1. Basic Information
   1.1 Désirée Number: ES01.03
       Twinning Number: ES2001/IB/SO/01
   1.2 Title: Promotion of Social Dialogue on the Employers’ and Workers’ Organizations Level
   1.3 Sector: Employment Social Affairs
   1.4 Location: Estonia

2. Objectives
   2.1 Overall objective(s):
       Improved economic performance through encouraging partnership of the social partners on branch and enterprise level.
   2.2 Project purpose:
       2.1.1 Enhanced capacity of the social partners’ organizations to implement the acquis and strengthened co-operation between social partners about social dialogue and partnership.
       2.1.2 Legislation concerning the labour relations is in line with the EU requirements
   2.3 Accession Partnership and NPAA priority
       AP short-term priority: "To support social partners’ capacity-building efforts to develop and implement the acquis, notably through bipartite social dialogue."

       NPAA: Chapter 6. Economic and Social Cohesion
       6.1 Employment and Social issues
           6.1.1 Labour Law
           "The Working and Rest Time Act, Holidays Act, Wages Act and Collective Agreements Act will be amended according to the principles of EU Directives. Amendments to these legal acts will enter into force in 2001."

           "The Individual Labour Dispute Resolution Act and the Collective Labour Dispute Resolution Act will be amended in 2001 according to EU provisions. The Collective Labour Dispute Resolution Act will be enforced with an implementing act that lays down a list of undertakings and institutions which satisfy the primary needs of the population and the economy and where it is prohibited to organize strikes or where the right to strike is restricted in order to enable the fulfillment of primary needs of the population."

           6.1.2 Social Dialogue
           "The Government of Estonia is determined to pay more attention to the development of social partnership and to the involvement of social partners in resolving labour market and social policy problems. Collective agreements are being promoted on all levels: national, regional, branch and company level."
Social partners play a growing role in the decision-making process of education policy.

"In developing social dialogue, it is important to create a favorable environment for the activities of employers’ and workers’ organizations. To this aim, the status, role, functions, regulating legislation and functioning mechanisms of social partnership of the employers’ and workers’ organizations are being developed."

**EC Regular Report 2000 on Estonia’s Progress towards Accession**

p. 3.1. Chapter 13, Overall assessment:

“As far as social dialogue is concerned, further efforts need to be made to extend achievements made to improve the number and also the contents of collective agreements at sectoral level. In this regard, administrative capacity should be reinforced to further promote autonomous social dialogue.”

3. **Description**

3.1 Background and justification:

Existence of a flexible and efficient labour market is the corner-stone of the successful and competitive economy and one of the key questions in the frames of the EU accession for Estonia.

Development of social partnership, structured social dialogue at all levels and wider involvement of social partners in solving employment and social problems is crucial to the functioning of labour market. Whereas the bi-partite social dialogue and agreements between the social partners on the sector, and enterprise levels have been seen as a main tool for solving those problems in most efficient way, especially at the regional level.

Currently the tripartite social dialogue is well developed on the highest, national level. The topics are identified on what the regular tripartite negotiations are carried out, held by employees, government and employers representatives. The Social Economic Council, the tripartite body, has been established in 1999. The Socio-Economic Council’s task is to advise the social partners and government.

The development of the bi-partite social dialogue on branch and enterprise level is still weak. Only in some branches the collective agreements are concluded on wages and labour conditions. (The collective agreements cover 25% of the employees, employed in the sectors where the members of the Confederation of Estonian Trade Unions (EAKL) are active.)

Both parties of social partners assess the capacity of their organizations to conclude collective agreements and to enter into negotiations weak. In that context employers face the problem of lack of information and knowledge about legal and economical conditions, on the other hand employees lack of knowledge of their legal rights concerning specially working conditions, salaries, and social guarantees.
Common for both parties is also that they lack of negotiating and bargaining skills and therefore the bargaining process often ends without conclusion of an agreement.

Although the aims and needs of the social partners are in general different, there are very important common aims:
- stability in labour relations,
- social well-being in enterprises and on the branch level,
- the competitiveness and economic performance of the enterprises,
- the satisfaction with the results of the collective agreements (increased number of partners, increased number of employees covered by the collective agreements, solutions are based on balanced needs of both sides of the agreements;

According to the need to integrate the social partners into the development and implementation of employment and social policies the motivation of the social partners and enhancement of their organizational capacity for entering into bi-partite social dialogue is necessary.

