



# winnet8

## Women's Resource Centres Promoting Innovation in Gender Equality across Europe

- tackling occupational segregation
- influencing policy
- promoting best practice

### Action Plan



**INTERREG IVC**  
INNOVATION & ENVIRONMENT  
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**Regional Action Plan  
to facilitate  
women's contribution  
to regional growth in  
Northern Middle Sweden**

**REGION DALARNA**



Region  
**GÄVLEBORG**

**WINNET**  
GÄVLEBORG  
Saga Regionalt Resurscentrum

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## The creation of the action plan

The project has formed a group of civil servants, politicians, academy representatives, the community sector and the business sector (MAG – Multi-Actor-Group) in Gävleborg and Dalarna, who together with regional coordinators created the action plan. The project has also arranged round-the-table talks where the StructuralFunds partnership in Northern Middle Sweden together with civil servants and politicians from the Regional Councils of Dalarna and Gävleborg participated in discussions about the action plan.

The Vision for the Action Plan:

Our vision is for politics and distribution of development funding in the region to be gender-equal. Women's ideas, innovations and entrepreneurship are valued as highly as men's. The labour market is less gender-segregated.

General objectives and purpose of the Action Plan:

1. women's experiences be clearly represented in regional politics
2. women's ideas, innovations and entrepreneurship is more highly valued and utilised
3. more women into male dominated areas such as technology
4. the division of structural funding is more equally divided than it is today

## 1. Women's experiences clearly represented in regional politics

Northern Middle Sweden has a strongly gender-segregated labour market. This means that the women and men in our region live such different lives – different workplaces and networks – that they cannot expect to fully represent one another politically. A woman knows little about the contents of a man's working day and vice versa. It is therefore all the more important that political representation is, in numbers, equal on all levels and that both genders' opinions are given equal weight and importance. Both genders' experiences must be included when decisions are made as to which direction our region is heading and which areas are to be prioritised, that is if we are to increase growth. As well as needing more women there is also a need for knowledge among those in

leading positions about how gender prejudice affects our prioritising – being a woman is, of course, no guarantee that she has gender knowledge.

## 2. Women's ideas, innovations and entrepreneurship is more highly valued and utilised

Our action plan is not aimed at actual support of women's entrepreneurship but rather to ensuring that women's entrepreneurship and ideas are valued as highly as men's. Through this we want to ensure that those budding innovations and business ideas that exist can be developed into blooming business and also for women in employment to be heard for their ideas and that these ideas are utilised in the best possible way. To achieve this, women's experiences and knowledge from female business owners and working life needs to be represented in decision-making authorities. At the same time business counsellors need to be gender-aware to reduce obstacles caused by the stereotypes surrounding gender.

## 3. More women into male dominated areas such as technology

North Middle Sweden is facing a growing need for competences as a large part of the working-force is retiring. It will be easier to find the right person for the right job if recruiting is made from the whole population and not only among men. Also, about 60- 70 percent of the students of higher educations are women – if we remain a region with a low degree of gender-equality these women will move away from here/ not want to move into the region. If the companies don't find competences in the region, we risk that they move their business away to another region.

An improved gender-equality in our region would give the inhabitants a better possibility to choose education and occupation according to talent and interest instead of being limited by gender stereotypes.

Several reports and investigations also show a connection between gender-equality and financial viability. The researchers believe the connection comes from a better monitoring of the customers and the fact that mixed groups are more creative.

## 4. Division of structural funding shall be more equal than today

Research<sup>1</sup> shows that women are disadvantaged in a number of areas regarding division of structural funding. The one-sided investment in male-dominated areas of business means that those areas that are female-dominated do not receive the same opportunities – this is both an issue of fairness and of wasting half the population's resources.

Our goal is for the different authorities/organisations making decisions about who should receive project funding to gain more knowledge about the effect gender has on their selections and that regulatory documents be permeated with gender awareness and funding to be allocated to specific investments/projects to increase equality. We also want to improve women's own prerequisites for receiving funding. Our policy recommendations for this third goal are explained in annex 2.

