



GÖTEBORGS UNIVERSITET

EU-funded Projects and the Management of Knowledge in the Swedish Public Sector - An Exploratory Study

Master's Thesis in Communication

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Abstract

Gothenburg is the municipality in Sweden that spends most money on EU funded projects. The projects financed are in line with the Europa 2020 agenda, and are concerned with sustainable urban development. These kinds of projects have previously been studied in either Political Science or Public Administration, but not as much in the field of Communication. The present study aims at exploring some of the aspects of Knowledge Management (KM) in the Swedish public sector, especially in connection to EU projects. Applications and final reports from 11 projects between 2007 and 2013 were analysed in order to understand how KM is done in those instances. The analysis of the documents was done through examining whether the results from the projects were shared to other public entities, whether a specific department was in charge of the communication strategies, and whether the results were made available to interested parties. The study shows that there is little consistency between the application forms and final reports, and that more data and other studies are needed in order to fully grasp KM in this area. The fruitful insight during this research was the discovery of its vastness, and the relevance of studying the Swedish Public Sector within the field of Communication studies.

Key Words: Knowledge Management, European Regional Development Fund, European Union, Public Sector, Gothenburg

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List of Abbreviations

BRG Business Region Göteborg

EU European Union

ERDF European Regional Development Fund

GR Göteborg Region Association of Local Authorities

KM Knowledge Management

SF Structural Funds

1. Introduction

Brussels seems far away, and when talking about the European Union (EU), it may not be that common that people associate Brussels to the Willy's shop at Hvitfeldtsplatsen in Rosenlund, a part of the city of Gothenburg in the southwest of Sweden. When people sit on a bench on Friskvåderstorget they may not spontaneously think about the EU either. However, those are only two places in Gothenburg that have witnessed some changes thanks to projects co-funded by the EU. The EU is present in the public sphere in Sweden, and Gothenburg is the municipality in Sweden that is engaged in most EU funded projects, which notably finances projects aiming at sustainable urban development. Some projects are costly and deal with issues that are recurrent in different city districts or different cities. This also means that one project with successful outcomes in one area or city, could share its results with other city administrations that may have issues similar to them. EU funded projects have been of interest to disciplines such as Public Administration or Political Science, however, the field of Communication appears to be rather absent in studies of public projects such as these. This study is not so much focused on the success-rate of projects, their cost-efficiency or their political roots, but rather on how results are spread to other entities, and whether there is a strategy for communicating them.

The disposition of the present paper is the following; First, a background section is provided explaining what the EU funded projects are, starting with explaining the context within which they are carried through. Second, a literature review is done in section 3, followed by a separate section outlining the research problem and research aim. Third, the theory section and methods section are given in part 5 and 6. Then, the results and discussion sections are provided in part 7 and 8, going through the findings and highlighting some aspects of the results in the discussion. Lastly, the limitations to the study and the reflections for further research are found in part 9 and 10, parts in which the shortcomings of the present study as well as potential paths of future investigations are provided.

Appendix 2 is a map of the different city districts in Gothenburg, and Appendix 2 consists of copies of the project documents used for this paper

2. Background

Consisting of 28 member states, the European Union (EU) and its institutional constellation is a big and complex entity to understand for different reasons. A popular viewpoint holds that the EU has normative power, in the areas of notably Human Rights and social policies, which also makes it a regional organisation with a visionary aspect of setting common ideals to strive for. With its own foreign policies, and external trade [agreements], the EU is also an actor in the arena of global economy and international politics.

It is often conceptualised as a regional unit with an integration process with a unique level of success in political, economic and social areas. The advancement of its integration could be viewed as reflected in the fact that the EU has a say not only in the national politics of its member states, but also in member states' regional and local politics. Regulating everything from the shape and size of cucumbers to formulating common goals and ambitions for fighting unemployment, the EU makes both political recommendations and financial contributions in specific areas that aim to reach the common vision(s) of the Union.

This section provides the thesis with a background to the study, consisting of first a brief explanation on what EU projects are, as well as the programmes they are part of in order to contextualise the actual unit for analysis - the specific projects. Second, an account will be given on how EU projects in Sweden have been assessed academically before.

Europa 2020

Recommendations and financial contributions are aspects of the EU's so called strategic cohesion politics. A programme that facilitates integration and cohesion is *Europa 2020*. *Europa 2020* was launched in 2010, with the goal to create sustainable economic growth in Europe until 2020. The strategy has three main priorities, that are smart growth, sustainable growth as well as growth for all that includes territorial cohesion - priorities that all consist of different and more concrete sub-goals (Swedish Agency for Regional and Economic Growth, website). These goals include notably an important decrease of unemployment, priority to Research and Development, considerations and active steps against climate change as well as combatting poverty and social exclusion (ibid.)

In order to fulfil the *Europa 2020* strategy, a plethora of different sub-programmes in all areas exist at the national, regional and local levels throughout Europe. More than a third of the EU's

budget funds Europa 2020. This money is further divided into different funds and policy-areas. One category of funds are the *European Structural and Investment Funds* (ESI), that consist of the Cohesion Fund (CF), European Agricultural Fund for Rural Development (EAFRD), European Maritime and Fisheries Fund (EMFF), the European Social Fund (ESF) as well as the European Regional Development Fund (ERDF). Member states can apply for money from these funds for the realisation of projects that correspond with Europa 2020.

In order to make sure that the funds are used in an efficient manner, member states sign Partnership Agreements (PA), that also regulate how money from the funds should be used on a national and a regional level (ibid.). The Swedish Agency for Economic and Regional Growth, the Swedish ESF Council, and the Swedish Board of Agriculture are assigned by the Swedish government to manage the ESI funds nationally, where the PA works as a bridge between the EU's perspective and goals for Europa 2020, as well as considers the Swedish national preconditions and particular needs (European Commission, Summary). The state agencies should also manage the funds in a manner so as to make sure that the means are used effectively and avoid overlaps between projects in the different funds (Swedish Agency for Regional and Economic Growth, website; The Government's website). The Funds have been present in European cohesion politics since the 90's and help financing different projects initiated by parties on a regional and/or local level in member states. In Sweden, these parties are not uncommonly municipalities or other public entities.

The Structural Funds consist of the ERDF, the ESF and the CF. Each of the fund has specific areas that are covered by them, however, it is not completely uncommon nowadays that some projects are co-funded by the ESF and the ERDF at the same time, since different projects can affect different areas. This thesis is only concerned with projects from ERDF.

ERDF in Gothenburg

With 133 on-going EU funded projects of different kinds throughout 2014, Gothenburg was, and still is, the municipality of Sweden that spends most public money on these kinds of projects. In the municipality's policy for international collaboration, it is clearly stated that the EU is an integrated part of the city's work and functioning.

According to the Swedish Agency for Regional and Economic Growth, up to forty percent of the cost of an EU project can be financed by ERDF, on the condition that at least fifty percent is financed by public means (ibid.)

For the project period 2007-2013, 63 706 06 Euro of the ERDF money were granted the Western part of Sweden (Swedish Agency for Regional and Economic Growth, website) - which also entails that a similar sum stemmed from public funds.

Examples of consequences of ERDF funded projects in Gothenburg are; increased entrepreneurship in Western Hisingen, improving the physical environment in Rosenlund to make that part of the city safer and more attractive to investors, and economic growth in Kviberg (Swedish Agency for Regional and Economic Growth, website 2016).

In the municipality's policy document on international collaboration, it is moreover stated that the international department of Gohenburg is responsible for a holistic overview of the city's international collaboration and projects of different kinds when it comes to communication. Regarding the way communication is managed and done in specific EU projects, the responsibility lays on the project owners, which are most commonly the ten city district administrations. This further means that the municipality of Gothenburg has no explicit policy *per se* on how communication and results should be managed and spread, but rather that those depend on the city administration and project owners (Official Statement, The Executive Office).