In August 1999 the Government of Estonia, the Estonian Confederation of Employers and Industry and Confederation of Estonian Trade Unions signed the agreement on setting up the tripartite employment councils. (Currently the councils are being formed at state employment offices and have representatives from county government, local authorities, employment offices and employers and employees organization’s. (The councils are formed at the equal representation principle 3+3+3 – state, employers and employees representatives per council) These tripartite employment councils are aimed at increasing the efficiency of employment offices in finding integrated solutions to regional socio-economical problems.)

In order to make proposals on wages of increasing the effectiveness of employment offices, the members of the tripartite employment councils have to be trained in social dialogue influence on labour relations and employment.

There is a need for know-how and legal advice from EU in order to align Estonian legal acts fully with the EU requirements in the field of labour relations and social partnership (Draft Collective Labour Dispute Resolution Act, Draft Individual Labour Dispute Resolution Act and relevant implementing regulations) and in order to regulate the social partnership (and industrial relations) fully and equally for trade unions and employers (including consultation and information process) the concept of Social Partnership Act should be worked out.

The two components (enhancement of the social partners organisations capacity and development of legislative framework) of the project are interlinked: by involving the social partners organisations (direct beneficiaries) more closely to the legislation process the quality of the acts will be higher (the gaps in the drafts can be identified at the early stage), the acts will be designed in tripartite basis and on the other hand the social partners awareness about the drafting procedure will be raised.
3.2. Linked activities:

**Project number and title:**
“The Approximation of Laws in the field of Equal Opportunities and Labour Conditions” (ES-9604.01.01)

**Description of the project:**
The objective of the project was to assist the MoSA to implement the measures in the areas of equal treatment and working conditions through the provision of legal advice, training and study visits and hence, to develop the institutional capacity. The assistance was designed to focus on four directives which were planned to be transposed into Estonian legislation (75/129/EEC; 80/1987/EEC; collective redundancies 75/129/EEC and working conditions 80/1987/EEC). The main beneficiaries of the project where the Equality Bureau and the Department of Labour of the MoSA. The representatives of the social partners central organisations where involved to the work group of the project.

The results of the project were following:
- The framework for harmonising EU directives 75/129/EEC; 80/1987/EEC; 75/129/EEC; 80/1987/EEC was designed
- The conception of the Equal Treatment Act was worked out,
- In order to fulfil MoSA’s responsibilities the State Government Act was amended (§ 67: MoSA’s tasks and responsibilities: to co-ordinate and promote activities in the filed of equal treatment and opportunities of women and men)
- The study visits have contributed to raising the awareness of the project work group (MoSA officials and social partners representatives) regarding equal opportunities issues; also the closer contacts were created with the EU institutions.

**Project duration:** February 1998 – August 1999

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**Project number and title:**
“Support to the Balanced Development of the Labour Market Services” (EE00/IB/OT-02)

**Description of the project:**

**Wider Objective:**
To improve and increase the flexibility of the national labour market measures in order to start preparing for participation in the European Employment Strategy (EES).

**Immediate Objectives:**
To improve efficiency and flexibility of public employment services through the provision of labour market services to employers and job seekers
To strengthen administrative capacity of public employment service (PES) with a view of later participation in the European Employment Strategy and EURES.

**Complementary activities in relation with this project:**
In order to fulfil their duties, the members of the tripartite employment councils have to be trained in labour market issues and on experiences that the other countries have obtained from such a co-operation.

**Foreseen result:**
The role of the tripartite employment councils in the labour market issues is increased and the roles clearly defined, members of tripartite employment councils are trained.

**Activities:**
Training of the tripartite employment councils’ members in order to plan active labour market measures according to the labour market situation in regions.

**Project duration:** September 2001 – February 2003

**Project number and title:**
Promotion of social dialogue (ILO)

**Overall objective:** To enhance the participation of Estonian social partners in formulation of social policy through the promotion of social dialogue and positive forms of interaction among them, those contributing to the success of the transition.

**Complementary activities in relation with this project:**

**Immediate objective 2**
To promote the active participation of social partners in the negotiations of collective agreements, especially at branch level.

**Activity 2.1.1**
Training seminar at the ILO Turin Centre for experts from central and branch organisations on “Collective Bargaining practice in the EU”, followed by a three day study visit in Flanders (10 days; 7+7 participants). The target group will be negotiators and the main topic will be special collective bargaining issues.