### Description of the present situation in connection to the objectives of the AP:

The guidelines for EU 2020 describe inclusive growth. A need is named for the creation of more and better jobs, especially for women, young people and older people. It is stated that strategies will be demanded to promote equality for the purpose of decreasing unemployment and through this strengthening growth and social solidarity. A need for new forms of balance between working life and private life is also expressed.

### The Regional Structural Fund Programme for regional competitiveness and employment Northern Middle Sweden 2007–2013

The EU Structural Fund analysis of Northern Middle Sweden highlights the region's need for renewal and development within the business sector, promotion of entrepreneurship, increase in internationalisation, and development of cooperation between research, the business sector and society.

“Northern Middle Sweden is currently experiencing a conversion from an industrial community to a knowledge-based community. This makes demands for renewed direction for regional development work. The coming Structural Fund Programme for Northern Middle Sweden will therefore be directed towards renewal and growth-oriented investments”. “SCB (Statistics Sweden) produces an annual equality index that, seen from a number of variables based on equality-based political goals, shows how equal Sweden's counties and municipalities are. With regards to Northern Middle Sweden the region is on the bottom half of the index. This is especially significant when looking at the labour market. There, the index shows that Northern Middle Sweden has a more gender-segregated labour market than any other region in the country. For the region's future development its ability to attract workforce and to prevent moving away from the region, it is important that these structures are broken down”.<sup>2</sup>

### Regional development programmes (RUP)

A priority in all counties in Northern Middle Sweden is to create an attractive county. The county shall attract new residents and visitors as well as ensuring that current residents remain.

Skills enhancement is another priority area in all three programmes. Another common denominator in Northern Middle Sweden is that education and the labour market are very gender-segregated. Dissolution of traditional choices would give a more flexible labour market and greater chances for the right person in the right place. Today, stereotypes surrounding gender are an obstacle to flexibility.

### Policies and politics

We are making progress with regards to numerical equality in larger political organisations. In the county's Municipal Council and County Council gender division is in most cases within 40–60 percent. These figures worsen in the case of boards and committees. The Municipal Executive Board is not as gender equal. The situation is the same here as in the rest of the country: women

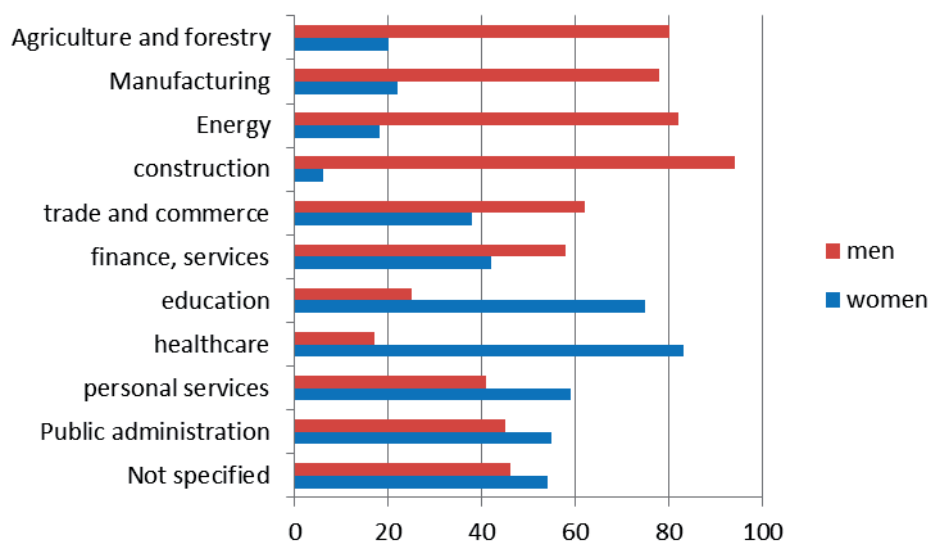
1 Malin Lindberg Luleå University of technology, “Cooperative Networks for Innovation. An Interactive and Gender Research-based Challenge of Innovation Politics and Innovation Research” 2010

