



## The implementation of Action 2 and launching of Action 3 of the EQUAL programme

### FINAL EVALUATION REPORT

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**EQUAL**

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## LIST OF ACRONYMS

Acronym	Explanation
DP	Development Partnership
EC	European Commission
ESF	European Social Fund
LG	Local Government
MoSA	Ministry of Social Affairs
LMB	Labour Market Board

### Abbreviations of the Development Partnerships:

Abbreviation of Development Partnership	Title of Development Partnership
Integration of asylum seekers	Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the framework of the ESF EQUAL Programme
HAPECO	Handicapped People Employed in Cooperatives
Reintegration of Compulsive Gamblers into the Labour Market	Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion
Distance Working	Models of Distance Working for Estonian Islands and Remote Coastal Areas
Children Taken Care of, Mothers at Work	Children Taken Care of, Mothers at Work!
Choices & Balance	Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life
Women Involved in Prostitution into Labour Market	Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market
RE-START	RE-START - Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market
Connected Services for Integrating Young Mothers into the Labour Market	Connected Services for Integrating Young Mothers into the Labour Market
Farmers' Replacement Service	Development and Application of Farmers' Replacement Service
Multifunctional Care Service	Development of Multifunctional Care Service to Enhance Employment
WHOLE	Work and Home in Our Life in Europe
We Friends	We Friends -West Estonian Development Partnership

## INTRODUCTION

The EQUAL programme is the European Community Initiative with the objective to develop and test new methods in order to decrease inequality, discrimination and social exclusion in the labour market.

The objectives of the programme are accomplished through the Development Partnerships within three themes:

- ✓ A: Facilitating access and return to the labour market for those who have difficulty being integrated or re-integrated into a labour market;
- ✓ G: Reconciling family and professional life and the reintegration of men and women who have left the labour market, by developing more flexible and effective forms of work organisation and support services;
- ✓ I: Providing support to social integration of asylum seekers.

The implementation of the EQUAL programme in Estonia was initiated in 2004 when 13 projects were selected out of 68 applications. As of October 2007, 2 projects have completed the project activities according to the action plan (1 of these projects will continue the activities of the Action 3 within the framework of an additional application round), the rest 11 projects continue activities.

To date two evaluations have been carried out within the framework of the EQUAL programme: evaluation of the preparatory and introductory phase of the EQUAL programme was carried out in 2005 and evaluation of the implementation of Action 1 (setting up Development Partnerships and its strategy including transnational co-operation) and launching of Action 2 (the implementation of the projects) of the EQUAL programme was carried out in 2006. In 2007, the mid-term evaluation was launched to assess the management of the EQUAL programme and the activities of the programme supported projects including the implementation of Action 2 and launching Action 3 (thematic networking, publicity and dissemination of outcomes, making an impact on national policy).

The goal of the mid-term evaluation carried out between May and October 2007 was to assess the quality of innovation of the projects, launching mainstreaming processes and interim impacts.

The evaluation was ordered by the Estonian Ministry of Social Affairs and undertaken by InterAct Projektid & Koolitus OÜ in cooperation with the Tallinn University.

The evaluation team consisted of: Annemai Mägi, Maarja Unt, Kirke Maar, Omar Nõmm, Anna Toots (InterAct Projektid & Koolitus OÜ) and Jelena Helemäe (Tallinn University).

# 1. METHODOLOGY FOR EVALUATION

## 1.1 KEY PRINCIPLES OF THE EVALUATION

The evaluation and the methodology for the evaluation is proceeded according to the terms of reference provided by the Ministry of Social Affairs.

According to the terms of reference the goal of the mid-term evaluation of the EQUAL programme is:

- ✓ to carry out the mid-term evaluation of the management of the EQUAL programme and the activities of the partnerships funded by the programme including the implementation of Action 2 and launching of Action 3.
- ✓ to assess the quality of innovation of the projects, launching mainstreaming processes and interim impacts.

### As a result of the evaluation it should be possible to:

- ✓ support the management and implementation of the programme in terms of relevant state agencies as well as the development partnerships implementing the activities;
- ✓ provide the EC with an input for the comparison of the implementation of the programme in different countries;
- ✓ support the development of the priorities and implementation process under the 2007-2013 programming period.

### The objective of the evaluation was to explore the following aspects:

- Quality of the innovation:**
1. Are the products of the project innovative and directed at finding a solution to the problem?
  2. How effective are the created/implemented products in solving a problem?
  3. Are the created products sustainable in a long-term perspective?
- Mainstreaming:**
- ✓ Is it possible to use created products on a wider level?
  - ✓ What mainstreaming mechanisms are used in development partnership?
  - ✓ To what extent the programme mainstreaming strategy is included in the process of development partnership mainstreaming?
  - ✓ How is organized „*transferring into policies, into programmes funded by national and structural funds and adaption by wider publicity*“?
  - ✓ What was the role of the project manager of thematic networks? How efficient were they?<sup>1</sup>
  - ✓ Implementation of thematic networks, efficiency and impact on mainstreaming.
  - ✓ What mainstreaming activities have been implemented and what has been their impact?

In addition to the assessment, the evaluation report should include recommendations for the

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<sup>1</sup> Management of the thematic networking project to carry out mainstreaming activities is the outsourced service by the Ministry of Social Affairs.

future activities and possible changes taking into consideration the available resources. These recommendations should be made mainly at the projects level, however, recommendations at the level of management and administration of the programme can be given. Also, recommendations for improving the efficiency of evaluations in the future are expected.

The following key principles are considered during the implementation of the EQUAL programme:

- ✓ Partnership – the goal is to bring together the key players into Development Partnerships who will co-operate to achieve common objective;
- ✓ Transnational co-operation – the goal is to enable Development Partnerships and representatives of state authorities to learn lessons from each other and carry out successful transnational co-operation;
- ✓ Innovation – the goal is to study and test new approaches to development and implementation of employment and training policy;
- ✓ Empowerment – the goal is to raise competitiveness/capacity building and to get all target groups equally involved in the labour market;
- ✓ Thematic approach – focusing on activities within the themes set out according to the priorities of the European Employment Strategy;
- ✓ Dissemination and mainstreaming – the goal is to ensure the input by EQUAL for developing policy and practice, to adopt positive experiences in employability and social inclusion policy.

The evaluation criteria developed by the European Commission (hereinafter EC) have been taken as the basis for the evaluation. Current methodology for evaluation is based on five criteria: relevance, efficiency, performance, impact and sustainability. Implementation of two key principle (innovation and mainstreaming) of EQUAL was assessed against five EC evaluation criteria:

-  Relevance
-  Efficiency
-  Performance
-  Sustainability
-  Impact

As only 13 projects are being implemented in Estonia, therefore, individual approach has been taken as the basis for the evaluation. By using such method the evaluators do not only provide assessment on the programme level but are able to assess the quality of innovation and interim impacts of mainstreaming in terms of projects' results.

## **1.2 EVALUATION TECHNIQUES**

The evaluation is based on the programme documents, project applications, development partnership agreements, monitoring reports submitted by beneficiaries, reports drawn up by the Labour Market Board and MoSA, self-assessments of DPs, etc. (See Annex 1).

Text analysis method is used to analyze the basic documents and to get overview of the rest existing documents.

Personal interviews with a representative of a lead partner (project manager) and one partner of DP were carried through on the period of 26.06.2007 – 6.08.2007. 13 interviews were carried through with project managers and 13 interviews with the representatives of partners (one partner was selected from every DP. (See Annex 2).

The objectives of the interview and applicable methods were explained to the participants before the interviews.

The duration of one personal interview was one hour.

The questionnaire for conducting interviews was elaborated by the evaluation team (see Annex 3).

To assess management service of the thematic work groups within the framework of the EQUAL projects, additional interview in the round table form with the representative (Marika Tamm) and project manager (Reet Valing) of Bradley Dunbar Associates Estonia OÜ (BDA) was carried out by InterAct (14.06.2007).

Group meetings – focus groups to map problems and possible amendments to be applied were carried out with the representatives of LMB and MoSA. Two focus group sessions were carried out (13.09.2007 and 14.09.2007) with the representatives of DP and one group meeting with the representatives (administration) of MoSA (11.09.2007).

The sample to carry out focus group interview was selected by the evaluation team and the duration of one focus group session was 1.5 – 2.5 hours (see Annex 4).

Two main reasons to use focus groups method are the following:

- focusing on the certain theme;
- focusing on the certain target group, which enables to discuss and analyse together the evaluation output and possible implemetation of recommendations at a wider level. Also similar social background and coherent approach to the thematics under discussion unites the group.

To get feedback regarding the co-operation between the Estonian and transnational partners a questionnaire (see Annex 5) by e-mail was sent to all transnational partners (total 13).



### 1.3 EVALUATION PROCESS

Evaluation process comprised from closely related activities:

Activity	Period of activity	Result
<b>Project preparation</b> <ul style="list-style-type: none"> <li>- Preparation and carrying out kick-off meeting</li> <li>- Round table meeting with the project team</li> <li>- Drawing up the inception report based on kick-off meeting and round-table</li> <li>- Drawing up the list of basic documents for evaluation</li> <li>- Collecting and analysing existing information</li> </ul>	02.05.2007 – 08.06.2007	Project prepared
Designing questionnaire for interviews, specifying methodology according to analysed basic data	4.06.2007 – 22.06.2007	Questionnaire for interviews designed, methodology specified
Carrying out personal interviews with the lead partner and one representative of a DP, preparing summaries of the interviews	26.06.2007 – 6.08.2007	26 personal interviews carried out, summaries prepared
Analysing results and summaries of the personal interviews, drawing up the mid-term evaluation report	6.08.2007 – 31.08.2007	Results of the personal interviews analysed
Preparing, carrying out and drawing up the summary about on-line questionnaire for 13 foreign partners	4.07.2007 – 24.09.2007	On-line questionnaire for foreign partners prepared, carried out and summary drawn up
Preparing focus groups, carrying out focus group sessions (11.09.2007, 13.09.2007, 14.09.2007), drawing up summaries	21.08.2007 – 21.09.2007	Interviews for focus groups prepared, interviews carried out and summaries drawn up
Submission of the draft final evaluation report to MoSA for study and comments	05.10.2007	The draft final evaluation report submitted to MoSA for study and comments
Integrating comments and amendments into the draft final evaluation report	08.10.2007 – 18.10.2007	The draft final evaluation report commented by MoSA. The amendments integrated into the report.
18.10.2007 – Submission of the final evaluation report to MoSA		

## **2. THE IMPLEMENTATION OF ACTION 2 AND LAUNCHING OF ACTION 3**

This chapter provides an overview of the implementation of Action 2 and launching of Action 3 by the DPs. Assessment is carried out on the quality of innovation of the results of projects as well as on the rate of success of the DPs mainstreaming activities. Short descriptions of projects are listed by themes (themes A, G, I) in Annex 6 of the report (See Annex 6).

Action 2 is the main stage of implementation, during which the national and international action plans of the DPs are carried out. Already implemented and yet to be implemented programmes are as follows:

- ✓ studies and analysis
- ✓ preparing information and publicity;
- ✓ designing and developing materials, courses, training and other employment aids;
- ✓ delivering guidance, counselling and training;
- ✓ creating and sustaining jobs;
- ✓ improving labour market services.

Action 3 comprises thematic networks, presentation of activities and their integration into policies and practice. These activities that usually focus on certain topics, are carried out at the national level and are related to similar activities at the European level.

In order to disseminate information on the context, contents and implementation of activities as well as their scope, experience obtained from the EQUAL programme is communicated to people and organizations through press releases, newsletters, consolidated reports, survey results, assessment reports, audiovisual materials, websites, events, conferences, seminars and workshops and discussions.

### **2.1 INNOVATION**

#### **2.1.1 Definition of innovation**

EQUAL programme has been launched with the purpose to create and finance innovative approaches to issues of local, national and European labour market policy. The aim of the programme is to develop and test ideas and implement innovative approaches and useful experience in politics and practice. This activity comprises transfer of solutions, methods or approaches from one environment to another in order to improve the efficiency of policy or practical activity.

Innovation<sup>2</sup> can be:

- ✓ development of brand-new methods and principles of action;
- ✓ development and implementation of innovative approaches to existing methods and principles of action.

This chapter assesses the quality of innovation of the results of projects. Four main aspects of innovation were examined in the course of assessment:

1. Are the products (results) of the project innovative and directed at finding a solution to the problem?
2. Have the products developed in the course of projects not been put into practice and why?
3. How effective are the created/implemented products in solving a problem?
4. Are the created products sustainable in a long-term perspective?

Innovation has been assessed according to the following criteria:

- ✚ Relevance – innovation of products created in the course of the project (incl. preservation of innovation in 2007)
- ✚ Efficiency – efficiency of innovative products in solving problems defined in the course of the project
- ✚ Performance – real implementation rate for innovative products planned in the course of projects
- ✚ Sustainability – sustainability of innovative products in a long-term perspective
- ✚ Impact – impact of the projects' activities.

Assessments on the quality of innovation pursuant to specified assessment tasks are provided separately for each project (see Tables 1 to 4) and then general summaries for the entire programme have been given.

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<sup>2</sup>Three types of innovation are differentiated in the context of EQUAL:

- ✓ Process-oriented innovations – development, testing and adoption of new methods, tools or approaches as well as the improvement of existing methods;
- ✓ Goal-oriented innovations – formulation of new objectives regarding qualifications and areas of employment;
- ✓ Context-oriented innovations – development of political and institutional structures in connection with the labour market.

## 2.1.2 Innovation of products and orientation at solving the problem

**Table 1 Assessment task:** Are the project's products innovative and directed at solving the problem?

No.	Project title	What does the innovation of products developed in the course of the project comprise?	Problems the product(s) tries to solve in the course of the project	Assessment of project representatives regarding the innovation of products developed in the course of the project (on a scale from 1 to 5)
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	<ul style="list-style-type: none"> <li>• Innovation of the product (NGO founded by handicapped people) lies in supporting the establishment and later counselling of organisations, where the member of target group is involved as the main decision-maker</li> <li>• Innovation of the product (training sessions) lies in the use of combined measures, e.g. adaptation, business, joint activity, etc. in training</li> </ul>	<ul style="list-style-type: none"> <li>• Employment rate of handicapped people is extremely low (28 %)</li> <li>• Target group's self-esteem is very low</li> </ul>	<ul style="list-style-type: none"> <li>• New methods of work – very innovative (5)</li> <li>• Start-up funds – can not say, remain neutral (3)</li> <li>• Combined methods – can not say, remain neutral (3)</li> <li>• Continuous counselling – very innovative (5)</li> </ul> <p>Average score for the project's products – 4 (lead partner)</p> <ul style="list-style-type: none"> <li>• Very innovative (5) – other partner</li> </ul> <p><b>Average score – 4.5</b></p>
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<ul style="list-style-type: none"> <li>• Innovation of the product (rehabilitation programme for compulsive gamblers) lies in its target group – up to now the provision of professional psychological assistance to compulsive gamblers was nonexistent in Estonia</li> </ul>	<ul style="list-style-type: none"> <li>• Compulsive gambling (compared to other addictions, the peculiarity of this problem lies in the fact that casino addicts, unlike, for example, alcoholics, do not differ from ordinary people by their external characteristics)</li> </ul>	<ul style="list-style-type: none"> <li>• Rather innovative (4) – lead partner</li> <li>• Very innovative (5) – other partner</li> </ul> <p><b>Average score – 4.5</b></p>
3.	<b>Integration of Women</b>	<ul style="list-style-type: none"> <li>• Innovation of the product</li> </ul>	<ul style="list-style-type: none"> <li>• Society's negative attitude</li> </ul>	<ul style="list-style-type: none"> <li>• Very innovative (5) –</li> </ul>

	<b>Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b>	(rehabilitation and legal integration into the labour market of women involved in prostitution) lies mainly in the target group, who has never before been addressed in this way in Estonia – the project surveyed population’s attitude to people involved in prostitution; the situation of prostitutes was surveyed; training programmes were carried out for various specialists; a manual for support persons was compiled; in 2005, rehabilitation centre “Atoll” was opened	towards people involved in prostitution <ul style="list-style-type: none"> <li>• Acute need for books and information materials directed at a wide range of readers, which would explain the situation of people involved in prostitution</li> <li>• Reintegration of prostitutes into the labour market is complicated</li> </ul>	lead partner <ul style="list-style-type: none"> <li>• Rather innovative (4) – other partner</li> </ul> <b>Average score – 4.5</b>
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market)</b>	<ul style="list-style-type: none"> <li>• Innovation of products (vocational guidance manual, mentor program, m-trips, method for conducting handicraft classes, driving courses, Internet with limited use, organized management of community service, youth home) lies in the target group (youth with criminal records) – such services have not been provided to them before</li> <li>• In addition, an innovative survey of recidivism was carried out and a stable co-operation network was established between different countries</li> </ul>	<ul style="list-style-type: none"> <li>• Recidivism is high among people with criminal records (70% -80%)</li> </ul>	<ul style="list-style-type: none"> <li>• Vocational guidance manual – very innovative (5)</li> <li>• Mentor program – can not say, remain neutral (3)</li> <li>• M-trips – rather innovative (4)</li> <li>• Method for conducting handicraft classes – very innovative (5)</li> <li>• Driving courses – very innovative (5)</li> <li>• Internet with limited use – very innovative (5)</li> <li>• Organized management of community service – rather innovative (4)</li> <li>• Youth home – can not</li> </ul>

				<p>say, remain neutral (3)</p> <ul style="list-style-type: none"> <li>• Survey of recidivism – rather innovative (4)</li> <li>• Cooperation network – rather innovative (4)</li> </ul> <p>Average score to the project's products – 4.2 (lead partner)</p> <ul style="list-style-type: none"> <li>• Vocational guidance manual – can not say, remain neutral (3)</li> <li>• M-trips – very innovative (5)</li> <li>• Method for conducting handicraft classes – rather innovative (4)</li> <li>• Driving courses – very innovative (5)</li> <li>• Internet with limited use – very innovative (5)</li> </ul> <p>Average score to the project's products – 4.4 (other partner)</p> <p><b>Average score – 4.3</b></p>
5.	<b>WE FRIENDS (West Estonian Development Partnership)</b>	<ul style="list-style-type: none"> <li>• Innovation of products (training sessions, support measures, childcare during training, mentoring) lies in women with children - such services have never before been provided to them</li> <li>• Very different companies were included in the DP, and this resulted in learning from each other</li> <li>• The project of external cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• In remote areas, it is traditionally a woman's job to take care of the entire household, which is why their qualification is often out-of-date or low</li> <li>• Women do not have many opportunities to work full-time</li> </ul>	<ul style="list-style-type: none"> <li>• Very innovative (5) – lead partner</li> <li>• Rather innovative (4) – other partner</li> </ul> <p><b>Average score – 4.5</b></p>

		was innovative as it included nontraditional partners - Italian and Spanish organizations		
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<ul style="list-style-type: none"> <li>Products (establishment of a distance working centre, website for a freelancing distance worker) are innovative and unprecedented in Estonia</li> </ul>	<ul style="list-style-type: none"> <li>Employers are not interested in distance working as a form of work</li> <li>There is also no political interest in distance working</li> <li>In Hiiu County and Saare County, one of the factors of unemployment is the limitedness of possibilities to work for the companies in the neighbourhood</li> <li>In distance working it is complicated to carry out supervision</li> </ul>	<ul style="list-style-type: none"> <li>Very innovative (5) – lead partner</li> <li>Very innovative (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
7.	<b>Children Taken Care of, Mothers at Work</b>	<ul style="list-style-type: none"> <li>Innovation of the product (alternative childcare service) lies in the singularity and sustainability of services – alternative childcare service was previously provided in a very small amount and it was not sustainable</li> <li>The product (alternative childcare to legislative drafting) is innovative, as never before has anything like it been included in legislative drafting</li> </ul>	<ul style="list-style-type: none"> <li>There are no regulated alternative childcare services</li> <li>Women with children cannot get out of home and return to the labour market</li> </ul>	<ul style="list-style-type: none"> <li>Very innovative (5) – lead partner</li> <li>Rather innovative (4) – other partner</li> </ul> <p><b>Average score – 4.5</b></p>
8.	<b>Choices &amp; Balance: Flexible Forms of Training and Work</b>	<ul style="list-style-type: none"> <li>Innovation of products (background study of work life and family life,</li> </ul>	<ul style="list-style-type: none"> <li>Low employment rate of parents (especially</li> </ul>	<ul style="list-style-type: none"> <li>Very innovative (5) – lead partner</li> </ul>

	<b>- Best Practices of Reconciling Family and Professional Life</b>	<p>programme of basic training and counselling) lies in the fact that there have never been such products in Estonia</p> <ul style="list-style-type: none"> <li>• In addition, the publicity campaign carried out in the course of the project in order to combine work and family life is also unprecedented in Estonia</li> </ul>	<p>mothers)</p> <ul style="list-style-type: none"> <li>• Scarceness of child care services</li> <li>• Scarceness of flexible work forms</li> <li>• It is complicated for parents who have been away from work for a long time to return to the labour market</li> </ul>	<ul style="list-style-type: none"> <li>• Rather innovative (4) – other partner</li> </ul> <p><b>Average score – 4.5</b></p>
9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	<ul style="list-style-type: none"> <li>• Innovation of the product (case manager) lies in the aspect that the case manager deals with all the client’s problems that are related to starting work</li> </ul>	<ul style="list-style-type: none"> <li>• It is complicated for young women with children to enter into the labour market</li> </ul>	<ul style="list-style-type: none"> <li>• Very innovative (5) – lead partner</li> <li>• Rather innovative (4) – other partner</li> </ul> <p><b>Average score – 4.5</b></p>
10.	<b>Development and Application of Farmers’ Replacement Service</b>	<ul style="list-style-type: none"> <li>• Innovation of products (development of a replacement service, development of replacement service for holidays, legal framework and development plan necessary for the provision of service) lies in the fact that such services have either never been provided or they have not been provided at national level</li> <li>• In addition, an innovative survey regarding the necessity of the service was carried out</li> </ul>	<ul style="list-style-type: none"> <li>• There was no legal framework</li> <li>• It is complicated to find replacements</li> <li>• Readiness to provide services differs by regions</li> <li>• Distrust of everything new</li> </ul>	<ul style="list-style-type: none"> <li>• Very innovative (5) – lead partner</li> <li>• Very innovative (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	<ul style="list-style-type: none"> <li>• Innovation of products (training of multifunctional caregivers, development of a training programme) lies in multifunctionality – ordinary</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of a complex service</li> </ul>	<ul style="list-style-type: none"> <li>• Very innovative (5) – lead partner</li> <li>• Rather innovative (4) – other partner</li> </ul> <p><b>Average score – 4.5</b></p>



		providers of home care only address one specific group		
12.	<b>WHOLE – Work and Home in Our Life in Europe (Reconciliation of professional and family life through the training of parents)</b>	<ul style="list-style-type: none"> <li>• Innovation of the product (training plans) lies in the fact that such training plans have not existed in Estonia</li> <li>• Trainings are carried out in several languages, a training for employers is also provided</li> </ul>	<ul style="list-style-type: none"> <li>• Bad reconciliation of professional and family life</li> <li>• Men are not very involved in family life</li> </ul>	<ul style="list-style-type: none"> <li>• Very innovative (5) – lead partner</li> <li>• Very innovative (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme</b>	<ul style="list-style-type: none"> <li>• The products (compilation of an integration programme for asylum seekers, preparation of training plans) are innovative, as nothing similar has ever been compiled in Estonia</li> <li>• Additionally, summaries of surveys are carried out – one survey on this theme in Estonia</li> </ul>	<ul style="list-style-type: none"> <li>• Officials are not acquainted with the topic</li> <li>• Dealing with asylum seekers is not a priority in Estonia</li> <li>• Both the Ministry of Social Affairs and the Ministry of the Interior deal with asylum seekers. However, horizontal communication does not function in Estonia</li> </ul>	<ul style="list-style-type: none"> <li>• Very innovative (5) – lead partner</li> <li>• Rather not innovative (2) – other partner</li> </ul> <p><b>Average score – 3.5</b></p>

### **2.1.2.1 Summary: Are the project's products innovative and directed at finding a solution for the problem?**

As a result of interviews and focus groups it became clear that for a large number of projects the innovation lies first and foremost in the target group the product is directed at – as to now Estonia has not had similar products/services directed at a certain target group (e.g. compulsive gamblers, women included in prostitution, youth with criminal records, asylum seekers, etc.). The interviews revealed that for many projects the products have been widely implemented outside Estonia, thus the innovation of the product lies in adjusting the conception functioning in abroad to Estonian conditions. For several projects (e.g. Farmers' Replacement Service), the product/service had been launched at local level but not implemented at national level. For the project "Children Taken Care of, Mothers at Work", its innovation lied in the sustainability of products/services created in the course of the project (existing alternative childcare services were not sustainable) – this is an important aspect that was not mentioned regarding other projects.