**Project duration:** May 2001-May 2003

3.3. **Results:**

3.3.1  Improved social dialogue and increased knowledge of the social partners to conclude the agreements useful for both sides

3.3.1.1  Trained trainers in the Estonian social partners’ organisations;

3.3.1.2  Members of the Tripartite Regional Employment Councils trained;

3.3.1.3  Written guidelines for social partners prepared;

3.3.1.4  Training video and CD about collective bargaining prepared;

3.3.1.5  Explanatory information materials about legal framework concerning labour relations prepared;

3.3.1.6  link-page in the Internet of the social partners organisations homepages and on MoSAs homepage;

3.3.1.7  booklet about contact data of the social partners organisations and trained trainers prepared;

3.3.1.8  2-3 Bi-partite branch committees established and standard advice packages for collective bargaining are worked out by both parties in the respective field.

3.3.2  Following Estonian legislative (draft) acts concerning labour and industrial relations are in line with the EU requirements

- Draft Collective Labour Dispute Resolution Act,
- Draft Individual Labour Dispute Resolution Act
- Relevant implementing regulations
- The concept of Social Partnership Act worked out.

3.4. **Activities:**

**Twinning Activities** (according to p 3.3):
3.4.1 Improved social dialogue and increased knowledge of the social partners to conclude the agreements useful for both sides

3.4.1.1 training of trainers on the following topics (100+100 representatives from social partners organisations)\(^1\):

**PAA for 18 calendar months.**

1. **task** PAA will be responsible for the co-ordination of the institution building activities of the project.

PAA will provide quarterly progress reports of the project to the Project Steering Committee.

PAA will contract the assistant;

PAA will counsel the Head of Labour Relations Department. PAA will identify the needs for short-term expert advice and contract short-term experts in the framework of the twinning covenant budget and

2. **task** PAA will organize training of trainers and study visits at the end of the training for selected group of trained trainers from the Central unions of social partners (15+15) short study tour for 5 days to the selected European Union Member State(s) and to European Union relevant bodies (UNICE and ETUC).

The aim of the study tours is to give the participants an overview on how social partnership is formed and how the collective bargaining process, procedures and legal framework is developed and to get acquainted with the social partners role at EU level in active participation in legislation preparation process (position papers, opinions about drafts etc.) and implementing acquis.

The study tours will be the part of twinning and all the travelling costs will be met by the social partners’ organizations. (Total: 34 500 € /12 000 € national co-financing; 22 500 € Phare funding)

The specific tasks in the field of training of trainers will be:

A training of trainers on strategies and methods for involving new members to the organisation

B training of trainers on negotiation and bargaining:
   - preparation of negotiations
   - formulation of team
   - objective of the team, role and responsibilities of the team members
   - bi-partite negotiations techniques and strategies
   - negotiation topics
     - conclusion of agreement (collective agreements)
     - avoiding of strikes, behaviour in the strike situation
     - effective collective bargaining

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\(^1\) EAKL selects trainers from the list of the member/branch unions trainers, who also usually represent the unions in the bi- (and tri-) partite negotiations, or/and where the employers also have a branch union with whom to negotiate with. The criteria also are the number of members in branch and number of enterprises where the union has the representatives of employees

Also 5-7 members of EAKL and TALO will participate in trainings.

From the employers side in this project the target group of trained trainers are the representatives of the branch unions (respectively acting director and one member of the board), representatives of the biggest enterprises (also members of ETTK) and selected also persons dealing with training in the ETTK itself.

ETTK will organise the future trainings using the trained trainers centrally and also by branches.
training of trainers on EU legal framework concerning the labour relations of the social partners:
The principles of the social dialogue in the EU
Training of the branch unions members in communication with EU institutions
Role of EU level social partners organisations (UNICE and ETUC) in developing and implementing of acquis

3. task training of the tripartite employment councils members about social dialogue influence on labour relations and employment (result 3.3.1.2)

4. task Assist and advice the selected branch level social partners organisations (2-3) to establish the bi-partite 2-3 branch committees for piloting the experience gained in the frames of the training. (Result: 3.3.1.8)

Profile of the PAA: at least 5 years of experience in the field of social dialogue in the member state, at least 3 years of international, EU related experience of social dialogue issues;
Good managerial, and leadership skills;
Good pedagogical skills;
Understanding of cultural differences, flexibility;
Excellent English

PAA's assistant for 18 cm will be responsible for provision of full time assistance for purposes of translation and interpretation on a daily basis and will be financed in the framework of the twinning covenant.