2 Regional Structural Fund Programme for Regional Competitiveness and Employment Northern Middle Sweden 2007–2013 (p.5 and 29)

and men in different committees with an overrepresentation in healthcare, education and care services for women and technology, business and tourism for men. This affects how we prioritise areas of strength and other matters in Northern Middle Sweden. To challenge these norms and who is given the preferential right of interpretation can expose areas of strength and growth not previously been seen.

## Gender-segregated labour market and identification of regions' areas of strength

A gender-segregated labour market means an obstacle to the increasing need for right competence. A less divided labour market would give more flexibility and greater opportunity to get the right person in the right place. Women work and start business mainly within the areas of education, healthcare and care services, while men are mostly found within the areas of manufacturing, agriculture, forestry, energy and construction. In one of the three counties the situation is as follows:

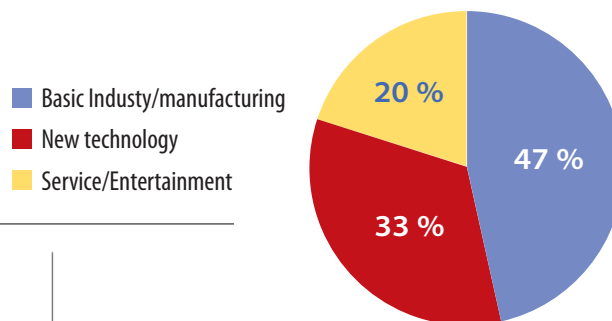


Source: SCB, directory of trade and professions. Revision, the County Administrative Board in the report "År Dalarna jämställt (Is Dalarna Equal?)" 2011 .

The business areas that the Northern Middle Sweden region has identified as areas of strength are almost the same as the areas that are male-dominated, which means that the large part of project funding and investments go to the men in our region. This conclusion is also made in the report "Samverkansnätverk för innovation. En interaktiv och genusvetenskaplig utmaning av

innovationspolitik och innovationsforskning – Cooperative networks for innovation. An interactive and gender research-based challenge of innovation politics and innovation research", by gender researcher Malin Lindberg, Luleå University of Technology. She has looked at national innovation politics that in many ways follow regional prioritisations. There it is concluded that "It is not always so that prioritisation and financial viability are connected. For instance, the global successes of Sweden's high-tech companies have been far surpassed by classic trading companies such as H&M and IKEA<sup>3</sup>. This indicates that male-dominated businesses are given high status in innovation politics rather than the most financially successful".

The graph below shows the division in the prioritisation-patterns between the three business areagroups.



The gender-segregated labour market, in combination with that gender stereotypes affect choice of strength areas, means that women's opportunities to further develop their companies and innovation are fewer than men's. Here we have an unexploited resource to utilise and increase women's contributions to regional growth.

## Two regions with quite different conditions

The two regions who have been partners in the Winnet 8 project have different conditions and situations. At Region Gävleborg training in equality for politicians and civil servants has been carried out but not in Dalarna region.

3 Lindgren Monica (2008). Maskulint, feminint, entreprenöriellt - könsstämplingavbranscherochprofessioner (Masculine, feminine, entrepreneurial – gender stamping of business areas and professions).In Larsson Pär, Göranson Ulla & Lagerholm Magnus. *Sesam öppna dig! Forskarperspektiv på kvinnors företagande (OpenSesame! Research Perspectives on Women'sEntrepreneurship)*.VR 2008:20. Stockholm: Vinnova

The municipality Dala kommun has, though, carried out equality training for school staff. Dalarna has also succeeded in getting the tourism industry counted as a basic industry. All other basic industries in Northern Middle Sweden are otherwise male-dominated, but in the tourism industry the gender representation among employed is approximately 50–50. The tourism industry has also received much financial support from EU Objective 2 funding.