It can be said that the representatives of a project can concretely and accurately phrase the problems the project is directed at. Comparing problems and products developed in the course of projects it can be said that these are directly aimed at finding solutions to problems.

During the interviews, project representatives were asked to assess the innovation of products developed in the course of the project. It became clear that most project representatives considered the products developed in the course of projects to be very innovative. On a scale from 1 to 5 (where 1 – "not innovative at all" and 5 – "very innovative"), the projects' total average score to the rate of innovation of products was **4.52 points**. Thus, most project representatives consider the products developed in the course of their project to be very innovative or rather innovative. The biggest difference between the opinion of the project's lead partner and the other partner was identified regarding the "Integration of Asylum Seekers into Society" project, where the lead partner considered the integration programme and training plans developed in the course of the project to be very innovative and the other partner was of the opinion that the products were rather not innovative. The representatives of a total of three projects – "WHOLE", "Farmers' Replacement Service" and "Distance working" – considered all the products developed in the course of their projects to be very innovative (graded with "5").

The focus groups revealed that a large number of project implementers finds that although the society has changed a lot since 2004, when the projects were written, the projects' topics are still relevant and the developed products innovative in 2007. The representatives agree that for several projects, the need for the respective project as well as the depth of problems have become clearer during the implementation of the project. The representative of RE-START project, however, pointed out that the project's innovation has been preserved due to international cooperation – by visiting similar institutions outside Estonia one can find new ideas for extending the projects' activities.

## 2.1.4 Putting the developed products into practice

**Table 2 Assessment task:** Have the developed products not been put into practice and why?

No.	Project title	Have all innovative products planned in the project been implemented accordingly? (If not, what are the main obstacles / impeding factors?)	Has any of the products developed in the course of your project not been put into practice?
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	Yes	No
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	Yes	No
3.	<b>Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b>	Yes	No
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market)</b>	No, it was not possible to launch systematic vocational counselling as the target group was not motivated	Yes
5.	<b>WE FRIENDS (West Estonian Development Partnership)</b>	No, the round of competition directed at female entrepreneurs was not implemented as the risk was too high (in terms of eligibility)	Yes
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	No, the target group's skills were considered to be higher at first, which is why the plan of action was changed and trainings partially cancelled	Yes

7.	<b>Children Taken Care of, Mothers at Work!</b>	Yes	No
8.	<b>Choices &amp; Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	Yes	No
9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	Yes	No
10.	<b>Development and Application of Farmers' Replacement Service</b>	Yes	No
11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	Yes	No
12.	<b>WHOLE – Work and Home in Our Life in Europe (Reconciliation of professional and family life through the training of parents)</b>	Yes	No
13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme</b>	Yes	No

### 2.1.3.1 Summary: Have the developed products not been put into practice and why?

On the basis of the interviews it can be said that for most of the projects (for ten out of thirteen projects), all planned innovative products have been implemented accordingly. Only in the case of three projects (“RE-START”, “We Friends” and “Distance Working”) are there some innovative products that have not been implemented. The listed reasons regarding the failure to implement products included low motivation of the target group and a level of skills different from what had been expected as well as problems with the activity’s eligibility.

### 2.1.5 Products’ effectiveness in solving the problem

**Table 3 Assessment task:** How effective are the created / implemented products in finding solutions to problems?

No	Project title	How a product (products) developed in the course of the project have solved a problem?	Assessment of the effectiveness of the created / implemented product (products) in solving the problem (by problems) on a scale from 1 to 5
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	<ul style="list-style-type: none"> <li>• NGOs have been established, i.e. possibilities have been created for unemployed handicapped persons for working and self-realisation</li> </ul>	<ul style="list-style-type: none"> <li>• Very effective (5) – lead partner</li> <li>• Rather effective (4) – other partner</li> </ul> <p><b>Average score – 4.5</b></p>
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<ul style="list-style-type: none"> <li>• Psychotherapy has been provided to compulsive gamblers to solve their problem</li> <li>• Notification in target group (of the possibility of getting treatment) and prevention</li> <li>• Cooperation with casinos – training for casino personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Very effective (5) – lead partner</li> <li>• Very effective (5) – other partner</li> </ul> <p><b>Average score - 5</b></p>
3.	<b>Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b>	<ul style="list-style-type: none"> <li>• This can only be assessed after the objectives have been met and the process of finding a job made simpler</li> </ul>	<ul style="list-style-type: none"> <li>• Rather effective (4) – lead partner</li> <li>• Rather effective (4) - other partner</li> </ul> <p><b>Average score - 4</b></p>
4.	<b>RE-START (Comprehensive Measures</b>	<ul style="list-style-type: none"> <li>• This can only be assessed later, e.g. many people</li> </ul>	<ul style="list-style-type: none"> <li>• Rather effective (4) – lead partner</li> </ul>

	<b>for Integrating Youth with Criminal Records into the Labour Market)</b>	have acquired their driving licence, but it is yet unknown if and to what extent it will contribute to finding a job. However, a tendency is noticeable that there are less problems with young people participating in the project	<ul style="list-style-type: none"> <li>• Rather effective (4) - other partner</li> </ul> <b>Average score - 4</b>
5.	<b>WE FRIENDS (West Estonian Development Partnership)</b>	<ul style="list-style-type: none"> <li>• Women have become more active and their self-esteem has risen</li> <li>• 30 % of women have found a job</li> <li>• Mothers have created their own online forum and meet frequently</li> </ul>	<ul style="list-style-type: none"> <li>• Adventure training – very effective (5)</li> <li>• Mentoring – rather effective (4)</li> <li>• Childcare support service – very effective (5)</li> </ul> Average score – 4.7 (lead partner) <ul style="list-style-type: none"> <li>• Very effective (5) – other partner</li> </ul> <b>Average score – 4.85</b>
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<ul style="list-style-type: none"> <li>• On the website of a freelance distance worker it is possible to register oneself and go through the entire process up to the contract and realisation</li> <li>• A distance working centre has been established through which it is simpler to develop distance working</li> </ul>	<ul style="list-style-type: none"> <li>• Problem: low interest in distance working – rather not effective (2)</li> <li>• Problem: regional policy employment problem – rather effective (4)</li> </ul> Average score – 3 (lead partner) <ul style="list-style-type: none"> <li>• Very effective (5) – other partner</li> </ul> <b>Average score - 4</b>
7.	<b>Children Taken Care of, Mothers at Work!</b>	<ul style="list-style-type: none"> <li>• An alternative childcare service has come into being, daily visited by 6 to 8 children on the average</li> <li>• Individual approach is very important</li> </ul>	<ul style="list-style-type: none"> <li>• Very effective (5) – senior partner</li> <li>• Rather effective (4) – other partner</li> </ul> Average score - 4,5
8.	<b>Choices &amp; Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	<ul style="list-style-type: none"> <li>• Many of the parents who have participated in trainings have found a job</li> <li>• A message has been passed on that mothers and fathers on child care leave should receive employment service</li> </ul>	<ul style="list-style-type: none"> <li>• Very effective (5) –lead partner</li> <li>• Very effective (5) – other partner</li> </ul> <b>Average score - 5</b>
9.	<b>Connected Services for Integrating Young Mothers into the Labour</b>	<ul style="list-style-type: none"> <li>• Most of the project's members have started work, gone to school or are looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>• Very effective (5) – lead partner</li> <li>• Very effective (5) – other partner</li> </ul>

	Market		Average score - 5
10.	<b>Development and Application of Farmers' Replacement Service</b>	<ul style="list-style-type: none"> <li>• A replacement service with a legal framework has been developed</li> </ul>	<ul style="list-style-type: none"> <li>• Problem: issue of the farmers' trust – rather effective (4)</li> <li>• Problem: absence of legislative drafting – very effective (5)</li> </ul> Average score: 4.5 (lead partner) <ul style="list-style-type: none"> <li>• Rather effective (4) – other partner</li> </ul> <b>Average score – 4.25</b>
11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	<ul style="list-style-type: none"> <li>• A multifunctional service has been developed, which has been put into practice and has alleviated the problem</li> </ul>	<ul style="list-style-type: none"> <li>• Very effective (5) – lead partner</li> <li>• Rather effective (4) – other partner</li> </ul> <b>Average score: 4.5</b>
12.	<b>WHOLE – Work and Home in Our Life in Europe (Reconciliation of professional and family life through the training of parents)</b>	<ul style="list-style-type: none"> <li>• On-the-spot training is relevant in the development of a region</li> <li>• Strenuous situations in family life have been eliminated</li> </ul>	<ul style="list-style-type: none"> <li>• Very effective (5) – lead partner</li> <li>• Rather effective (4) – other partner</li> </ul> <b>Average score: 4.5</b>
13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme</b>	<ul style="list-style-type: none"> <li>• The problem in the integration programme has been recorded, described and envisaged in the plan of action</li> </ul>	<ul style="list-style-type: none"> <li>• Rather effective (4) – lead partner</li> <li>• Rather effective (4) – other partner</li> </ul> <b>Average score - 4</b>

#### **2.1.4.1 Summary: How effective are the created/ implemented products in solving problems?**

Even though the project activities in most projects are still under way, most of the people interviewed clearly stated the aspects of how the innovative product/service has solved the problems specified in the course of projects. In the case of two projects, the representatives found that the effectiveness of the product/service in solving a problem can only be assessed after the project's activities have been carried out in full. On the basis of the opinions of project representatives it can be said that most products/services created in the course of projects have been very effective or rather effective in solving the identified problems. In a scale from 1 to 5 (where 1- "not effective at all" and 5- "very effective"), the projects' **total average score was 4.5**. The assessment rate was the lowest in the case of the assessment of the representative of the "Distance Working" project, where the average score for the products' effectiveness was 3. The representatives of a total of three projects – "Into the Labour Market with the Help of Connected Services", "Choices & Balance" and "Distance Working" – considered all the project's products to be very effective in solving a problem (graded with "5").

In conclusion it can be said that in the opinion of project representatives, the created/implemented products have been effective in solving the identified problems.



## 2.1.5 Products' sustainability

**Table 4 Assessment task:** Are the created products sustainable in a long-term perspective?

No	Project title	Who already uses the created/implemented product in the course of and outside of the project and how?	How the product created in the course of the project is intended to be implemented - within 1 year following the end of the project - in a long-term perspective (3-5 years)?	Is the product going to be implemented in own organization/at local government level/county level/national level/international level after the end of the project?	Have the responsibility for and division of tasks regarding the later implementation of project's product(s) been established among the project's partners? (If yes, in what form?)
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	<u>In project:</u> DP uses it <u>Outside project:</u> not at the moment. In the future, both local government and Estonian Labour Market Board	<ul style="list-style-type: none"> <li>It is important for the NGOs to carry on existing (both in short-term and long-term perspective)</li> </ul>	<ul style="list-style-type: none"> <li>No implementation on international level after the end of project</li> <li>Implementation of the product at other levels, mainly through ensuring the sustainability of NGO's</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<u>In project:</u> project partners use the rehabilitation programme <u>Outside project:</u> training of local government psychologists on said topic	<ul style="list-style-type: none"> <li>Training of school psychologists and social workers who would further address the mentioned topic (both in short-term and long-term perspective)</li> <li>Rehabilitation programme shall not continue in this form without additional funding</li> </ul>	<ul style="list-style-type: none"> <li>At local government level through school psychologists and social workers</li> <li>At other levels the programme shall not continue without additional funding</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>

3.	<b>Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b>	<u>In project</u> : a clear division of tasks has been established and all products are being addressed by various project partners <u>Outside project</u> : various offices use publications	<ul style="list-style-type: none"> <li>• Sustainability of the rehabilitation centre is the principle objective both in short-term and long-term perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Inside the organization the information materials shall be updated constantly, so that they could be used by other cooperation partners</li> <li>• At local government level, the rehabilitation centre, which is supported by Tallinn City Government</li> <li>• A training for health promoters as well as a network is being developed at county and national level</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, it has been established in the framework of DP agreement</li> </ul>
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market)</b>	<u>In project</u> : all products are being used by project partners <u>Outside project</u> : manual is provided to all Estonian prisons, LMB, probation supervision departments and local governments. Survey materials shall also be implemented	<ul style="list-style-type: none"> <li>• In a short-term perspective, the Estonian prisons shall continue to use the products, some of the products are also being used by specialized schools and probation supervision</li> <li>• The long-term perspective depends first and foremost on the Ministry of</li> </ul>	<ul style="list-style-type: none"> <li>• The organization plans to continue with mentoring, m-trips, etc.</li> <li>• Local governments and various county-level structures shall continue implementing mentoring and community service</li> <li>• Implementation of all projects shall continue at national</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, co-operation agreement in writing</li> </ul>

			Justice's interest in the system. Mentoring, m-trips, carrying forward and expansion of community service shall definitely continue	level <ul style="list-style-type: none"> <li>• Networking and cooperation between partner prisons at international level</li> </ul>	
5.	<b>WE FRIENDS (West Estonian Development Partnership)</b>	<u>In project</u> : some partners offer target group training, all partners use DP training products <u>Outside project</u> : the use of trainings has become more frequent, e.g. in the framework of measure 1.3 of the ESF	<ul style="list-style-type: none"> <li>• In a short-term perspective, three large partners shall definitely include the programmes in their main services</li> <li>• In a long-term perspective, there is an idea for a continuing project and a hope that implementation of mentoring service and use of support measures would be included in the policy of the Estonian state</li> </ul>	<ul style="list-style-type: none"> <li>• Inside the organisation rather the role of a service provider</li> <li>• Representation and notification at local government level</li> <li>• Integration of services into the active labour market policies at national level</li> <li>• No services are planned to be implemented at county level and international level</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> </ul>
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<u>In project</u> : the website has been completed and is being tested, distance working centre as an environment is ready <u>Outside project</u> : products have not been implemented elsewhere	<ul style="list-style-type: none"> <li>• In a short-term perspective, both the website and the centre operate in a sustainable and self-sufficient manner</li> <li>• In a long-term perspective it is still</li> </ul>	<ul style="list-style-type: none"> <li>• In this project, it is impossible to differ between various levels, as there are no territorial borders on the Internet</li> <li>• However, it can be stated that the</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> </ul>

			early to say anything	distance working centre is focused on Hiiumaa <ul style="list-style-type: none"> <li>• Specifying work at international level in both Latvia and Lithuania, in addition to Estonia</li> </ul>	
7.	<b>Children Taken Care of, Mothers at Work!</b>	<u>In project:</u> the created product is being used by partner <u>Outside project:</u> Mooste Rural Community, Rāpina Rural Municipality Government and the village of Leevaku all use the product implemented by us	<ul style="list-style-type: none"> <li>• In a short-term perspective there is an cooperative agreement with the City of Põlva, who shall ensure sustainability</li> <li>• In a long-term perspective, further expansion of the service</li> </ul>	<ul style="list-style-type: none"> <li>• No further activities inside the organization and at international level</li> <li>• At national level, development of legislative drafting regulating the entire activity</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> </ul>
8.	<b>Choices &amp; Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	<u>In project:</u> no one uses the created training and counselling programme, the problem lies in funding. Background study has been used in many surveys <u>Outside project:</u> several Master's and Bachelor's theses have been completed. Results of surveys have also been used in Explanatory Memoranda of Draft Acts	<ul style="list-style-type: none"> <li>• In a short-term perspective, Tallinn University and NGO "Avitus" should be service providers, while the LMB provides the funds</li> <li>• In a long-term perspective, there is a plan to launch the training and counselling programme among handicapped people</li> </ul>	<ul style="list-style-type: none"> <li>• At county level, the training and counselling service is available through the LMB's regional departments</li> <li>• At national level, the service is provided upon the order from the LMB</li> </ul>	<ul style="list-style-type: none"> <li>• Yes, copyright of the programme has been granted to Tallinn University</li> </ul>

9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	<u>In project</u> : implemented by local governments' social workers <u>Outside project</u> : the product is not used	<ul style="list-style-type: none"> <li>The work is so effective that it must continue, but no certain negotiations have been carried out (both in short-term and long-term perspective)</li> </ul>	<ul style="list-style-type: none"> <li>At local government and county level, implementation of the project by employing specific people for the project</li> <li>At national level, implementation of the project with the help of the LMB</li> <li>No plans for other levels</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>
10.	<b>Development and Application of Farmers' Replacement Service</b>	<u>In project</u> : used only in the framework of practice <u>Outside project</u> : the product is not used	<ul style="list-style-type: none"> <li>Concentration of the service into one farmers' union, who shall then provide service to other counties (both in short-term and long-term perspective)</li> </ul>	<ul style="list-style-type: none"> <li>At own organization level, establishment of a separate business, depending on capacities</li> <li>At national level, find solutions to regions' mutual problems and perform surveillance</li> <li>Activities have been planned also at county level</li> <li>No plans at local government and international level</li> </ul>	<ul style="list-style-type: none"> <li>Yes, division of tasks is included in the development plan</li> </ul>
11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	<u>In project</u> : the service is provided through Tartu County's Board of Disabled People, but financial support from the City Government is necessary in order to pay fair	<ul style="list-style-type: none"> <li>In a short-term perspective, the service shall be implemented as much as possible. It is relevant not to lose</li> </ul>	<ul style="list-style-type: none"> <li>At own organization level, establishment of a separate NGO that would coordinate the provision of service and exchange</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>

		wages to caregivers. <u>Outside project:</u> the product has not been implemented	the caregivers' interest <ul style="list-style-type: none"> <li>In a long-term perspective, expansion into other counties</li> </ul>	of information <ul style="list-style-type: none"> <li>Local governments should provide financial support to the provision of service</li> <li>The product shall not be implemented at other levels</li> </ul>	
12.	<b>WHOLE – Work and Home in Our Life in Europe (Reconciliation of professional and family life through the training of parents)</b>	<u>In project:</u> training is being provided with partners <u>Outside project:</u> the product has not been implemented	<ul style="list-style-type: none"> <li>Study programmes shall be disseminated for all their centres (both in short-term and long-term perspective)</li> </ul>	<ul style="list-style-type: none"> <li>At own organization level, provision of further training</li> <li>Local government level and county level are the main orderers of trainings</li> <li>At national level, trainings should be financed through local governments</li> </ul>	<ul style="list-style-type: none"> <li>Yes, in oral form</li> </ul>
13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme</b>	<u>In project:</u> the product is indirectly used by the Ministry of Social Affairs <u>Outside project:</u> the product is indirectly used by the Non-Estonians Integration Foundation (MEIS)	<ul style="list-style-type: none"> <li>The future of the product depends on the extent in which the Estonian state is ready to accept it as a working document – there is a lot of potential (both in short-term and long-term perspective)</li> </ul>	<ul style="list-style-type: none"> <li>At own organization level, work shall be continued in this field (integration and training of people, etc.)</li> <li>At local government level, negotiations have been and shall be carried out, and something shall definitely be arranged</li> <li>At national level, the</li> </ul>	<ul style="list-style-type: none"> <li>No</li> </ul>

				<p>implementation of the product depends on the extent in which our input shall be accepted as a working document</p> <ul style="list-style-type: none"> <li>• No plans for other levels</li> </ul>	
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### **2.1.5.1 Summary: Are the created products sustainable in a long-term perspective?**

When the project representatives were asked to provide information on whether and how the products are already being used inside and outside the project, it was revealed that at least some of the developed products are already being used by partners either directly or indirectly in all projects. Products created in the course of seven projects are being used directly or indirectly outside the project, the products of six projects are currently not being used outside the DP. The most products created in the course of projects are being used outside the DP's at local government level (e.g. the projects "Children Taken Care of, Mothers at Work", "RE-START" and "Reintegration of Compulsive Gamblers into the Labour Market").