3. Literature Review

Studies on projects co-financed by means from the Structural Funds have been done from different perspectives depending on the discipline in which research has been done. Since Europa 2020 and the SF concern areas from agriculture to IT and infrastructure, scholars from different disciplines have shown interest in studies evaluating or critically assessing SF-financed projects. Many studies that have critically assessed the way EU projects are carried out and followed up have been made in the discipline(s) of political science. The present study has reviewed articles in which the communicative aspects and strategies are present. Essentially, searches were made of articles assessing communication and ERDF projects, as well as ERDF and Sweden. The choice to do the research in that manner was simply because of the vast amount of papers done on ERDF within all sorts of disciplines. Since I was interested only in how communication was mentioned or assessed in relation to ERDF, the selection of articles was also chosen on the basis thereof. A discussion of the findings is provided below, as well as the knowledge gap that this paper claims to assess. Since the Funds have been an important role of the EU's cohesion politics since the 90's, the literature review is presented in a chronological manner, starting with older articles.

In one of the early stages of the Structural Funds, Bachtler & Michie (1997:856) made an interim evaluation of EU regional development programmes. Their findings in the communication area showed that the participation of partners in the evaluation exercise had a more positive impact than the substantive change stemming from evaluation results, and that

“[E]valuators have also served as a ‘channel’ for messages to be passed, in both directions, between programme managers and partners” - an observation showing that already in the 90’s, the communication flow of the result was an important matter for evaluation.

In his article from 1997, Robert Polet writes about the successes and failures of specific projects within the field of European regional development, the area under which projects under ERDF are operational. He studied 40 cases from different countries and concluded that one of the keys to successful implementation of projects is good and effective communication (ibid.). However, no details or closer assessments are made in how that communication looks like when it is successful, apart from the fact that he claims that there must be “good communication between the state, the region and the private actors involved”, as well as a “good communication network (including the press) and good public relation” (ibid.). His account for the effectiveness and/or further role of ‘good’ communication is not given, nor the specific kind of programme he talks about or even what is meant by ‘good’ communication. He finally sums up the key factors and on communication he claims that “In all programme management, the efficient management of communication is essential, in this case between politicians, administrators, consultants and private or other partners, as well as with the outside world, the press and the public opinion” (ibid.) Partnerships, networks and human resources are in this article not considered in the field of communication

In another study looking at an EU project in the United Kingdom (UK) from the same period, 1994-1999, Schutt, Colwell & Koutsoukos (2002) found that management and implementation of the funds were seen as problematic with regards to different aspects. One of these aspects is the way communication was managed. They concluded that; “[A] lack of communication or transparency”, and the evaluation report identified “[P]oor communication/dissemination of information” as one of the key points, “[...] especially with regards to communicating a ‘clear strategy’ to the partners...and that poor guidance was provided to project sponsors (ibid.)

In an article about Information and Communication Technologies from 2001, Dabinett argues that problems with the Structural Funds processes were a lack of appropriate project selection criteria; monitoring; evaluation arrangements; failed to appropriately prioritise actions; and where the budgetary logic of programmes led to the existence of a ‘grab-a-grant mentality’. Moreover, he argued that “Mainstreaming was clearly a top-down model for policy formulation, albeit in this instance embedded within the delivery principles of partnerships between stakeholders and interregional co-operation”, revealing a concern with how communication flows and is managed.

From a Swedish perspective, Rundqvist (2011) made a study about four different EU funded projects launched to facilitate newly arrived immigrants on the Swedish labour market. Rundqvist's study was made ten years after the previous ones presented in this paper, and is more specifically concerned with the Social Funds. One part of the cooperative programme under the EU funds in Rundqvist's study was partly funded by ERDF. In his study, Rundqvist interviewed Göran Brulin who was responsible for follow-up research at the Swedish Agency for Economic and Regional Growth. Göran Brulin said that the main problems with the projects were; an insufficient consciousness of the implementation of the projects; that one crucial aspect is that lessons learned are not adequately shared and administrated. According to him, 'the wheel is re-invented' instead of sharing existing knowledge. Moreover, he argues that not enough knowledge is shared during the process (Swedish Agency for Regional and Economic Growth 2011:2, cited in Rundqvist, 2011). This rather recent study appears to follow the same line of reasoning as the previous ones when it comes to communication - it is perceived to be a problem in the effective implementation and functioning of the Structural Funds. Although Rundqvist's study is more elaborated and specifically concerned with the communication aspects, the field of communication remains central for the effectiveness of the projects.

When searching for recent studies about ERDF in Sweden, Märta Alsén's (2013) investigation of what agencies influence regional development in Sweden was found. Her study was made in the field of oversight planning in landscape architecture studies. Albeit a thorough evaluation of the effects and results in different areas of Sweden, her study does not account for *how* the results are spread or communicated among and within different specific projects.

In a report comparing the project periods 2007-2013 and 2014-2020 programming periods, Bachtler et. Al (2015) argue that "[...] it would be helpful for a guidance document or summary mapping document to be prepared showing where to find relevant and latest rules on different issues and Funds (ibid.)" Although not explicitly said so, the wish expressed here can be seen as a proposition for how project results can be stored or collected in a more effective manner in the future, implying that the current way of 'doing things' is not sufficient.

The literature found on previous EU-funded projects seem to be concerned with either the successfulness of a specific project's functioning and implementation, whereas the communicative aspect *per se* is mentioned as a finding made 'by the way' or along the actual follow up of the effectiveness of the projects. When communication has been mentioned and studied, it has shown that it remains an aspect for improvement throughout the years. In the case of Rundqvist's study, it becomes apparent that it needs revision in the Swedish case - especially

in connection to ERDF. The ERDF is just one fund out of several in the EU's political management, however, the study of communication in ERDF-funded projects in the present study allows to start investigating how communication around the results. No academic paper appears to have focused how results are spread and managed in Sweden from a communication perspective, and this is, for the purpose of the present study, argued to be a knowledge gap that needs to be covered. Assessing the management of results from ERDF projects in Gothenburg is the first step in conceptualising the communicative aspects of the project process, which in turn may be the first step in better understanding how to make better use of the 'lessons learned' from different projects.

4. Research Problem and Research Aim

Research Problem

In the previous two sections, the current studies and reports have explored and examined in the field of Knowledge Management (KM) of results when it comes to EU projects in Gothenburg. The literature review has shown what others have studied EU projects in Sweden from different perspectives and in different disciplines. However, it also appeared that the communication and information shared about the results from the different projects has been somewhat inconsistent throughout the years. Moreover, the literature review witness of a gap of knowledge when it comes to assessing EU project result spreading from a communication perspective, especially in the field of KM. As shown, some authors have been concerned with the spreading results or the efficiency of the projects (Polet, 1997; Rundqvist, 2011; Schutt, Colwell & Koutsoukos:2002). However, no one has previously assessed the communication strategies the projects were comprised of, or what that communication looked like. These projects are, in the bigger picture, part of the political agenda of the EU, and big sums of money are allocated to those ends. Moreover, these projects are supposed to be implemented in the local policy making of Gothenburg (Website of the Municipality of Gothenburg). Albeit a vast field with complex interplays between different actors and policy making instances, the present paper seeks to contribute to a better understanding of the communicative practices in the field. Through a comparative study between different projects' result-spreading strategies, it is possible to examine how knowledge is managed once a project is ended. Through delimiting the study to *how* KM is done, and whether there is a defined strategy for it, public sector KM and the consistency of it can be studied. A comparison between the application forms to the structural funds and the final reports after the project have ended allow for an understanding of the consistency of the strategies employed. Moreover, seeing the similarities and differences in the way knowledge is managed between the different projects, it may be possible to see whether there is a pattern or not. Therefore, the purpose of this paper is to contribute to a better

understanding of KM processes in the public sector.

Research Aim

The aim of this study is to explore what Knowledge Management strategies were employed when results from European Regional Development Fund projects in Gothenburg were disseminated during the project period 2007 through 2013.

Questions that will lead this exploration are;

- How do the project applications to the EU structural funds express that results will be spread?
- How are the results said to have been spread in the final reports by the Swedish Agency for Economic and Regional Growth once the projects have ended?

