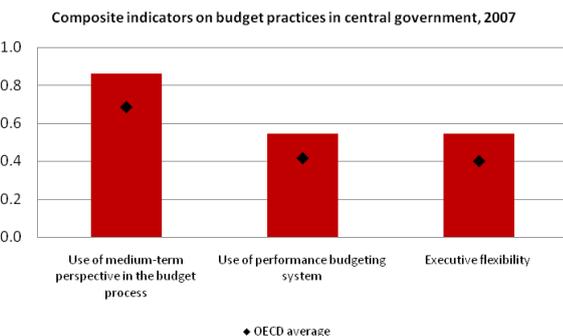
Source: OECD Strategic HRM Survey and Labour Force Survey  
[\[Female participation\]](#) [\[Ageing\]](#)

**COMPOSITE INDICATORS: PUBLIC MANAGEMENT PRACTICES**



The Swedish government has delegated authority for most HRM decisions to its agencies. It also uses a position-based recruitment system, where most positions are open to both internal and external candidates. Most job descriptions are broadly defined, with staff employed with an overall responsibility to contribute to their agency with their skills and competencies. Performance assessments are used quite extensively. While Sweden does not operate a formal performance-related pay program, it is implementing performance-related pay more informally.

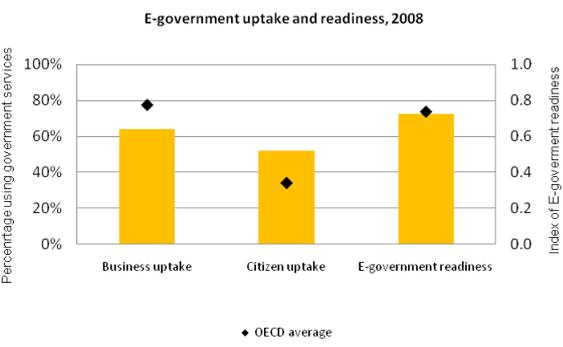
Source: OECD Strategic HRM Survey  
[\[Delegation\]](#) [\[Recruitment\]](#) [\[Performance management\]](#)



Since 1997, a medium-term (3 year) fiscal framework has been adopted based on a nominal expenditure ceiling covering all central government budget expenditures except interest payments on government debt. Every year, between 5 and 6 complete forecasts of all central government expenditures are conducted, down to individual appropriations and using a 3 year perspective. Government agencies' budget submissions propose financing levels over a 3 year period, together with a plan for any existing multi-year commitments. Performance management is linked to budget formulation, approval and reporting processes. However, experience has shown that only weak linkages exist between the performance information provided for each policy area and the proposed appropriations. The Swedish administrative model is characterised by a high degree of delegated responsibilities to agencies.

Source: OECD International Budget Practices and Procedures Database.  
[\[Medium-term\]](#) [\[Performance budgeting\]](#) [\[Executive flexibility\]](#)  
 OECD Journal on Budgeting: [www.oecd.org/gov/budget/journal](http://www.oecd.org/gov/budget/journal)

**E-GOVERNMENT**



Overall, Sweden exhibits a high-degree of e-government readiness and over 50% of citizens regularly access information on government services via the internet. Sweden has recently adopted a new policy which can be labelled as "my-stop-shop". Instead of collecting and presenting information at one stop, the policy aims to create conditions for the individual who is visiting one website to seek further detailed information through appropriate linkages with other websites.

Source: United Nations E-Government Readiness Knowledge Base, Eurostat.  
[\[Readiness\]](#) [\[Uptake\]](#)  
[\[OECD E-Government Publications\]](#)

INTEGRITY	<b>Types of information central government decision makers are required to disclose and level of transparency, 2009</b>			
	Requirements for disclosure	Prime Minister	Minister	Legislators
	Assets and liabilities	DP	DP	NA
	Loans	ND	ND	ND
	Sources and level of income	DP	DP	ND
	Outside positions	DP	DP	DP
	Gifts	DP	DP	ND
	Previous employment	DP	DP	DP

D= Disclosed; DP= Disclosed and publicly available; ND= Not disclosed; NA= Not applicable.