Upon examining the project representatives' visions on the implementation of products created in the course of projects after the end of project in a short-term (within 1 year) and long-term perspective, it became clear that most projects have a short-term vision of the continuation of their activities after the project has ended. In a long-term perspective, several projects found it difficult to predict. Namely in relation to the long-term perspective, it was stated many times that the continuation of the project's activities depends on certain political decisions and also on financing. Upon ensuring the service's sustainability, several projects have taken into consideration the financing deriving from continuing projects.

Viewing various levels through which the project's products shall be implemented after the end of the project revealed that the national and local government levels have been taken into account the most upon implementing the project's product. While the local government level lists specific schemes on how the products shall be implemented, the national level, first and foremost, takes into account the legislative drafting regulating the entire activity and organisation of surveillance. At national level, the implementation of the products of several projects is planned through the Labour Market Board. At international level, implementation has been mentioned only for two projects – this mostly through the expansion of the product into neighbouring countries and continuation of networking after the project has ended. At own organization level, the implementation of products developed in the course of the project shall be continued for nine projects out of thirteen. For several projects, a separate organization shall be established for the continuation of the project's activities (e.g. "Farmers' Replacement Service" and "Multifunctional Care Service").

Responsibility for and division of tasks regarding the later implementation of project's product had been established only for five projects out of fifteen, for four of these the agreement is in writing and for one project in oral form.

The focus groups revealed that there are often conflicts with laws upon ensuring the sustainability of the project's products – in the case of some projects it was even stated that the laws must be amended in order to fully meet the project's objectives.

In conclusion, it can be said that for several projects (e.g. "Reintegration of Compulsive Gamblers into the Labour Market", "Into the Labour Market with the Help of Connected Services" and "Integration of Asylum Seekers into Society"), the sustainability of the developed products is in the long-term perspective doubtful without additional funding from the state or local government. The following projects have clear plans for ensuring the



product's sustainability: "Choices & Balance", where the product's copyright has been transferred to a specific partner who shall be responsible for the further implementation of the product; "Farmers' Replacement Service" and "Multifunctional Care Service", where a separate organization shall be established to ensure the continuation of the project's activities, and "Distance Working", where both the established website and centre shall continue to operate in a self-sufficient manner after the end of the project. It is certainly not possible to provide a final assessment of the sustainability of implementation of the projects' innovative products until Action 3 (Mainstreaming) of the programme has also been completed.

## 2.1.6 Summary of the implementation of the principle of innovation

Innovation was assessed according to the following criteria:

- **Relevance** – innovation of products created in the course of the project (incl. preservation of innovation in 2007)
- **Efficiency** – efficiency of innovative products in solving problems defined in the course of the project
- **Performance** – real promotion rate for innovative products planned in the course of projects
- **Sustainability** – sustainability of innovative products in long-term perspective
- **Impact** – impact of the projects' activities.

**Relevance.** As a result of the assessment it can be said that for most projects, the created products are very innovative or rather innovative at the Estonian level. Although the projects were written in 2004, their rate of innovation has remained the same, or even, the understanding of project implementers as to the necessity of the project has increased.

**Efficiency.** In the case of many projects, it can be said that the created innovative products are very effective or rather effective in solving problems specified in the course of the project. The partners remained in a neutral position (grade "3" on a scale from 1 to 5) only for one project – "Distance Working and Implementation of a Flexible Working Model for Estonian Islands and Remote Coastal Areas".

**Performance.** For most projects (ten out of thirteen), all planned innovative products have been implemented accordingly. Implementation of one or several innovative problems was cancelled only in the case of three projects. Main reasons for cancelling were the target group's low motivation and a level of skills different from what had been expected as well as the programme's eligibility rules.

**Sustainability.** In the course of the assessment it became clear that in the case of several projects, the sustainability of the developed products is in the long-term perspective doubtful without additional funding from the state or local government. While most project representatives have a vision of the continuation of the implementation of products created in the course of projects in a short-term perspective (within 1 year) after the end of project, a long-term perspective depends first and foremost on the performance and impact of Action 3 (Mainstreaming) of the programme.

**Impact.** It is not possible to objectively assess the impact of the implementation of innovative products in the course of the programme's mid-term evaluation (in a phase where most activities are still under way and Action 3 (Mainstreaming) of the programme has only just been launched). It is important to state that all projects have started the activities of Action 3 - mainstreaming (for further information see Chapter 2.2 – Mainstreaming).

## 2.2 MAINSTREAMING

### 2.2.1 Definition of mainstreaming






The EQUAL initiative aims to influence local, national and European employment-related policies through the dissemination of innovative solutions and integration into policy and practice. In order to obtain the maximum impact from EQUAL, the results must be analysed, benchmarked and disseminated both within Estonia and across the EU. This process includes identifying lessons, clarifying the innovative element and approach that produced the results, their dissemination, validation and transfer.

In the present chapter the mainstreaming process start-up and interim impact of the projects is assessed.

During the assessment seven main mainstreaming aspects were studied:

1. Is it possible to apply created products on a wider level?
2. What mainstreaming activities have been implemented and what has been their impact?
3. What mainstreaming mechanisms are used in the frames of development partnership?
4. To what extent programme mainstreaming strategy has been included in the development partnership mainstreaming process?
5. What is the role of a project manager of the thematic network project? What is their output?
6. Implementation of the thematic networks, efficiency and impact on mainstreaming.
7. Mainstreaming of gender equality.

Mainstreaming has been assessed according to the following criteria:

-  Relevance - relevance of planned mainstreaming activities, incl. dissemination activities
-  Efficiency - implementation of mainstreaming activities according to the plan
-  Performance - results of planned mainstreaming activities in the framework of the projects
-  Sustainability - using the mainstreaming outcome and results of projects after finishing
-  Impact - involvement of decision makers/public figures in mainstreaming activities

Assessments on the mainstreaming activities pursuant to specified assessment tasks are provided separately for each project (see Tables 5 to 10) and then general summaries for the entire programme have been given.

## 2.2.2 Wider applicability of products

**Table 5 Assessment task:** Is it possible to apply created products on a wider level?

No.	Project title	What factors have facilitated to wider applicability of products?	What are main obstacles to application created products on a wider level?	Evaluation scale for the applicability of created product/s on a scale from 1 to 5
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	<ul style="list-style-type: none"> <li>• facilitating factors missing</li> </ul>	<ul style="list-style-type: none"> <li>• obstacles missing</li> </ul>	<ul style="list-style-type: none"> <li>• very well applicable (5) – lead partner</li> <li>• very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<ul style="list-style-type: none"> <li>• Economic situation in the region- poor economical situation creates more compulsive gamblers (e.g. East-Estonia)</li> </ul>	<ul style="list-style-type: none"> <li>• Economic wealth hinders the implementation of counselling and the depth of the problem is not recognised</li> </ul>	<ul style="list-style-type: none"> <li>• rather applicable (4) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 4,5</b></p>
3.	<b>Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b>	<ul style="list-style-type: none"> <li>• Positive attitude from different institutions, a lot of side assistance</li> </ul>	<ul style="list-style-type: none"> <li>• In the frames of EQUAL medical services are not offered ( to hire e.g. a gynaecologist)</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market)</b>	<ul style="list-style-type: none"> <li>• Prison system is undergoing remarkable reforms</li> </ul>	<ul style="list-style-type: none"> <li>• Prison system is undergoing remarkable reforms</li> </ul>	<ul style="list-style-type: none"> <li>• Vocational guidance manual - very well applicable (5)</li> <li>• Mentor program- can not say, remain neutral (3)</li> <li>• M-trips program-very well applicable (5)</li> <li>• Method for conducting handicraft classes -very well applicable (5)</li> </ul>

				<ul style="list-style-type: none"> <li>• Driving courses for the prisoners-rather not applicable (2)</li> <li>• Organized management of community service -very well applicable (5)</li> <li>• Stable co-operation network-very well applicable (5)</li> <li>• Innovation study of recidivism- can not say, remain neutral (3)</li> <li>• Youth home for the target group clients- rather applicable (4)</li> </ul> <p>Average score- 4,1 (lead partner)</p> <ul style="list-style-type: none"> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 4,55</b></p>
5.	<b>WE FRIENDS – West Estonian Development Partnership</b>	<ul style="list-style-type: none"> <li>• Product usage has been facilitated by the fact that the region is small and it is easy to pilot new services and products in Estonia</li> </ul>	<ul style="list-style-type: none"> <li>• Budget problem in further implementation, dependence on eligibility and follow-up projects</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<ul style="list-style-type: none"> <li>• A driving force is development of society and technology</li> <li>• Increasing flexibility in work and life management</li> </ul>	<ul style="list-style-type: none"> <li>• A low level of skills among employees</li> <li>• A low level of responsibility and initiative among employers</li> </ul>	<ul style="list-style-type: none"> <li>• rather applicable(4)-lead partner</li> <li>• rather applicable (4) – other partner</li> </ul> <p><b>Average score - 4</b></p>
7.	<b>Children Taken Care of, Mothers at Work!</b>	<ul style="list-style-type: none"> <li>• Big demand for the product</li> </ul>	<ul style="list-style-type: none"> <li>• A necessary law was delayed</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>

8.	<b>Choices and Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	<ul style="list-style-type: none"> <li>• These topics are included in the coalition agreement and government development plan. That means these issues are important for the state</li> </ul>	<ul style="list-style-type: none"> <li>• It takes time to "sell" it to the government</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	<ul style="list-style-type: none"> <li>• Facilitating factors missing</li> </ul>	<ul style="list-style-type: none"> <li>• It is difficult to find people for case managers</li> <li>• Services are existing in reality but they do not work efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
10.	<b>Development and Application of Farmers' Replacement Service</b>	<ul style="list-style-type: none"> <li>• A benevolent attitude towards the project at the ministry level</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative delays</li> <li>• Farmers are passive</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	<ul style="list-style-type: none"> <li>• The target group has accepted the product very well</li> <li>• Local governments have supported the idea</li> </ul>	<ul style="list-style-type: none"> <li>• It is difficult to convince Tartu City Government that people are not able to pay fully for the service</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
12.	<b>WHOLE – Work and Home in Our Life in Europe (Töö ja pereelu ühitamine läbi lastevanemate koolituse)</b>	<ul style="list-style-type: none"> <li>• Facilitating factors missing</li> </ul>	<ul style="list-style-type: none"> <li>• Further funding of services</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• Very well applicable (5) – other partner</li> </ul> <p><b>Average score – 5</b></p>
13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme</b>	<ul style="list-style-type: none"> <li>• Ministry as partner-information and proposals reach the ministry directly</li> </ul>	<ul style="list-style-type: none"> <li>• No powerful organisations dealing with the problem</li> </ul>	<ul style="list-style-type: none"> <li>• Very well applicable (5) – lead partner</li> <li>• rather applicable (4) – other partner</li> </ul> <p><b>Average score – 4,5</b></p>

### **2.2.2.1 Summary: Is it possible to apply created products on a wider level?**

During the interviews the implementers were asked to assess the applicability of products and services created in the course of the project. Most of the representatives of the projects find that products and services created in the course of the project are well or very well applicable to practice. On a scale 1 to 5 (where 1- is not applicable and 5-very well applicable) the total average score of projects regarding the usage of projects was **4,81 points**. There were no big differences in the assessments of lead partners and other partners regarding the applicability of products - representatives of lead partners as well as other partners found products created in the course of the project rather applicable or very well applicable.

During the evaluation the representatives of projects were also asked to point out the factors that have facilitated or hindered the wider implementation of products created during projects. There were 9 projects where facilitating factors were noted. Important facilitating factors are good co-operation and partnership with ministries and local governments ("Integration of asylum seekers", "Farmers` replacement service", "Women involved in prostitution into labour market", "Multifunctional care service", "Choices and Balance"), development of the society and a small size of Estonia ("We Friends", "Distance working"). In 12 projects out of 13 hindering factors were mentioned. Main hindering factors in wider usage of products were delays in legislation ("Children taken care of, Mothers at work", "Farmers` replacement service") and finding additional financing sources ("WHOLE", "Multifunctional care service", "Choices and Balance", "We Friends"). In addition, some obstacles were pointed out that were connected specifically to a project field.

In conclusion it can be said that the applicability of products and services created in the course of projects has been piloted in most cases and if necessary additional amendments have been made and products/services further developed. To guarantee a wider implementation of products and services (to guarantee sustainability) mainstreaming activities are going to continue.

## 2.2.3 Mainstreaming mechanisms in development partnership

**Table 6 Assessment task:** What mainstreaming mechanisms are used in development partnership?  
What mainstreaming activities have been implemented and what has been their impact?

No.	Project title	What mainstreaming activities have you planned and implemented in the frames of development partnership? Incl. used co-operation forms to implement mainstreaming	What have been concrete contacts/meetings with politicians, “decision-makers”, opinion leaders	What has been the impact/role of meetings and contacts on mainstreaming project results?
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	<ul style="list-style-type: none"> <li>• Regional seminars and trainings were organised (incl. mainly regional offices of the Labour Market Board, local governments), radio programs; advertising; press releases; articles in local newspapers; webpage <a href="http://www.eurohouse.ee/equal">www.eurohouse.ee/equal</a>; conference; project brochure</li> <li>• Planned activities-final project conference, making a home movie about project activities and results for information purposes</li> </ul>	<ul style="list-style-type: none"> <li>• Most meeting on local government level</li> <li>• Meetings with county’s social opinion leaders</li> </ul>	<ul style="list-style-type: none"> <li>• In regions where NGO-s are established, local government leaders are informed and will disseminate it to other local governments</li> </ul>
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<ul style="list-style-type: none"> <li>• At the moment activities directed to lobbying to Ministry of Social Affairs</li> <li>• Co-operation with town governments and organisations managing gambling</li> <li>• Informing through media has been done in newspapers, magazines and radio. The activity carries on through whole project. Project data and information is available on directory phones and web browsers.</li> <li>• The first book in Russian was published by the project "Game. Gamble. Addiction." author Juri Sepel</li> </ul>	<ul style="list-style-type: none"> <li>• Main contacts with MoSA and different city governments (Tallinn, Kohtla-Järve and Tartu) to discuss possibilities to expand project activities to other regions in Estonia.</li> <li>• Close co-operation with organisations managing gambling</li> </ul>	<ul style="list-style-type: none"> <li>• The project has a co-operation agreements with MoSA (agreed on a contact person, to discuss further strategies with) and the town of Kohtla-Järve</li> </ul>
3.	<b>Integration of Women</b>	To implement mainstreaming a lot of different co-	<ul style="list-style-type: none"> <li>• Planned a round table</li> </ul>	<ul style="list-style-type: none"> <li>• Further financing is</li> </ul>



	<p><b>Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b></p>	<p>operation forms have been used, incl. personal contacts on different levels ( on ministries' and Parliament social committee level, co-operations in the frames of the national development plan regarding human trafficking, co-operation with pilot project of Northern Baltics and MoSA</p> <ul style="list-style-type: none"> <li>• A continuous media monitoring in the course of the project</li> <li>• <u>The mainstreaming activities so far have been:</u> <ul style="list-style-type: none"> <li>○ implementation, publishing and presentation of two surveys (Prostitution in Estonia: an overview of the situation of women involved in prostitution; the meaning of prostitution in Estonian society. Internal security issue or economic gain/profit)</li> <li>○ organising open days for local governments to clarify topics related to prostitution on more wider level</li> <li>○ compiling an information bulletin for target groups in Estonian and Russian "How to search and find a legal job?" (is available also on a website of the Institute of Health Development)</li> <li>○ Drafting a general project information folder</li> <li>○ A continuous project information dissemination in media-articles in newspapers and magazines, radio programs, teleinterviews and calls, EPL, Eesti Ekspress, Postimees, Sirp, Raadio 4, ETV (Terevisioon, OP, Aeg Luubis), KUKU raadio, Klassikaraadio, Vikerraadio, Molodjosh Estonii, Eesti Raadio, Priibaltiski telekanal, Helsingin Sanomat, Talous Elämä, Kanal 2, TV 3 (Kahvel) (source: during evaluation process a summary of project`s media relations, sent to evaluators)</li> </ul> </li> <li>• <u>Planned mainstreaming activities are as follows:</u> <ul style="list-style-type: none"> <li>○ a round table for the politicians, government officials and NGO-s</li> </ul> </li> </ul>	<p>for politicians and government officials, other meeting also have taken place</p> <ul style="list-style-type: none"> <li>• Project mainstreaming activities are planned mainly to 2008</li> </ul>	<p>gained for Atoll centre activities</p>
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		<ul style="list-style-type: none"> <li>○ drafting and presenting starting points for national strategy and action plan (to integrate women involved in prostitution into the labour market)</li> <li>○ Presenting an action model of a social and psychological rehabilitation centre</li> <li>○ Documentary of the implemented activities - it will be broadcasted on Estonian television channels, that summarises project work as a process and also enlightens the problem</li> <li>○ informing public</li> <li>○ publishing a book about victims of human trafficking and prostitutes " A silent voice" III part (400 pages, 1000 copies)</li> <li>○ A report (40 pages) in Estonian, Russian, English about changes in the readiness of Estonian residents to rehabilitate prostitutes, to engage them in their working staff, to treat them as equal partners.</li> <li>○ Presentations of survey results and pilot project to media and public</li> <li>○ evaluation of the efficiency of the project</li> </ul>		
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market)</b>	<ul style="list-style-type: none"> <li>● Media was involved less than planned during the project, more attention has been paid on mainstreaming activities to specialists - involvement of certain organisations</li> <li>● Thematic seminars, open days and conferences have been held for specialists</li> <li>● People from organisations, that are not project partners but could contribute to the project are involved in networking - Puiatu special school, Tapa special school, Kaagvere special school, Sports Club of Defence forces</li> <li>● Opportunities for continuous information exchange and practical co-operation events have been created, because everyone has certain information about the</li> </ul>	<ul style="list-style-type: none"> <li>● Project focus has more been on a better dissemination of internal networks, than public</li> </ul>	<ul style="list-style-type: none"> <li>● In summer 2006, the project got support and acknowledgement from two ministries (Ministry of Justice and Ministry of Education and Research), the Minister of the Ministry of Education and Research together with 20-member-team from different departments has</li> </ul>

		<p>target group and everyone tries to improve their situation.</p> <ul style="list-style-type: none"> <li>• Regarding mainstreaming the best results of the project, based on project evaluation, have been given by profession counselling handbook, that is used in prisons, criminal probation and other institutions. Unique opportunities, knowing special conditions of the target group have been made available on a wider level, multiplying transfer is carried out.</li> <li>• Sustainability of created products in the domain of the Ministry of Justice is guaranteed through implementing mainstreaming activities</li> <li>• In connection with the closing of Viljandi prison in July 2008, other prisons (Viru or Tartu prison) will take over the implemented products, e.g. computer class, driver's (licence) courses.</li> <li>• Directs contacts with foreign partners continue</li> <li>• The result also is, that all prisons and special schools are engaged to the implementation of products, e.g. m-trips program becoming a part of the action plan of special schools</li> </ul>		<p>visited the project activities</p>
5.	<b>WE FRIENDS – West Estonian Development Partnership</b>	<ul style="list-style-type: none"> <li>• Target groups, county governments, municipalities, employers and other social partners were all actively participating in the development and implementation process of the project already from the planning phase. Through project partners a necessary network for implementing mainstreaming activities has been included</li> <li>• Diverse forms of co-operation are used to implement mainstreaming activities by development partners: meetings, individual contacts, information seminars, media, e-mailing, phone calls, participating on different events and presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Project results have been introduced to the local level deputies, politicians (ca 7-10 politicians), opinion leaders, it has been lobbied to the level of Members of the European Parliament</li> </ul>	<ul style="list-style-type: none"> <li>• In co-operation with the Ministry of Regional Affairs, a new project idea has been developed where a broader target is to increase men's role in child upbringing</li> </ul>

		<ul style="list-style-type: none"> <li>• members of DP have carried out a very active dissemination work from one side and from another side have lobbied among politicians and members of the government</li> <li>• Dissemination activities: articles about project activities, radio programs (e.g. in Kadi Radio one hour programs), promotional products (pens, T-shirts), a film about international co-operation, webpage <a href="http://www.hiiumaa.ee/wefriends">http://www.hiiumaa.ee/wefriends</a>, a brochure, introducing the project, open days. The project has gained a good image in the region</li> <li>• On ministry level the interest towards project results has remained modest, that hinders mainstreaming in the area of legislation</li> <li>• Publications have been planned; meetings with politicians of different parties and final conference where the main target is mainstreaming project products.</li> </ul>		
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<ul style="list-style-type: none"> <li>• Contacts with ministries and politicians planned and established</li> <li>• There has been no active PR work yet, because the product is not ready and clear conditions for the employers are missing (more active work planned for autumn 2007)</li> <li>• It is a very innovative idea, therefore it is more important to continuously introduce first to the society and key persons the additional value of distance working and its importance for employees, employers and local governments as well as to the entire country. As a longer perspective to reach to changes regulated by legislative measures.</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with the Ministers of Social Affairs and Regional Affairs</li> <li>• Information exchange (mainly e-mailing) on the level of vice chancellor and LMB general director</li> </ul>	<ul style="list-style-type: none"> <li>• There is no impact in practice yet, but the issue has become more active again</li> </ul>
7.	<b>Children Taken Care</b>	<ul style="list-style-type: none"> <li>• Mainstreaming has taken place mainly on the national</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings on the LG</li> </ul>	<ul style="list-style-type: none"> <li>• there are legislative</li> </ul>