## Women's and men's business entrepreneurship

“Today, it is more than four times more likely that men will run companies with employees than women. Only one out of a hundred women has a company with more employees than just themselves. What would happen to growth in Gävleborg County if women's entrepreneurship were closer to the level of men?” This paragraph is taken from Region Gävleborg's report, “Myten om kvinnorna som flyr och sanningen om männen som styr – The myth of women that flee and the truth about the men who govern”, (p.14) and points out another growth factor.

## Skills enhancement

More women than men continue on to higher education. This is case over the whole country and in our region. When Region Gävleborg took a closer look at the notion of young women leaving the region it was shown that those who move do so mainly to go on to higher education, irrespective of gender. This means then that more women leave as more women continue on to higher education. It is also known that many of these women return to the region after completing studies. They do not, though, end up in jobs that are equal to their level of knowledge as there is vertical segregation – with men in leading positions and women in lower positions. “Here in Gävleborg we can find an over-educated women working on the workshop floor and a management consisting of men without academic education. This is not utilisation of resources and is not conducive to sustainable regional development”, the report above mentioned states (p.22).

### Identified challenges and development points

After reading through strategic documents, reports and analyses of our region and discussions in the projects

Multi Actor Group, the following challenges and areas of developed have been identified:

- Gender segregation on the labour market
- Increasing need for workforce
- Women's experiences are not utilised to the full in politics – who has the preferential right of interpretation? Which subjects are to be raised? Who is to be listened to?
- Unequal division of project funding

## Detailed objectives based on the identified challenges

### Women's experiences clearly represented in regional politics:

Broader policy discussions, programme compositions and implementation of them through:

Investments to increase women's participation in regional politics

Investments to increase gender awareness among politicians and civil servants

Investments to highlight women's entrepreneurship and female-dominated business areas

## Ensure that women's ideas, innovations and entrepreneurial spirit are utilised:

Remove obstacles for women to start their own company, though increased gender awareness of business advisors etc. Remove obstacles for women in traditionally male business areas (both to reduce gender segregation and to allow women's ideas to be utilised), by raising gender awareness of recruiters, employers and cluster organisations. It is also important to permeate gender stereotypical choices at an early stage, and to make sure that career and studies counsellors and teachers are gender-aware.

## Steps and tasks for meeting the objectives

Discussions in MAG led to the conclusion that we initially need investments to allow women's experiences into politics and to create a more inclusive growth. To succeed in this we need investments on individual, counselling and policy levels. We will achieve this through implementation of the follow good examples:

Target	Activity	Good Practice
<b>1. Women into Local decisionmaking</b>	a. support women to participate in politics b. Raise the gender-awareness among politicians and officials	Women into Local Decisionmaking Jämresursen
<b>2. Women's ideas and entrepreneur-spirit highly valued</b>	a. Raise the gender-awareness among business-councillors and regional leaders.	Gender-equal guidance
<b>3. More women into male-dominated areas</b>	a. Reduce gender-stereotypes' impact on young people's choice of career. b. Raise gender-awareness among recruiters, cluster-organisations etc	On Equal Terms Gender-equal guidance
<b>4. Gender-equal division of funds</b>	a. Make women-dominated areas more visible b. Raise gender-awareness among regional leaders. c. Educate women on how to design and apply for EU-projectfunding.	Emma RC Jämresursen EU-academy

### 1. Women into local decision making + EU-Academy. Individual level

We want to invest in training of women in politics and EU knowledge while at the same time arranging courses about project creation – to give women a better chance of receiving the project funding available. Both our regional resource centres for women are executors of this – a project plan needs to be composed by them.

