1. Basic Information

1.1. CRIS Number: 2003/005-850.02.01
   Twinning EE03-IB-SO-02

1.2. Title: Development of administrative capacity of national authorities in the field of gender mainstreaming

1.3. Sector: Social Services

1.4. Location: Estonia

2. Objectives

2.1. Overall objective(s):
   To achieve gender equality in Estonia

2.2. Project purpose:
   Estonian national and local authorities possess knowledge and skills to implement gender mainstreaming in all national and local policies.

2.3. Accession Partnership and NPAA priority

AP 2002 Chapter 4 Social Policy and Employment: “Complete alignment and ensure proper implementation of Community legislation in particular in the field of equal treatment for women and men /.../”.

13.5. Equal opportunities for women stipulates that the Inter-ministerial Working Group on Gender Equality, established by Decree No 59 of the Minister of Social Affairs (25.02.2002) is to work out a national programme and concrete sub-programmes for the integration of the gender equality principle in all areas of life proceeding from the Amsterdam Treaty. It further envisages delivery of relevant training to different target groups, among them government officials, social partners and women’s organizations. It defines the task to formulate a strategy and methods for the incorporation of gender equality in the fields of employment and working life. Training and technical aid will be channeled into the provision of expertise to integrate the principle of gender equality in actions taken by and financed from the Structural Funds.

2002 Regular Report on Estonia’s Progress Towards Accession mentions specifically: Regarding equal treatment for women and men, Estonian legislation is to a large extent in line with the acquis. However, there is a need to clarify the terminology and definitions regarding gender equality, to explicitly prohibit direct and indirect discrimination, and to provide measures against indirect discrimination. Alignment should be completed through the adoption of a Gender Equality Act.

2.4. Contribution to Single Programming Document

The Single Programming Document mentions gender equality policy as a horizontal policy. The project will serve as major contribution to the incorporation of the gender
equality dimension in the implementation of EU Structural Funds, based on the Single Programming Document.

2.5. Cross Border Impact

N/A

3. Description

3.1. Background and justification

The Republic of Estonia has committed itself to combating existing inequalities between women and men and promoting gender equality in different international instruments, e.g. Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW gopher://gopher.un.org/00/ga/cedaw/convention), Beijing Platform for Action, etc. As a candidate country to the EU Estonia has undertaken to implement gender equality as a fundamental human right, which is promoted by EU law:

- Article 2 of the EC Treaty: The promotion of equality between men and women is a task of the European Community. Article 3 of the EC Treaty: In all its activities the Community shall aim to eliminate inequalities and to promote equality between men and women.
- Article 23 (1) of the Charter of Fundamental Rights of the European Union: "Equality between men and women must be ensured in all areas, including employment, work and pay."
- Council Regulation (EC) No 1260/1999 of 21 June 1999 laying down general provisions on the Structural Funds that contains substantially new features on the integration of equal opportunities for women and men, which should be taken into account in the preparation and implementation of Structural Fund programmes for the new Objectives 1, 2 and 3 by the EU regions and Member States.
- Communication from Commission “Incorporating equal opportunities for women and men into all Community policies and activities” (COM (96) 67 final).
- Council Resolution of 22 June 1994 on the promotion of equal opportunities for men and women through action by the European Structural Funds OJ C 231 20.08.94.

As well as the European Employment Strategy and respective annual employment guidelines etc.

Gender mainstreaming is a requirement for programmes and projects funded by the European Commission. The gender equality mainstreaming has been made compulsory in the National Action Plans of the Member States.

Strategic framework

The strategic goals of the Ministry of Social Affairs were elaborated and laid down in the Ministry of Social Affairs Strategic Action Plan for the period of 2000-2010 (approved in April 2001).
Under the cross-cutting issues section, the Plan incorporates as a long-term objective (up until 2010) integration of the principle of gender equality into all national policies, programmes and projects.

**Legislative framework**

The Objective for 2003 includes implementation of the Gender Equality Act which however, has not been passed by the Parliament yet. The draft Act was approved by the government already in 2001. The first parliamentary reading of the draft of the Gender Equality Act took place in March 2002, the second one in September 2002 when it was suspended. After the parliamentary elections in March 2003, the amended draft of the Gender Equality Act was resubmitted to the newly elected Parliament and passed the first reading before summer vacations on 29 May 2003. The preliminary timetable envisages adoption of the draft Act by the end of the year 2003.

The draft Gender Equality Act aims at establishing equality on the labour market, employment and occupation, education, social security and other spheres. Direct discrimination will be prohibited, measures against indirect discrimination will be provided. The Act would allow certain positive measures to promote the situation of women who are in a less advantageous position compared to men. The authorities would be obliged to promote equality between men and women. The Act would specify the ways of seeking justice in the courts as well as via proceedings provided by other relevant institutions indicated in the Act.