Through reading the applications and final reports with these questions in mind, it may also become possible to explore whether there is a KM strategy employed and whether the project owners do what they say they will do once the projects have ended.

5. Theory

Knowledge Management in the Public Sector

Knowledge Management is a wide concepts used in a plethora of different settings and disciplines. Since this paper is concerned with the management of knowledge in the public sector in Gothenburg, this section accounts for a short discussion of how KM has been studied in public sector settings previously.

In an article, Siong Choy Chong noted that there is no clear consensus on the meaning of Knowledge Management (KM) as a concept (2011). Claiming that most conceptualisations of KM involves some sort of cyclical processes, he holds the view that “[...]knowledge sharing [...] is defined as the process through which explicit and tacit knowledge is communicated to other individuals, has been widely regarded as the cornerstone of KM”. In his study, Siong Choy Chong includes both explicit and tacit knowledge in his understanding of knowledge sharing. In this paper, the results referred to in the reports are conceptualised as knowledge and the resulting discussion aims at answering how that knowledge (or results) is managed in the different projects. Thus, no discussion on tacit and explicit knowledge is provided since the results gathered and reported in the documents are considered explicit. However, the definition of knowledge sharing provided by Siong Choy Chong is still fruitful since he argues that “[...] KM implementation in the public sector is usually aimed at enhanced delivery to other public sector agencies and the public at large. (2011)”. If it is taken as true that one of the aspects of what KM

is and does in the public sector is that is shared to other public entities, it is likewise of value to see whether these aspects are present in the project applications and reports connected to ERDF projects in Gothenburg between 2007 and 2013.

Another study whose conceptualisation of KM is part of the theoretical ground for this paper is the one by Abbas Monavvarian & Mitra Kasaei that addressed KM in the public sector, making a case out of the labour ministry in Iran (2007). In their paper, they define KM based on Bose (2004), and conceptualised as a “[...] cyclic learning process in which all the people working in the organization struggle on how to learn continuously and effectively.” This cyclic learning process consists of six steps that are to; *Create Knowledge*, *Capture Knowledge*, *Refine Knowledge*, *Store Knowledge*, *Manage Knowledge*, and *Disseminate Knowledge* (ibid) - out of which this study is only concerned with how to Manage Knowledge and Disseminate Knowledge. The reason for so doing is because the first four components are steps of the KM processes that are not assessed within the frame of this thesis, and a few assumptions are made in order to make the present study possible. The assumptions made are that;

Create Knowledge is done both implicitly and explicitly throughout the project processes. Moreover, the applications and reports analysed in this paper take for granted that results will be produced.

Capture Knowledge is done when reports and documents belonging to the projects are collected. That is, since Monavvarian & Kasaei argue that knowledge is stored in its raw form (2007).

Refine Knowledge happens when results are drafted and formulated in a meaningful way, since knowledge should be put in a new context where it is possible to act upon it (ibid.). Lessons learned from the project process are assumed to be equivalent to this step of the process.

Store Knowledge is, by Monavvarian & Kasaei, argued to be when “[C]odification of tacit and explicit knowledge helps in making the knowledge understandable and which can be used later on.” (2007). Similar to the previous stage, this part of the process is assumed to be equivalent to the formulation of results. When it comes to this particular study, the focus is not as much as knowledge is acquired or stored, since the previous stages are already assumed to have been assessed or conceptualised in the project process and report composition. Moreover, the applications and reports of the projects have a clear section where the result spreading strategies are explicitly mentioned, which is also seen as an acknowledgement of the fact that knowledge has been acquired, formulated in the form of results and then is possible to share in one way or another. This paper is rather interested in how the project owners *Manage Knowledge* and *Disseminate Knowledge*, which are the two last stages of KM processes according to Monavvarian & Kasaei (2007).

In their study, *Manage Knowledge* is; “Like a library, knowledge must be kept current. It must

be reviewed to verify that it is relevant and accurate. So, most Fortune companies have well defined departments that actually take care of keeping the knowledge current.”(Monavvarian & Kasaei, 2007). Although this study cannot account for the accuracy and the up-to-date rate of the knowledge beyond the content of the applications and reports, it is still fruitful to see whether a certain person, department or similar entity is in charge of how the results are managed.

Monavvarian & Kasaei argue that *Dessiminate Knowledge* means that “[K]nowledge must be made available in a useful format to anyone in the organization who needs it anywhere and anytime” (ibid.). Since the present paper is not restricted to one organisation, the meaning of ‘anyone in the organisation’ is here extended to mean all interested parties. The study does not look into details on how results are formulated or formatted, but rather how they are said to have been made available to interested parties.

Another interesting feature is the arguments for what effective KM *can do* for the public administration (ibid.). At a first glance, the ‘concrete’ benefits of effective KM may be considered of less importance for this theoretical section of the paper than its theoretical implications. However, viewing the ability that KM strategies have in public administration would mean that it also becomes part of its definition since it is here seen as a process. This further implicates that what a KM strategy *can do* becomes part of what *it is*.

In sum, the theoretical assessments made above implies that KM in the public sector has for a purpose to be shared and useful for other entities (Siong Choy Chong, 2011), that knowledge may be managed through a clearly defined department or other entity, that it is available to those interested and that KM, to a certain extent, also is defined by what it can do (Monavvarian & Kasaei, 2007). Since this study is a first attempt at understanding how KM can be understood in the context of EU funded projects in Gothenburg, it is also fruitful looking at these aspects in the applications and reports - because they tell us what the ambition for the result dissemination is (in the applications), and what they actually did (in the reports). Thus, it is possible to examine whether there was a specific strategy for result dissemination in the beginning of the project, or if one was developed once it was time to spread knowledge about the results. Through looking at the different projects, it is also possible to see whether there are any similarities between the different strategies employed. In the discussion, it will furthermore be possible to conceptualise KM in ERDF projects in Gothenburg through assessing how it has been done within the different projects.

The analytical tool for studying KM in ERDF projects in Gothenburg consists of the questions formulated aiming at helping examining the research aim. Both questions and the research aim

was presented in part 4. This method is inspired by what Esaiasson, Giljam, Oscarsson & Wängnerud (2012) call *Qualitative Textual Analysis*. In accordance with what Esaiasson et. al claim, this thesis rests on the assumption that the documentations and texts about these projects can actually tell something of value about the KM processes. Moreover, they argue that the defined and precise questions become the analytical tool for the study, and that it is a method that allows for a rather open approach to the potential answers (Esaiasson et. al 2012).

Combining the theoretical aspects stemming from Monavvarian & Kasaei's conceptualisation of the KM process in public administrations with a notion of having an open and inquiring approach to the documents allow for a systemic view on what the applications and reports can tell.

6. Method

The data referred to are parts of the documentation belonging to the different projects. The projects were selected based on the fact that they were owned by the municipality of Gothenburg, were co-funded by ERDF and took place between 2007 and 2013. The reason for so doing is that the next project period is currently on-going from 2014-2020, which means that few projects have had the time to end.

A list of the ERDF projects was found on the website of the Swedish Agency for Economic and Regional Growth, including information about the project leaders. The project owners, leaders or contact persons were contacted via email and asked for the existing documentation about the projects. Some of the projects had been archived at the Regional Archives in Gothenburg, so extractions of the original documents were copied.

Each project had approximately 80-100 pages documented containing applications, intermediate reports, architectural plans and maps as well as different specifications of the employees' hour declaration and other bills. Two parts of the documentation around the projects were selected, those were the *Application Form to the EU Structural Funds* from the beginning of the project, and the *Final Report* drafted by the Swedish Agency for Economic and Regional Growth after the projects had ended. The selection was made in this fashion since the application stated how results would be spread at the end of each project, and the Final Report accounted for how results had actually been spread. The projects that had a budget that exceeded 1 Million Euros had an additional final report written by an external actor like accountant firms. This paper is limited to the final reports written by the Swedish Agency for Economic and Regional Growth since the structure of those reports was the same for all projects. The application forms and reports are approximately 10-20 pages each, however, this investigation is only concerned with the part of the report that explicitly has "Result Dissemination, Information and Publication" as a headline. The extracts from the reports can be found in the appendix. All project application

and final reports obtained consist of copies of the original documentation, for project 68793 (see below), a draft of the reports were obtained.