REGULATORY MANAGEMENT	<b>Requirements for Regulatory Impact Analysis (RIA) processes used by central governments</b>		
		2005	2008
	Quality reviewed by body external to Ministry preparing rules	No	Yes
	Required for draft primary laws	In selected cases	Always
	Required for draft subordinate regulations	In selected cases	Always
	Required to quantify costs	In selected cases	Always
	Required to quantify benefits	No	In selected cases
	Required to publicly release results	Only for major regulation	Only for major regulation

**Extent of programs for reducing administrative burdens at the central level of government**

	1998	2005	2008
Explicit programme exists	Yes	Yes	Yes
Includes quantitative targets	No	Yes	Yes

Sweden requires key elected officials from the executive branch to disclose and make publicly available potential conflicts of interest. In comparison, legislators have much fewer disclosure requirements. This is somewhat the opposite trend from several other OECD countries who tend to require more disclosures from elected officials in the legislature than from executive decision makers. However, legislators are notably required to report current ancillary positions and previous employment which can help minimise potential conflicts in the interests of the public and private sectors.

Source: OECD Survey on Integrity  
[\[Disclosures\]](#)

The 2005 and 2008 surveys of Indicators of Systems of Regulatory Management examined the extent of governance practices designed to improve the quality of regulation in OECD countries. Among the most important practices are: the use of regulatory impact analysis (RIA) to assess the cost and benefits of new regulation and the institutional oversight of the quality of regulations; and the design of programs to reduce the costs of administrative activities on business and citizens.

Regulatory simplification has been on the agenda of the Swedish government for a number of years. In 2006, the Swedish government set a target to reduce administrative costs for businesses by a net 25% by autumn 2010. The policy for impact assessment that was introduced in the late 1990s has been renewed as well, and sets specific and broader requirements for impact assessment. The recent establishment of an external watchdog, the Better Regulation Council, marks a significant institutional development.

Source: OECD Survey on Regulatory Management.

[\[RIA\]](#) [\[Administrative simplification\]](#)

Regulatory Management Indicators: [www.oecd.org/regreform/indicators](http://www.oecd.org/regreform/indicators)

EU 15 reviews on Regulatory Reform: [www.oecd.org/gov/regref/eu15](http://www.oecd.org/gov/regref/eu15)

Background reports on Regulatory Reform: [www.oecd.org/regreform/backgroundreports](http://www.oecd.org/regreform/backgroundreports)

**Production costs** are a subset of total government expenditures, excluding government investment (other than depreciation costs), interest paid on government debt and payments made to citizens and others not in exchange for the production of goods and services (such as subsidies or social benefits). Production costs include compensation costs of general government employees, the costs of goods and services produced by private entities funded by government (intermediate consumption and social transfers in kind via market producers), and the consumption of fixed capital (indicating the level of depreciation of capital).

**Structure of government expenditures:** Data on expenditures are disaggregated according to the Classification of the Functions of Government (COFOG), which divides government spending into 10 functions. More information about the types of expenditures included in each function can be found in Annex B of *Government at a Glance 2009*.

**Employment characteristics:** The OECD averages refer to the following number of countries:

- Share of employees that are female: OECD-23
- Share of senior managers that are female: OECD-22
- Share of administrative positions filled by females: OECD-17
- Share of employees 50 years or older: OECD-25

**HRM Composites:** The indexes range between 0 (low level) and 1 (high level). Details about the theoretical framework, construction, variables and weighting for each composite are available at: [www.oecd.org/gov/indicators/govataglance](http://www.oecd.org/gov/indicators/govataglance).