According to the draft two institutions will be established, i.e. a supervisory institution, consisting of legal experts, dealing with complaints of individuals, and the Gender Equality Council consisting of a broad range of actors like civil servants, researchers, representatives of Trade Unions and NGOs in the capacity of an advisory body. The supervisory institution will, in principle, be an independent body with its own budget and responsibilities before the Government that deals with complaints and cases involving gender discrimination. The Ministry of Social Affairs will closely cooperate with the above independent body and the Gender Equality Council. The Council will gather a couple of times a year as necessary and will serve as an advisory body for the Government. The Council’s work arrangement and relevant procedures will be under the responsibility of the Ministry of Social Affairs (in particular of the Bureau of Gender Equality, beneficiary of the current project proposal).

Promotion of gender equality uses gender mainstreaming as a strategy to achieve it. Providing relevant knowledge and skills to implement it, the current project will contribute in a straightforward way to the implementation of the Gender Equality Act once it is adopted.

The Republic of Estonia has ratified the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) as well as signed the Beijing Platform for Action, both of which commit the Government to combat existing inequalities between women and men.

All the above documents must be implemented irrespective of the existence of the Gender Equality Act of Estonia. This presupposes the existence of specific knowledge, methods and tools among national and local authorities. This knowledge will support the implementation of Estonia’s Gender Equality Act once adopted.

**Description of the current situation**
The slow legislative proceeding of the draft Act comes, among other things, from inadequate awareness of gender equality. The low level of awareness of gender equality was conditioned, firstly, by the ways in which the issue was approached during the Soviet period and the belief that gender equality was secured, which led to its later trivialization. During the process of democratization and transition, due to many political and economic problems, gender equality was not identified as a priority either by society at large or by decision-makers.

The implementation of previous EU Phare, UNDP, ILO projects have helped perceive numerous gaps in the existing capacity of the Estonian public and local authorities to implement the principles of gender mainstreaming, among them:

- Lack of knowledge about gender equality and the integration of gender equality concerns into regular policy work on all levels.
- Lack of skills to ensure that all general measures and operations take into account their effects on the respective situations of women and men during planning, implementation, monitoring and evaluation.
- General lack of understanding of what the mainstreaming commitment entails for the management and staff of public and local authorities.
- Absence of a training framework to equip civil servants and local government officials with relevant knowledge and skills.

A study conducted in the framework of an Information Sciences course, within a corresponding task assigned to student about availability of documents, handbooks, guidelines and other materials on gender equality issues of European Union and its member states was conducted in spring 2003. The results showed that Estonian libraries lack such materials in foreign languages and there are only a limited number of materials in Estonian, mostly publications prepared by the Ministry of Social Affairs of Estonia. Mapping the situation of university curricula and adult training providers teaching public administration skills showed the non-existence of gender issues in the teaching courses. Currently, there is no information gathering and analysis centre, a so-called centre of expertise in Estonia providing civil servants, local government officials, NGOs and other interested parties, easy access to gender expertise.

Gender mainstreaming and its integration in different policies and strategies is a new concept for Estonia. There are no gender mainstreaming officials, and no gender focal points providing decentralized gender expertise at different levels. Therefore it is necessary to introduce to Estonian decision-makers and policy designers the working methods, tools and standards applied in EU Member States to guide officials in the implementation of gender mainstreaming across all policy areas.

According to the Government of the Republic Act, art 67, the Ministry of Social Affairs, in particular the Bureau of Gender Equality is responsible for coordinating the activities targeted at elimination of gender inequalities. As demonstrated by the previous projects, the Ministry of Social Affairs feels that the lack of capacity among civil servants to systematically consider the differences between the conditions, situations and needs of women and men, which is the basic feature of the principle of mainstreaming, is a critical obstacle to performing its function as coordinator of the above activities. Further, this

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1 For more information see: p. 3.2. : Linked activities
2 Definition of United Nations Economic and Social Council (ECOSOC): "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality."
capacity is increasingly needed for satisfying general provisions on the Structural Funds which contain substantially new features on the incorporation of gender equality in management, monitoring and evaluation of Structural Fund’s programmes. The capacity, which builds on knowledge of gender issues and skills for using methods and tools for gender mainstreaming and positive actions, can be developed only through systematic and consistent training.

The general strategy of gender mainstreaming is contained in the secondary legislation of the EU (e.g. Communication from the Commission “Incorporating equal opportunities for women and men into all Community policies and activities" (COM (96) 67 final; Council Resolution of 2 December 1996 on mainstreaming equal opportunities for men and women into the European Structural Funds OJ C 386 20.12.96 p.1.; Council Resolution of 22 June 1994 on the promotion of equal opportunities for men and women through action by the European Structural Funds OJ C 231 20.08.94.)

The basics of the strategy for implementing gender mainstreaming will be incorporated in the training to be delivered within the project framework.

The specific strategies of mainstreaming, which incorporate benchmarks and indicators, are sector- and activities-specific and will, after completion of this new Phare project, be elaborated by the key actors responsible for gender mainstreaming in each particular sector.

The promotion of gender equality uses a number of tools and methods, among them gender mainstreaming. Gender mainstreaming is a complex, long-term, transformative approach to gender equality. A gender mainstreaming approach requires ministries, government institutions and local authorities to redesign their policies and programmes, and decision-making mechanisms so these would work toward achieving gender equality. It further presupposes access to data and information desegregated by gender as a basis for making decisions along with analytic and planning skills of personnel.