Delimitations

The reason for delimiting the study in this fashion has to do with matters of space and time. Another reason for making this specific selection is the assumption that the information of relevance to answer the research question lies in these two types of documents.

For reasons of time and space, the study is focused on projects that were owned by the municipality during the period 2007-2013. Other projects from the same period (or even older) could be interesting to look at for an even more thorough understanding of KM strategies in ERDF projects. Moreover, projects from other funds would be fruitful to look at to get an even more elaborated notion of potential patterns.

This research does not have the ambition to evaluate the KM strategies employed, but rather to open up the field for further research and examination. Thus, no ambition or attempt will be made with regards to the effectiveness or causes of/for the KM strategies used. The reason for so doing is also because the space and time available for this thesis does not allow for a reliable cause-and-affect analysis of the success or failure of the projects. A summary of the aim of each project is presented in the Result section, followed by a translated summary of the selected parts of the application and final report. The questions related to the research aim described above are applied to the text (see result section below).

Validity & Reliability

There may be a discrepancy between how results are said to be shared and how effective a certain way of sharing results really is. However, since the ambition of the present paper is not to claim the finding of universal patterns of KM strategies in ERDF projects, but rather to start examining what they *can look like* - no imminent threat to the study's validity and reliability have been detected.

7. Results

The following section consists of a translation from Swedish to English of the analysed parts of the documentation from each project. Each project is presented with its project number, name and date, as well as a short introduction to the purpose of the project. Then, a presentation is made of the parts *Result Dissemination*, from the project application forms; and *Result Dissemination as well as Information Along with Information and Publication*, from the Final Reports from the Swedish Agency for Economic and Regional Growth.

The projects are presented in chronological order, starting with the oldest project, and ending with the most recent one. The original documents can be found in the appendix.

At the end of this section, Table 1 and Table 2 together present a comparison between the application forms and the final reports, through the three theoretical components of KM in the public sector which are; *Departments Explicitly in Charge of KM within the Projects; Availability of Results to Interested Parties; Result Sharing to Other Public Entities.*

40464: Gröna mötesplatser - Green Meeting Points

This project consists of creating four different meeting points in the centre of Bergsjön. The meeting points are promoting integration, and the aim of installing them is to change the view of Bergsjön that both the inhabitants of the area as well as other Gothenburgers have. From a long term perspective, it will lead to strengthening the economy and lead to more economic growth in the area. The overall aim of the project is to ameliorate the image of Bergsjön.

Application, April 2008

In this application, the authors refer to an existing collaboration between the four districts in that area of Gothenburg and that managers on different levels meet on a regular basis. They mention that the district involved in the project would share its results and experiences continuously with the other managers. They moreover mention the possibility of sharing their results to the district of Biskopsgården through a local development contract, as well as through a national network on urban development. In addition to this, the authors claim that there are excellent opportunities for sharing experience within the frame of the Gothenburg Region Association of Local Authorities (GR), and that they will use these opportunities.

Final Report, March 2010

The project got a lot of attention and publicity both internally through the administration's household paper as well as externally through local radio or the papers Metro and Göteborgsposten. They held a seminar about the project, and the web pages of their collaboration partners have information about the ongoing project.

Apart from that, they mentioned that they used the EU's logo when appropriate, and they 15 made a list of how the proliferation of experience was made, which included; Web pages at The city district administration Bergsjön, AB Familjebostäder and the Park and Nature Committee; Workshops with participants from the municipality of Gothenburg, estate owners, police and followup meetings; Text on the local radio's homepage; Through the city's EU network as well as the network of the city administrations of Bergsjön, Gunnared, Kortedala and Lärjedalen.

68786 Centrumutveckling i partnerskap förstudie 2009 - Preliminary Study for Downtown Development in Partnership 2009

The preliminary study aims at examining and creating the conditions necessary for the realisation of the project “Downtown Development” (see project below). The long term objective of the project is to increase economic growth in the area [of Bergsjön]. Other participants to the project are Backa, Kortedala and Lundby which all have issues with criminality and security. The realisation of the project [Downtown Development] is inspired by similar efforts made in the city centre where the cooperation between private actors and the public sector showed to be successful.

Application, June 2008

A short report about the project work and its result will be produced after the project. A conference will be held after the project has ended before the city district administration of Gothenburg/the region. A regional spreading through The Swedish Federation of Business Owners (Företagarna) and The Swedish Property Federation (Fastighetsägarna). If there is an interest, a ‘Big City Conference’ could be held, where notably Malmö and Stockholm are invited to participate as the group of big cities meet.

Final Report, September 2009

The dissemination of results has been done through exhibitions at the Gothenburg town library, and at the city planning office’s exhibition hall during the European week. They also spread their results on the website of the municipality of Gothenburg under a specific page on European projects. Moreover, they shared their experience from the project within other projects like *Trygg Vacker Stad* and *Attractive Districts* owned by the secretariat of the city.

68793 Framtidens kulturhus 2008-2009 - Cultural Centre for the Future 2008-2009

Angered is witnessing an important expansion, and the city district has, together with Lärjedalen and Gunnared, worked out a programme for economic growth as well as a vision called ‘Vision Angered 2020’ that sets the directions for the area. Cultural activities contributed with 2,6 percent of the EU’s total economic growth in 2003, and employed 5,8 Million people. The project aims at investing in cultural activities in the area, which also would lead to enhancing the

attractiveness and perceived safety of the area, as well as being a part of the overall 'growth-generator'. This would in turn lead to better conditions for economic growth and the establishment of enterprises and level of attractiveness for enterprises in the area, more work opportunities and employment. The locals of the cultural centre 'The Blue Place' will be adapted to future needs and changes that may follow the expansion of Angered.

Application, December 2008

Result dissemination will be on-going throughout the whole project, and will continue after the project has ended. Through dialogue groups, the work process, and the results and conclusions obtained within them will have a continuous dissemination. In this way, the spreading of results is done in a natural way through the dialogue groups that consist of notably people who represent for instance housing, politicians, cultural life, association activities, and elderly people etcetera. Angered is also an area networking with other cultural centres around the city, which will also be a channel for result spreading. The cultural centre 'The Blue Place' and the Angered Theatre have their own marketing managers, who will be engaged in spreading the results. The work with the project 'Cultural Centre for the Future' will be spread to media and be documented in printed and digital media. Media will be informed about the on-going work.

Final Report, July 2009

Information and result dissemination were given different orientations:

Cultural practitioners and local residents have been contacted through The Blue Place's existing network, essentially through email and phone calls, invitations, ads in Göteborgs Posten, Fria Göteborg and other local media. A prioritised spot on The Blue Place's website. A blog and homepage were created, linked to the existing website of The Blue Page where it was possible to download the results from the preliminary study. Results from a survey were available.

Ads on Facebook about the dialogue meetings. The meeting point 'The Blue Place Friends' was created. Special invitations to each dialogue meeting were sent out with the possibility of applying directly, comment or ask questions. The establishment of working groups guarantee the integration of results in the ordinary activity of The Blue Place as well as through dialogues and discussions among the staff. The European flag as well as text about the EU and the ERDF have been visible on all produced material, invitations, presentations, The Blue Place's website, on posters and on the walls of The Blue Place.

Collaboration with 'Röhsska' and the project 'The Construction'. 'The Construction' is a concrete example of how The Blue Place wants to work in the future. Everyone is participating and co-creating in the project that is done in parallel with the construction at Röhsska.

The results of the preliminary study are made public to three target groups: One version for all

participants (approximately 110 people in total); one version for the local politicians for the realisation of the project, and; one media version to spread information about the project's existence as well as create interest about it. One final debate was planned for October 2009 at The Blue Place. Here, several actors and many of the interviewees were invited to an in-depth discussion about the 'creative meeting point'. A debate is arranged where some of the dialogue partners were in the audience.