	<b>of, Mothers at Work!</b>	<ul style="list-style-type: none"> <li>level</li> <li>• Main activities of mainstreaming have been: <ul style="list-style-type: none"> <li>○ open days in county centres</li> <li>○ creating a webpage for the established Põlva children`s playroom</li> <li>○ a conference (February 2007), where childcare service providers all over Estonia are included, also local governments, representatives of county governments, government officials, foreign representatives- it was discussed together, what has been done, what needs to be amended, proposals were made</li> <li>○ articles (above all during legislative preparation) and other dissemination work (radio programs, TV-news)</li> <li>○ Population minister has been involved in the activities of the project (Paul-Erik Rummo as well as Urve Palo), with whom a continuous contact and co-operation is established</li> </ul> </li> <li>• In the frames of mainstreaming compendiums on surveys and methodology are planned to compile and to continue the introduction of project results through media</li> <li>• Project partners continuously transfer the information about project results and good experience to social workers and municipalities of other counties</li> </ul>	<ul style="list-style-type: none"> <li>level</li> <li>• Presenting the results of the project to the social committee of the Parliament</li> </ul>	<ul style="list-style-type: none"> <li>acts for providing the service</li> <li>• Opening Põlva playroom, co-operation agreement with Põlva City Government</li> </ul>
<b>8.</b>	<b>Choices &amp; Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	<ul style="list-style-type: none"> <li>• Mainstreaming activities have been implemented together with other activities from the beginning of the project</li> <li>• A continuous media monitoring is taking place in the frames of the project</li> <li>• A thorough project mainstreaming plan has been drafted and a circle of people and organisations has been mapped, who is/will be included in the</li> </ul>	<ul style="list-style-type: none"> <li>• introducing the research to MoSA - minister and administration were present</li> <li>• Inclusion of the Population Minister to the project activities</li> <li>• Co-operation with</li> </ul>	<ul style="list-style-type: none"> <li>- The most important is dissemination work and this has been achieved during meetings ( incl. among employers)</li> <li>- Big interest towards training and counselling program and positive</li> </ul>

		<p>mainstreaming activities</p> <ul style="list-style-type: none"> <li>• All project partners are also included in the mainstreaming activities, disseminate and share information and experience through their channels and networks. Also co-operation is carried out with other DP-s (common conference, visits, meetings, in addition communication via e-mail and phone)</li> <li>• Main mainstreaming activities have been , from one side, active dissemination (ETTK newsletter, press releases, presentations, articles (Eesti Ekspress, Eesti Päevaleht, Äripäev, Meie Maa, Postimees, Lääne Elu, Pärnu Postimees) , radio programs, a thorough webpage (<a href="http://www.cb.ee/">http://www.cb.ee/</a>) and ,from the other side meetings with politicians</li> <li>• Creating Distance Work Union</li> <li>• A book “Work and family: compendium of articles”</li> <li>• Survey conclusions, incl. analysis of legislative acts on the webpage</li> <li>• A continuous propagation of the best practices</li> <li>• A continuous dissemination of survey results</li> <li>• Creating Bratislava declaration</li> <li>• Of planned activities it is scheduled to meet with the social committee of the Parliament – Riigikogu, Heljo Pikhof (autumn 2007) and at the end of the project to organise a final conference in Brussels to summarize and introduce project results</li> </ul>	<p>Tallinn City Enterprise Board</p> <ul style="list-style-type: none"> <li>• <i>Lobby</i> in the The State Chancellery</li> </ul>	<p>results</p>
9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	<ul style="list-style-type: none"> <li>• A communication strategy has been drafted, that includes a targeted action plan</li> <li>• During the project mainstreaming has taken place at the same time with other activities - informal meetings of members of co-operation networks (entrepreneurs, child care establishments, LMB, schools, LG social workers), the project has been discussed in newspapers (articles in the county</li> </ul>	<ul style="list-style-type: none"> <li>• Contacts on the LG level- <i>lobby</i> among local government leaders</li> </ul>	<ul style="list-style-type: none"> <li>• representatives of LG have understood that this position is necessary</li> </ul>

		<p>newspaper Sakala) and radio, appreciation event, open days and seminars.</p> <ul style="list-style-type: none"> <li>• A project webpage has been created <a href="http://www.viljandimaa.ee/equal/">http://www.viljandimaa.ee/equal/</a></li> <li>• As a result of an implementation of communication strategy the public has been informed and first steps to implement project results in LGs have been taken</li> </ul>		
<b>10.</b>	<b>Development and Application of Farmers' Replacement Service</b>	<ul style="list-style-type: none"> <li>• Mainstreaming activities were started already in the beginning of the project activities (2005)</li> <li>• 39 articles have been published, 20 of which in national publications and interviews have been given to the radio (Vikerraadio). In addition several advertisements and announcement have been published in newspapers, press-releases written and also a service homepage made <a href="http://www.hot.ee/asendusteenistus/">http://www.hot.ee/asendusteenistus/</a>. Different advertising products and posters have been issued, calendars, folders, an album in the frames of international co-operation (where there are projects from 4 countries, photo material, project descriptions, common activities etc.)</li> <li>• Another mainstreaming activity in connection with the legislative process has been influencing politics and participation in decision process</li> <li>• Several informative events have been organised for the target groups (information seminars, open days)</li> <li>• LG informing has mainly been carried out through newspapers, leaders have not been directly involved, but this process is in the future, because LGs have showed a modest interest towards the service.</li> <li>• A common seminar is planned to conduct where all parties are participating (farmers, educated replacement workers) and a manual will be issued.</li> </ul>	<ul style="list-style-type: none"> <li>• DP have lobbied a lot</li> <li>• The development plan of the service has been introduced, in the course of the project, to the members of the rural life committee of the Parliament, Minister of Social Affairs, LMB general director, officials and journalists</li> <li>• In connection with the law amendment process, several work groups and meetings between ministries (MoSA, Ministry of Agriculture) and other government offices took place</li> <li>• Ministry of Agriculture (on the level of the Minister, chancellor and vice chancellor) has been an important partner</li> </ul>	<ul style="list-style-type: none"> <li>• In the framework of mainstreaming DP have successfully implemented an amendment to the law in February 2007 a law was passed "Farmers' Replacement Service"</li> </ul>

11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	<ul style="list-style-type: none"> <li>• For mainstreaming purposes information is transferred in every form and place, that is a continuous everyday work of DP-s.</li> <li>• In DP-s a clear division of tasks is fixed - a partner lobbies only a part of service aspects (related to children) and the applicant those related to adults</li> <li>• The project has propagated the activities and results of a project actively in media through articles and radio programs</li> <li>• The project issued folders, brochures, 2007 calendar with project information, that was distributed all over Estonia and a book about project results.</li> <li>• In addition different conferences, meetings, a round table with those needing assistance and learners</li> <li>• It is planned to compile a description of a system-how supplying of a service should be done by LGs and after that to organise a presentation of this to municipalities close to Tartu</li> <li>• Association of Municipalities is planned to engage to mainstreaming to introduce Tartu experience to other local governments</li> </ul>	<ul style="list-style-type: none"> <li>• meetings with Tartu City Government social department and vice mayor</li> <li>• meetings with Tartu LG social advisors</li> </ul>	<ul style="list-style-type: none"> <li>• Through social workers information about the project is spread</li> </ul>
12.	<b>WHOLE – Work and Home in Our Life in Europe (Töö ja pereelu ühitamine läbi lastevanemate koolituse)</b>	<ul style="list-style-type: none"> <li>• Mainly dissemination activities are carried out, at the same time with other activities of the project.</li> <li>• Mainstreaming has been carried out mainly on horizontal level. To get the project results to a national level is planned to the future, because the activities are being implemented and several activities are not yet carried out.</li> <li>• During dissemination activities the following has been done: local open days in every LG ( to introduce the project targets, process and results of a survey, activating the public), media involvement (advertisements, different articles, clarifications, interviews in the radio and newspapers), advertising</li> </ul>	<ul style="list-style-type: none"> <li>• On the LG level, meetings and information transfer</li> <li>• Co-operation with the bureau of the Population Minister</li> <li>• The project has a good co-operation with the Non-formal Adult Education Association, who has 56 members over Estonia, there is an agreement that</li> </ul>	<ul style="list-style-type: none"> <li>• The project has changed LG readiness and attitude - it has been understood that there is a need for such a training and LG have agreed to support project ideas in the future on higher levels.</li> <li>• There is a contact person in every LG through co-operation partners` network in 8</li> </ul>



		<p>material as fliers (distributed through local contact people) project homepage implementation and administration (<a href="http://www.rahvaylikool.ee/equal">http://www.rahvaylikool.ee/equal</a>) that enables to interactive availability of project activities and results to all interests parties. The project information is also presented on OÜ Geomedia, a project partner, homepage</p> <ul style="list-style-type: none"> <li>• In the frames of an additional project a thorough survey is planned, seminars, final conference, presenting proposals to politicians</li> </ul>	<p>developed curricula are disseminated to all their centres</p>	<p>municipalities of four counties (Tartu, Põlva, Jõgeva, East-Estonia)</p>
13.	<p><b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme</b></p>	<ul style="list-style-type: none"> <li>• Mainstreaming is taking place on national level</li> <li>• Different co-operation forms are used to implement mainstreaming activities, like direct contacts, media, involvement of key people into project dissemination and actual work of the project (mart Nutt, MP and Tanel Mätlik, MEIS manager), participation in conferences (both in Estonia and abroad)</li> <li>• Conducting a survey regarding the awareness and attitude of Estonians towards refugees and asylum seekers, public presentations followed</li> <li>• In the frames of the project it is planned to elaborate a publication, where all important results of the project are summarized- elaborated curriculum, integration program for asylum seekers, action plan, survey results</li> <li>• To guarantee the sustainability of the project, a circle of important persons for the project is determined, towards whom active work is directed to secure the implementation of project results, because a leading partner Jaan Tõnissoni Institute can not cope with the problem without a state support</li> </ul>	<ul style="list-style-type: none"> <li>• Two key persons included: Mart Nutt, MP and Tanel Mätlik, MEIS (Non-Estonians Integration Foundation) manager , they are fully aware of project activities and results</li> <li>• A close co-operation with MoSA, who participates actively in the project activities, incl. networks created by different parties</li> </ul>	<ul style="list-style-type: none"> <li>• A close co-operation with MEIS (Non-Estonian integration foundation) to connect project results to a state integration program, being drafted</li> </ul>

### **2.2.3.1 Summary: What mainstreaming mechanisms are used in the frames of development partnership? What mainstreaming activities have been implemented and what has been their impact?**

Based on the results of interviews and focus groups it can be said that all DPs understand clearly the meaning and importance of mainstreaming in the frames of the EQUAL programme. Still, the opinion of lead partners as well as other partners chosen during evaluation, is that the term itself is very confusing which often creates unclear interpretations (above all outside DP). The recommendation from project representatives is not to translate the term into Estonian, because English term “mainstreaming” is unequivocal and understandable to the broader audience/public.

Based on interviews it can be said that all DPs have started the implementation of Action 3 of the EQUAL programme i.e. mainstreaming activities. Despite the fact that mainstreaming action plan for integration and dissemination of implemented activities into politics has been drafted only by few projects (“Choice & Balance”, “Integration of Women involved in prostitution to labour market”, ”HAPECO”, “WE FRIENDS”), all DPs have mapped important for them opinion leaders, partners and “decision - makers”, through whom mainstreaming is both vertically and horizontally implemented.

In the framework of most DPs (10 DP) mainstreaming is implemented on the national level (Reintegration of Compulsive Gamblers into the Labour Market, Women Involved in Prostitution into Labour Market, We Friends, Distance Working, Children Taken Care of, Mothers at Work, RE-START, Choices & Balance, Farmers' Replacement Service, ”WHOLE”, Integration of asylum seekers) and only 3 DPs are focused on mainstreaming on LG level (HAPECO, Connected Services for Integrating Young Mothers into the Labour Market, Multifunctional Care Service)

All projects have included media to disseminate project activities. In comparison with other projects, two DPs considerably less - “RE-START” and “Distance working”. According to the assessment of “RE-START” representative, media was involved considerably less than planned, in implementing mainstreaming activities the circle of specialists was focused on involvement of certain organisations. “Distance working” has also not done active PR work, because the product is not yet ready and clear conditions for employers are missing (it is planned to start more actively during autumn 2007). All media channels are involved in the implementation of mainstreaming: newspapers (both local and national), magazines, press releases, television, radio. In addition most projects have a website introducing the project, information folders, bulletins, compiled material and books. Project results have been presented and are planned to be presented in the future during open days, conferences and seminars.

In the framework of mainstreaming, all DPs have mapped organisations and people, important for them, through whom mainstreaming is implemented: DP-s who implement mainstreaming on LG level, have good contacts with LG representatives (heads of LG, social counsellors). DP-s, implementing mainstreaming on national level have found partners and contact persons on ministries' and parliament level.

As Action 2 activities are implemented in case of several projects, a lot of mainstreaming activities still lie ahead for them (above all integration of implemented activities into politics). The activities are planned to be implemented from autumn 2007 to spring 2008. Still,

significant progress regarding project mainstreaming activities is noticed during present evaluation process - significant progress in project mainstreaming activities from July 2007 (during in-depth interviews) to September 2007 (during interviews with focus groups), which shows that projects deal actively with mainstreaming activities and it is too early to talk about the efficiency of mainstreaming activities.

As a result of the evaluation it can be concluded that the results of mainstreaming of those DPs that started with mainstreaming activities during previous periods (Farmers' Replacement Service, "Choices & Balance", "Children taken care of, mothers at work"), are considerably more efficient than DP, that started mainstreaming activities as a separate stage. Also those DPs have been more successful, where a strong PR person or a communication manager is included in the team, in comparison to those, where project results are managed by a person without good PR knowledge and skills.

Based on evaluation it can be said that mainstreaming has been more efficient for those DPs who included the whole circle of partners into implementation of mainstreaming activities ("HAPECO", "Choices & Balance"). In some DP cases, mainstreaming activities are implemented only by a lead partner, that certainly narrows the range of mainstreaming.

## 2.2.4 Programme mainstreaming strategy

**Table 7 Assessment task:** To what extent the programme mainstreaming strategy is included in the process of development partnership mainstreaming?

No.	Project title	If and how were you involved in the elaboration of the mainstreaming strategy? If not, have you acquainted yourself with?	Were your proposals to the elaboration of the strategy included, according to your opinion?	Please assess, to what extent the strategy has facilitated to the implementation of the mainstreaming activities of the project, on a scale 1 to 5	If answers are on a scale 1-2, what could have served as more beneficial (proposals from projects)?
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	<ul style="list-style-type: none"> <li>The project <u>participated</u> in mainstreaming strategy elaboration meetings</li> </ul>	<ul style="list-style-type: none"> <li>The project did not make proposals</li> </ul>	<ul style="list-style-type: none"> <li>Can not say, remain neutral (3)</li> </ul>	
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<ul style="list-style-type: none"> <li>The project is not included to the elaboration of mainstreaming strategy. Strategy has been studied.</li> </ul>	<ul style="list-style-type: none"> <li>Proposals have been included adequately</li> </ul>	<ul style="list-style-type: none"> <li>Has facilitated a lot (5)</li> </ul>	
3.	<b>Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b>	<ul style="list-style-type: none"> <li>The project <u>participated</u> in mainstreaming strategy elaboration task-group</li> </ul>	<ul style="list-style-type: none"> <li>Proposals have been included adequately</li> </ul>	<ul style="list-style-type: none"> <li>Has rather facilitated (4)</li> </ul>	
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the</b>	<ul style="list-style-type: none"> <li>The project is not included to the elaboration of mainstreaming strategy. Strategy has been studied</li> </ul>	<ul style="list-style-type: none"> <li>Proposals were made in the previous mainstreaming task group. The specifics of</li> </ul>	<ul style="list-style-type: none"> <li>Has not facilitated at all (1)</li> </ul>	There is a lot in the field of activity, that could be changed on the political level, but we will not

	<b>Labour Market)</b>		the present project and mainstreaming is different and no common ground is there with other projects		waste resources on that
5.	<b>WE FRIENDS – West Estonian Development Partnership</b>	<ul style="list-style-type: none"> <li>The project <u>participated</u> in mainstreaming strategy elaboration via e-mails</li> </ul>	<ul style="list-style-type: none"> <li>Can not assess</li> </ul>	<ul style="list-style-type: none"> <li>Has not facilitated at all (1)</li> </ul>	Strategy must have been a strategy, not just a document made for a checkmark
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<ul style="list-style-type: none"> <li>The project is not included to the elaboration of mainstreaming strategy and has not studied the strategy</li> </ul>	<ul style="list-style-type: none"> <li>Did not participate, can not comment</li> </ul>	<ul style="list-style-type: none"> <li>Has not facilitated at all (1)</li> </ul>	No direct need for assistance, the project can manage itself on DP level
7.	<b>Children Taken Care of, Mothers at Work!</b>	<ul style="list-style-type: none"> <li>The project participated in trainings and task groups</li> </ul>	<ul style="list-style-type: none"> <li>Proposals have been included</li> </ul>	<ul style="list-style-type: none"> <li>Has rather not facilitated (2)</li> </ul>	The strategy should have been there to begin with because mainstreaming is so important in EQUAL
8.	<b>Choices and Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	<ul style="list-style-type: none"> <li>Project participated in mainstreaming strategy elaboration via e-mails</li> </ul>	<ul style="list-style-type: none"> <li>can not assess</li> </ul>	<ul style="list-style-type: none"> <li>Has not facilitated at all (1)</li> </ul>	Support and involvement of MoSA have been very weak
9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	<ul style="list-style-type: none"> <li>The project <u>participated</u> in mainstreaming strategy elaboration via e-mails</li> </ul>	<ul style="list-style-type: none"> <li>Proposals have been included</li> </ul>	<ul style="list-style-type: none"> <li>Has rather not facilitated (2)</li> </ul>	Strategy is giving a direction, but project activity plan is more detailed
10.	<b>Development and Application of Farmers' Replacement Service</b>	<ul style="list-style-type: none"> <li>The project <u>participated</u> in mainstreaming strategy elaboration by making proposals</li> </ul>	<ul style="list-style-type: none"> <li>Proposals have been included only partly</li> </ul>	<ul style="list-style-type: none"> <li>Has rather not facilitated (2)</li> </ul>	The strategy was elaborated too late, the need for that was earlier
11.	<b>Development of Multifunctional Care Service to Enhance</b>	<ul style="list-style-type: none"> <li>The project participated in a common discussion, where elaboration of</li> </ul>	<ul style="list-style-type: none"> <li>Proposals have been included</li> </ul>	<ul style="list-style-type: none"> <li>Has rather not facilitated (2)</li> </ul>	The effect of the strategy is not so quick

	<b>Employment</b>	mainstreaming strategy was discussed			
12.	<b>WHOLE – Work and Home in Our Life in Europe (Töö ja pereelu ühitamine läbi lastevanemate koolituse)</b>	<ul style="list-style-type: none"> <li>The project <u>participated</u> in mainstreaming strategy elaboration</li> </ul>	<ul style="list-style-type: none"> <li>Proposals have been included</li> </ul>	<ul style="list-style-type: none"> <li>Has not facilitated at all (1)</li> </ul>	The strategy should be more connected to the planned output of projects. Now it is very distant.
13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme</b>	<ul style="list-style-type: none"> <li>The project <u>participated</u> in mainstreaming strategy elaboration, proposals were made</li> </ul>	<ul style="list-style-type: none"> <li>Proposals have been included</li> </ul>	<ul style="list-style-type: none"> <li>Has rather facilitated (4)</li> </ul>	

#### **2.2.4.1 Summary: To what extent the program strategy of mainstreaming is included in the process of development partnership mainstreaming?**

On the level of mainstreaming implementation programme the mainstreaming strategy was adopted in 2006. The mainstreaming strategy was co-ordinated with DPs and confirmed by the monitoring committee in September 2006.

Based on the results of interviews, 10 projects out of 13 were involved in drafting mainstreaming strategy. 3 projects did not participate in the process, 2 have still studied it later ("Reintegrating compulsive gamblers", "RE-START"). Only one project has not been directly involved into drafting mainstreaming strategy and neither has it studied the strategy later (Distance working).

Most of the representatives of projects participated on the seminar concerning drafting of the mainstreaming strategy, in the frames of which proposals to the strategy were presented. Some projects sent their proposals by e-mails. Although the representatives of projects, who presented proposals to the strategy, find that their proposals were considered enough, they still assess the value of the strategy as little.

When project representatives were asked to assess, to what extent the strategy has facilitated the implementation of project mainstreaming activities on the scale 1 to 5 (where 1 was – has not facilitated at all and 5 - has facilitated a lot), the average score was only **2.2**. Most of the project representatives think that the strategy has not facilitated to the implementation of the mainstreaming activities of their project, except representatives of 3 projects, who find that the strategy has rather or very much facilitated the implementation of mainstreaming activities ("Integration of women involved in prostitution"- assistance mainly in the planning phase of mainstreaming activities, helped to clarify the project, what was expected from them, "Re-integrating compulsive gamblers", "Integrating asylum seekers"). The representative of "HAPECO" remained neutral about this question, because the project did not make any proposals to the strategy.