**ST expert for 2 cm** for training the trainers on Estonian legal framework concerning the labour relations of the social partners.
Training is needed on:
- Labour Contract Act,
- Collective Agreement Act
- Employees Representative Act;
- Draft Collective Labour Dispute Resolution Act,
- Draft Individual Labour Dispute Resolution Act
- Relevant implementing regulations
- Trade Unions Act

Profile of the expert: legislation expert (lawyer) with at least 5 year experience on the field of social dialogue, labour and employment issues; very good English

3.4.1.2 **ST expert for elaborating** guidelines about the social dialogue and collective bargaining for the social partners (3 cm)
Profile: experience in the social dialogue issues, good self-expression skills, excellent English
3.4.1.3 The training video will be made about collective bargaining
For this task the **ST experts for 1 month** is needed, also the training video and CD will be published (1 000 €)
Profile: technical skills and knowledge, experience in the field of social dialogue, negotiation skills, excellent English

3.4.1.4 The explanatory information materials will be worked out about the legal framework concerning the labour relations
For this task the **ST expert for 1 month** is needed and the materials will be published (7 000 €)
Profile: experience in the social dialogue issues, good self expression skills (e.g. journalist), excellent English

3.4.1.5 The networking of the social partners will be supported by establishing the link page in the Internet about existing social partners and relevant international and government institutions, The link will also created on the MoSAs homepage.
For this task the **technical assistance for 1 month** (8 000 €) is needed and the link-page will be created (1 700 €)
Profile: relevant technical skills, excellent English

3.4.1.6 The informative booklet about the social partners organisations and trained trainers (p. 3.3.1.1.) will be published and disseminated to the beneficiaries.
For this task the **ST expert for 2 months** is needed and the booklet will be published (7 000 €). Profile: experience in the social dialogue issues, skills on systematisation of information, relevant technical skills, excellent English

3.4.1.7 Establishment of 2-3 branch committees for piloting the experience gained in the frames of the training. (The selection of branches will be made during the project, according to the interest and commitment of the branch organizations shown by both sides.) and working out standard advice packages for collective bargaining by both parties in the respective field.

3.4.2 **ST legal expert for 6 cm** for alignment of Estonian legislative (draft) acts with the EU legislation
Tasks: Assistance and support (legal expertise) to the work group in alignment of Estonian following legislative (draft) acts with the EU legislation

- Drafting of the Collective Labour Dispute Resolution Act,
- Drafting of the Individual Labour Dispute Resolution Act
- Drafting of the relevant regulations;
And assistance to development of the - Concept of Social Partnership Act

4 **Institutional Framework**
According to the statute of MoSA the **Labour Relations Department** shall co-ordinate, direct and administrate preparation of draft legislation regulating employment relations, plan and develop plans of employment relations policy, analyze and forecast the formation of average wage, analyze and evaluate labour
barometer data, promote social dialogue in co-operation with employers’ and employees’ organisations and co-ordinate the development of employees’ qualification systems;

In August 1999 the Government of Estonia, the Estonian Confederation of Employers & Industry and Association of Estonian Trade Unions signed the agreement on setting up the **tripartite employment councils**. Currently the councils are being formed at state employment offices and have representatives from county government, local authorities, employment offices and employers and employees organization’s. These tripartite employment councils are aimed at increasing the efficiency of employment offices in finding integrated solutions to regional socio-economical problems. The duties of these councils are (depending on the regional situation in employment) to advise the employment offices on determining the share of financial recourses dedicated to various active employment measures and organizing employment training for the unemployed.

There are central social partners organizations: **Confederation of Estonian Trade Unions** (EAKL), **Estonian Employees' Unions Association** (TALO) and central employer’s representation organization – **Estonian Confederation of Employers and Industry** (ETTK).

**Confederation of Estonian Trade Unions** (EAKL) is the collective representative organization of independent voluntary trade union associations.

The Confederation of Estonian Trade Unions has been founded April 12, 1990 in Tallinn at the Congress of Estonian Trade Unions. EAKL carries on the activities of and represents the principal aims of The Confederation of Estonian Workers’ Unions (1919 - 1940) in Estonia and is the legal successor of the central organisation of trade unions having operated in Estonia in the period 1940 - 1990.

EAKL co-operates with all trade unions and political parties operating in Estonia which share close views with EAKL in the national social and economic policies and with the International Labour Organisation, international and foreign trade unions. EAKL is entitled to belong to the international trade union organizations and other unions.

The membership of EAKL comprises the trade or professional unions or associations of trade unions operating nation-wide in Estonia, which comply with the statutes and Plan of Action (courses of activity) of EAKL. The trade or professional union which is not operating nation-wide, may apply for admission to the EAKL membership as an exception.