### 2. Investments in training (Jämresursen, Jämställd Vägledning, På Lika Villkor). Counsellinglevel/policy level

Project funding administrators, decisions-makers, career and studies counsellors, consultants. They want to create a training package that covers the whole process and raises knowledge levels about equality. Both regional resource centres in Dalarna and Gävleborg are assisting with this. Jämresursen and Jämställd Vägledning training has been conducted in Gävleborg and needs to be transferred to Dalarna. På Lika Villkor has been carried out in Falun Municipality and needs to be carried out in Gävleborg. A project needs to be created for this, which WRC should undertake.

### 3. Network inventory (Emma RC). Policy level

We want to carry out an inventory of women's entrepreneurship and the networks connected to this. We need to identify sector clusters and through this highlight

potential growth areas. This ought to be the responsibility of the Regional Councils.

## Description of proposed good examples:

### Women into local decision-making

When women are encouraged to get actively involved in local and regional decision making they will also have a say in regional development policy. This will benefit individual women but also the whole region when they have more politically active people available to share the common responsibilities.

**Training:** There were 12 training evenings organised reflecting the needs women had reported in the pre-survey. There were lectures and training organised in the following themes: gender equality, improving verbal and written debate skills, different meeting techniques, different responsibilities of associations, how to be influential by using Internet, how to use social media, how to transfer tacit knowledge from experienced actors to new actors, how to be influential on micro level, municipal policy making. There were 230 participants in the 12 training evenings.

**Group mentoring:** Women who are already active in politics acted as mentors to those women interested in participating in local decision making. The mentors told about their own experiences and encouraged and



motivated women to be more active in local politics. There was 1 mentoring evening organised in each of the 9 participating municipalities. Moreover, mentoring method was used in each training session and during the study visits. The idea of the mentoring was to make it an automatic way to act and therefore mentoring was present in each activity of the project. Target of the mentoring was to involve 200 women of which 20-30 would be active. As a result approximately 300 women, of whom 15 were active, participated in mentoring.

**Study Visit:** There were four study visits made to different events and places to learn about the importance of networking and experience local and national decision making in other regions. 109 women participated to the study visit whereas the target was 100 women.

## EU Academy

### Ruta FEM Skrivarkonst, Central Sweden EU Academy:

– training in how to create international projects (5 training sessions of six hours)

This training was divided in to five different blocks.

**Block 1; EU knowledge.** The training began with a historical overview. Why and how did the EU begin and what is the EU good for?

**Block 2; EU programme.** A run-through of transnational and regional programmes. Digital orientation, links to the EU and programme websites.

**Group work;** Developing an idea in the group and finding and programme for it.

**Block 3; Project work.** What is a project? The EU as a project environment.

**Group work:** A simple project description of the group's project ideas for external evaluation.

**Block 4; Application forms.** Project description. Application documents.

**Group work;** Complete project application.

**Block 5; Evaluation.** The EU's expert evaluation.

**Group work;** Through implementation of evaluation criteria the groups evaluated each other's applications.

## Jämställd Vägledning (Gender Equality Guidance)

Basic training on gender equality guidance and counselling for education and the labour market.

- An inventory of guidance and counsellor's knowledge and needs concerning equality
- Developing a working method starting with awareness-raising and learning in acknowledgement that only then can you begin to cultivate an understanding of the issues

## Jämresursen (Equal Resources)

There were a number of aims with the project and we would like to implement the part dealing with training and education for politicians and others in the municipalities as well as special training for 20 key individuals within regional and local equality work.

## På Lika Villkor (On Equal Terms)

The project's first phase was directed specifically towards schools. We have now continued on to raise gender awareness for more employees within Falun Municipality. We propose that the project's method is also implemented in Gävleborg County and all other Dalarna municipalities.

**Purpose:** to increase awareness of the importance of gender issues in schooling opportunities for boys and girls.

**Objectives:** Schools with equal opportunities, to train 100 pedagogues during a three-year period. To create an equal opportunities profile for our schools.