**The proposed project** seeks to consistently and systematically increase awareness of gender equality and create an environment that would help implement gender mainstreaming with the ultimate aim of achieving gender equality.

The creation of a well-functioning training framework and identification of top priority areas for the delivery of gender expertise and skills need to be based on a comprehensive study into the existing administrative capacity to implement gender mainstreaming. Without an objective picture of the existing knowledge-base, attitudes and gender-sensitivity among civil servants it would be impossible to reorganize policy processes.

The project envisages that the project incorporates two studies. First, a comprehensive study of the gaps in the capacity of the national and local authorities to implement gender mainstreaming. This will form the basis for the development of curricula for the project’s training component. It will further identify the administrative levels where the training would be most critical to channel and where it potentially has greatest impact on policy-making.

The second research will concentrate on the analysis of the impact of the training after the delivery of training to all the target groups. It will serve as an evaluation exercise of the overall benefit from the project.
The project’s training component envisages training of trainers in gender issues for 20 trainers that will in the following phase transfer the knowledge obtained to government officials and local authorities. The trainers will form a pool of experts at the Bureau of Gender Equality at the Ministry of Social Affairs to be involved in the future as consultants in drawing up major strategic documents; The 20 participants in the training of trainers course will be selected from the regular teaching staff or lecturers engaged on a contractual basis from public and private universities and adult training institutions. The criteria for the selection of the participants for the “training of trainers” course are a university degree, knowledge of methods applied in adult education as well as lecturing experience. The participants will be selected so as to ensure the representation of both sexes. They will form their own network, which will be linked up with respective networks in EU Member States. Certified trainers will be encouraged to participate in annual training events organized by MoSA.

This would help maintain their network and keep up commitment. They will further be engaged as experts by MoSA in integrating gender equality in policies and programmes and as lecturers.

The participants in the training of trainers course will sign a written agreement with MoSA to fulfill their obligation to participate in training and train state and local government officials within the project framework. They will further agree to have their names listed in the database of gender experts/consultants to be made publicly accessible in the virtual Centre of Expertise for their potential engagement in the mentioned capacity by different ministries, state and local government institutions, etc. MoSA, in its turn, will commit itself to provide them training within the training of trainers course, engage them as lecturers in the delivery of training to state, county and local government officials and Structural Funds’ administrators. MoSA will additionally commit itself to engage the accredited trainers as gender experts/consultants/lecturers according to need.

The public and private universities and adult training providers that have committed themselves to supplement their curricula by training on gender equality, and have done so, will engage the accredited trainers to deliver respective courses based on individual contracts.

The training institutions to be involved in the project will be selected from among providers of public administration skills, e.g. Tartu University (Faculty of Public Administration); Tallinn Technical University (Faculty of Humanities and Social Science); Tallinn Pedagogical University (the Centre of Public Administration within the Department of Government); Estonian Public Service Academy; EuroUniversity Faculty of Regional Policy and Public Administration; Centre for Public Service Training and Development (operates under the State Chancellery of Estonia). The commitment of the trained trainers will further be created by concluding respective agreements with participants of the training of trainers course as explained under item 12 - Conditionality.

The project envisages supplementing the curricula of universities and adult training institutions that teach public administration skills with training in gender issues. The latter would guarantee the possession among the graduates of knowledge and skills necessary for implementing gender mainstreaming if and once employed in the public sector or local authorities. The agreements with respective chairs at the above institutions will be concluded within carrying out the project.

The theoretical lectures within the training of trainers’ course will be followed by a study tour to a EU Member State with long-term experience of implementation of gender
mainstreaming. This would provide the trainers maximally easy access to the practical experience of gender mainstreaming implementation.

In the frames of revising and improving training programmes based on the lessons learnt within the study tour as well as the training impact assessment over a medium-term period of time (p. 3.4.1.5.c) the practical experience will be absorbed in the designed curricula.

After the trainers have been prepared, they will provide training in gender issues to the 150 participants to the project at the national level and 150 participants at the level of local authorities. The participants will be selected from high-level civil servants (department heads), line ministries, county governments, boards and inspectorates from all areas of governance and from local authorities (preferably mayors, rural municipality mayors) and their associations.

In addition, a Centre of Expertise will be created: the planned Centre of Expertise will be virtual data-base administered by MoSA. There is currently no similar centre in Estonia. The existing Women’s Studies and Resource Centre, an academic library in principle, caters to the needs of academics and NGOs only and does not have a strongly developed component of sustainability. The Virtual Centre of Expertise aims to create a fully contemporary learning environment and provide easy access to gender mainstreaming expertise, also at distance, to national and local authorities and all interested actors.

The Centre of Expertise will provide easy access to gender expertise also in the form of consultations, including:
- information on relevant legislation
- analytical techniques and tools like statistics, surveys and forecasts, cost-benefit analyses, research, checklists, guidelines and terms of reference, gender impact assessment, monitoring;
- educational techniques and tools like awareness raising, training and follow-up action, etc;
- consultative and participatory techniques and tools like data base of gender equality specialists and networks.