It is important to draw out an aspect, that only lead partners were involved in the drafting of the mainstreaming strategy - other partners interviewed had not participated in the drafting of the strategy and only few had familiarised themselves with it later.

Several projects gave their explanations, why the strategy, according to their opinion, had not accomplished its planned goal. The strategy was made at the time where most of projects were implementing mainstreaming activities, therefore the completion of the strategy was too late. The project representatives found that the strategy must have been completed in the beginning of project activities as mainstreaming was the priority of the EQUAL programme. Several projects had themselves previously made a mainstreaming plan and mapped a circle of people and organisations, that would have been involved to mainstreaming activities (e.g. "Choices & Balance", "Replacement service for farmers", "Children taken care of, mothers at work"). As project representatives think, the strategy should be connected better to the planned results of projects and general political stands. The strategy should identify priority topics for MoSA and to bring out co-operational aspects also with other ministries, that would eliminate "separate status".

As a result of evaluation it can be concluded that “Estonian Mainstreaming Strategy 2006-2008”, drafted in the framework of the EQUAL programme, the target of which was to create the framework in order to integrate the EQUAL programme DP’s results and best practices into legislation, policies, strategies and programs, did not accomplish its goal and the programme’s mainstreaming strategy has been considered in the implementation of DP mainstreaming activities to a small extent. The contribution of the strategy would have certainly been more efficient, in case the strategy had been drafted earlier in time and the strategy had included more concrete mainstreaming mechanisms and methods.



## 2.2.5 Thematic networks

**Table 8 Assessment task:** What was the role of the project manager of thematic networks project? How efficient were they?

No	Project title	What (in what form) has been your contact with the project manager of co-operation network?	What has been a co-operation network contribution to the planning and implementing the mainstreaming of your project?	Please point out, how you are satisfied with centrally organised mainstreaming seminars and training and how they have facilitated to planning and implementing mainstreaming activities of your project?	Please assess the contribution of central mainstreaming to planning and implementing your project on a scale 1 to 5!*
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	<ul style="list-style-type: none"> <li>• Have had contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution has been neutral</li> </ul>	<ul style="list-style-type: none"> <li>• The project is satisfied, because there were no plans to mainstream project activities on a political level</li> </ul>	<ul style="list-style-type: none"> <li>• Can not say, remain neutral (3)</li> </ul>
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<ul style="list-style-type: none"> <li>• There have been meetings with BDA</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution has not been remarkable, e.g. agreeing on a principle, that every project does not need “knocking on the door”- there is a list of key persons</li> </ul>	<ul style="list-style-type: none"> <li>• The project is satisfied, seminars and training have facilitated</li> </ul>	<ul style="list-style-type: none"> <li>• Has facilitated a lot (5)</li> </ul>
3.	<b>Integration of Women Involved in Prostitution Including Victims of Human</b>	<ul style="list-style-type: none"> <li>• Have had contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution is satisfactory</li> </ul>	<ul style="list-style-type: none"> <li>• Seminars and training have helped the information exchange</li> </ul>	<ul style="list-style-type: none"> <li>• Has rather not facilitated (2)</li> </ul>

	<b>Trafficking into the Legal Labour Market</b>			among DPs. Satisfied.	
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market)</b>	<ul style="list-style-type: none"> <li>BDA has offered help and in several cases it has been accepted.</li> </ul>	<ul style="list-style-type: none"> <li>A little BDA help has been used regarding dissemination</li> </ul>	<ul style="list-style-type: none"> <li>No big help of trainings and seminars.</li> </ul>	<ul style="list-style-type: none"> <li>Has rather not facilitated (2)</li> </ul>
5.	<b>WE FRIENDS – West Estonian Development Partnership</b>	<ul style="list-style-type: none"> <li>Contacts have been during seminars</li> </ul>	<ul style="list-style-type: none"> <li>Non-existent contribution</li> </ul>	<ul style="list-style-type: none"> <li>Have not attended to seminars and training</li> </ul>	<ul style="list-style-type: none"> <li>Has not facilitated at all (1)</li> </ul>
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<ul style="list-style-type: none"> <li>The project has participated on training and conferences.</li> <li>In addition contacts through e-mails</li> </ul>	<ul style="list-style-type: none"> <li>No contribution</li> </ul>	<ul style="list-style-type: none"> <li>The idea of a central service is very good, but is has not been implemented</li> </ul>	<ul style="list-style-type: none"> <li>Has not facilitated at all (1)</li> </ul>
7.	<b>Children Taken Care of, Mothers at Work</b>	<ul style="list-style-type: none"> <li>A contact was during a round table, where representatives of different projects were present</li> </ul>	<ul style="list-style-type: none"> <li>Can not assess the contribution</li> </ul>	<ul style="list-style-type: none"> <li>Central mainstreaming took place too late and has not given an expected result therefore, but in general I am satisfied</li> </ul>	<ul style="list-style-type: none"> <li>Can not say, remain neutral (3)</li> </ul>
8.	<b>Choices &amp; Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	<ul style="list-style-type: none"> <li>Have participated on BDA organised seminars</li> <li>Contacts have been short and do not give special effect</li> </ul>	<ul style="list-style-type: none"> <li>Quite minimum contribution</li> </ul>	<ul style="list-style-type: none"> <li>People did not understand why those seminars and workshops took place</li> <li>The project was one step ahead, while Saaremaa seminar was quite good</li> </ul>	<ul style="list-style-type: none"> <li>Has not facilitated at all (1)</li> </ul>
9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	<ul style="list-style-type: none"> <li>Several seminars and workshops have been</li> </ul>	<ul style="list-style-type: none"> <li>The contribution was quite remarkable, gave a</li> </ul>	<ul style="list-style-type: none"> <li>In general, it was satisfactory, different fields were discussed</li> </ul>	<ul style="list-style-type: none"> <li>Has rather facilitated (4)</li> </ul>

		participated in	good opportunity to co-operate with other DPs	<ul style="list-style-type: none"> <li>Some topics were not connected with the project</li> </ul>	
10.	<b>Development and Application of Farmers' Replacement Service</b>	<ul style="list-style-type: none"> <li>Seminars have been attended</li> </ul>	<ul style="list-style-type: none"> <li>The contribution was scarce, because the process had already taken place</li> </ul>	<ul style="list-style-type: none"> <li>Project managers could share experience</li> </ul>	<ul style="list-style-type: none"> <li>Has rather not facilitated (2)</li> </ul>
11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	<ul style="list-style-type: none"> <li>Contacts with project managers of co-operation networks exist</li> </ul>	<ul style="list-style-type: none"> <li>The contribution was little, because service was late</li> </ul>	<ul style="list-style-type: none"> <li>We were satisfied with seminars and workshops</li> <li>Concerning our project, it was too late</li> </ul>	<ul style="list-style-type: none"> <li>Has rather facilitated (4) – lead partner</li> <li>Has rather not facilitated (2)– other partner</li> </ul> <p>Average score - 3</p>
12.	<b>WHOLE – Work and Home in Our Life in Europe (Töö ja pereelu ühitamine läbi lastevanemate koolituse)</b>	<ul style="list-style-type: none"> <li>All seminars have been attended</li> </ul>	<ul style="list-style-type: none"> <li>The project of co-operation networks has clarified situations, terminology etc.</li> </ul>	<ul style="list-style-type: none"> <li>We were satisfied with seminars and workshops</li> </ul>	<ul style="list-style-type: none"> <li>Has rather facilitated (4)</li> </ul>
13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme</b>	<ul style="list-style-type: none"> <li>Seminars and training have been attended</li> </ul>	<ul style="list-style-type: none"> <li>A lot of things BDA was talking about, were already there, but gave a clearer picture what mainstreaming is</li> </ul>	<ul style="list-style-type: none"> <li>It was possible to discuss problems together</li> <li>Saaremaa common conference was very adequate</li> </ul>	<ul style="list-style-type: none"> <li>Has rather facilitated (4)</li> </ul>

\* The questions were answered by the representative of a lead partner in case of 12 DP, 1 DP – both a lead partner and other partner answered

### **2.2.5.1 Summary: What was the role of the project manager of co-operation networks? How efficient were they?**

Management of the thematic networks project is the outsourced service by MoSA to implement mainstreaming activities. Bradley Dunbar Associates Estonia OÜ supplied the service during December 2006-June 2007 (hereinafter referred to as BDA). The target of the project was to co-ordinate and manage mainstreaming activities by the EQUAL DPs.

As a result of assessment it was concluded that all 13 DPs had a contact with the project manager of co-operation networks and all DPs (only the representatives of leading partners) have participated at the seminars and meetings organised by BDA.

When project representatives were asked to assess the co-operation network project's contribution to planning and implementation mainstreaming activities of the project on a scale 1 to 5 (where 1- has not contributed at all and 5 -has contributed a lot), the average score was **2.7**. The representatives of 7 projects thought that central mainstreaming by BDA has not contributed at all, or at mostly not, to the planning and implementation of mainstreaming. At the same time, several other projects have assessed the contribution as a big one to the planning of mainstreaming activities of their project ("Re-integration of compulsive gamblers", "Connected services to the labor market", "WHOLE", "Integration of asylum seekers"). The mentioned projects assessed that the co-operation network project helped to clarify the terms (above all the definition of mainstreaming) and the situation, it also offered a good opportunity to develop co-operation with other DP-s.

Projects were satisfied with seminars and workshops organised by BDA. It was said that through seminars and meetings there was a possibility for the projects to meet and share experience. Saaremaa common seminar was very highly valued (May 31-June 1, 2007), above all because the idea of organising the event came from the representatives of several projects themselves (NGO Arhipelaag, Central Union of Estonian Employers, NGO Eurohouse, Tartu Folk High School and Viljandi County Government)

The representatives of several projects pointed out the time aspect of the central co-operation network service - it was thought that the efficiency would have been bigger if central mainstreaming had taken place earlier and the activities of central mainstreaming had been implemented at the same time with earlier stages of a project. Several projects have been "steps ahead" with a project mainstreaming activities, therefore a BDA service contribution to the mainstreaming of projects has been minimal.

As a result of an evaluation it can be said, that thanks to BDA seminars and training, DPs clearly understand, what is mainstreaming and what are mainstreaming activities in the framework of their projects. In that part, BDA service was very efficient.

## 2.2.6 Implementation of thematic network, efficiency and impact on mainstreaming

**Table 9 Assessment task:** Implementation of thematic co-operation network, efficiency and impact on mainstreaming

No.	Project title	Did seminars and trainings conducted in the frames of central mainstreaming project, help in establishing contacts with other DPs? Was it followed by later co-operation?	Which DP are You co-operating more (how often, in what form) and in the frames of which topics?	If You have co-operated with other DPs, what has been a practical impact on mainstreaming of your project's outputs?	Do You have suggestions to further development of the co-operation networks?	According to You opinion, is central assistance (similar to BDA central project management) needed for creation of co-operation networks?
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	<ul style="list-style-type: none"> <li>• The main value was in establishing contacts with other DPs</li> <li>• Co-operation followed also</li> </ul>	<ul style="list-style-type: none"> <li>• A conference has been organised at Saaremaa</li> <li>• Opportunities to participate on seminars organised by other DPs</li> <li>• Co-operation is mainly about seminars and flexible work forms</li> <li>• We Friends is the most active co-operation partner</li> </ul>	<ul style="list-style-type: none"> <li>• The target group for Saaremaa conference was very wide</li> </ul>	<ul style="list-style-type: none"> <li>• Public could be informed commonly</li> <li>• Open days are necessary where projects tell what has been done and then MoSA and LMB would react, how they can use this</li> </ul>	<ul style="list-style-type: none"> <li>• Support is necessary, otherwise co-operation networking will be weak</li> </ul>
2.	<b>Reintegration of Compulsive</b>	<ul style="list-style-type: none"> <li>• Training and seminars</li> </ul>	<ul style="list-style-type: none"> <li>• Prostitution and asylum seekers`</li> </ul>	<ul style="list-style-type: none"> <li>• Key persons have</li> </ul>	<ul style="list-style-type: none"> <li>• Support should be available up</li> </ul>	<ul style="list-style-type: none"> <li>• Support is surely needed</li> </ul>

	<b>Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<p>helped to establish contacts with other DP, especially group works</p> <ul style="list-style-type: none"> <li>• co-operation followed also</li> </ul>	<p>projects have been co-operated with, visiting key persons together adds respect</p>	<p>acknowledged and listened to concrete projects more</p>	<p>till the end of the project</p> <ul style="list-style-type: none"> <li>• It is good, when there is an organisation who brings all projects together</li> </ul>	
3.	<b>Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b>	<ul style="list-style-type: none"> <li>• Training and seminars facilitated, to some extent, to establish contacts, some contacts were established earlier</li> <li>• No later co-operation followed</li> </ul>	<ul style="list-style-type: none"> <li>• There is information exchange with DPs and each other' s events are visited</li> <li>• A lot of communication has been done related to payment claims</li> </ul>	<ul style="list-style-type: none"> <li>• Can not assess the impact</li> </ul>	<ul style="list-style-type: none"> <li>• No proposals, but thematic networks are surely necessary</li> </ul>	<ul style="list-style-type: none"> <li>• It would be better, if someone took the initiative</li> </ul>
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market)</b>	<ul style="list-style-type: none"> <li>• Training and seminars did not help to establish contacts, neither later co-operation followed</li> </ul>	<ul style="list-style-type: none"> <li>• Co-operation is a place for gathering opinions and visions</li> </ul>	<ul style="list-style-type: none"> <li>• Impact shows later</li> </ul>	<ul style="list-style-type: none"> <li>• Thoughts and ideas should be expressed during meetings</li> <li>• Planned activities should be realistic</li> </ul>	<ul style="list-style-type: none"> <li>• No support needed, it functions well now</li> </ul>
5.	<b>WE FRIENDS – West Estonian Development Partnership</b>	<ul style="list-style-type: none"> <li>• There were earlier contacts with DP-s</li> <li>• No later co-operation</li> </ul>	<ul style="list-style-type: none"> <li>• Essential and practical issues are discussed during meetings</li> <li>• Target groups are different, but</li> </ul>	<ul style="list-style-type: none"> <li>• There is an impact</li> </ul>	<ul style="list-style-type: none"> <li>• No proposals</li> </ul>	<ul style="list-style-type: none"> <li>• No support needed, nothing can be done from above</li> </ul>

		followed	problems are the same <ul style="list-style-type: none"> <li>• There is co-operation with other DP-s</li> </ul>			
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<ul style="list-style-type: none"> <li>• Trainings were quite good, but general mainstreaming was not finished</li> <li>• No later co-operation followed</li> </ul>	<ul style="list-style-type: none"> <li>• There is little co-operation with other DP-s, only regarding flexible work forms and distance working (C&amp;B and Eurohouse)</li> </ul>	<ul style="list-style-type: none"> <li>• The impact has been little</li> </ul>	<ul style="list-style-type: none"> <li>• The work should be finished first</li> </ul>	<ul style="list-style-type: none"> <li>• Central mainstreaming would be good but is should be properly implemented</li> </ul>
7.	<b>Children Taken Care of, Mothers at Work</b>	<ul style="list-style-type: none"> <li>• The most valuable were informal contacts that were established during events</li> <li>• Later co-operation followed</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous co-operation with other projects regarding solving and avoiding technical problems</li> </ul>	<ul style="list-style-type: none"> <li>• There has been impact, but it is difficult to assess</li> </ul>	<ul style="list-style-type: none"> <li>• Network is needed, but maybe it can not be done centrally</li> </ul>	<ul style="list-style-type: none"> <li>• Only resources as support are necessary</li> </ul>
8.	<b>Choices &amp; Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	<ul style="list-style-type: none"> <li>• Training and seminars did not help, because contacts were already existing</li> <li>• Also, later co-operation did not follow</li> </ul>	<ul style="list-style-type: none"> <li>• Co-operation with other DPs, conferences, visits, meetings, e-mailing, phone contacts</li> <li>• Co-operation with Viljandi County Government, Tartu Folk High School,</li> </ul>	<ul style="list-style-type: none"> <li>• Common, big events bring more publicity and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>• Co-operation can not come from above, the initiative should grow by itself</li> <li>• We must confess, that to find a common share is difficult</li> <li>• organising</li> </ul>	<ul style="list-style-type: none"> <li>• It depends on an individual, it must be a person, who <u>in essence</u> understands the topic and is interested in it.</li> </ul>

			Archipelago (Arhipelaag) and Tuuru		<p>common events should be focused on, not introduction of projects</p> <ul style="list-style-type: none"> <li>• During common events, precise topics should be focused on (how to include target groups, how to conduct workshops etc.)</li> </ul>	
9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	<ul style="list-style-type: none"> <li>• Trainings and seminars helped to establish contacts with other DPs and later co-operation followed</li> </ul>	<ul style="list-style-type: none"> <li>• At Saaremaa conference, there was active co-operation, in addition to common trainings</li> <li>• Main topics were different practical problems and tips</li> </ul>	<ul style="list-style-type: none"> <li>• International conference has been organised</li> <li>• A broader publicity has been achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Target groups and activities of projects are very different and it is difficult to bring projects together when interest and co-operation from below is not there</li> <li>• To exchange information, a common network is essential</li> </ul>	<ul style="list-style-type: none"> <li>• In regards with information exchange, central co-ordination is necessary</li> </ul>
10.	<b>Development and Application of Farmers' Replacement Service</b>	<ul style="list-style-type: none"> <li>• Seminars and training facilitated and later co-operation followed</li> </ul>	<ul style="list-style-type: none"> <li>• No actual co-operation, because topic is different, but regarding practical matters phone</li> </ul>	<ul style="list-style-type: none"> <li>• very little practical impact</li> </ul>	<ul style="list-style-type: none"> <li>• It would be wise to communicate with media together</li> </ul>	<ul style="list-style-type: none"> <li>• Central support is needed</li> </ul>



			communication was used			
11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	<ul style="list-style-type: none"> <li>• Earlier contacts were existing and no later co-operation followed</li> </ul>	<ul style="list-style-type: none"> <li>• Information exchange with DPs took place only during seminars and workshops</li> </ul>	<ul style="list-style-type: none"> <li>• No practical impact</li> </ul>	<ul style="list-style-type: none"> <li>• It is good, when project managers can come together and exchange experience, but it does not have an impact on a project</li> </ul>	<ul style="list-style-type: none"> <li>• Central support is not important, implementing agency could organise it</li> </ul>
12.	<b>WHOLE – Work and Home in Our Life in Europe (Töö ja pereelu ühitamine läbi lastevanemate koolituse)</b>	<ul style="list-style-type: none"> <li>• Earlier contacts were existing and no later co-operation followed</li> <li>• Networks started functioning by themselves, not thanks to BDA</li> </ul>	<ul style="list-style-type: none"> <li>• Co-operation in several topics is with the Population Minister office at the State Chancellery, several meetings held with them</li> <li>• Co-operation with Tuuru, Co-operation with C&amp;B, Viljandi County Government,</li> </ul>	<ul style="list-style-type: none"> <li>• It is being dealt with but hopefully benefit will come from it</li> </ul>	<ul style="list-style-type: none"> <li>• Information about the projects have been shared during meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Support is surely necessary</li> <li>• Informal networks exist, but formal support is need and support in common elaboration of mainstreaming (involving the level of political decision makers)</li> </ul>
13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the framework of the ESF EQUAL Programme</b>	<ul style="list-style-type: none"> <li>• Workshops and seminars helped to establish contacts with other DPs</li> <li>• No later co-operation followed</li> </ul>	<ul style="list-style-type: none"> <li>• At Saaremaa conference there was a common task group</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum co-operation-can not assess the impact</li> </ul>	<ul style="list-style-type: none"> <li>• No proposals but networks are necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Central support is good- it enables to clarify some topics, also other experience is gained</li> </ul>

### **2.2.6.1 Summary: Implementation of thematic networks, efficiency and impact on mainstreaming**

From 13 project representatives 8 found that seminars and workshops carried out in the framework of centralized mainstreaming project helped to establish contacts with other DPs and according to 5 project implementers a later co-operation followed also. At the same time, several projects found that co-operation with other projects existed before and concrete co-operation with other DPs through BDA workshops and seminars was not developed (as of 8 DP).

As a result of interviews and focus groups it became evident that all projects are involved in a busy co-operation with each other. Co-operation is carried out in different forms - participation at events and seminars of other DPs, exchanging information by e-mails and phone. The co-operation is functioning for finding solutions to questions and problems related to project implementation (technical issues regarding project implementation, eligibility, payment claims etc.). Co-operation is also carried out on essential issues and common fields ("WE-FRIENDS"—"HAPECO", "Choices & Balance", "Distance work"). A very efficient result of DP co-operation was Saaremaa conference.

Although, there is a co-operation between projects, the impact on mainstreaming of project results is difficult to assess - wider dissemination of topics has been gained through common events but the impact is still difficult to be noted at this stage of projects.

In the course of the evaluation, during the interview, BDA representatives pointed out that the service provided by them would have been more efficient in case of MoSA had a clearer stand and overview, what was needed to be achieved, when ordering the service (the terms of reference from MoSA was very general). From another side BDA pointed out that more DPs expected that BDA would do a mainstreaming work for them and DPs were not ready to take responsibility. As BDA thinks, no one can do the work for DPs, only support can be offered.

From focus group interviews a common opinion of DPs came out, that a person (consulting company), outside of DPs can not manage a thematic network efficiently, the initiative should come from DP itself. Taking into consideration a tense time schedule and action plan of projects representatives of several projects pointed out that BDA service brought them a lot of additional obligations and spending of time (doing homework), therefore the service was assessed critically and therefore an inclusion of some DPs in the implementation of BDA service activities was quite small.

Although the DP representatives pointed out that despite the fact that co-operation can not come from "above", the initiative should develop from DPs themselves the projects still regard a technical support for DP co-operation as necessary. Also, the representatives of DPs think it is important that ministry people should be involved in the central mainstreaming activities, who professionally understand the topic and are interested in the progress.