Pedagogues within schools and pre-schools as a target group.

The basis for formulating the problem was the regional statistical compilation "Om kvinnor och män i Dalarna (About women and men in Dalarna)", where clearly gender-profiled educational choices exist and where a lack of equal opportunities exists within the political equal opportunities goal of financial independence for both men and women.

The national delegation for equal opportunities in schools stated in its summary that schools are greatly lacking in this area and that there is a need for long-term change.

## Inventory of women's networks with the purpose of identifying growth areas and potential innovation systems

One way to highlight female-dominated business is through mapping and inventory. Destination Dalarna,

Dalarna's tourism clusters, conducted a mapping of how many businesses within the tourism branch in Dalarna planned to invest in the near future. The planned investments were in the region of 10 billion Swedish kronor, which is expected to generate 2,200 new jobs and 2.8 million more guest accommodation nights. The mapping spoke for itself – investments are needed in infrastructure and to accommodate the need for workforce. It cleared the way for the establishment of the tourism industry as a base industry and as an export industry in Dalarna. Furthermore, just the fact that the tourism industry was identified as a cluster was a huge step.

Below are description of three methods used for mapping of potential growth areas and sector clusters as potential clusters/innovation systems.

## Inventory in Västerbotten

Emma Resurscentrum has made an inventory of clusters and innovation systems in Västerbotten. They have targeted finding sector clusters and development processes that have been missed by the Regional Growth Programme (2002-2006) and the National Programme Visanu (2002-2005). They were specifically looking for business areas where many women were running businesses, such as small-scale food industry, tourism, consultancy services, beauty/healthcare, and child care. In telephone interviews people were asked about colleagues, collaborations/networks, geography versus function, actors, organisations, results, support, oppositions and continued development. The inventory showed that there were development processes with common focus mainly within the tourism and small-scale food industries.

## Resource allocation for tasks

To allow effective implementation there is a need to make thorough interviews with project leaders of the good examples chosen. Methods then need to be adapted to regional and local conditions and project plans written.

Winnet Gävleborg is proposed as the implementer in Gävleborg and Winnet Dalarna for Dalarna. Both these resource centres will collaborate right from the implementation of action plan stage and will be able to utilise each other's experiences. Financing: We propose that funds are put aside for projects with the purpose of supporting women to participate more in politics and to raise gender awareness among decision-makers and project owners, in RUP for each respective region and in the Structural Fund Programme. Funding from the programme Främja Kvinnors Företagande (Promoting Women's Entrepreneurship) can be used for network inventory<sup>4</sup>. Both ESF funding<sup>5</sup> and funding from FrämjaKvinnorsFöretagande<sup>6</sup> can be used for skills enhancement in the form of equality training for counselors, consultants, incubators etc. Training of politicians and project administrators is proposed that SKL finance.

## Expected obstacles to completion of tasks

MAG participants contributed with potential obstacles to reaching the goal. Below is a list of these obstacles and strategies to overcome them.

Lack of knowledge and understanding from involved actors – involve key actors in the creation of action plans in order for them to be aware of thoughts and goals and to agree with them.

Training in equality makes only a short-term difference – annual training, designated actors given responsibility.

The interpretation of growth cannot only be measured in terms of market economy as this excludes discussions about equality – clarify the role of equality in its contribution to growth.

Irrespective of numbers – men have the preferential right of interpretation and power, even in partnerships – training shall include learning about master suppression techniques etc.

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4 Programme to promote women's entrepreneurship: "Insatserna ska även bidra till att höja kunskaps- och kompetensnivåerna om kvinnors företagande hos allmänheten, i näringslivet och hos offentliga aktörer (Investments shall even contribute to raising knowledge levels and skills about women's entrepreneurship in the general public, the business sector and public actors)".