70383 Förstudie Kviberg-tillväxtmotor i nordöstra Göteborg 2009 (physical) - Preliminary Study in Kviberg - A Generator for Economic Growth in North Eastern Gothenburg 2009

The project is a preliminary study that will investigate the possibilities for creating employment through sports, recreation and leadership development. Facts concerning possibilities for employment within these fields will be assembled in order to be used in a realisation project. Focus of the preliminary study is sports, health and leadership that can be developed into entrepreneurship. The project is examining sports, health and education as a generator for economic growth in the area, in order to both increase the health statistics as well as increasing the employment rates in the areas concerned. The preliminary study will involve sports associations, the private sector, schools, health and wellness organisations, landowners and house owners. The study will encompass different aspects such as security, integration and gender.

The primary aim of the preliminary study is to create a robust foundation for an application to the Swedish Agency for Regional and Economic Growth for a qualitative realisation project to be carried through at a later stage.

The general aim of the project is to change the image of Kviberg, which is a city area associated with different forms of isolation.

Application, January 2009

In this application, the authors refer to an existing collaboration between the four districts in that area of Gothenburg and that managers and specialists on all levels meet on a regular basis to exchange experience and develop common strategies. Here, they claim that there are great possibilities to spread the results. They express the ambition to spread results through relevant networks on urban planning. Moreover, they want to spread the results internally through the municipality's different administrations and companies and through relevant networks. Externally, they would spread it through organisations and associations connected to the field (i.e sports associations) as well as through certain local and regional congresses, associations and committees. Furthermore, they will present the result for the decision making body of the city. Results will be spread through meetings, conferences, seminars information material,

homepages and personal contacts.

Final Report, July 2009

All stakeholders were informed of the funding stemming from the Structural Funds both orally at meetings and through attached files. All printed and digital material had the ERDF logo, and stickers about the financing of the project were placed visibly at the project leader's work place. The public was informed through the municipality of Gothenburg's web page about the specific city district administration, as well as through an exhibition at the secretariat of the city during the European week.

70387 Tillväxt Biskopsgården 2009-2011 - Economic Growth in Biskopsgården 2009-2011

New methods within 'Economic Growth Biskopsgården' imply an assembly of different actions at the same time. A refreshment of Friskvåderstorget is a visible change and leads to making Biskopsgården more attractive. All actions made aim at integrating Biskopsgården with the rest of Gothenburg and the surrounding world. The aim of the project is to make Biskopsgården an attractive city area, and to integrate the area at different levels in Gothenburg, the Västra Götaland Region, Sweden and the rest of the world - especially considering the composition of the local residents.

Application, January 2009

Spreading and informing about the project will be done continuously, and the logos of the Agency for Economic and Regional Growth and the ERDF will be visible when relevant. As the project starts, a communication strategy for spreading the results to both internal and external actors will be created. Information about all actions taken will be spread, and certain directly visible changes, such as the renovation of Friskvåderstorget will be provided with the ERDF-logo. They will furthermore spread information about the project on the Biskopsgården web page, and install a sort of "citizen office" at Friskvåderstorget where information about the project will be spread.

Final Report, October-December 2011

The logo "Growth in Biskopsgården" clearly showed that the project was financed by ERDF, and was used at all occasions in all sub-projects. The project's own webpage was continuously updated, and information and experience sharing was done throughout all subprojects. Information has continuously been sent to the Agency for Economic and Regional Growth.

Different project leaders have taken part in conferences, seminars and received study visits. Information was also spread through Metro. They moreover claim that having a person responsible for result spreading was valuable.

70445 Förstudie Lövgärdet i tillväxt 2009 - Economic Growth in Lövgärdet, Preliminary Study 2009

The study will assemble and coordinate actions in order to make possible a realisation project for the development of Lövgärdet over a ten year period. Mapping the needs and wants of local residents and other interested parties. In a long term perspective, one of the goals is to increase the employment rate in the area, as well as creating an environment encouraging the participation and innovation of local residents. The goals of the realisation project are notably to promote integration, increase the economic growth in the area through different means, and making people stay in the area as well as increasing the overall attractiveness of the area. The aim of the preliminary study is to anchor the realisation project with the local authorities, the local economy and the residents.

Application, January 2009

The part on result spreading of this project starts with stating that it will be entered in a register with the project owner (SDF Gunnared) and shared with the partners to the projects. The authors then refer to an existing collaboration between the four districts in that area of Gothenburg and that managers on different levels meet on a regular basis to share experiences and develop common strategies. They mention that the district involved in the project would share its results and experiences continuously with the other managers.

Through the local development contract they have the possibility to spread their results with other areas of the city. Moreover, they may use the experience gained by a national network with connections to another program under the EU on how results from these kinds of projects are best spread. In addition to this, the authors claim that there are excellent opportunities for sharing experience within the frame of the Göteborg Region Association of Local Authorities (GR), and that they will use these opportunities.

Final Report, June 2009

The report argues that this preliminary study serves as the basis for a more detailed discussion about how Lövgärdet can develop and change within the city administrations, the municipality of Gothenburg as well as their unions throughout the autumn of 2009 and 2010. The knowledge and ideas generated and presented at the end were said to have been acquired through; material gathered through research reports, newspapers, municipal strategy documents etc., by the project

leaders; knowledge exchange with the parallelly on-going projects “MP4” and “Uppdrag M”; discussions at project management level at six occasions; reconciliation of ideas with referensaktör; the hiring of consultant services for project participants’ group discussions. Lastly, the project was collaborating with “Uppdrag M” and “Making Places Profitable” - both coordinated by the Park and Nature Committee at the municipality of Gothenburg.

147715 Centrumutveckling i partnerskap 2010-2012 - Downtown Development in Partnership 2010-2012

The project is a continuation of the preliminary study (see 68786 above), and aims at a positive development of the areas Backa, Bergsjön, Kortedala and Lundy through developing the relationship between the public and private actors in the local market areas. The aim of the study is to change the image of these areas and make them more attractive, as well as increasing the residents’ satisfaction with the areas and enhance entrepreneurship and investment in the areas.

Application, January 2010

The spreading of results will be made through the participant actors’ different organisations and information channels, as well as through ‘Trygg och Vacker stad’ and Forum for ‘Centrumutveckling’. During autumn/winter 2009, a conference on proliferation for the projects financed by the [EU] structural funds in the municipality of Gothenburg will be held. The project management for the project ‘Centrumutveckling i partnerskap’ is part of the planning group for that conference. An ongoing collaboration exists with Stockholm and Malmö in the project ‘Trygg, Vacker Stad’¹, and the results will be spread to them as well so as to reach other big cities in Sweden.

A conference on proliferation to the other city district administrations will be held later in the project process so as to exchange experiences, once lessons have been learned.

Final Report, January-March 2012

The whole project was characterised by information and communication as expressed in interim reports, aspects which foundation lies in the monthly newsletter that was sent out throughout the active process of the project. The decision was taken in April as a result of an analysis of interest. The ERDF logo has been visible on all material, electronic in e-mails as well as on printed artefacts, newsletters, interim reports, on doors to the offices, on EU flags on the squares and constructions. Logos have moreover been visible at all seminars, presentations and trainings

¹ Trygg och vacker stad is a platform that aims at increasing the value of the public arena for the citizens of Gothenburg. It collaborates with private and public actors. For more information, visit:

http://goteborg.se/wps/portal/enhetssida/trygg%2C-vacker-stad/!ut/p/z1/04_Sj9CPykssy0xPLMnMz0vMAfljo8ziTYzcDQy9TAy9_X18nAwcDZ2dgoL8Qg3dg430C7ldFQFKJZHx/

etc. The project leader, as well as other personnel part of the project group have together with staff from the Park and Nature Committee spread the purpose of the study, as well as its financing from the structural funds through congresses, visits from politicians, different local associations, and through different kinds of meetings and conferences. Much of the information about the project has been transferred through the participant organisations' own internal and external channels for information and communication. A breakfast seminar was arranged halfway through the project with the co-financing partners' communicators, which further helped increasing the communication through the organisations' own internal and external channels for information and communication. The project received media attention, and a total of 36 articles and news features were made public. In addition to this, the project has been available through the website goteborg.se/cip, where information about the project and its activities has been available. The report further says that the website will remain active and updated in the future through 'Trygg, Vacker Stad'.