It is foreseen that the virtual Centre of Expertise will be located in MoSAs server. No additional hardware or software is needed for the purpose.

Due to the technically complex nature of setting up the centre and the multiplicity of tasks involved (e.g. selecting materials, translating and adapting the materials to the Estonian context; entering the data, structuring and indexing the materials, creating links, etc) the plans envisage using TA (technical assistance) to develop the centre.

Besides helping improve administrative capacity of the public sector by providing information support for implementation of gender mainstreaming, the virtual Centre of Expertise will be accessible to all interested parties and the public, among them NGOs/NPO-s, researchers, students as well as by profit making organizations. The ultimate responsibility to maintain and update the Centre of Expertise will stay with the MoSA. However, the Centre which relies on electronic communication technologies will be actively used by the trained trainers to interact both formally and informally with a range of actors, i.e. their own network members, public institutions, NGOs, researchers, etc. The trainers will be encouraged to update and supplement the information on a voluntary basis for mutual benefit.
To explore the necessity of the Centre of Expertise, civil servants, the Association of Local Authorities as well as a number of NGOs were consulted during the project preparation process, e.g. the Estonian Women’s Studies and Resource Centre, the regional Women’s Round Tables, the Estonian Institute of Open Society Research, the Women’s Training Centre, etc.

3.2. Linked activities

3.2.1. Phare projects

<table>
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<tr>
<th>No</th>
<th>Name</th>
<th>Amount EUR</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>ES9906</td>
<td>Development of the occupational health and safety sector</td>
<td>1 137 400³</td>
<td>Project ended on 30.05.02</td>
</tr>
<tr>
<td>ES9910</td>
<td>PHARE Consensus III programme Support to the institution building in the framework of the social <em>acquis</em>’</td>
<td>1 906 000⁴</td>
<td>Project ended in 2002</td>
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**ES9906**
The project’s objective was to develop the infrastructures of the occupational health services and human resources for occupational health. The project activities included a study into the equality situation in two Estonian companies. As such, it was the first attempt ever to analyze Estonian workplaces from the gender perspective. The training delivered was addressed to a strictly defined target group, i.e. labour inspectors who were among other things briefed on equality issues at the workplace so as to build capacity (transfer of information, lessons learnt and good practice) in creating a healthy and harassment-free work culture.

**ES9910**
This project had four main components, i.e. Labour Market and the European Social Fund, Labour Inspection, Health Promotion, and Social Insurance. The project sought to provide officials engaged in the above-mentioned fields with knowledge about gender issues.

3.2.2 Other linked activities

**UNDP**
- “Capacity Building in Gender Policy” (EST/94/Q05), cost 58 950 USD, project duration 1995-1997.
- “Promotion of Gender Equality Mainstreaming” (EST/98/Q05), cost 75 790 USD, project duration 1998-1999. The project incorporated research and data compilation, awareness-raising and analysis of Estonian legislation from the gender perspective.

**ILO**
“More and Better Jobs for Women” (EST/98/MO1/FIN), cost nearly 250,000 USD, project duration 1999-2003. The project is directed at shaping a favourable environment for job-creation and promotion of female entrepreneurship involving actors from national to grass-root level. The project has helped, as one of its components, raise awareness of

³ Project in total.
⁴ Ibid.
gender issues and provided general knowledge of gender mainstreaming to about 300
civil servants, local government officials, social actors and representatives of women’s
NGOs.

**The Danish Ministry of Foreign Affairs (FEU)**

Project “Gender equality in Estonia” (EST0115), cost about 68 000 Euro, duration 2002-
2003. The main objective of the project is to strengthen the administrative capacity in
order to integrate a gender perspective in programmes and policies (gender
mainstreaming). The project focused on the enhancement of competence and raising the
specific knowledge among lawyers engaged in the Labour Market Board and Labour
Inspectorate. The UNDP handbook on Gender Mainstreaming was translated into
Estonian and will be published; the general structure for website for the Bureau of
Gender Equality was designed. These elements of the project can be expanded and built
on within the proposed project, in particular in terms of the availability of training
materials and establishing the virtual Centre of Expertise.

Both the above projects which tried to raise awareness of gender equality among state
and municipal officials and to teach the basics of gender mainstreaming helped see how
difficult the task is given that there is a wide-spread and deep lack of understanding of
gender equality issues. These projects thereby demonstrated the need for further action.

**Community framework strategy** on gender equality (2001-2005).

The framework strategy uses the dual-track strategy meaning that in parallel to gender
mainstreaming, persistent inequalities are addressed within the implementation of
specific actions in favour of women.

**A Memorandum of Understanding** between the European Community and the
Republic of Estonia on Estonia’s participation in the Community programme relating to
the framework strategy on gender equality (2001-2005), was concluded on 17.10.2002,
RT II 2002, 33, 156.

According to the Memorandum of Understanding Estonia has agreed to participate in the
activities of the Community programme relating to the framework strategy on gender
equality (2001-2005) within all the three Strands, in particular:

**Strand 1 - Awareness-raising**

1.6. Organization of seminars and the dissemination of information on and in support of
the implementation of Community law in the field of gender equality, with particular
attention being paid to the needs and requirements of the applicant countries.