Although, also project representatives think that in case of 13 projects it is quite difficult to find a common share, more attention should be paid on organising common events ( not to introduce the projects to each other), where narrower topics should be focused on (e.g. how to include target groups, organise workshops etc.). Although most of DP representatives were satisfied with seminars and meetings organised by BDA, more free discussion was

anticipated. The meetings had very busy schedules and there was not enough time for discussing and developing project co-operation.

When DPs deal actively with mainstreaming of their project results, then they also expect from MoSA to formulate a message of the common share of the EQUAL projects and disseminate it to a wider public and decision makers. As project representatives think in case of 13 project a common political share is there and not only projects must find it, but it must be fixed on a ministry level.

DPs do not regard it as a problem that someone should assist them in implementing their project activities and mainstreaming, a common activity under the EQUAL logo would be necessary, where all projects could make a contribution together.

## 2.2.7 Gender mainstreaming

Table 10 Gender mainstreaming

No	Project title	If and in what form have you with DP supported gender mainstreaming?
1.	<b>Handicapped People Employed in Co-operatives (HAPECO)</b>	The project <u>has not supported</u> . We have not dealt with gender mainstreaming, all are equal.
2.	<b>Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion</b>	<u>Has not supported</u> , because we do not deal with this topic.
3.	<b>Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market</b>	The present project is <u>directed towards women</u> , but similar services should be offered to men in the future.
4.	<b>RE-START (Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market)</b>	Gender mainstreaming <u>has been supported</u> . Boys did handicraft and the way of thinking that it is only for women was changed.
5.	<b>WE FRIENDS – West Estonian Development Partnership</b>	Gender mainstreaming <u>has been supported</u> . Also men participated in the workshops and we stressed repeatedly that it is not only women who are focused on both genders are important.
6.	<b>Models of Distance Working for Estonian Islands and Remote Coastal Areas</b>	<u>Has not supported</u> , because we do not deal with the topic.
7.	<b>Children Taken Care of, Mothers at Work</b>	It was an idea to include men also to workshops, but no-one participated and therefore <u>no gender equality mainstreaming was supported</u> .
8.	<b>Choices and Balance: Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life</b>	During the project, the <u>topic was widely discussed</u> . It decreases gender inequality in work and family life through supporting the expansion of flexible work forms and influencing attitudes.
9.	<b>Connected Services for Integrating Young Mothers into the Labour Market</b>	The project does not deal with it, only when we talk about the fact that young women with children have more difficulties in entering the labour market than men, but this is not publicly discussed.
10.	<b>Development and Application of Farmers' Replacement Service</b>	All international co-operation has been connected with gender mainstreaming. Women's role in entrepreneurship was stressed, within the DP.
11.	<b>Development of Multifunctional Care Service to Enhance Employment</b>	The project supports women re-entering the labour market and working on an acquired profession, guaranteeing care for the member of the family at the same time.
12.	<b>WHOLE – Work and Home in Our Life in Europe (Töö ja pereelu ühitamine läbi lastevanemate koolituse)</b>	Woman's role is not the only one focused on. Also men are important in the project, because a whole family is aimed at. Both sides must be developed to gain balance.

13.	<b>Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the framework of the ESF EQUAL Programme</b>	Gender mainstreaming <u>has not been supported</u> , because not depending on the project the target group is men.
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### **2.2.7.1 Summary: gender mainstreaming**

According to the fund utilization programme of the Community Initiative EQUAL (page 32), the EQUAL programme is assumed to contribute to understanding and acknowledgement of the importance of gender equality and gender mainstreaming.

Resulting from interviews it can be said that despite the pre-condition of the EQUAL programme, only 8 DPs out of 13 support gender mainstreaming with their project activities. The representatives of 5 projects claimed, that DP has not facilitated gender mainstreaming ("Integration of Asylum seekers", "Children taken care of, mothers at work", "HAPECO", "Re-integration of compulsive gamblers", "Distance working"). Mainstreaming of gender equality was regarded as very important of their DP "WE-FRIENDS", "Choices & Balance" and "WHOLE".

Based on interviews it can be concluded that most of the project representatives are aware of the essence and importance of gender mainstreaming, but at the same time not all acknowledge its importance in the EQUAL programme.

## 2.2.8 Summary of the implementation of the mainstreaming principle

Mainstreaming was evaluated according to the following criteria:

- Relevance- relevance of planned mainstreaming activities, incl. dissemination activities
- Efficiency- implementation of mainstreaming activities according to the plan
- Performance- results of planned mainstreaming activities in the framework of the projects
- Sustainability-using the mainstreaming outcome and results of projects after finishing
- Impact-involvement of decision makers/public figures in mainstreaming activities

**Relevance.** As a result of the assessment it can be said the all development partners clearly understand the terms, content and importance of mainstreaming in the EQUAL programme. According to project targets appropriate activities and mainstreaming mechanism have been selected.

**Efficiency.** Most of the projects have established through development partnership where to reach with mainstreaming activities and what networks are used. Projects implement mainstreaming activities according to the plans, more efficient methods are used in case of changing circumstances, that were not planned in the beginning (e.g. more direct contacts with decision makers).

**Performance.** As activities of several projects still are carried out and mainstreaming activities are planned to 2008, the efficiency of mainstreaming can not be fully assessed in the present project stage. Still, as a mid-result, it can be said, that mid-results of mainstreaming activities of projects can be considered as quite efficient, because all projects have developed co-operation with the field's organisations and ministries, actively included media and legislative amendments have been achieved.

**Sustainability.** Regarding most of projects a considerable part of mainstreaming activities are not yet implemented ( above all to integrate implemented activities in policies) and active lobby is continuing, therefore sustainability can not be assesses at this stage. It must be noted, that MoSA and LMB are lacking a general plan or an approach, how to integrate results of EQUAL projects to labour market policy in 2008.

**Impact.** Regarding those projects, who have included key people and "decision-makers" already during earlier stages of the project, a bigger impact can be anticipated. Also, those projects are more successful, who have included all DP network to mainstreaming. Still, as mainstreaming activities are not yet implemented fully, but activities are carried out during additional application round (8 projects), the impact of mainstreaming can be evaluated after the end of a project (during one or several years after the end of a project).

## **2.2.9 Recommendations for the implementation of the mainstreaming principle**

### **2.2.9.1 Recommendations on the project level**

#### **Increasing the readiness of Estonia to integrate asylum seekers to the society in the frames of ESF EQUAL programme**

By DP evaluation, there are no mainstreaming problems, because appropriate partners (MoSA, Foundation of the Integration of Non-Estonians) are involved. To maintain sustainability of the project, a circle of persons important for the project, has been established, towards whom active work is planned to carry on to ensure the implementation of project results, because the lead partner Jaan Tõnisson Institute can not deal with the problem without state (government) support. Recommendation: although key persons are there, it is necessary to develop co-operation with different ministries (because the responsibility regarding the theme is divided between different ministries) and common meetings should be organised with other projects having the same key persons.

#### **HAPECO - Handicapped People Employed in Cooperatives**

There are no proposals regarding legislative amendments, dissemination is focused on more, therefore sustainability of project activities and products can be questionable, because the share of mainstreaming is not remarkable in the activity plan, the project also did not get any additional funding from the additional application round to implement mainstreaming activities more efficiently. Although, in the areas where NGOs have been established in the framework of the project, LG leaders are informed about the topic and the activities and this information is disseminated to other LGs, government support still remains open - when the project ends, who develops it further, carries on the activities.

Recommendation: continue with necessary dissemination and *lobby*.

#### **Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion**

Mainstreaming is implemented mainly by the lead partner (partner NGO Union of Gambling Addicts is not involved in the mainstreaming activities).

When the project was written, it was presumed that national and municipal interest towards solving the problem is bigger. In reality, the state does not show great interest - the topic is not politically popular, therefore mainstreaming activities are, at the moment, directed to lobbying to MoSA, also to develop co-operation with town governments to discuss possibilities to expand project activities to other regions of Estonia.

During the project Estonian legislative framework is analysed and according to conclusions it is planned to make concrete proposals by DPs to include corrections and amendments to social inclusion and employability action plans, as well as to the legislative acts regulating addiction treatment, rehabilitation and gambling.

Recommendation: to gain the results of planned mainstreaming it is vital to make the co-operation with MoSA more efficient and to expand mainstreaming implementation network.

#### **Models of Distance Working for Estonian Islands and Remote Coastal Areas**

It is a very innovative topic, where it is the most important to introduce the additional value of distance working and importance from the point of view of the employee, the employer, LG and the state, first to the society and key persons and only as a longer perspective to finally make amendments to legislative acts. It is important to include media and to do PR work.

DP used wrong pre-conditions: it has become evident that only the employee is the interested



part. Employers' interest towards distance work is declarative. Therefore, mainstreaming is extremely important to increase political interest.

### **RE-START Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market**

The project has focused more on informing internal networks than activities directed towards broader public. To implement project mainstreaming activities more efficiently additional resources were applied from additional application round. We recommend to co - operate more efficiently with the ministries to ensure a wider implementation of products and outputs of the project.

### **Connected Services for Integrating Young Mothers into the Labour Market**

Mainstreaming is taking place mainly on the LG level - lobby among LG leaders. Unfortunately it has become evident that the topic is not among priorities of LGs, therefore a wider implementation and expansion of the service developed in the framework of the project to other regions is problematic at the moment. Mainstreaming could have been more efficient, according to assessors if opinion leaders and decision makers had been actively involved. The project did not apply for additional resources to implement mainstreaming activities, therefore expected results may not be gained.

Recommendation: as a local level project, mainstreaming should be maintained by introducing the experience to key persons at the Union of County Municipalities, so an experience gained in Viljandi could be used elsewhere in Estonia.

### **Development and Application of Farmers' Replacement Service**

An amendment to legislative act has successfully been executed in the frames of mainstreaming by DP - an act on "Farmers' replacement service" was passed in February 2007. Active media involvement has played a significant role during the process. Informing LGs has been done mainly through newspapers, leaders were not directly involved, but this process is taking place, because a modest interest from LGs towards the service can be noted. Although, as DPs assess, mainstreaming has been an enormous additional work, the results of that have been highly efficient.

### **Development of Multifunctional Care Service to Enhance Employment**

The main focus of the project is directed towards LGs - meetings and open days with specialists of Tartu city social welfare department and vice mayor, also social counsellors of municipalities around Tartu. Unfortunately, there is no agreement with Tartu City Government yet, to ensure sustainability of the service (co-financing from Tartu). Union of Municipalities is still planned to be included to the mainstreaming: Tartu experience will be introduced to other local governments. As the evaluators think, the results and output of the mainstreaming activities would have been more successful if opinion leaders and decision makers as well as other informal networks and partners had been involved, because inevitably the lead partner (NGO) together with 1 partner can not manage a comprehensive mainstreaming. Although project activities were concluded in March 2007, to gain bigger additional value, additional finances were applied for mainstreaming activities (in connection with the fact that at the time of writing the project (year 2004) not all obstacles regarding the time schedule, could not be foreseen and also taking into consideration international partnership experience, activities of mainstreaming and dissemination of output need more planning and more time), therefore it can be presumed, that by involving opinion leaders and decision makers planned mainstreaming target will be achieved.

## **WHOLE Work and Home in Our Life in Europe**

Project mainstreaming activity plan has not been developed. Dissemination work is dealt with at the same time with other project activities. Horizontal mainstreaming has been carried out. Bringing project results to the national level is still ahead, because project activities are still under implementation and several activities have not yet been implemented.

Project evaluation shows that through dissemination, LG approach and readiness is changed - it is acknowledged that there is a need for a training like that and LGs agree to support project ideas on a higher level in the future. Still, a lot of mainstreaming work remains to be done. In the frames of an additional project, it is planned to carry out a comprehensive study (socio-demographic background, interviews) and organise seminars related to training plans and final conference (dissemination of results + training, where training plan topics are summarized)

## **We Friends - West Estonian Development Partnership**

Members of DPs have done a very active dissemination work from one side and from another, lobbied with politicians and members of the government. On the level of ministries the real interest towards project results has remained modest which hinders legislative work (mainstreaming). Mainstreaming will be finalized with a conference where the main target is mainstreaming of project's products. Therefore, it is too early to talk about the impact and efficiency of mainstreaming.

### **2.2.9.2 Proposals on the programme level**

- ⇒ Changing the term of **“mainstreaming”** to an unequivocal and understandable one.
- ⇒ Regarding similar projects it is important to plan (in the future) **the beginning of mainstreaming activities to the same time with other stages of the project.**
- ⇒ In the future, **drafting similar documents and strategies** as “Estonian Mainstreaming Strategy 2006-2008”, a better timing should be considered, so that a document would change into a working document which would have a practical value.
- ⇒ **Timing of centralized activities** – it is important to plan centralized activities in the future simultaneously with similar project activities to maximize for the projects the additional value derived from centralized activities.
- ⇒ **Formulation the message of the common share of the EQUAL projects** by MoSA and delivery it to a wider public and “decision makers”.
- ⇒ MoSA should include to central mainstreaming activities persons who are familiar with the field and are interested in essence.
- ⇒ Although the implementation plan of the ESF programming for 2007-2013 includes a reference to the EQUAL principles, the evaluators think that MoSA and LMB need a **clear plan**, how to **integrate more appropriate new solutions and approaches of the EQUAL projects to labour market policy and practice.**

### 3. GENERAL PROGRAMME ADMINISTRATION

The representatives of most projects assessed the co-operation with the ESF co-ordinator as good or very good.

Long deadlines for processing payment claims were mentioned as a problem, but at the same time it was noted, that it does not involve only LMB but the implementer himself (payment claims not correctly drafted). Occasionally long processing deadlines of payment claims have caused serious problems with projects' implementation - especially in the situation where the applicant is a third sector organisation with limited working capital. Bridge financing has been used in case of several projects to continue project activities.

A significant part of implementers pointed out problems related to high staff turnover in the implementation agency (in some cases the project co-ordinator was changed 5 times). Changing of the ESF co-ordinators brings along additional time spending (to involve a new member of staff to all project aspects) to the project, that in its turn, prolongs the process deadlines for payment settlements. It was also pointed out that the representatives of projects were not informed about the exchange of project co-ordinators. Often different requirements for documenting appear with the exchange of co-ordinators and different co-ordinators interpret eligibility differently.

During evaluation a problem was pointed out that ESF co-ordinators do not have the right to make decisions regarding the project and to take responsibility - an implementer had to wait for long time to get answers even to minor and secondary questions until the co-ordinator got acknowledgement from higher levels of the organisation.

Problems related to eligibility rules and different interpretation of co-financing of the public sector was also pointed out (e.g. proportion of voluntary work). In addition, problems with information exchange were mentioned regarding one project - programme rules change, but the implementer is not informed about all changes (e.g. changes in forms, rules for budget amendments etc.)

As a result of focus group sessions it was revealed that co-ordinators have organised eye-to-eye meetings with the projects, where project accountants are involved and projects are reviewed case by case. But it has not been the case for all projects and the implementers feel that there is a direct need for increasing eye-to-eye communication with the ESF co-ordinators.

Project implementers revealed during interviews that the implementation agency should also pay more attention to the project contents in addition to the documentation. If the project co-ordinator is familiar with the project contents it facilitates to understanding of project costs. The focus group with the representative of the implementation agency also revealed that in the frames of the programme, site visits are planned in the projects, where in addition to documentation also contents is studied - among others the implementation of action plans and feedback from the target group. At the moment 3 projects have been site-visited ("HAPECO", "RE-START" and "WHOLE"), but during coming months all projects will be site-visited.

Focus group sessions revealed that regarding technical support offered by the implementation agency and organisation, in addition to co-ordinator's support and organisation of open days and meetings, an elaboration of a comprehensive information system and responsive report

forms is anticipated, where the implementers do not have to double the information, but where the system itself would summarize and copy necessary numbers to right places (i.e. when inserting one number, the system copies the same number to the next place, where it is required). In addition, the report forms should not change during the project, because a constant changing of forms gives significant additional workload to implementers.

Occasionally, it was revealed that the implementers do not have a sense of co-operation with the implementation agency and LMB is more like a controlling organisation than a partner. More trust is expected from the implementation agency and managing authority. This would remarkably diminish financial and time resources for administrating the project (e.g. constant explanations and clarification letters).

The implementers revealed that instead of a strict, in some cases extreme technical control, both the implementation agency and the managing authority could focus on a co-operation with the implementer to use the maximum potential of the project and thereby also use the resources more efficiently.

As the implementers assess, the complexity of the project administration hinders significantly the implementation of project activities and gaining the results. A negative point was stressed that as a common world practice shows, it is important to involve a maximum number of social partners, but in case of LMB project representatives are not involved even in the commission discussion for project budget changes. Consequently, matters related to the project budget are decided without a presence of project representative.

### 3.1 PROPOSALS FOR FURTHER ADMINISTRATION OF THE PROGRAMME

- ⇒ In case of EQUAL, **innovative projects** are involved, similar to which have not been implemented in Estonia so far and therefore not all costs and activities can be anticipated when planning the project for three years. **Considering the project specifics** the implementation agency should be **more flexible when monitoring a budget and an activity plan**. At the moment, changing the budget and activity plan is very complicated and long procedure that, according to evaluators, sets significant limits to achieve project goals and gain maximum innovation.
- ⇒ **Project representatives should certainly be involved** to the commission discussing budget changes, for this would remarkably accelerate the procedure of changing the budget - instead of writing long explanation letters, project implementers could discuss with project implementation agency and organisation why certain costs and activities are applicable for achieving the project goals and how to make the project more efficient.
- ⇒ More attention should be paid on the clarity of **eligibility rules and instructions/regulations** to avoid situations, where misunderstanding is created between the implementer and the implementing agency regarding different interpretation of rules. Certainly, **implementers should be involved** to the elaboration process of rules and instructions/regulations.
- ⇒ The implementing agency and managing authority should try to **diminish the technical work load** related to administrative implementation of projects **and to**

**increase essential co-operation** - at the moment, according to the evaluation of the representatives, LMB and MoSA are more controlling agencies than co-operation partners. Only an intensive co-operation with the implementation agency and managing authority would facilitate the implementation of project targets and maximising innovation.

#### **4. LEAD PARTNER VS PARTNER**

To elicit possible differences of assessments of lead partners, the personal interviews were carried out with one partner of all DPs during evaluation.

Personal interviews were conducted among 13 different DP partners (sample with whom interviews were conducted was selected by evaluation team).

As a result of interviews it can be said that partners are involved foremost in the essential project activities and in that field the assessments of lead partners and chosen other partners are similar and no significant differences were noticed. Still, not all partners have been involved in mainstreaming activities. Only in case of some DPs, the circle of all project partners are involved in the mainstreaming activities, who in its turn implement mainstreaming and wider informative activities through their networks.

Only few chosen DP partners were aware of the thematic networks (incl. BDA services).

Proposal: To expand mainstreaming to maximum extent, all DP partners should be involved to implementation of the mainstreaming activities.

## 5. CO-OPERATION WITH THE TRANSNATIONAL PARTNERS

To get feedback regarding the co-operation between the Estonian and transnational partners a questionnaire (see Annex 5) was sent to all foreign project partners (total 13).

Partners from seven projects answered the questionnaire:

Project title	Country of transnational partner	Organisation of transnational partner
Models of Distance Working for Estonian Islands and Remote Coastal Areas	Wales	University of Wales
Work and Home in Our Life in Europe	Italy	CIOFS-FP
Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market	Italy	Associazione On the Road
Development of Multifunctional Care Service to Enhance Employment	Wales	European Institute of Social Services
Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme	Holland	ROC Nijmegen
We Friends - West Estonian Development Partnership	Italy	ZONA OVEST DI TORINO SRL
Development and Application of Farmers' Replacement Service	Italy	S&T soc. Coop

### Transnational partners' assessment to the co-operation with the Estonian partners

The evaluation revealed that all transnational project partners, who answered the questionnaire, were very satisfied with the co-operation, without exceptions. Several times, differences in work methods of the Estonian and transnational partners were mentioned, that, though confusing in the beginning, gave finally new ideas to both parties and developed work culture. The vision of transnational partners often differed remarkably from their Estonian colleagues and such a discussion was essential from the aspect of project results, according to the Estonian partners.

### Participation of the transnational partners in project activities

The Estonian and foreign partners organised common seminars, conferences and workshops, carried out different surveys and elaborated study materials and other publications (e.g. books, CD-s etc.). More innovative Estonian and transnational partners communicated actively in a web environment, created especially for such purposes. In focus groups, the Estonian partners pointed out that the co-operation period could have been longer, because there was a desire to carry out more common activities with foreign partners.

### Co-operation results of Estonian and transnational partners

Transnational partners were very satisfied with project results, especially in connection with limited resources and often quite ambitious targets. It was mentioned in several cases, that although the level and knowledge of the Estonian and transnational partners, in certain fields, was extremely different, all parties coped with their tasks and co-operation results were positive

as a rule. As a result of focus groups with the Estonian partners, it was revealed that contacts of potential partners were given by transnational partners, that were difficult to find alone or even with MoSA assistance. The fact that same problems are everywhere, gave to Estonian partners the assurance when co-operating with transnational partners and it was regarded as very important.

#### **Transnational partners attitude towards further co-operation**

All transnational partners who answered the questionnaire were very interested in further co-operation with the Estonian partners and several of them have made responsive plans. Co-operation in the field of social and agricultural policies was anticipated the most and the EU projects were regarded the main possibility here. Also, the Estonian partners were very satisfied with the co-operation and possibilities for further co-operation are present.

**In conclusion** it can be said that transnational cooperation has fully facilitated to reach the targets of the projects' mainstreaming and has contributed significantly to the development of essential activities. Both foreign and the Estonian partners visualize the continuing co-operation after finalization of the EQUAL programme.