In order to secure a continued sharing of experiences, a book will be distributed or possible to order through 'Trygg, Vacker Stad'. A survey done in the beginning of 2012 showed that $\frac{2}{3}$ of the people around the four affected marketplaces knew about the project. According to the report, this shows that information about the project was well spread since the respondents mainly represented actors present nearby the marketplaces.

151138 Stadsutveckling i nordost 2010 - Urban Development in the North East 2010

The North Eastern parts of Gothenburg have some important challenges concerning urban development. 18% of all Gothenburgers live in the area, among which 61% have a foreign background. In comparison to Gothenburg's average values, the North Eastern parts have higher rates of unemployment, people living off subsidy and higher rates of unhealthy living while education and income score lower than the overall Gothenburg average. This project's general aim is a sustainable urban development through increasing the attractiveness of the area and the creation of new job opportunities. Moreover, the project aims at developing the local business, the cultural activities/life, and the city environment.

Application, January 2011

A communicator is hired in order to work out a communication strategy including yearly communication plans as well as to carry out these. The communication about the project should be fast, correct and congruent. It should have a clear message with an adaptation to different target groups as well as different languages. One message that should permeate all communication is that it is the EU structural funds that are invested in the project. A broad mix of channels, meetings and forums are used. One is the development of a web platform with

interactive components and links to collaboration partners' websites. Congresses, exhibitions, seminars and conferences are other important forms of communication about the project and its results, as well as printed artefacts, ads, and campaigns on social media. Good routines for hosting study visits are also developed. The research planned on the follow up work and evaluation of the project's components, including the results, should also be able to know when and how to best make use of the lessons learned in a strategic way.

Final Report, September-December 2013

There has been a big cooperation between different public organisations. A group of collaborating communicators were assigned at the beginning of the project. They regularly met for common check-up. The utmost responsible communicator was the one at Utveckling Nordost.

At first, a number of workshops on target group analysis, intercultural communication, and communication in big collaborating projects were held in order to work out an effective communication strategy.

After that, communication strategies as well as a graphic profile were created. The communication strategy stemmed from the target group as well as the right to information. A specific tool for target group analysis was created, and together with the communication plan for each sub-task and activity was continuously updated.

From the communication strategy, a website was created integrated with social media platforms such as Facebook, Twitter, YouTube as well as a digital newsletter. A lot of importance was given to accessibility, both regarding content and the application of a clear language, professional pictures, films, colour coding and possibility to make use of Google Translate. At least one new article per week was published.

Central to the communication strategy was the principle of using existing platforms, channels and arenas for communication and encourage more communication there rather than creating an own platform.

The information spreading process was made in collaboration with different kinds of actors, both locally and centrally. Locally, housing firms and the local free newspaper were important actors. Centrally, the web magazine of the Municipality of Gothenburg played an important role, as well as the collaboration partners' own information channels.

Together with the city district administrations, a big investment on external communication was made through ads in Metro in order to promote a more positive view of the city district.

Statistically, 30 press releases were done, 260 articles were published in mass media, the website had 23 762 visitors, 600 'likes' on Facebook, on YouTube 34 films were uploaded and got 30 000 viewings as well as 13 newsletters with 1500 abonnents.

154110 Tillväxt Kviberg 2010-2012 - Economic Growth Kviberg 2010-2012

During the project, different recreation areas will be built in order to make Kviberg an area of the city that people want to visit for sports etcetera. The aim of the project is to enhance economic growth and ameliorate the image of the area, as well as making it a meeting point for people from different parts of Gothenburg.

Application, May 2010

In the beginning of the project, a communication strategy will be created. The purpose is to spread information about the project's existence and evolution to its target group, and gradually spread results and working method. The proliferation process involves the project's collaboration partners, from the local associations and actors in the local economy as well as regionally operating actors.

Decision makers and civil servants are informed about the project through official and non-official channels of communication in the organisations of the municipality of Gothenburg, notably through committee meetings and network meetings like 'Attraktiva stadsdelar' that this project has been a part of since the preliminary study.

Knowledge about the project will be spread continuously through participation in meetings, seminars and conferences. The project will also visit the IDA congress in Copenhagen in order to network and spread knowledge about the project.

The project will work with the city's existing communication channels such as; goteborg.se, information flyers and papers to employees and the public. Moreover, the project has the intention of getting attention by local newspaper and trade media.

Final Report, January-April 2012

The project has made use of the EU logo in all its communications, and all partners to the project have been informed about the EU-project. The fact that it is an on-going EU project has been used so as to increase the interest and the expectations on the field. The sharing of experience has been made through existing channels of communication, but also through study visits that are made in the area. Moreover, the project leader is involved in other EU projects for development, notably 'Utveckling nordost' and the development of a new construction. This section of the report ends with the address to the project's webpage www.goteborg.se/tillvaxtkviberg.

163235 Ett blomstrande Rosenlund 2012-2014 - A Flourishing Rosenlund 2012-2014

Important investments are made in order to develop Rosenlund into a flourishing part of the city, where companies can develop and hire people. This is achieved through changing the environment of the area. The project aims at developing tools and methods for this, and spread these to other parts of Gothenburg together with the branding process in collaboration that seeks to create a spirit of community between citizens, companies, local politicians and civil servants. The aim is also to develop the tools and methods necessary to develop the brand 'Rosenlund' in practice.

Application, January 2012

The spreading of results will partially be done through participant actors' respective organisation and channels of information as well as through 'Trygg, Vacker Stad' and 'Innerstaden Göteborg'.

During 2014, a proliferation conference is planned where information about the Rosenlund project will be spread to all affected in Gothenburg. The project management is responsible for the results from the project are spread to a wider crowd.

An ongoing collaboration exists with Stockholm and Malmö in the project 'Trygg, Vacker Stad', and the results will be spread to them as well so as to reach other big cities in Sweden.

The project will also be spread in the ordinary activities of all actors involved, as well as through active marketing, and big flow of information and collaboration with Malmö and Stockholm that have similar problems in their area. Certain international exchanges are also made through the city's ordinary networks and activities.

Final Report, December 2014

Within the field of external communication, the project has had a lot of media attention, both thanks to the project owners' own initiatives, through interest shown by estate owners, and the new businesses in the area. The area has become a talking point in media, and is considered Gothenburg's new restaurant area. Rosenlund has been mentioned in local media, Göteborgs Posten, the Swedish Radio channel 4, as well more specific media and the SJ magazine.

Electronically, the website goteborg.se/tryggvackerstad has had updated information about the project and its EU co-funding.

Meetings have been held in the following contexts; breakfast meetings; meetings and workshops with merchants; personal visits by the construction management to merchants and project manager in order to hear their opinions; regular meetings every, or every second month with the management and working group; information was sent a few times per year to the political management of 'Trygg, vacker stad'.

The project ended with a final conference with the affected parties, and the inauguration was

held during the Gothenburg 'Kulturkalas' by the city district presidents and the presence of the estate owners' representant.

When delegates from other cities have been in Gothenburg have both the municipality and the 'Inner City' (Innerstaden) of Gothenburg emphasised the on-going project as a good example.

There is a collaboration project between the Municipality of Gothenburg and Nelson Mandela Bay in South Africa for municipal partnership, funded by Sida and the International Centre for Local Democracy. Civil servants from Gothenburg and Nelson Mandela Bay met in 2014 to discuss how to proceed. The urban development group chose to visit Rosenlund within the frame of the sub project Urban Development. The project leader, and the manager for 'Trygg, vacker stad' as well as representants from the housing sector and businessmen were guided the group and told them about the changes made in the area.