**Strand 2 – Analysis and evaluation**

2.3. The analysis of women’s situation in the labour market, implementation of equality
legislation in the Member States, influence and impact of social protection and taxation
on women and men and advancement of women in access to decision making levels.

**Strand 3 — Strengthening capacity**

Improving the capacity and effectiveness of key players involved in promoting gender
equality.

To efficiently carry out its responsibility of advancing gender equality, the Ministry of
Social Affairs of Estonia has submitted a project proposal **Gender impact assessment as
a core measure for gender mainstreaming** in the frames of the Community framework
strategy on gender equality (VP/2002/5; cost about 19 000 Euro), expected duration one
year. The project seeks to mobilize key actors for an efficient and coordinated resolution
of gender equality issues in Estonia and to translate into Estonian a Guide on carrying out gender impact analysis based on a comparative analysis of the guides and best practices available in EU countries. The materials could be incorporated in the package of training materials within the training component in the proposed project. The proposal awaits the resolution by the European Commission.

In addition, there have been a number of smaller-scale projects, among them e.g. SIDA/Sweden funded “Gender in politics in Estonia”, cost 733 116 SEK, project duration 1999–2000 which sought to empower women and bring them into the mainstream of development. These smaller-scale projects have been too limited to bring about a real change in the knowledge or attitudes.

However, whatever the scope or scale of the implemented projects, they have all helped perceive deep gaps in the existing gender knowledge and ability to see and analyze problems from the gender perspective, let alone design gender-sensitive policies and implement them.

The fact that the projects implemented this far have had the promotion of gender equality as one of their many sub-components only, that the projects’ training components were limited and were addressed to a limited number of officials, and that no adequate analysis of gaps in Estonia’s administrative capacity to implement gender mainstreaming has been performed re-emphasize the importance of the proposed project.

3.3 Results

3.3.1 The strategy for improving the capacity of national and local authorities to implement gender mainstreaming in policies and sectoral strategies has been developed.

3.3.2. The relevant training system has been developed consisting of institutions of higher education and other adult training institutions providing public administration skills; courses and topics on gender issues have supplemented their curricula.

3.3.3. The first network of trainers trained in gender equality issues has been created (20 in number, accredited by MoSA) for delivering training to national and local authorities.

3.3.4. A First group of civil servants is trained on core issues of gender mainstreaming and possesses skills to implement it (in total around 300 officials on local and national levels).

3.3.5 Easy access to gender mainstreaming expertise is provided to national and local authorities and all interested actors, possibly by the establishment of a Virtual Centre of Expertise for the gender mainstreaming.

All the above results will contribute to the achievement of the immediate objectives, i.e. improved institutional capacity of national and local authorities to efficiently use the tools and techniques of gender mainstreaming in a sustainable manner i.e. the use of vertical priorities for specific projects on gender equality and a horizontal priority specifically integrating equality objectives into all policies and measures.
3.4 Activities
3.4.1 Contract 1: Twinning (16 consecutive months, 552 000 EUR)

3.4.1.1 Pre-Accession Adviser – PAA (16 working months during 16 consecutive months 240 000 EUR)

The PAA will have overall responsibility to co-ordinate the tasks carried out by project experts in Estonia. For the smooth daily work a PAA assistant will be recruited, the costs for the assistant also include translations and general accounting for the PAA.

Tasks:

a) Developing institutional network of relevant actors.
b) Coordinating project activities in Estonia, ensuring the continuity of project implementation, quality management of STE inputs.
c) Elaborating the strategy for developing the training framework for the public authorities’ capacity building, including supplementing the curricula of training institutions for public administration, recommendations for the creation of permanent courses, definition of the aim and content of training and establishment of a Virtual Centre of Expertise.
d) Elaborating recommendations for the necessary secondary legislation and administrative guidance.
e) Supervising research and training activities.
f) Supervising the post-training application of skills to integrate gender equality perspective into national and local policies and programmes over a medium-term period of time.

This covers the definition of a strategy for effective integration of a gender equality dimension into all national and sectoral policies, including identification of priority areas for the delivery of gender expertise, definition of a methodology to be followed at sectoral level, etc.
g) Organising the study tour for 20 persons in order to learn from best practices in developing the gender mainstreaming tools and mechanisms in the selected MS (twinning partner).
h) Devise the best solution to provide easy access to gender mainstreaming expertise to national and local authorities and all interested actors and supervise its implementation (possibly by the establishment of a Virtual Centre of Expertise for the gender mainstreaming). Set up a communication plan for Ministry of Social Affairs on the existence of such a Centre.

Profile:

✓ At least 5 years experience in gender equality issues and at least 2 years experience in gender mainstreaming issues.
✓ Practical experience of working in the public sector.
✓ Strategic planning and management skills.
✓ Fluent English.
✓ Good PC literacy.
✓ Team work skills.