## 6. SUMMARY OF THE EVALUATION REPORT

The summary is outlined according to the evaluation questions defined in the terms of reference.

### 6.1 ANSWERS TO THE QUESTIONS SPECIFIED IN THE TERMS OF REFERENCE

#### **Are the project's products innovative and directed at solving the problem?**

It can be said that the representatives of a project can concretely and accurately phrase the problems the project is directed at. Comparing problems and products developed in the course of projects it can be said that these are directly aimed at finding solutions to problems.

Most project representatives considered the products developed in the course of projects to be very innovative. On a scale from 1 to 5 (where 1 – “not innovative at all” and 5 – “very innovative”), the projects' total average score to the rate of innovation of products was **4.52 points**. Thus, most project representatives consider the products developed in the course of their project to be very innovative or rather innovative.

Large number of project implementers find that although the society has changed a lot since 2004, when the projects were written, the projects' topics are still relevant and the developed products innovative in 2007. The representatives agree that for several projects, the need for the respective project as well as the depth of problems have become clearer during the implementation of the project.

#### **How effective are the created / implemented products in finding solutions to problems?**

Even though the project activities in most projects are still under way, most of the people interviewed clearly stated the aspects of how the innovative product/service has solved the problems specified in the course of projects. On the basis of the opinions of project representatives it can be said that most products/services created in the course of projects have been very effective or rather effective in solving the identified problems. In a scale from 1 to 5 (where 1 - “not effective at all” and 5 - “very effective”), the projects' **total average score was 4.5**. In conclusion, it can be said that in the opinion of project representatives, the created/implemented products have been effective in solving the identified problems.

#### **Are the created products sustainable in a long-term perspective?**

Upon examining the project representatives' visions on the implementation of products created in the course of projects after the end of project in a short-term (within 1 year) and long-term perspective, it became clear that most projects have a short-term vision of the continuation of their activities after the project has ended. In a long-term perspective, several projects found it difficult to predict. Namely in relation to the long-term perspective, it was stated many times that the continuation of the project's activities depends on certain political decisions and also on financing. Upon ensuring the service's sustainability, several projects have taken into consideration the financing deriving from continuing projects.

#### **Is it possible to apply created products on a wider level?**

Most of the representatives of the projects find that products and services created in the course of the project are well or very well applicable to practice. On a scale 1 to 5 (where 1 - is not applicable and 5 - very well applicable) the total average score of projects regarding the applicability of projects was **4.81 points**.

The applicability of products and services created in the course of projects has been piloted in most cases and if necessary additional amendments have been made and products/services further developed. To guarantee a wider implementation of products and services (to guarantee sustainability) mainstreaming activities are going to continue.

**What mainstreaming activities have been implemented and what has been their impact? How is organized „transferring into policies, into programmes funded by national and structural funds and adaption by wider publicity“? What mainstreaming mechanisms are used in development partnership?**

All DPs have mapped opinion leaders, partners and “decision- makers”, important for them, through whom mainstreaming is both vertically and horizontally implemented. In the framework of most DPs (10 DP) mainstreaming is implemented on the national level and only 3 DPs are focused on mainstreaming on the LG level.

All projects have included media to disseminate project activities. All media channels are involved in the implementation of mainstreaming: newspapers (both local and national), magazines, press releases, television, radio. In addition most projects have a website introducing the project, information folders, bulletins, compiled material and books. Project results have been presented and are planned to be presented in the future during open days, conferences and seminars.

**To what extent the programme mainstreaming strategy is included in the process of development partnership mainstreaming?**

As a result of evaluation it can be concluded, that “Estonian Mainstreaming Strategy 2006-2008”, drafted in the framework of the EQUAL programme, the target of which was to create the framework, with what to integrate the EQUAL programme DP’s results and best practices into legislation, policies, strategies and programs, did not accomplish its goal and the programme’s mainstreaming strategy has been considered in the implementation of DP mainstreaming activities to a small extent.

When project representatives were asked to assess, to what extent the strategy has facilitated the implementation of project mainstreaming activities on the scale 1 to 5 (where 1 was – has not facilitated at all and 5 - has facilitated a lot), the average score was only **2.2**. Most of the project representatives think that the strategy has not facilitated the implementation of the mainstreaming activities of their project.

**What was the role of the project manager of thematic networks? How efficient were they?**

When project representatives were asked to assess the co-operation network project’s contribution to planning and implementation mainstreaming activities of the project on a scale 1 to 5 (where 1- has not contributed at all and 5 - has contributed a lot), the average score was **2.7**.

The representatives of 7 projects thought that central mainstreaming by BDA has not contributed at all, or at mostly not, to the planning and implementation of mainstreaming. At the same time, several other projects have assessed the contribution as a big one to the planning of mainstreaming activities of their project. The mentioned projects assessed that the co-operation network project helped to clarify the terms (above all the definition of mainstreaming) and the situation, it also offered a good opportunity to develop co-operation with other DPs.

Projects were satisfied with seminars and workshops organised by BDA. It was said, that through seminars and meetings there was a possibility for the projects to meet and share experience.

As a result of the assessment it can be said, that thanks to BDA seminars and training, DP-s clearly understand, what is mainstreaming and what are mainstreaming activities in the frames of their projects. In that part, BDA service was very efficient.

**Implementation of thematic networks, efficiency and impact on mainstreaming**

From 13 project representatives 8 found that seminars and workshops carried out in the framework of centralized mainstreaming project helped to establish contacts with other DPs and according to 5 project implementers a later co-operation followed also. At the same time, several projects found that co-operation with other projects existed before and concrete co-operation with other DPs through BDA workshops and seminars was not developed (as of 8 DP).

Although, there is a co-operation between projects, the impact on mainstreaming of project results is difficult to assess - wider dissemination of topics has been gained through common events but the impact is still difficult to be noted at this stage of projects.

## **6.2 INPUTS FOR THE EUROPEAN COMMISSION TO COMPARE THE IMPLEMENTATION OF THE PROGRAMME IN DIFFERENT COUNTRIES**

In conclusion it can be said that planned activities of the projects (for Action 2) have been carried out for large extent by November 2007, only some projects continue with the last essential activities (like trainings). Diverse methodologies and strategies developed by different projects were tested on the target groups within the framework of Action 2. Also, new training programmes, innovative action models and counselling programmes were implemented by the projects, involving and contacting members of the target groups and selecting them to the training groups. Diverse studies, novel by their nature in Estonia, were also conducted.

All 13 projects have launched the activities of Action 3. One project has completed its activities by November 2007, 12 projects are continuing (mainly) with mainstreaming activities.

### **6.2.1 Innovation**

**Relevance.** As a result of the assessment it can be said that for most projects, the created products are very innovative or rather innovative at the Estonian level. Although the projects were written in 2004, their rate of innovation has remained the same, or even, the understanding of project implementers as to the necessity of the project has increased.

**Efficiency.** In the case of many projects, it can be said that the created innovative products are very effective or rather effective in solving problems specified in the course of the project. The partners remained in a neutral position (grade “3” on a scale from 1 to 5) only for one project – “Distance Working and Implementation of a Flexible Working Model for Estonian Islands and Remote Coastal Areas”.

**Performance.** For most projects (ten out of thirteen), all planned innovative products have been implemented accordingly. Implementation of one or several innovative problems was cancelled only in the case of three projects. Main reasons for canceling were the target group’s low motivation and a level of skills different from what had been expected as well as the programme’s eligibility rules.

**Sustainability.** In the course of the assessment it became clear that in the case of several projects, the sustainability of the developed products is a the long-term perspective doubtful without additional funding from the state or local government. While most project representatives have a vision of the continuation of the implementation of products created in the course of projects in a short-term perspective (within 1 year) after the end of project, a long-term

perspective depends first and foremost on the performance and impact of Action 3 (Mainstreaming) of the programme.

**Impact.** It is not possible to objectively assess the impact of the implementation of innovative products in the course of the programme's mid-term evaluation (in a phase where most activities are still under way and Action 3 (Mainstreaming) of the programme has only just been launched). It is important to state that all projects have started the activities of Action 3 - mainstreaming (for further information see Chapter 2.2 – Mainstreaming).

## 6.2.2 Mainstreaming

**Relevance.** As a result of the assessment it can be said the all development partners clearly understand the terms, content and importance of mainstreaming in the EQUAL programme. According to project targets appropriate activities and mainstreaming mechanism have been selected.

**Efficiency.** Most of the projects have established through development partnership where to reach with mainstreaming activities and what networks are used. Projects implement mainstreaming activities according to the plans, more efficient methods are used in case of changing circumstances, that were not planned in the beginning (e.g. more direct contacts with decision makers).

**Performance.** As activities of several projects still are carried out and mainstreaming activities are planned to 2008, the efficiency of mainstreaming can not be fully assessed in the present project stage. Still, as a mid-result, it can be said, that mid-results of mainstreaming activities of projects can be considered as quite efficient, because all projects have developed co-operation with the field's organisations and ministries, actively included media and legislative amendments have been achieved.

**Sustainability.** Regarding most of projects a considerable part of mainstreaming activities are not yet implemented ( above all to integrate implemented activities in policies) and active lobby is continuing, therefore sustainability can not be assesses at this stage. It must be noted, that MoSA and LMB are lacking a general plan or an approach, how to integrate results of EQUAL projects to labour market policy in 2008.

**Impact.** Regarding those projects, who have included key people and "decision-makers" already during earlier stages of the project, a bigger impact can be anticipated. Also, those projects are more successful who have included all DP network to mainstreaming. Still, as mainstreaming activities are not yet implemented fully, but activities are carried out during additional application round (8 projects), the impact of mainstreaming can be evaluated after the end of a project (during one or several years after the end of a project).

## 6.2.3 Recommendations and proposals

### 6.2.3.1 Recommendations for the mainstreaming principle

⇒ Changing the term of "mainstreaming" to an unequivocal and understandable one.
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- ⇒ Regarding similar projects it is important to plan (in the future) **the beginning of mainstreaming activities to the same time with other stages of the project.**
- ⇒ In the future, **drafting similar documents and strategies** as “Estonian Mainstreaming Strategy 2006-2008”, a better timing should be considered, so that a document would change into a working document which would have a practical value.
- ⇒ **Timing of centralized activities** – it is important to plan centralized activities in the future simultaneously with similar project activities to maximize for the projects the additional value derived from centralized activities.
- ⇒ **Formulation the message of the common share of the EQUAL projects** by MoSA and delivery it to a wider public and “decision makers”.
- ⇒ MoSA should include to central mainstreaming activities persons who are familiar with the field and are interested in essence.
- ⇒ Although the implementation plan of the ESF programming for 2007-2013 includes a reference to the EQUAL principles, the evaluators think that MoSA and LMB need **a clear plan, how to integrate more appropriate new solutions and approaches of the EQUAL projects to labour market policy and practice.**

### 6.2.3.2 Recommendations for the further administration of the EQUAL programme

- ⇒ In case of EQUAL, **innovative projects** are involved, similar to which have not been implemented in Estonia so far and therefore not all costs and activities can be anticipated when planning the project for three years. **Considering project specifics** the implementation agency should be **more flexible when monitoring a budget and an activity plan.** At the moment, changing the budget and activity plan is very complicated and long procedure that, according to evaluators, sets significant limits to achieve project goals and gain maximum innovation.
- ⇒ **Project representatives should certainly be involved** to the commission discussing budget changes, for this would remarkably accelerate the procedure of changing the budget - instead of writing long explanation letters, project implementers could discuss with project implementation agency and organisation why certain costs and activities are applicable for achieving the project goals and how to make the project more efficient.
- ⇒ More attention should be paid on the clarity of **eligibility rules and instructions/regulations** to avoid situations, where misunderstanding is created between the implementer and the implementing agency regarding different interpretation of rules. Certainly, **implementers should be involved** to the elaboration process of rules and instructions/regulations.
- ⇒ The implementing agency and organisation should try to **diminish the technical work load** related to administrative implementation of projects **and to increase essential co-operation** - at the moment, according to the evaluation of the representatives, LMB and MoSA are more controlling agencies than co-operation

partners. Only an intensive co-operation with the implementation agency and organisation would facilitate the implementation of project targets and maximising innovation.

**ANNEX 1** List of available basic documents for the mid-term evaluation of the EQUAL programme

**List of available basic documents for the mid-term evaluation of the EQUAL programme**

All requisite basic documents to carry out the mid-term evaluation are available or submitted electronically by MoSA to InterAct.

	<b>Title of the document</b>	<b>Source</b>
1.	Labour Market Board „The EC Initiative EQUAL Annual Implementation Report by LMB”, reporting period 01.01.2005 – 31.12.2006, drawn up 30.03.2007	Christian Veske, 19.04.2007
2.	Evaluation report „Evaluation of the implementation of Action 1 and launching of Action 2 of the EQUAL programme” by Bradley Dunbar Associates Estonia OÜ, drawn up in August 2006	EQUAL homepage <a href="http://www.tta.ee/esf/?lk=11">http://www.tta.ee/esf/?lk=11</a>
3.	„Evaluation of the preparatory and introductory phase of the EQUAL programme” mid-term evaluation report by CyclePlan, drawn up 02.09.2005	EQUAL homepage <a href="http://www.tta.ee/esf/?lk=11">http://www.tta.ee/esf/?lk=11</a>
4.	Opinion of the Ministry of Social Affairs on the evaluation report on the Preparation and Activation Phase of EQUAL	EQUAL homepage <a href="http://www.tta.ee/esf/?lk=11">http://www.tta.ee/esf/?lk=11</a>
5.	Opinions of the EC Initiative EQUAL projects on the evaluation report on the Preparation and Activation Phase of the Programme	EQUAL homepage <a href="http://www.tta.ee/esf/?lk=11">http://www.tta.ee/esf/?lk=11</a>
6.	Evaluation Guidelines of the European Commission „Standard Terms of Reference for Independent Evaluators for the EQUAL Community Initiative Programmes in the New Member States”	Christian Veske, 4.04.2007
7.	EQUAL – Community Initiative fund utilization program (EQUAL programme document)	EQUAL homepage <a href="http://www.tta.ee/esf/?lk=11">http://www.tta.ee/esf/?lk=11</a>
8.	EQUAL programme complement, approved by monitoring committee on July 5, 2005	EQUAL homepage <a href="http://www.tta.ee/esf/?lk=11">http://www.tta.ee/esf/?lk=11</a>
9.	Terms of reference to outsource co-operation networking management / lead partner (call for tender, 18.08.2006)	Christian Veske, 23.05.2007
10.	Tender by Bradley Dunbar Associates Estonia OÜ on “Management of the thematic work groups of the EQUAL	Christian Veske, 24.05.2007

	projects”, September 2006	
11.	“Management of the thematic work groups of the EQUAL projects” interim report by Bradley Dunbar Associates Estonia OÜ, February 15, 2007	Christian Veske, 16.05.2007
12.	“Management of the thematic work groups of the EQUAL projects” final report by Bradley Dunbar Associates Estonia OÜ	Katre Merimäe, 7.08.2007
13.	Guidelines for the EQUAL concerning transnational co-operation 2004–2008	EQUAL homepage <a href="http://www.tta.ee/esf/?lk=12">http://www.tta.ee/esf/?lk=12</a>
14.	Estonian EQUAL Mainstreaming Strategy 2006 – 2008	EQUAL homepage <a href="http://www.tta.ee/esf/?lk=222">http://www.tta.ee/esf/?lk=222</a>
15.	Contact information of transnational partners (lead partners of transnational co-operation projects)	Christian Veske, 2.05.2007
16.	Data from the EC managed EQUAL Common Database (ECDB)	<a href="https://equal.cec.eu.int/equal/jsp/index.jsp?lang=en">https://equal.cec.eu.int/equal/jsp/index.jsp?lang=en</a>
17.	Self-assessment papers of the projects, available 7 project self-assessments out of 13 projects for year*	Christian Veske, 2.05.2007
18.	Interim reports on 2006 by final beneficiaries*	Christian Veske, 2.05.2007
19.	Project applications*	Christian Veske, 2.05.2007
20.	Development Partnership Agreements	Co-ordinator for LMB (Andres Võrang), 5.06.2007
21.	2006 Monitoring report on EQUAL by the Ministry of Social Affairs	Christian Veske, 8.06.2007

\* Existing project applications/ interim reports/ self-assessments

	Name of DP	Application	Report on 1st half year 2006	Report on 2nd half year 2006	Report on 2006	Self-assessment 2006
1.	WHOLE – Work and Home in our Life in Europe (Töö-ja Pereelu ühitamine Läbi lastevanemate koolituse)	X	X	X	-	-
2.	We Friends West Estonian Development Partnership	X	X	-	X	-
3.	RE – START: Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market	X	X	-	X	X
4.	Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the	X	X	X	-	-



	Legal Labour Market					
5.	Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion	X	X	-	X	X incl. partners
6.	Handicapped People Employed in Cooperatives (HAPECO)	X	X	-	X	X
7.	Flexible Forms of training and work – best practices of reconciling family and professional life	X	X	-	X	-
8.	Connected Services for Integrating Young Mothers into the Labour Market	X	X	-	X	X
9.	Development of Multifunctional Care Service to Enhance Employment	X	X	X	-	X
10.	Children Taken Care of, Mothers at Work!	X	X	-	X	-
11.	Models of Distance Working for Estonian Islands and Remote Coastal Areas	X	X	-	X	-
12.	Development and Application of Farmers' Replacement Service	X	X	-	X	X
13.	Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the framework of the ESF EQUAL Programme	X	X	-	X	X

„X” – sent to InterAct

„-” – document not available

## ANNEX 2 List of participants in personal interviews

### Representative of the lead partner:

	NAME	ORGANIZATION
1.	Agu Laius	Jaan Tõnisson Institute (also participated Kirsti Kajak, assistant to the project manager)
2.	Ene Nobel	Foundation Tartu Folk High School
3.	Erika Vahtmäe	State Chancellery (bureau of the Population minister) (also participated Liina Pärtel, new project manager)
4.	Jaano Räsä	NGO Caritas Eesti
5.	Kristi-Jette Remi	Estonian Employers' Federation (also participated Kadri Seeder, communication specialist)
6.	Lilit Palmar	Viljandi County Government
7.	Mare Ellen	Foundation Tuuru
8.	Merit Trei	NGO Eurohouse
9.	Pille-Riin Kaare	Liider Grupp OÜ
10.	Riina Enke	National Institute for Health Development (also participated project assistant Lembi Posti)
11.	Riina Kaldaru	Estonian Farmers' Federation
12.	Senta Michelson	Tartu Chamber of Disabled People
13.	Toomas Kokovkin	NGO Arhipelaag

### Representative of the partner:

	NAME	ORGANIZATION (abbreviation for DP)
1.	Annelly Tikerpuu-Kattel	Hiiu County Government (We Friends partner)
2.	Arvo Reedik	Viljandi prison (RE-START)
3.	Eda Mölder	NGO Eluliin (Women Involved in Prostitution into Labour Market)
4.	Krista Noorkõiv	OÜ Geomedia (WHOLE)
5.	Leonhard Puksa	NGO Eesti Hasartmängusõltlaste Ühing (Society of Compulsive Gamblers) (Reintegration of Compulsive Gamblers into the Labour Market)
6.	Leonora Kraus	Saare County Training Centre (HAPECO)
7.	Maarja Kuldjärv	Ministry of Social Affairs (Integration of asylum seekers)
8.	Meelis Joost	Estonian Agrenska Foundation (Multifunctional Care Service)
9.	Peeter Lääne	Viljandi Farmers' Union (Farmers' Replacement Service)
10.	Reevo Maidla	Viljandi Union of County Municipalities (Connected

		Services for Integrating Young Mothers into the Labour Market)
<b>11.</b>	Tiina Jurs	NGO Union of Child Welfare of Põlva County (also participated Veera Kutser) (Children Taken Care of, Mothers at Work!)
<b>12.</b>	Tiit Laja	Hermes Projektijuhtimise OÜ (Distance Working)
<b>13.</b>	Veiko Laanjärv	Foundation Estonian Legal Centre (Choices and Balance)

## QUESTIONNAIRE FOR THE MID-TERM EVALUATION OF THE EQUAL PROGRAMME

**Type: Personal interview**

**Target group: Representatives of lead partners and partners**

<b>Name of lead partner/partner</b>			
<b>Contact and address</b>			
<b>Date of interview</b>			
<b>Project</b> (name, abbreviation)		<b>Date of launching and completing the project's activities</b>	
<b>Product</b>			

### 1. Your position in the framework of the development partnership

- a. Project manager
- b. Assistant to the project manager
- c. Communication specialist
- d. Representative of the partner
- e. Other *please specify*

## INNOVATION OF THE PRODUCTS

2. Please describe, what does the innovation of product (products) developed in the course of the project comprise? *In case of many products, please outline innovative aspects by products*

3. Please outline the problems the product (products) tries to solve in the course of the your project?

4. Is the product (products) developed in the course of the project innovative upon your assessment?

Assess on a scale 1 to 5!