EAKL’s aims are:
- To protect the labour and socio-economic rights of the workers and to represent their interests in the Government of the Republic, employers and their associations, the in the national and local government agencies, in court, in labour dispute resolution bodies;
- to balance the development of the labour market and to secure social justice;
• to enhance and protect social dialogue, participation democracy and labour union rights;
• to contribute to the improvement of the socio-economic status of the workers, conditions of occupational safety and professional health and to the increase the level of vocational education and qualification;
• to establish democratic and representative trade unions, to increase their negotiative power, to enhance solidarity between trade union members;
• To unite its members, to arrange co-operation and representation in order to protect their interests.

In order to achieve its aims EAKL:
• elaborates the ideology for the development of the organization, manages and directs the activities of the organization;
• promotes the association of workers into the trade unions, the necessity for the participation of the workers in the social dialogue;
• holds negotiations with the governmental bodies and the associations of employers and other institutions in order to secure the social and economic development of the society, concludes agreements with the latter and observes the performance of the agreements;
• strives for the promotion of social security, collective bargaining and participation democracy on any level;
• participates in the process of legislation, demands compliance with acts of law;
• contributes to the adjustment and strengthening of trade union structures and to the association of trade unions;
• co-ordinates the co-operation in accordance with the principles of just co-operation, sense of solidarity and reciprocal respect;
• counsels on the questions relating to the legal, labour, wage and social issues participates in finding solutions in labour disputes;
• organizes and manages labour struggle;
• conducts training of trade union members, arranges lectures and political meetings;
• issues informational materials and a newspaper, arranges lotteries, exhibition sales, donations and develops other activities, if practicable;
• participates in the international activities of trade unions;
• Acquires and manages the property required for its activities.

**Estonian Employees' Unions Association** (TALO) is a voluntary confederation, composed of national employees' organizations (member unions) to represent and defend the rights of trade union federations, professional unions and other employees of the Republic of Estonia.

The task of TALO is through co-operation the defense of the professional, employment, social and academic interests as well as the political rights of members, their representation before executive powers, government and economic bodies and employers' organizations.

The aims of TALO are:
to promote mutual co-operation among member unions, to work towards ensuring and implementation of the principles of social justice;

to promote the trade union rights of employees in general; in particular the right to bargain collectively over the terms of salary, working and living conditions;

to defend the legal rights and interests of members in court, in national and local authorities;

to encourage and promote unity among employees, to promote solidarity; through co-operation with free trade unions in different countries to promote the right to work, education and social security for all persons in the world.

Estonian Confederation of Employers and Industry (ETTK). is a private law non-profit association founded upon voluntary uniting of employers active in the Republic of Estonia and the non-profit-associations established by them. ETTK represents 30 branch unions and 31 big enterprises. Members of ETTK currently employ 25% of employees in the private sector.

Objective of the Confederation is to represent the interests of its members in the relations with legislative and executive authorities and the representatives of employees, and to stand for and represent its members’ rights both in Estonia and foreign countries.

In order to achieve its objectives the Confederation applies for:

- uniting of the positions of the employers and the representation of the interests of united employers in the bilateral and tripartite social and economic policy negotiations on issues related to labor and social relations;
- conclusion of agreements on behalf of the members of the confederation with the government and the unions representing employees taking into consideration the International Labor Organization (ILO) conventions and practice;
- standing for the interests of employers and enterprising in the legislative process; making proposals for creation, improvement and supplementation of labor, social, taxation, price, credit, investments, entrepreneurship, regional, labor safety-related and other legislation, and by applying the economic policy protecting its members.
- development of the cooperation useful to its members and data exchange with analogical confederations of other states, their international organizations, including Union of Industrial and Employers Confederations of Europe (UNICE) and International Organization of Employers (IOE), making every possible contribution to the extension of contacts between the entrepreneurs and the research of market conditions, including the research of competitiveness and research works in the social field.
- creation of permanent contacts between employers and the entrepreneurship-related organizations, providing them with necessary information, contributing the development of labor and social relations and establishment of entrepreneur-friendly business environment in Estonia;
- training of members;
- following of the principles of fair competition and business ethics, as well as development of the image of a reliable employer;
• improvement of the organizational level of the employers’ organizations;
• provision of the labor market services.

In August 1999 the Government of Estonia, the ETTK as well as EAKL signed the agreement on setting up the tripartite employment councils. Currently the councils are being formed at regional employment offices and have representatives from county government, local authorities, employment offices and employers and employees organization's. Tripartite employment councils aiming to increase the efficiency of employment offices in finding integrated solutions for regional socio-economical problems. The duties of councils are (depending on the regional employment situation) to advise the employment offices on determining the share of financial resources for various active employment measures and to organize employment training for the unemployed.