The project was also one of the nominations to the competition by the European Crime Prevention on human trafficking in 2014 that was held together with the Swedish National Council for Crime Prevention in Stockholm. The project was also nominated to 'Yesinmybackyard' in 2015 because of the transformation of the area.

163243 Företagsamma västra Hisingen 2012-2014 - Entrepreneurial West Hisingen, 2012-2014

The aim of this project is to: make use of the existing potential and creativity that exists in West Hisingen, in order to create an entrepreneurial area characterised by a better self-esteem and belief in the future; to stimulate the establishment of new companies and ameliorate the availability for those who are interested in starting their own business in the area; increase the level of long lasting businesses in the area; stimulate and increase the growth of existing businesses, and; enhance the level of integration between entrepreneurs and companies in Biskopsgården and Torslanda.

Application, January 2012

A communication- and market plan will be worked out. The spreading of information will be continuous and adapted to the target group in order to reach the goals and spread the good examples. The ERDF logo will be used in everything connected to the project. Social media will be frequently used and the project's website will be linked to those of its partners.

Business Region Göteborg (BRG) is a partner to Interreg- Project Imageen where seven European regions participate to exchange experiences from different methods in order to increase enterprising spirit among small and medium sized businesses. Experiences from Imageen will be used to develop the project 'Företagsamma Västra Hisingen' - likewise, the experience drawn from this project can be used in the Imageen project.

www.foretagsammavastrahisingen.se used to have the EU logo in it throughout the whole project period. An EU log and the project name are visible above the office building. In the locals, there are stickers with the EU logo as well as the offices belonging to the Västra Hisingen city district administration; they were furthermore visible at the BRG office. All material had the EU logo and their own logo. Printed and digital material. In contact with news media such as radio, TV, printed media has the co-funding by the EU been emphasised.

Generally, the project made use of strategic followers, meaning that the project management identified people with many followers on i.e Twitter, and were able to be followed by them. This is called “Multiplier Agent”, and this strategy led to 20 000 website visits. Moreover, they used short movies for promotion, where the purpose was to convey a feeling independently of the recipient’s ability to understand what was said. The short movies were a success, and the project managers were asked to broadcast one of their movies at the Open Cinema Days in 2014.

The results consist of two tables, Table 1 and 2, so as to provide an overview of the findings. The figure consists of two tables, one named *Application*, and the other is named *Final Report*. The tables are identical, and consist of three horizontal columns connected to the theoretical conceptualisation of KM in the public sector as presented above. The headings of the columns are numbered as 1, 2 and 3 with the following meaning;

- 1) Refers to whether appointed departments or persons are in charge of KM within the project;
- 2) Refers to whether the results are made available to interested parties, and;
- 3) Whether the results are shared to other public entities.

Each horizontal column represents a project. The projects are listed in a chronological order, with the eldest at the top, and the most recent projects at the bottom of the tables. The tables present an overview of whether the application forms to the structural funds and the final reports respond to the characteristics or conceptualisation of KM in the public sector as defined for this study. Moreover, the two tables show the difference or similarities that are between how the project owners say they will spread results, as well as how they actually did according to the reports. The term ‘Yes’ is used in every instance where the applications and reports *explicitly* express that: there will be (or was) appointed people or departments in charge of the communication around the project; the results will be (or were) made available to interested parties and; that the results are shared with other entities. The term ‘Unknown’ was used in those instances where no explicit account of the above three aspects were mentioned. Since the documentation around the projects are considered public record, it was complicated interpreting them as not being available to interested parties or

shared with other public entities. Thus, no ‘No’ is apparent in the tables. For that reason, ‘Unknown’ is used in every instance that no explicit account of the above three mentioned aspects was given.

The results are discussed in section 10 Analysis & Discussion of Results.

PROJECTS	APPLICATION			FINAL REPORT		
	1)	2)	3)	1)	2)	3)
<i>Green Meeting Points</i>	Unknown	Unknown	Yes	Unknown	Yes	Yes
<i>Preliminary Study for Downtown Development in Partnership</i>	Unknown	Yes	Yes	Unknown	Yes	Yes
<i>Cultural Centre for the Future</i>	Yes	Unknown	Yes	Yes	Yes	Yes
<i>Preliminary Study in Kviberg - A Generator for Economic Growth in North Eastern Gothenburg</i>	Unknown	Yes	Yes	Unknown	Yes	Unknown
<i>Economic Growth in Biskopsgården</i>	Yes	Yes	Unknown	Yes	Yes	Yes
<i>Economic Growth in Lövgärdet, Preliminary Study</i>	Unknown	Yes	Yes	Unknown	Yes	Yes
<i>Downtown Development in Partnership</i>	Unknown	Yes	Yes	Unknown	Yes	Yes
<i>Urban Development in the North East</i>	Yes	Yes	Unknown	Yes	Yes	Yes
<i>Economic Growth Kviberg</i>	Yes	Yes	Yes	Unknown	Yes	Yes
<i>A Flourishing Rosenlund</i>	Yes	Yes	Yes	Unknown	Yes	Yes
<i>Entrepreneurial West Hisingen</i>	Yes	Yes	Yes	Unknown	Yes	Unknown

Table 1

Table 2

1) Refers to whether appointed departments or persons are in charge of KM within the project

2) Refers to whether the results are made available to interested parties

3) Whether the results are shared to other public entities.

8. Analysis and Discussion of Results

The tables show that there was no apparent regularity in how the dissemination of results was done. In several cases, the people or departments responsible for spreading the results were not explicitly mentioned in the reports, especially for the early projects. Table 1 shows that there is some tendency for a more ‘specialised’ person or department to be in charge of spreading the results, in contrast to Table 2 where the reference to that group was very rare, except for the case *Urban Development in the North East*. The explanation to this can be several; First, all final

reports accounted for how they had marketed the EU and the ERDF funding, most probably because it is explicitly required to provide that information in the final report. This would also mean that focus was maybe not solely on all communicative aspects of the result dissemination, but rather on how to fill in the mandatory information. Second, it may have been accounted for in other documents belonging to the projects, i.e the interim reports or other documents on the processes around the projects. Lastly, the authors of the report may either have taken for granted that special persons or departments in charge of result spreading were part of the project and did not have to be specified in the reports or given special attention.

Another interesting finding was found in Table 2; Six out of eleven projects were said to have had a specific department or person responsible for communication and result spreading. The last four consecutive projects claimed to have a designated person or department in charge of marketing and/or spreading the results. This could potentially mean that the project owners had gained insight about the importance of having a designated person or department in charge of communication and result spreading, or at least an increased interest in the potential role of communication strategies. It would be interesting to examine whether a designated person or department in charge of the result dissemination actually led to a 'real' change in the level of effectiveness of the result spreading, i.e as in terms of people's knowledge about the project.

When it comes to the results 'Availability of Results to Interested Parties' and 'Result Sharing to Other Public Entities', there was some difficulty in establishing whether this had been done, since not all projects explicitly said so. However, all projects claimed that results was in one way or another, spread to other public entities and the public in general which here are to be considered interested parties. Moreover, results from all projects can be found if one wants to, since the documents are considered public record, and the projects' actual execution has to do with urban development - changes possible to see with your bare eye. This also means that, although not explicitly expressed in the documents, the results would be available (or made available) for those public entities that would want the information. Thus, it is difficult to draw any substantial conclusion when it comes to this particular aspect of KM in the public sector.

In the tables, the term 'Unknown' was used for those instances where the documents did not explicitly state that one factor was present or planned. If this study would have included other types of documents connected to the projects, it may have been possible to draw a conclusion whether a specific factor was present or not. Hence, 'Unknown' was used as neither present nor absent in the reading of the results since it is impossible to know the way in which the actual events would influence the analysis. Interpreting Unknown in one way or another could potentially distort the reading of the results.