- 1 – not innovative at all
- 2 – rather not innovative
- 3 – can not say, remain neutral
- 4 – rather innovative
- 5 – very innovative

5. Have all innovative products planned in the project been created/implemented according to the planned extent?

- 1 – Yes
- 2 – No

6. **If not, what are the main impediments / impeding factors?)**
7. **Has any of the products developed in the course of your project not been put into practice?** *The product has been developed but turned out to be not applicable*  
 1 – Yes  
 2 – No → *question 9*
8. **If yes, then why? What were the main reasons?**
9. **Please describe, how a product (products) created in the course of the project have solved the problems listed in the question no 3 of the present questionnaire** (Please outline the problems the product (products) tries to solve in the course of the your project).  
*outline by problems*
10. **Please assess the effectiveness of the created / implemented product (products) in solving the problem on a scale from 1 to 5!** *assessment by problems*
- 10.1 **Problem:**  
 1 – not effective  
 2 – rather not effective  
 3 – can not say, remain neutral  
 4 – rather effective  
 5 – very effective
11. **Who already uses the created/implemented product in the course of project within the framework of development partnerships and how?**
12. **Who already uses the created/implemented product in the course of project outside the framework of development partnerships and how?**
13. **Please describe, how the product created in the course of the project is intended to be implemented within 1 year following the end of the project and in long-term perspective (3-5 years following the end of the project)?**
- 13.1 within 1 year following the end of the project
- 13.2 in long-term perspective (3-5 years)
14. **Is the product going to be implemented and how after the end of the project ...**
- 14.1 **in own organization** 1 – Yes  
 2 – No
- If yes, then specify, how?
- 14.2 **at local government level** 1 – Yes  
 2 – No
- If yes, then specify, how?
- 14.3 **at county level** 1 – Yes  
 2 – No
- If yes, then specify, how?
- 14.4 **at national level** 1 – Yes  
 2 – No

If yes, then specify, how?

**14.5 at international level**      1 – Yes

2 – No

If yes, then specify, how?

**15. How do you assess the applicability of the created / implemented product (products) on a scale 1 to 5? *In case of many products, then by products***

1 – not applicable at all

2 – rather not applicable

3 – can not say, remain neutral

4 – rather applicable

5 – very well applicable

**16. What factors have facilitated to wider application of the product (products) created in the course of project? *In case of many products, then by products***

**17. What are the main obstacles to wider application of the product (products) created in the course of project? *In case of many products, then by products***

**18. Have the responsibility for and division of tasks regarding the later implementation / application of project's product been established (within the framework of development partnerships) among the project's partners**

1 – Yes

2 – No

**19. If yes, in what form ?**

- in oral form

- co-operation agreement in writing

- other ... *specify*

#### **MAINSTREAMING, incl. MAINSTREAMING OF GENDER EQUALITY**

**20. Describe how do you comprehend the meaning of a term „mainstreaming” within the framework of the EQUAL programme?**

**21. How do you comprehend the meaning of a term mainstreaming of „gender equality”?**

**22. What mainstreaming activities have you planned and implemented in the frames of development partnership?**

<b>Planned activities</b>	<b>Implemented activities</b>

**23. What kind of co-operation forms have you used for better implementation of mainstreaming?**

**24. If does not reveal from question no 22 then please ask: What have been concrete contacts/meetings with politicians, “decision-makers” and opinion leaders?**

- 25. If does not reveal from previous questions then please ask: What has been the impact/role of meetings and contacts on mainstreaming project results?**
- 26. Have you within the framework of your development partnership facilitated to gender mainstreaming?**  
 1 – Yes  
 2 – No → *question 28*
- 27. If yes, then in what way have you within the framework of your development partnership facilitated to gender mainstreaming?**
- 28. Were you involved in the drafting of the mainstreaming strategy?**  
 1 – Yes → *question 29*  
 2 – No → *question 30*
- 29. If yes, the how (in what form) were you involved in the elaboration of the mainstreaming strategy? Skip question 30**
- 30. If no, have you acquainted yourself with the mainstraeming strategy? Skip question 31**
- 31. Were your proposals to the elaboration of the strategy included sufficiently, according to your opinion?**
- 32. Please assess, to what extent the strategy has facilitated to the implementation of the mainstreaming activities of the project, on a scale 1 to 5!**  
 1 – has not facilitated at all  
 2 – has rather not facilitated  
 3 – can not say, remain neutral  
 4 – has rather facilitated  
 5 – has facilitated a lot
- 33. If answers to question 32 are on a scale 1 to 2, what have/could have served as more beneficial to implementation of the mainstreaming activities? *Proposals from the projects***
- 34. What (in what form) has been your contact with the project manager of co-operation network (BDA)?**
- 35. What has been a co-operation network contribution to the planning and implementing the mainstreaming of your project?**
- 36. Please assess the contribution of central mainstreaming to planning and implementing your project on a scale 1 to 5!**  
 1 – has not facilitated at all  
 2 – has rather not facilitated  
 3 – can not say, remain neutral  
 4 – has rather facilitated  
 5 – has facilitated a lot

- 37. Please point out, how you are satisfied with centrally organised mainstreaming seminars and training and how they have facilitated to planning and implementing mainstreaming activities of your project?**
- 38. Did seminars and trainings conducted in the frames of central mainstreaming project, help in establishing contacts with other DPs?**
- 39. Was it followed by later co-operation?**  
 1 – Yes  
 2 – No
- 40. How often and in what form you co-operate with other DPs?**
- 41. In the frames of which topics you co-operate with other DPs?**
- 42. If you have co-operated with other DPs, then what has been practical impact on mainstreaming your project's outputs?**
- 43. Ask for background information (if does not reveal from previous questions): Which development partnerships (DP) are you co-operating more?**
- 44. Do You have suggestions to further development of the co-operation networks? Incl. whether central assistance is overall needed for creation of co-operation networks**
- 45. According to You opinion, is central assistance needed for creation of co-operation networks? similar to BDA central project management**

<b>MANAGEMENT AND ADMINISTRATION OF THE PROJECTS</b>
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- 46. How do you assess co-operation with the ESF coordinator regarding communication, reporting and processing payment claims?**
- 46.1 Communication/exchange of information
- 46.2 Reporting
- 46.3 Payment claims
- 46.3 Other (changes in budget, changes in action plans and time schedule etc.)
- 47. What have been the main problems regarding project administration?**
- 48. Your proposals to improve project administration more effective?**



## ANNEX 4 List of participants in focus groups

### Focus group 1, the administratsion (11.09.2007):

	NAME	ORGANISATION
1.	Julia Troitskaja	Labour Market Board
2.	Christian Veske	Ministry of Social Affairs
3.	Katre Merimäe	Ministry of Social Affairs
4.	Kristi Suur	Ministry of Social Affairs

### Focus group 2 (13.09.2007):

	NAME	ORGANISATION
1.	Kadri Seeder	Estonian Employers' Confederation
2.	Kirsti Kajak	Jaan Tõnisson Institute
3.	Toomas Kokovkin	NGO Arhipelaag
4.	Elar Tamme	NGO Caritas Eesti
5.	Riina Enke	National Institute for Health Development
6.	Riina Kaldaru	Estonian Farmers' Federation
7.	Mare Ellen	Foundation Tuuru

### Focus gropp 3 (14.09.2007):

	NAME	ORGANISATION
1.	Krista Noorkõiv	OÜ Geomedia
2.	Ene Nobel	Foundation Tartu Folk High School
3.	Tiina Jurs	NGO Union of Child Welfare of Põlva County
4.	Meelis Joost	Estonian Agrenska Foundation
5.	Senta Michelson	Tartu Chamber of Disabled People

## ANNEX 5 On-line questionnaire form for foreign partners

### The EQUAL programme mid-term evaluation in Estonia QUESTIONNAIRE

Dear partners!

The aim of this questionnaire is to evaluate the EQUAL programme in Estonia. You have an opportunity to contribute to the research by answering four questions about development partnership. Filling the questionnaire takes about 15 minutes. Your answers are anonymous.

Please write Your answers in the box next to the question.

#### BACKGROUND

<b>The transnational partner's name</b> <i>(organisation)</i>	
<b>The applicant's name</b> <i>(organisation)</i>	
<b>Project's name</b>	

#### DEVELOPMENT PARTNERSHIP

**Question no 1: How do You evaluate general cooperation of development partnership with Estonian partners?**

Answer no 1:

**Question no 2: Please describe how do (did) You participate in the project (for example collective seminars, working out materials etc)?**

Answer no 2:

**Question no 3: How do You evaluate the outcomes of the project? Has the project fulfilled its goals in Your opinion?**

Answer no 3:

**Question no 4: Are You planning to carry on the cooperation with project partners in the future? If yes, then what kind of cooperation are You planning to carry on?**

Answer no 4:

*Thank You!*

## ANNEX 6 Short descriptions of the EQUAL projects

### **A: Facilitating access and return to the labour market for those who have difficulty being integrated or re-integrated into a labour market**

#### *Handicapped People Employed In Co-operatives (HAPECO)*

**Project number:** 7.0101-0135

**Lead partner:** NGO Eurohouse

**Partner:** NGO Saaremaa Training Centre  
Läänemaa Development Centre  
Foundation Tuuru

Ühistegevuskoda (Cooperation Chamber)

Räpina Ühistegevuskoda

Viljandi Ühistegevuskoda

**Period of activities:** 10.01.2005 – 31.07.2008

**Short description:**

The main problem in the project is a low rate of employment among handicapped people and their exclusion from social and work life. Finding a job in a conventional way is difficult for them. The overall objective of the project is to increase possibilities for employment and selfdevelopment of the people with disabilities by means of setting up social cooperatives in the target regions the basis of the European Union experience. In addition to other activities, e.g. an adaption training and the introduction of co-operation to the unemployed handicapped people at target areas (Saare, Lääne, Hiiu, Järva, Põlva, Viljandi counties) is planned. After an introductory training, a group (15 people) will be formed to establish a social cooperative. A product or a service to be developed will be chosen together. A local coordinator manages the group during start-up and administration. Participating in the activities of a cooperative gives the handicapped new opportunities to work and earn living as well as communication. Every member of the cooperative participates in the management of the cooperative; involvement in the decision making process raises self-esteem and has an effect of rehabilitation. Similar projects have been successfully implemented in Sweden, Great Britain, Italy etc; acquired experience is used in the present project.

#### *Reintegration of Compulsive Gamblers into the Labour Market and Prevention of Social Exclusion*

**Project number:** 7.0101-0118

**Lead partner:** Liider Grupp OÜ

**Partners:** Institute for Problem Gambling and Treatment (HUVI)  
NGO Eesti Hasartmängusõltlaste Ühing (Society of Compulsive Gamblers)

**Period of activities:** 10.01.2005 – 30.06.2008

**Short description:** The general objective of the project is reintegration of compulsive gamblers into the labor market and prevention of social exclusion through systematic rehabilitation and preventional activities. Direct targets of the project are studying the

reasons for the compulsive gambling and developing rehabilitation methods, as well as liberating compulsive gamblers from the problem, reintegrating the gamblers back into the labour market, supporting those who are being rehabilitated, but whose jobs are in danger because of the addiction and establishing a network with other organisations and the families of compulsive gamblers, providing systematic rehabilitation and support. In addition, there is prevention work against gambling among the youth and informing public about the problem.

During the project the Estonian legal framework is analysed and according to made conclusions development partnership makes concrete proposals to government action plans regarding social inclusion and employment, as well as legislation concerning addiction treatment, rehabilitation and regulating gambling.

***Integration of Women Involved in Prostitution Including Victims of Human Trafficking into the Legal Labour Market***

**Project number:** 7.0101-0141

**Lead partner:** National Institute for Health Development

**Partnerid:** NGO Estonian Women's Studies and Resource Centre

NGO Estonian Open Society Institute

NGO Eluliin

NGO Sigmund

**Period of activities:** 10.01.2005 – 31.07.2008

**Short description:**

The overall objective of the project is to increase social coping of women involved in prostitution including victims of human trafficking and their integration into the legal labour market. Background studies are carried out among women previously involved in prostitution as well as among the general public to inform the latter about problems related to the issue. Different target groups will be trained to counsel women who were involved in prostitution. A social and psychological rehabilitation center is established for women who used to be involved in prostitution for providing different services to help women in integration to the labour market. In addition a cooperation network of different institutions and organisations is established and the basis for a national strategy and action plan is elaborated for a social rehabilitation and integration of women involved in prostitution into the the legal labour market.

***RE-START - Comprehensive Measures for Integrating Youth with Criminal Records into the Labour Market***

**Project number:** 7.0101-0129

**Lead partner:** NGO Caritas Eesti

**Partners:** Harju County Court

Viljandi Prison

**Period of activities:** 01.02.2005 – 30.06.2008

**Short description:**

The main objectives of the project is (re)integrating young probationers (16-24) into the labour market, preparing the youth,

serving a sentence in prison, to come back to the labor market, as well as testing methods, new in Estonia and creating a local model. Connected to that, it is planned to develop a comprehensive service and support structure, implementing it as a pilot project and multiplying it to be used elsewhere. In addition, providing continuous work and learning opportunities with socio-psychological support in Viljandi prison and together with partners, implementing the project so deep and comprehensive, that it itself would serve as an important proof of efficiency of integrated active intervention methods, for politicians, public and employers as well.

***WE FRIENDS – West Estonian Development Partnership***

**Project number:** 7.0101-0117

**Lead partner:** Foundation Tuuru

**Partners:** Hiiu County Government  
Union of Hiiu County Municipalities (unites all 5 local governments of Hiiu County)  
Union of Hiiu County Tourism  
Saare County Training Centre  
Lääne County Development Centre  
Hiiu County Labour Market Board Department  
OÜ Vetsi Tall

**Period of activities:** 10.01.2005 – 31.07.2008

**Short description:** The objective of WE FRIENDS is to increase the employment rate of less competitive women and young women raising children alone up to 70% by 2010. The direct target of the project is to implement innovative support measures (mobile entrepreneurship incubator, counselling services etc.), a good practice model and functioning development partnership to reintegrate and enter into labor market. To achieve the goals, a sectoral labour force demand-supply study is being conducted; co-operation with target groups and active employers of the labor market; mentoring is introduced; innovative training courses are carried out. In pilot projects, entrepreneurs are being motivated to create new jobs; people's awareness of gender equality is raised and different roles of women in the society are valued. To reach the goals, cooperation with international development partnerships is carried out and as well as learning through good practice.

**G: Reconciling family and professional life and the reintegration of men and women who have left the labour market, by developing more flexible and effective forms of work organisation and support services**

***Models of Distance Working for Estonian Islands and Remote Coastal Areas***

**Project number:** 7.0101-0145

**Lead partner:** Saarte ja Ranniku Uurimiskeskus Arhipelaag

**Partners:** Foundation Tuuru  
Hermes Projektijuhtimise OÜ

**Period of activities:** 10.01.2005 – 29.02.2008

**Short description:**

The general objective of the project is to increase the employment rate on islands and in remote coastal areas. More precisely, the project is successful, when distance working and flexible work models are elaborated and implemented as a pilot project based on international experience. The activities have several stages, the first includes finding and international partner and negotiating with one and concluding contracts with the Estonian and international partner to implement the project. The second stage includes problem analysis (mapping the labour market situation on the Estonian islands, analysis of opportunities to adapt internationally used distance work and flexible work forms); development of a model (elaboration of suitable distance work and flexible work form models), developing a training program (curriculum, elaboration of study materials, training of lecturers; implementation of training to segmented target groups); piloting (implementation of distance work and flexible work form models) and assesment/recommendations (strengths and weaknesses of the project and evaluation of the efficiency/economy of the implemented models in the frames of development partnership and international co-operation). The third stage is drafting a final report; organising a conference to the parties and distributing information materials to the public.

***Children Taken Care of, Mothers at Work!*****Project number:**

7.0101-0130

**Lead partner:**

State Chancellery

**Partners:**

NGO Family Education Institute

NGO Union of Child Welfare of Põlva County

**Period of activities:**

10.01.2005 – 30.12.2007

**Short description:** The objective of the project is to create alternative care opportunities for children, providing the parent with an opportunity to return to the labour market. During the project public is informed about alternative childcare options like family day care and children playrooms. At least 10 family daycare nurse jobs are created and 1 playroom with three employees established to Põlva. During creating the jobs, difficulties in implementation of the family daycare service and playroom establishment in the rural area, are mapped. Problems are fixed so to support and counsel future service providers. In the frames of the present pilot project, parents, municipalities, media etc. are informed about the alternatives and related review materials are published.

***Flexible Forms of Training and Work - Best Practices of Reconciling Family and Professional Life*****Project number:**

7.0101-0131

**Lead partner:**

Estonian Employers' Confederation

**Partners:**

The Estonian Women's Studies and Resource Centre (ENUT)

Centre for Policy Studies PRAXIS

SA Eesti Õiguskeskus (Foundation Estonian Legal Centre)

State Chancellery  
Estonian Association of Midwives (Family school)  
Tallinn University

**Period of activities:**

10.01.2005 – 13.12.2007

**Short description:**

The objective of the project is to improve the opportunities to reconcile family and professional life of men and women by means of increasing dissemination of flexible forms of work and making an impact on attitudes. During the project a background study is carried out, where legal, economical and sociological aspects of implementing flexible forms of work are focused on. The second important project activity is activating a target group, while encouraging parents who have stayed at home with their children, to come back to labor market. During the project a basic counselling and training program is developed, according to the target group needs and employers' expectations, the functioning of it is tested as a pilot. A notification campaign is carried out to disseminate the best practices of flexible work forms and to influence the attitudes of employers and employees as well as labor market behaviour. Feedback regarding the activities is gathered from the participants during the final phase of the project.

***Connected Services for Integrating Young Mothers into the Labour Market***

**Project number:**

7.0101-0140

**Lead partner:**

Viljandi County Government

**Partners:**

Viljandi Union of County Municipalities  
Viljandimaa Department of the Labour Market Board

**Period of activities:**

10.01.2005 – 31.07.2007

**Short description:** The objectives of the project are implemented when young mothers' access to the labour market is improved, new methods exist to increase the rate of employment of women; the target group is working and has enough knowledge about integration to the labor market; measures have been taken to assist the next generation of the target group not to belong to the risk group; unemployment rate is decreased in Viljandi and Estonia and the problem, discussed in the project is acknowledged on a wider level. The main activities are offering social services related to the integration of the target group into labor market; training the target group and elaborating action plans for families and individuals; an active integration to the labor market and starting work. Also monitoring studies and international conference is important to acknowledge problems and solutions in the project more widely and to integrate them to politics.

***Development and Application of Farmers' Replacement Service***

**Project number:**

7.0101-0134

**Lead partner:**

Estonian Farmers' Federation

**Partners:**

Harju Farmers' Union  
Ida-Virumaa Farmers' Union  
Pärnumaa Farmers' Union



Raplamaa Farmers' Union  
Viljandi Farmers' Union  
Võrumaa Farmers' Union  
Pärnumaa Department of the Labour Market Board  
Raplamaa Department of the Labour Market Board  
Viljandimaa Department of the Labour Market Board  
Võrumaa Department of the Labour Market Board  
10.01.2005 – 31.07.2008

**Period of activities:**

**Short description:**

The main target for the farmers-cattle breeders is to develop equal opportunities, compared to workers and entrepreneurs of other areas of activity, to receive holidays and arrange a flexible working and rest time. A farmers' replacement service should be commenced as a support service to give farmers holidays and arrange a flexible working and rest time, as well as combining work and family life; to create at least 80 jobs for the replacement employees in the Estonian rural areas. More precisely, different preparatory activities can be pointed out, incl. mapping the need, elaborating the strategy and the structure, selecting an implementing unit, selecting potential replacement workers. Important activities are also elaborating the system, incl. training for the replacement workers and farmers including practice in farms, creating an information system, lobby and inclusion in developing the policy; implementation of the system, analysing and publishing the results.

***Development of Multifunctional Care Service to Enhance Employment***

**Project number:**

7.0101-0123

**Lead partner:**

Tartu Chamber of Disabled People

**Partners:**

Estonian Agrenska Foundation

**Period of activities:**

10.01.2005 – 31.03.2007

**Short description:** The main objective of the project is to elaborate multifunctional service, based on experience of partner countries, for the families with a disabled person. The project involves training of multifunctional caretakers who will cope with the home care of a disabled person (including old people and children), management of their activities and housework.

The target is to use human resource efficiently, where one person is assisting a family instead of 2-3. In such a form, providing service gives the opportunity to guarantee the service provider with a normal, legal length of the work-day (8 hours), at the same time guaranteeing also care for the disabled person 24 hours a day.

To reach the goals, it is planned to draft a training program, apply the certification of the program and carry out training courses. Both service logistics action plan as well as a service material base development action plan should be elaborated, in addition testing of a practical service should be carried out, informing events not only for the target group but to local municipalities and government organisations as well.

***WHOLE – Work and Home in Our Life in Europe***

**Project number:** 7.0101-0113  
**Lead partner:** Foundation Tartu Folk High School  
**Partners:** OÜ Geomedia  
**Period of activities:** 15.01.2005 –01.07.2008

**Short description:** The general objective of the project is, through partnership, to develop opportunities for the employees with children to participate fully in the work process, avoiding becoming a discriminated target group due to the reason of being a parent.

Sub-goals of the project are to develop, through cultural training, knowledge and skills of parents and broadening their mind to better combine work and family life; by testing new methods, to provide innovative opportunities to working parents to normalize family life; acknowledging gender and family roles and increasing the importance of fathers-men in the family life; by informing the public and employers to change their attitude about the potential positive integration of family life and work. The main activity of the project is different trainings and combined and comprehensive development of labor market services.

**I: Providing support to social integration of asylum seekers**

***Increasing the Readiness of the Estonian Society for Integrating Asylum Seekers within the Framework of the ESF EQUAL Programme***

**Project number:** 7.0101-0114  
**Lead partner:** Jaan Tõnisson Institute  
**Partners:** Ministry of Social Affairs  
**Period of activities:** 10.01.2005 – 31.12.2007

**Short description:** The objectives of the project is to elaborate proposals to the relevant government authorities, local government bodies and third sector organisations concerning social and professional integration of asylum seekers. For the purpose, the potential of the problem during coming years is being studied, carrying out a research regarding the possible number of asylum seekers and their geographical, social, cultural and religious background. Following it, the readiness of the Estonian state institutions, local governments and the society to accept asylum seekers, is studied.

Based on the studies and analysis, the responsive proposals are presented to the relevant institutions for adopting or amending legislative regulations (e.g. regional development act that is being drafted) and an overview is made regarding necessary measures to integrate asylum seekers (an integration programme for asylum seekers).