3.4.1.2 MS Project Leader (3-4 working days per month during 16 consecutive months, 10 000 EUR)

Tasks:

a) MS side project management.
b) Overall co-ordination of the project.
Profile:
- At least 5 years experience in gender equality and mainstreaming.
- Management skills.
- Fluent English.
- Good PC literacy.
- Team work skills.

3.4.1.3 **PAA assistant** (16 working months during 16 consecutive months, 12 000 EUR)
Tasks:
- a) Assistance to the PAA.
- b) Translations and general accounting for the PAA.

Profile:
- Fluent English and Estonian.
- Good organisational and communication skills
- Good PC literacy.
- Book-keeping skills.

3.4.1.4 **STE 1** (1 working month - during 16 consecutive months, 16 700 EUR included travel expenses)
Tasks:
Developing the methodology for the study of gaps in the existing administrative capacity and the methodology for research into the post-training administrative capacity to integrate gender equality in national and local policies.

Profile:
- Gender equality and mainstreaming experience.
- Knowledge of social sciences.
- Experience in making social studies at least 5 years.
- Good English.

3.4.1.5 **STE 2** (4 working months, during 16 consecutive months, 66 800 EUR included travel expenses)
Tasks:
- a) Developing horizontal ‘core’ training programmes for two target groups, i.e. trainers with expertise in gender issues and second, national and local authorities.
- b) Delivering the training of trainers course (20 participants) and creating the trainer network.
- c) Revising and improving training programmes and materials based on feedback and training impact assessment over a medium-term period of time.

Profile:
- Gender equality and mainstreaming experience.
- Pedagogical skills and adult trainer experience at least 5 years.
- Fluent English.
- Good PC literacy.
- Team work skills.

3.4.1.6. Research 36 000 EUR (Phare) + 12 000 EUR (Est)
3.4.1.6.1. Conducting research at the start of the project into the existing 
administrative capacity to integrate the gender equality perspective into 
national and local policy areas.

3.4.1.6.2. Conducting research towards the end of the project into the post-training 
administrative capacity to integrate the gender equality perspective into all 
national and local policies, programmes and projects.

As appropriate, the research can be contracted by CFCU under overall supervision from 
the PAA.

The research will consist in a sociological survey conducted among civil servants and 
local government officials to identify the gaps in knowledge and skills necessary for 
gender mainstreaming. The facts that the this kind of survey will be undertaken for the 
first time and Estonia lacks researchers in the field of gender studies make it necessary to 
engage a foreign expert for designing the methodology (questionnaires, interviews). In 
case sub-contracting appears necessary, the selection will be made according to 
DIS/EDIS rules, the tendering documentation will be prepared by the Equality Bureau in 
co-operation with International Co-operation Projects Bureau of the MoSA. The 
documentation should be approved by PAA, Steering Committee, EC Delegation and 
CFCU.

Expertise is needed for 7 working months during 16 consecutive months
Profile:
✓ Gender equality and mainstreaming experience.
✓ Knowledge in social sciences.
✓ Experience in making social studies at least 5 years.
✓ Good English and fluent Estonian would be an asset.

3.4.1.7. Training 45 000 EUR (Phare) + 21 000 EUR (Est)
3.4.1.7.1. Participating in and supervising the delivery of training to the 300 
officials by the accredited trainers from the Training of Trainers course. 
Acting as methodologist, training consultant and assistant throughout the 
entire training process providing methodical guidance to trainers.
3.4.1.7.2. Analysing and evaluating the content and methods of delivery of the “core” training programme to national and local authorities.
3.4.1.7.3. Revising and suggesting improvements to training programmes and 
materials based on feedback and training impact assessment.
3.4.1.7.4. Cooperating intensely with STE2.

The selection of officials to be trained will be based on the first research (results of 
activity 3.4.4.6.1.) on the existing administrative capacity, recommended by project 
Steering Committee and PAA (approximately 150 persons form state level and the same 
amount of representatives of local authorities reflecting the same principle). 
The participants will be selected from high-level civil servants (department heads) from 
the line ministries, county governments, boards and inspectorates from all areas of 
governance and from local authorities (preferably mayors, rural municipality mayors) 
and their associations.

Expertise is needed for 11 working months over 11 consecutive months.
Profile:
✓ Gender equality and mainstreaming experience.
✓ Pedagogical skills and adult trainer experience at least 5 years.
✓ Fluent English and Estonian would be an asset.
✓ Good PC literacy.
✓ Team work skills.

In case sub-contracting is needed, the selection will be made according to DIS/EDIS rules, the tendering documentation will be prepared by the Equality Bureau in co-operation with International Co-operation Projects Bureau of the MoSA. The documentation should be approved by PAA, Steering Committee, EC Delegation and CFCU.

3.4.1.8. Other tasks and commitments in the frames of the twinning contract:
   a) Study tour (25 000 EUR EU+ 7 000 EUR Est)
      No of participants: 20 + PAA + PAA Assistant
      Duration: 6 days
      Travel (Estonia’s contribution)
      Costs to be covered: accommodation, per diem, local transport
   b) Preparation of the twinning covenant (12 000 EUR)
   c) Auditing of the project (5 000 EUR)
   d) 2.5% of reserve is foreseen for the twinning contract (11 500 EUR)

3.4.1.9. Centre of Expertise (TA) development of database and translation and adoption of materials 72 000 EUR (EU) + 12 700 EUR (Est)

- Developing the concept of virtual Centre of Expertise (optimal technical solution for the Centre of Expertise).