- **Delegation index** gathers data on the delegation of determining the number and types of posts needed in an organization, compensation levels, position classification, recruitment and dismissals, and conditions of employment. This index summarises the relative level of authority provided to line ministries to make HRM decisions. It does not evaluate how well line ministries are using this authority.
- **Type of recruitment system index** includes policies for becoming a civil servant in general (*e.g.* competitive examination or direct application) and for recruiting senior civil servants, and systems for appointing entry-level positions and for allocating posts across departments. This index describes a spectrum of recruitment systems in place in OECD member countries. Countries scoring closer to 0 have career-based systems whereas countries scoring closer to 1 have more position-based systems. The index does not evaluate the performance of difference systems.
- The **performance assessment index** indicates the extent to which it is used in career advancement, remuneration and contract renewal decisions, based on the views of survey respondents. This index provides information on the formal use of performance assessments in central government, but does not provide any information on its implementation or the quality of work performed by public servants.
- The **performance-related pay index** looks at the range of employees to whom PRP applies and the maximum proportion of base pay that PRP may represent. This index provides information on the formal use of performance related pay in central government, but does not provide any information on its implementation or the quality of work performed by public servants.

**Budget Composites:** The indexes range between 0 (low level) and 1 (high level). Details about the theoretical framework, construction, variables and weighting for each composite are available at: [www.oecd.org/gov/indicators/govataglance](http://www.oecd.org/gov/indicators/govataglance).

- The **medium term budget perspective index** contains information on whether countries develop and present multi-year expenditure estimates in the annual budget, the number of years the estimate covers, how often estimates are updated; and whether there are multi-year targets or ceilings and how often these are revised. This index measures the extent to which countries have developed a medium-term perspective in their budget process. However, it does not evaluate whether this perspective has been effective at achieving budget outcomes such as fiscal discipline and allocative efficiency.
- The **performance budgeting index** contains information on what type of performance information is developed; the processes for setting goals and targets; the process for monitoring and reporting on results; and if and how performance information is used in budget negotiations and decision making processes by key actors including the central budget authority, the line ministries and politicians. This index examines the degree to which OECD member countries have put a performance budgeting system in place. However, it does not measure how successfully these systems operate in practice.
- The **executive flexibility index** contains the following variables: the extent to which lump sum appropriations are used; the number of line items in the budget; agencies' ability to carry-over unused budget allocations between years, borrow against future appropriations, reallocate between line items and keep efficiency gains; and constraints on the executive's ability to increase spending during budget execution. This index looks at the different levels of flexibility provided to the executive during budget execution. However, it does not measure whether this flexibility is used effectively or appropriately.

**E-Government:**

- The **UN e-government readiness index** ranges between 0 (low level) and 1 (high level). It measures the capacity of governments to implement and develop e-government services. Developed within the framework of the UN global e-government survey, the indicator consists of three sub-indices: (1) the web measure index, (2) the telecommunication infrastructure index and (3) the human capital index. The web measure index ranks countries based on the coverage, sophistication and availability of e-services and e-products. The index categorizes countries as having either an emerging, enhanced, interactive, transactional, or networked e-government presence. The telecommunication infrastructure index is a weighted average of 5 measures of ICT infrastructure capacity: PCs/100 persons, Internet users/100 persons, Telephone lines/100 persons, Broad-banding/100 persons and Mobile phones/100 persons. The human capital index is a weighted average of the adult literacy rate (two-thirds weight) and the combined primary, secondary and tertiary gross enrolment ratio (one-thirds weight).
- The e-government take-up by citizens indicator measures the percentage of individuals (aged 16-74) who used the Internet to interact with public authorities in the 3 months preceding the survey. Data are collected through Eurostat's annual Community Survey on ICT Usage in Households and by Individuals, and are only available for European countries.
- The e-government take-up by businesses indicator measures the percentage of enterprises using the Internet to interact with public authorities. Only businesses with 10 or more employees are included. Data are collected by national statistical offices based on Eurostat's annual Model Survey on ICT Usage and E-commerce in Businesses.