Institutional framework for the project
Mrs. Piret Lilleväli, Deputy Secretary General of the Ministry of Social Affairs, will be the Programme Officer and responsible for the overall implementation of the project. Project steering group will be established, chaired by her, to oversee project implementation.
Mrs: Malle Kindel will be the Estonian project leader and the counterpart for the PAA.
The steering group will include the social partners' representatives from the Confederation of Estonian Trade Unions (EAKL) and from the central employer’s representation organization – Estonian Confederation of Employers and Industry (ETTK), representatives from the branch unions, representatives of MoSAs Labour Relations Department, EC Delegation in Estonia and the Ministry of Finance.

The implementation management and ensuring the participation of the branch organizations of employers and employees under the first immediate objective is the responsibility of the social partners central organizations.

From the employers side the organization responsible for the overall coordination is ETTK.

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From the employees side the organization responsible for the overall coordination is EAKL.

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Social Secretar of the EAKL
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Fax: +372 661 2542  
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Rävala pst 4  
Tallinn 10143

The Management of the second immediate objective will be the responsibility of the MoSAs Labur Relations Department

**Mrs. Malle Kindel,**  
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Tel +372 626 9771  
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Estonia

EAKL, TALO and ETTK will contribute to the project implementation also by providing the rooms for seminars and workshops.  
(See also p. 13: Conditionality and sequencing).

### 3 Detailed Budget (M€)

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<td></td>
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<tr>
<td>• publishing</td>
<td>0.007 000</td>
<td>0.007 000</td>
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<td>0.007 000</td>
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<tr>
<td>International flights for ST experts (12*800€)</td>
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<tr>
<td>0.009 600</td>
<td>0.009 600</td>
<td>0.009 600</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>0.461000</strong></td>
<td><strong>0.461000</strong></td>
<td><strong>0.012 000</strong></td>
<td></td>
<td><strong>0.473000</strong></td>
</tr>
</tbody>
</table>
6 Implementation Arrangements

6.1 Implementing Agency

Programme Authorizing Officer
Mr. Renaldo Mändmets,
Deputy Secretary General of the Ministry of Finance
Tel. +372 611 3558
Fax. +372 631 7810
Suur Ameerika 1
15006 Tallinn
Estonia

6.2 Twinning

Twinning will be contracted according to European Commission rules

Beneficiary institutions:
Direct beneficiaries:
- Central unions of social partners:
  Confederation of Estonian Trade Unions (EAKL),
  Estonian Employees' Unions Association (TAO)
  Estonian Confederation of Employers and Industry (ETTK).
- Branch Unions of social partners
- Tripartite regional employment councils (16)
- Ministry of Social Affairs

Indirect beneficiaries: all social partners organisations

Programme Officer
Mrs. Piret Lilleväli,
Deputy Secretary General
Ministry of Social Affairs,
Tel +372 626 9770
e-mail: piret.lilleva@sm.ee
Gonsiori 29
Tallinn 15027
Estonia

Project leader and counterpart for the PAA
Mrs. Malle Kindel,
Head of the Department,
Ministry of Social Affairs of Estonia
Tel +372 626 9771
e-mail: malle.kindel@sm.ee
Gonsiori 29
Tallinn 15027
Estonia
6.3. Non-standard aspects

none

6.4. Contracts
There will be one contract in amount of 461 000 EUR

7 Implementation Schedule

7.1 Start of tendering/call for proposals
   III quarter 2001
7.2 Start of project activity (duration 18 months)
   IV quarter of 2001
7.3 Project Completion
   I quarter of 2003

8 Equal Opportunities

Equal opportunities for women and men to participate in the project will be guaranteed and measured by recording the experts and consultants employed, the project results impact will be positive to both: women and men.

9 Environment
   N/A

10 Rates of return
   N/A

11 Investment criteria
   11.1 N/A
   11.2 N/A
   11.3 N/A
   11.4 N/A

11.5 Sustainability
In order to fulfill the sustainability criteria, after the completion of the project, the central social partners organizations involved in the project will carry out the dissemination of the information materials and future training of their members. Each of the future trainers from EAKL and from TALO will train after the end of the of the project in local and enterprise level at least 20-25 persons in the first round.

12 Conditionality and sequencing
The project management will be carried out by all three beneficiaries of the project, therefore workgroups must be set up in the twinning covenant preparation, clear responsibility of the project implementation must be documented before the project implementation phase starts.