- Establishment of a Centre of Expertise

In case of a database:
- Creating data bases of relevant legislation, surveys, statistics, research in gender studies, analytical and educational techniques and tools for gender mainstreaming, appropriate handbooks, manuals, guidelines, best practice and training material (2 experts responsible for content creation, 4 months approx 12 800 Euro)

- Selecting materials, translating and adapting the materials to the Estonian context. (Estonia’s contribution)

- Entering data, structuring and indexing the materials, creating links, etc (1 person, 4 months, total 4400 Euro)

- Training and awareness raising on the Center of Expertise:

- Delivering skills for managing information contained in the virtual Centre of Expertise. (Delivery of respective training to all trainees (trainers, civil servants and local government officials + training for the administration of the database approx 16 400 Euro)

10 months expertise involves apart from the above tasks information sessions in all training events envisaged in the project framework, i.e. comprehensive training for future trainers; 6 courses for civil servants; 6 for local authorities; 6 workshops for county-level officials and 3 for structural funds administrators plus special training sessions for MoSA’s civil servants responsible for the maintenance of and updating the data bases of the Centre, plus a wide range of potential users of the Centre of Expertise (researchers,
NGOs, etc). This means altogether 25 training sessions and cost per session 650 Euro (incl renting of premises and IT equipment plus expert fees.

The Centre of Expertise will be located in and will use MoSAs server, no additional hardware or software is needed for that purpose. The task of updating and maintaining the Virtual Centre of Expertise and general administration of it will be on MoSA. The MoSA will commit itself to maintain the virtual Centre by a letter of commitment signed by the MoSA’s Secretary General. The Centre of Expertise will be created by IT specialists in co-operation with experts responsible for content creation.

3.5 Lessons learned

The previous projects in the field of gender equality have effectively pointed to a number of factors necessary for the long-term sustainable effects of the projects undertaken in the field of gender equality this far. The most critical among them is the understanding that gender mainstreaming requires at least three different types of knowledge: comprehension of concepts dealing with equality and gender, understanding of the specific area or sector in question plus the know-how of methodology consisting of analytic, envisioning and process tools. For full implementation of a gender mainstreaming approach, all policy planners must be capable of applying baseline gender theories to basic development decisions.

This comprehensive approach to creating gender mainstreaming expertise has been absent in previous projects. Further, the previous projects were targeted at a limited number of civil servants within one specific sector without any substantial level of integration between project components (i.e. project ES9910 Support to the institution building in the framework of the social acquis).

The Final Report to the Support of Institution Building in the Framework of Social Acquis project mentions (p 54) Cite: Still, it is clear that a lot remains to be done and that the general level of knowledge about gender mainstreaming in the Estonian administration must be characterised as low. The Final Report summarises (p 55) Cite: But the gender perspective is weak and it is not an integrated or institutionalised part of the everyday work and services of the institutions. To achieve this will take a lot more of education, motivation and information.

Project ES9906, Development of the occupational and health sectors also mentions in its background that Cite: Estonia has signed the United Nations conventions on human rights, including the Convention on the Elimination of All Forms of Discrimination Against Women and the agreements of the Council of Europe. However, the very concept of gender equality is not widely understood in Estonia by policymakers, legislators, employers, and employees. One problem is the lack of sufficient knowledge about gender equality and the lack of people with the knowledge needed to develop gender equality.

In the equality element section in the executive summary of the above project it is recommended that first, more education and training for the safety inspectors is needed on issues related to gender equality and psychosocial factors at work. The executive summary continues stressing that the activities of the Equality Bureau should be further strengthened and new methods and tools for gender mainstreaming should be created and implemented.
The current project seeks to bridge those critical gaps by first, creating a comprehensive training framework; second, by providing knowledge of gender mainstreaming to a critical mass of civil servants across different sectors and on all levels, local government officials and Structural Funds’ administrators; third, by proving the target group with a comprehensive set of tools to carry out gender mainstreaming; and fourth, by forging sustainable linkages between different project components whereby creating a strong element of synergy and long-term sustainability.

The positive lessons learnt, in particular as concerns project ES9906: Development of occupational health and safety sector, refer to the relevance of the availability of developed materials in an electronic form and creation of a network of relevant actors and its long-term efficient functioning. This is what the proposed project will extensively deal with in the form of a databases contained in the virtual Centre of Expertise and network creation.

The experience has likewise shown that the involvement of the Bureau of Gender Equality in projects dealing with gender equality has been highly instrumental in creating commitment among different counterparts (representatives of local and state officials). A continuing dialogue between policy-makers, civil servants, local authorities, trainers, researchers and NGOs is needed.

Of critical importance is also maintaining close formal and informal contact with all the parties involved in the project, which allows smooth implementation and good coordination with other ongoing and planned projects, which contribute to achieving fruitful project results.