The comparison between the different applications and the final reports show some conflicting data. In the first seven projects, Table 1 shows that two projects had specific persons or departments in charge of the communication strategies, and also mentioned the role of the departments or persons in the final reports, in contrast to the four last projects that claimed to appoint specific persons or departments for their projects, but only referred to that person or department on one instance within the frame of the final report. This is the case of *Urban Development in the North East* in which the application emphasises the effective and strategic role of the ones responsible for the communication. In the final report of the project, the authors further stress the success of their efforts in marketing the project, specifying the different channels and platforms employed in the marketing process. Moreover, they provide statistics for their success, which was unusual for all projects. This probably indicates that the project itself was a success. When it comes to the following three projects, which were also the three most recent ones, they claimed to have hired someone, or made a department responsible for the communication of results, however, these persons or departments were not mentioned in the final reports. The explanations to this could be numerous; It could either be that the strategies employed were not as effective as the previous ones, and that the efforts made on social media and other platforms did not encounter the same success; or it could be that the communication strategies and the effectiveness/success of them were mentioned more in detail in interim reports or in other forums than the final reports – maybe they were mentioned in some sort of internal evaluation if there was one. Maybe it could depend on the clarity of the strategy employed. It could also be that many unexpected things happened, with unexpected outcomes and changed the course for proceeding with the result spreading and communication around the project.

Concerning the actual KM in the public sector, and how that is done - it is possible to see that the requirements for KM in the public sector are more or less present in the documents. Since the project result dissemination strategies can be understood through the three theoretical aspects of KM in the public sector operationalised in the paper, it also means that the subject of EU funded projects can be viewed in this theoretical light. This could further mean that research of this type has a place in the field of KM in the public sector. The fact that the results deemed available to interested parties, somehow witness of the presence of KM in the public sector, however the difficulty lies in evaluating the quality or efficiency of the KM employed. Moreover, this paper used the three aspects of KM in the public sector as a way to explore how KM was done, but it could also be fruitful to see whether these aspects have consciously been employed so as to make people benefit from the results and knowledge gained from the projects.

In some instances, the final reports were more detailed about the actual steps taken in the dissemination of results and marketing of the project. This was particularly the case for *Entrepreneurial West Hisingen*, where not only the channels and platforms used for communicating results were mentioned, but also in an explicitly strategic manner. The project belongs to the most recent ones, and could potentially have gained some knowledge and/or experience from previous projects' marketing and result spreading strategies. It could also be that the persons in charge of writing the reports have different approaches to how specific one must be. Some people may find it very important to write down specific strategies employed –perhaps more if the projects were successful. Other people may only write down the information formally required. It could also be caused by a different way of spreading the results or talking about the strategies. In the case of *A Flourishing Rosenlund*, the project was even spread to South Africa that was working with the project, and turned out to be a 'talking' point in media, which could be interpreted as a successful project. The application expressed the ambitions for result spreading in modest ways, and vaguely referred to conferences and international collaborations. At the end, the final report expressed the emergence of a continued collaboration with South Africa in what urban development could look like in the future. This project may have had a potential success that could not be anticipated at the beginning of a project – that may have been connected to the strategies employed for marketing the project and its results.

Although some of the projects received some important outreach and media attention, it is difficult to make any more meaning out of those results with the model for analysis employed for the purpose of the present study. The attempt to explore KM in the public sector in the case of ERDF in Gothenburg appeared to be complex. The reasons for why one project had a certain way of spreading results and not another, and the extent to which a communication strategy was considered successful or not, could be numerous.

9. Limitations to the Study

The ambition to make a comparison within and between projects could have been more coherent. In order to make a substantial study like this, it would have been preferable to go more in depth on interim reports and other documents tied to the proceeding of the projects - that would have allowed for a more thorough understanding of the actual KM strategies employed. Another interesting feature could be to examine *why* things did, or did not, turn out as the application forms claimed. Moreover, studies like these could potentially make explicit the successful and failed strategies. The study would have gotten more depth and value if the documentation was combined with for instance interviews with citizens and project participants in order to gain a more complete understanding of the effectiveness of the KM process.

10. Reflections and Suggestions for Further Research

Exploring KM strategies in relation to ERDF projects was like looking at the tip of an iceberg. Within the field of communication, it could be interesting to make other analyses of the reports, such as discourse analyses revealing potential power relations or underlying assumptions about the political ambience in Gothenburg. Moreover, it could be of value to interview citizens and examine the extent to which they have been involved in the communication around a specific project, and how well they think the project turned out to be. It could be interesting to interview project participants and get their point of view on the KM employed.

From an organisational perspective, it could be valuable to examine whether some substantial changes in the view on the role of strategic communication changed the way marketing and KM was done, and whether that had an impact on the general knowledge about a certain project. It could also be interesting to ask project owners what they know about KM and whether they would care about the three aspects of KM in the public sector that were addressed in this study.

When it comes to the constellation of actors, and interdisciplinary studies such as communication studies in political science, it could be interesting to review and try to understand what kind of actor the EU is seen as in these kinds of project. The EU as a supranational organisation with its own political agenda is neither a private corporation nor a national political entity (such as the municipality), yet it is interfering and financing parts of the public sphere in Sweden - how can the EU then be conceptualised? Moreover, it could be of value to examine how people view the EU's role in these projects and their public sphere in order to start grasping what the EU means to people.

Other interesting studies could be to investigate whether the political parties in charge in Gothenburg influence the financing and/or effectiveness, and follow-ups of the projects in the long run. If for instance, a certain project receives a certain amount of financing from the Municipality of Gothenburg now, could that change if another party came to power in a few years?

Those aspects are difficult to anticipate, however, events like those are affecting the result *per se* of a certain project (since they are long term projects), thus, they also affect how the projects are talked about and promoted (or not).

11. Conclusion

This study has made a first attempt at studying ERDF funded projects in combination with KM in the public sector in Sweden, as it has not been assessed within the Communication field previously. At first, the ambition was to make a comparison within the projects, as well as between them, however, it turned out to be of little value since it encompassed 11 projects and therefore had to be of a rather shallow nature. Overall, the present paper managed to grasp and conceptualise what KM in the public sector in the case of ERDF funded projects in Gothenburg

can look like. It has been shown that there appears to be an increasing awareness, or willingness, to have a specific person or division in charge of marketing the projects. It has also been shown that there is little congruence between what is being said in the application forms and in the final reports, but that it is still possible to read and analyse the reports using the theoretical lens of KM in the public sector. The fruitful conclusion is that this study may be an introduction to a much larger field for future studies that bridges different disciplines.

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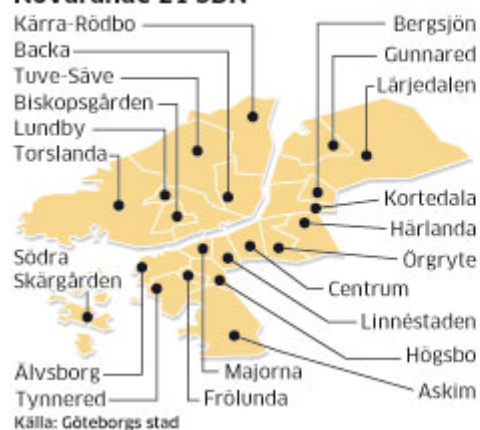
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Appendix 1

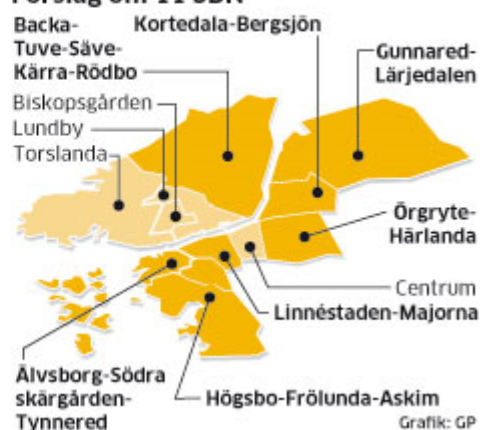
Map of Gothenburg

Stadsdelsnämnderna i Göteborg

Nuvarande 21 SDN



Förslag om 11 SDN



Source: <http://blog.zaramis.se/2009/12/01/bra-att-andra-sdn-indelning-men-borde-det-inte-ocks-a-bli-mer-demokratiskt/>