The EAKL and ETTK are directly responsible for their members involvement in the project and after completion of the project the above mentioned organizations will carry out the dissemination of the information materials and future training of their members.
In order to guarantee smooth implementation and sustainability of project the agreement between EAKL, ETTK and MoSA will be concluded before the project implementation starts.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (compulsory)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory)
## Promotion of Social Dialogue on the Employers' and Workers' Organizations Level

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved economic performance through encouraged partnership of the social partners on branch and enterprise level</td>
<td>The efficiency of the enterprises is raised</td>
<td>The economical reviews</td>
</tr>
</tbody>
</table>

### Project purpose

<table>
<thead>
<tr>
<th>Objective verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1 Enhanced capacity of the social partners' organizations to implement the acquis and strengthened co-operation between social partners about social dialogue and partnership.</td>
<td>3.1.1 Report of the Ministry of Social Affairs</td>
<td>3.1.1.1 number of collective agreements signed by social partners; 3.1.1.2 % of employees covered by the collective agreements before and after the completion of the project; 3.1.1.3 social partners use website for the exchange of information.</td>
</tr>
<tr>
<td>1.1.2 Legislation concerning the labour relations is in line with the EU requirements</td>
<td>3.1.2 Acts published in the State Gazette</td>
<td>3.1.2 Collective Labour Dispute Resolution Act, Individual Labour</td>
</tr>
<tr>
<td>Results</td>
<td>Objectively verifiable indicators</td>
<td>Sources of Verification</td>
</tr>
<tr>
<td>---------</td>
<td>----------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>3.3.1 Improved social dialogue and increased knowledge of the social partners to conclude the agreements useful for both sides</td>
<td>3.3.1.1 100+100 trained trainers in the Social Partners Organisations</td>
<td>3.3.1 Project reports; training evaluation lists; Presentation of the training video to the steering committee by the Ministry of Social Affairs; project reports Ministry of Social Affairs informs steering committee quarterly about number of visitors on the website <a href="http://www.sm.ee/%E2%80%A6">http://www.sm.ee/…</a>.</td>
</tr>
<tr>
<td>3.3.1.2 Members of the Tripartite Regional Employment Councils trained</td>
<td>3.3.1.2 135 members of Tripartite Regional Employment Councils Trained</td>
<td></td>
</tr>
<tr>
<td>3.3.1.3 Written guidelines for social partners prepared</td>
<td>3.3.1.3 Written guidelines published and disseminated to the social partners organisations</td>
<td></td>
</tr>
<tr>
<td>3.3.1.4 Training video and CD about collective bargaining prepared</td>
<td>3.3.1.4 Training video (10+10 copies) disseminated to the social partners central organisations</td>
<td></td>
</tr>
<tr>
<td>3.3.1.5 Explanatory information materials about legal framework concerning labour relations prepared; link-page in the Internet of the social partners organisations homepages and on MoSAs homepage;</td>
<td>3.3.1.5 Information materials published and disseminated to the social partners organisations</td>
<td></td>
</tr>
<tr>
<td>3.3.1.6 Booklet about contact data of the social partners</td>
<td>3.3.1.6 Number of social partners’ organisations can have access to</td>
<td></td>
</tr>
</tbody>
</table>
organisations and trained trainers prepared:

3.3.1.8 2-3 Bi-partite branch committees established and standard advice packages for collective bargaining are worked out by both parties in the respective field.

3.3.2 Following Estonian legislative (draft) acts concerning labour and industrial relations are in line with the EU requirements:
- Draft Collective Labour Dispute Resolution Act,
- Draft Individual Labour Dispute Resolution Act,
- Relevant implementing regulations
- The concept of Social Partnership Act worked out.

Information via http://www.sm.ee/

3.3.1.7 Number of the booklets published and disseminated to the social partners organisations; copy of the booklet available on MoSA website http://www.sm.ee/

3.3.1.8 Establishment agreements of the bi-partite branch committees, standard packets about collective bargaining

3.3.2 Drafts presented to the Government by the end on 2002 according to work-plan & NPAA and concept of Social Partnership Act presented to the Ministry of Justice for approval.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Cost (M€)</th>
<th>Assumptions</th>
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</thead>
<tbody>
<tr>
<td>3.4.1 Improved social dialogue and increased knowledge of the social partners to conclude the agreements useful for both sides</td>
<td>PAA (18 mmonths)(3.4.1)</td>
<td>0.195000</td>
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<tr>
<td></td>
<td>PAA assistant</td>
<td>0.015000</td>
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<tr>
<td></td>
<td>Expert 1 (2 cm)(3.4.1.1)</td>
<td>0.024960</td>
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<tr>
<td></td>
<td>expert 2 (3cm) (3.4.1.2)</td>
<td>0.037440</td>
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<tr>
<td></td>
<td>expert 3 (1 cm) (3.4.1.3)</td>
<td>0.012480</td>
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<tr>
<td></td>
<td>expert 4 (1 cm) (3.4.1.4)</td>
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<td></td>
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<td>TA (1 cm) (3.4.1.5)</td>
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<td></td>
<td>Expert 5 (2 cm) (3.4.1.6)</td>
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<tr>
<td></td>
<td>Expert 6 (6 cm) (3.4.2)</td>
<td>0.074880</td>
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</table>

Labour Dispute Resolution Acts and relevant implementing regulations.