5 Social Fund Programme Area 1, skills enhancement – skill development to prevent discrimination

6 Programme to promote women's entrepreneurship. Training of business counsellors in gender perspective

7 "Det förbisedda jämställdhetsperspektivet – text- och genusanalys av tre utlysningstexter från Vinnova" (The Bypassed Equality Perspective – Text and Gender Analysis of Three Publication texts from Vinnova), by Gunilla Byman, Växjö University 2006:0. P.63

## Annex 1

# POLICY RECOMMENDATIONS FOR A MORE GENDER-EQUAL DIVISION OF PROJECT FUNDING:

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### Programme descriptions

Programme descriptions sometimes need clearer definitions if they are to avoid excluding female-dominated branched or women's experiences/ideas. What is meant by innovation? What is sustainable growth?

In Vinnova's report, "Det förbisedda jämställdhetsperspektivet" (The Bypassed Equality Perspective) a gender perspective is incorporated into the texts in authorities publications. At the end of the report three measures are proposed:

- Implement explicit formulations about gender, equality and diversity
- Raise priority levels for gender and diversity aspects through implementation into evaluation criteria in publications, where relevant
- Explain and specify language used<sup>9</sup>

The third point describes the use of a more accessible language that would reach more people, and thus of course more women. The author sees this as reviewing of the symbolic level – the language – as an opportunity to change structures. "The power of ideas in language is strong. In the same way that ideas influence language then language is influenced by ideas. Terminology is a tool for change and can initiate dynamic processes and change the content of the term innovation" (p.35)

Programmes need to include examples of desired projects that have equality as a goal. This emerged in discussions from RundaBordssamtalet (Round Table meetings) at

Region Dalarna. To only have equality in horizontal goals makes it difficult to achieve any real change.

ESF and ERUF need to be coordinated to allow project owners from both organisations to more easily apply for finance. Skill development is needed for regional growth and the two are consequently interconnected.

### Project owners

In the creation of project applications the horizontal equality investments need to be assured. Some form of support or sounding board has been discussed at the round-the-table discussions. Resource centres for women could be this support. We also propose that training in equality is implemented for project owners, similar to ESF Jämt.

### Administrators and decision-makers

Administrators and politicians need to increase their gender knowledge in order to feel assured in their evaluations when equality as a horizontal goal is discussed.

Division of responsibility needs to be clarified. Today, the responsibility for horizontal goals can sometimes be passed between different actors so that no-one really makes project owners accountable.

### Follow-up

Researchers for the projects ought to be given a clear role in the evaluation of how projects work with horizontal goals. The projects ought to be evaluated with qualitative questions regarding equality goals.

## Annex 2

# SWOT ANALYSES NORTHERN MIDDLE SWEDEN

<b>Strengths, Gävleborg</b>	<b>Weaknesses</b>
<p><b>Regional Operational Programmes:</b></p> <p>Significant industrial knowledge med high-productivity companies</p> <p>Specialist competence within a number of cluster areas</p> <p>Universities with growing research competence</p> <p>Workforce with high level professional skills</p> <p>Good communications and infrastructure both within as well as to/from the region</p> <p>Well-developed work with young people's entrepreneurship</p> <p><b>Situation for women/gender equality:</b></p> <p>Well-developed work to strengthen women's entrepreneurship</p> <p>Well-developed work for equality</p> <p>Relatively high number of women starting businesses</p>	<p><b>Regional Operational Programmes:</b></p> <p>Strongly gender-segregated labour market with traditional educational choices</p> <p>"Narrow" labour market with strong focus on a few industries</p> <p>Demographical development with low birth rate. Low migration level</p> <p>Sparse population structure</p> <p>Low level of education</p> <p>Low level gainful employment</p> <p>High rate of ill health</p> <p>Low level establishment of new businesses</p> <p>Low utilisation of competence of overseas-born citizens</p> <p><b>Situation for women/gender equality:</b></p> <p>Very high number of women on sick leave within female-dominated business areas</p> <p>Low employment level for women and young people</p> <p>Few women in leading positions</p>
<b>Opportunities</b>	<b>Threats</b>
<p><b>Regional Operational Programmes:</b></p> <p>Breaking down the norms that prevent women and men in taking part in the whole labour market</p> <p>Increased integration of new Swedes on the labour market and utilisation of their competence contributes to diversity and business and market cooperation</p> <p>Increased interest in entrepreneurship and business</p> <p>Improved communications reduces gap to the outside world</p> <p>Increased collaboration with the business sector-FoU-University</p> <p>Possibility to broaden business areas on the labour marke</p> <p><b>Situation for women/gender equality:</b></p> <p>Increased number of women starting businesses</p> <p>Equality integration can lead to more women and men breaking down gender barriers, giving better skill enhancement as well as increasing employment levels and giving better career opportunities for women</p>	<p>Unequal society decreases attractiveness for companies and residents</p> <p>Permanent exclusion in outsider isolation</p> <p>Lack of competent workforce</p> <p>Increased competition leads to closing and moving of companies</p> <p>Generational shift problems</p> <p>Too few new business establishments</p> <p><b>Situation for women/gender equality:</b></p> <p>Gender structures remain risking permanent establishment of women's lower employment level and faltering career development. Skills enhancement is limited.</p>

Strengths, Dalarna	Weaknesses
<p><b>Regional Operational Programmes:</b></p> <p>Significant industrial knowledge med high-productivity companies</p> <p>Specialist competence within a number of cluster areas</p> <p>Universities with growing research competence</p> <p>Workforce with high level professional skills</p> <p>Well-developed work with entrepreneurship of young people</p> <p>Significant service and hospitality business sector with growth potential</p> <p><b>Situation for women/gender equality:</b></p> <p>Developed network to strengthen women's entrepreneurship</p> <p>High number of women starting businesses</p> <p>Well-developed work in strengthening business development within the female-dominated tourism industry</p>	<p><b>Regional Operational Programmes:</b></p> <p>Strongly gender-segregated labour market with traditional educational choices</p> <p>Demographical development with low birth rate. Low migration level</p> <p>Sparse population structure</p> <p>Low level of education</p> <p>Low level gainful employment</p> <p>High rate of ill health</p> <p>Low level establishment of new businesses</p> <p>Low utilisation of competence of overseas-born citizens</p> <p><b>Situation for women/gender equality:</b></p> <p>Very high number of women on sick leave within female-dominated business areas</p> <p>Few women in leading positions</p>
Opportunities	Threats
<p><b>Regional Operational Programmes:</b></p> <p>Breaking the norms that prevent women and men in taking part in the whole labour market</p> <p>Increased integration of new Swedes on the labour market and utilisation of their competence contributes to diversity and business and market cooperation</p> <p>Increased interest in entrepreneurship and business</p> <p>Improved communications reduces gap to the outside world</p> <p>Increased collaboration with the business sector-FoU-University</p> <p>Possibility to broaden branches on the labour market. The tourism industry balances out the otherwise one-sided business sector</p> <p><b>Situation for women/gender equality:</b></p> <p>Increased number of women starting business</p> <p>Equality integration can lead to more women and men breaking gender barriers, which gives better skills enhancement as well as increased employment levels and better career opportunities for women</p>	<p><b>Regional Operational Programmes:</b></p> <p>Unequal society decreases attractiveness for companies and residents</p> <p>Permanent exclusion in outsider isolation</p> <p>Lack of competent workforce</p> <p>Increase competition leads to closing and moving of companies</p> <p>Generational shift problems</p> <p>Too few new established companies</p> <p><b>Situation for women/gender equality:</b></p> <p>Gender structures remain risking permanent establishment of women's lower employment level and faltering career development. Skills enhancement is limited.</p> <p>A traditional gender structure is an obstacle to women's development in the region and many women move away or are limited here.</p>