---

2 EAKL selects trainers from the list of the member/branch unions trainers, who also usually represent the unions in the bi- (and tri-) partite negotiations, or/and where the employers also have a branch union with whom to negotiate with. The criteria also are the number of members in branch and number of enterprises where the union has the representatives of employees
The study tours will be the part of twinning and all the travelling costs will be met by the social partners’ organizations.

3.4.1.2 Guidelines about the social dialogue and collective bargaining for the social

3.4.1.3 The training video will be made about collective bargaining

3.4.1.4 The explanatory information materials will be worked out about the legal framework concerning the labour relations

3.4.1.5 The networking of the social partners will be supported by establishing the link page in the Internet about existing social partners and relevant international and government institutions. The link will also be created on the MoSAs homepage.

3.4.1.6 The informative booklet about the social partners organisations and trained trainers (p. 3.3.1.1.) will be published and disseminated to the beneficiaries.

| Study tour (30*5 days)(3.4.1) Guidelines about social dialogue (3.4.1.2) Published materials | 0.034500 |
| Training video (3.4.1.3) Video and CD | 0.000700 |
| Information materials (3.4.1.4) Published materials | 0.001000 |
| Social partners networking (3.4.1.5) The link-page | 0.007000 |
| Informative booklet (3.4.1.6) publishing | 0.001700 |
| International flights for ST experts (12*800€) | 0.007000 |
| | 0.009600 |
| Phare. | 0.461000 |
| National: | 0.012000 |
| Total: | 0.473000 |

Also 5-7 members of EAKL and TALO will participate in trainings.
From the employers side in this project the target group of trained trainers are the representatives of the branch unions (respectively acting director and one member of the board), representatives of the biggest enterprises (also members of ETTK) and selected also persons dealing with training in the ETTK itself.
ETTK will organise the future trainings using the trained trainers centrally and also by branches.
piloting the experience gained in the frames of the training. (The selection of branches will be made during the project, according to the interest and commitment of the branch organizations shown by both sides.) and working out standard advice packages for collective bargaining by both parties in the respective field.

3.4.2 **ST legal expert for 6 cm** for alignment of Estonian legislative (draft) acts with the EU legislation Estonian following legislative (draft) acts with the EU legislation

- Drafting of the Collective Labour Dispute Resolution Act.
- Drafting of the Individual Labour Dispute Resolution Act
- Drafting of the relevant regulations;
And assistance to development of the
- Concept of Social Partnership Act

<table>
<thead>
<tr>
<th>Preconditions</th>
</tr>
</thead>
</table>
The project management will be carried out by all three beneficiaries of the project, therefore workgroups must be set up in the twinning covenant preparation, clear responsibility of the project implementation must be documented before the project implementation phase starts.

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In order to guarantee smooth implementation and sustainability of project the agreement between EAKL, ETTK and MoSA will be concluded before the project implementation starts.
**TIME IMPLEMENTATION CHART**

Project N°: ES  
Project Title:

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<th>2002</th>
<th>2003</th>
<th>2004</th>
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<tr>
<td>Project Activity 1</td>
<td></td>
<td>I I I I I I I I I I I I</td>
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<td>I I I I I I I I I I</td>
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<tr>
<td>Improved social dialogue and increased knowledge of the social partners</td>
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<td>Project Activity 2</td>
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<td>Estonian legislative (draft) acts will be harmonized with the EU legislation</td>
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ANNEX 2
### CUMULATIVE CONTRACTING SCHEDULE (by quarters)  
**ANNEX 3a**

<table>
<thead>
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<td>III</td>
<td>IV</td>
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<td>461000</td>
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<td>461000</td>
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<tr>
<td><strong>TOTAL</strong></td>
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### CUMULATIVE DISBURSEMENT SCHEDULE (by quarters)  
**ANNEX 3b**

<table>
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<td>II</td>
<td>III</td>
<td>IV</td>
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<tr>
<td>Contract 1</td>
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<td></td>
<td>138 000</td>
<td>202 600</td>
<td>267 200</td>
<td>331 800</td>
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