The implementation of previous projects has also highlighted the importance of continuous dissemination of information about the progress of the project to all stakeholders.

4. Institutional Framework

The Ministry of Social Affairs will be responsible for the overall co-ordination of the project. According to its statute, the MoSA is responsible for promotion of gender equality, coordination of relevant activities and legislation. The Bureau of Gender Equality at MoSA, established in 1996, has a four member staff plus two non-staff project managers. It develops close cooperation with the body responsible for the implementation of gender policy, the Inter-Ministerial Committee on Gender Equality, which was established in February 2002. The Committee’s task is to formulate a plan of action to eliminate inequalities between women and men, to integrate gender equality in the action plans, programmes and projects of government institutions and to ensure the implementation of corresponding actions and measures.

The direct beneficiaries are: line ministries, local authorities and training institutions providing training for the civil servants and other staff working for public.

Two new institutions will be created by the Gender Equality Act. The supervisory institution will, in principle, be an independent body with its own budget and responsibilities before the Government that deals with complaints and cases involving.

---

5 As According to draft Gender Equality Act stare and local authorities are obliged to promote gender equality (Chapter 3, § 9)
gender discrimination. The Ministry of Social Affairs will closely cooperate with the above independent body and the Gender Equality Council.

The Gender Equality Council will be composed of a broad range of actors like civil servants, researchers, representatives of Trade Unions and NGOs.

The Council will gather a couple of times a year as necessary and serves as an advisory body for the Government. The Council’s work arrangement and relevant procedures will be under the responsibility of the Ministry of Social Affairs (in particular the Bureau of Gender Equality).

As far as timing allows, the newly recruited members of the two institutions created by the Gender Equality Act will be integrated in the scope of the current project and will benefit from the relevant training. In any case, they will benefit from training to be delivered by the trainers trained under this project.

5. Detailed Budget (EUR)

<table>
<thead>
<tr>
<th>Phare Support</th>
<th>Investment Support</th>
<th>Institution Building</th>
<th>Total Phare (=I+IB)</th>
<th>National Cofinancing *</th>
<th>IFI*</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract 1 Twinning</td>
<td></td>
<td></td>
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<tr>
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<td>16 700</td>
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<tr>
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<td>72 000</td>
<td>12 700</td>
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Total 552 000 552 000 52 700 604 700

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<td>State budget</td>
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<tr>
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<tr>
<td>Research *</td>
<td>12 000</td>
<td>12 000</td>
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<td></td>
</tr>
<tr>
<td>3.4.1.7. training **</td>
<td>11 000</td>
<td>11 000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study tour **</td>
<td>7 000</td>
<td>7 000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Translating and adapting materials **</td>
<td>1 000</td>
<td>11 700</td>
<td>12 700</td>
<td></td>
</tr>
<tr>
<td>3.4.1.7. Facilities for training and seminars **</td>
<td>6 000</td>
<td>4 000</td>
<td>10 000</td>
<td></td>
</tr>
<tr>
<td>Total national co-financing</td>
<td>26 000</td>
<td>26 700</td>
<td>52 700</td>
<td></td>
</tr>
</tbody>
</table>

* Joint co-financing  
** Parallel co-financing

The amounts for co-financing indicated in the table correspond to cash co-financing. In addition, in-kind contributions from the Estonian administration for effective implementation of the twinning/twinning light/TA may be further detailed in the twinning covenant/Terms of references.

The beneficiary and the National Authorizing Officer (NAO) will monitor the co-financing expenses. For the co-finance, a clear and verifiable set of costs will be provided. The beneficiary will define which budget lines are the sources for co-finance. Flow and stock data on co-finance will be submitted quarterly for steering committees, twice a year to the Sector Monitoring Working Group.

The beneficiary, together with the NAO commits to sound financial management and financial control.

The budget line for co-financing is in the State Budget for 2004 and 2005 under co-financing of international cooperation projects.

6. Implementation Arrangements

6.1. Implementing Agency
The CFCU will be the Implementing Agency responsible for DIS related tendering and contracting.

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

Programme Officer:
Mr Alo Jürgenstein  
Head of the International Co-operation and EU Integration Department  
Ministry of Social Affairs of Estonia

6 Conducting research into the post-training administrative capacity to integrate the gender equality perspective into all national and local policies, programmes and projects

7 delivering the “core” training programme to national and local authorities.
A Steering Committee will be established for making the key strategic decisions concerning the project and will oversee the implementation and effectiveness of the project. In the Steering Committee the following institutions will be represented: MoSA, Ministry of Internal Affairs, Ministry of Finance, EC Delegation, Centre for Public Service Training and Development, Tallinn Pedagogical University, Association of Estonian Cities. Due to the horizontal nature of integration of gender equality issues, the State Chancellery and ministry of Economics and Communications will be associated to the Steering Committee.

The training institutions to be involved in the project will be selected from among providers of public administration skills, e.g. Tartu University (Faculty of Public Administration); Tallinn Technical University (Faculty of Humanities and Social Science); Tallinn Pedagogical University (the Centre of Public Administration within the Department of Government); Estonian Public Service Academy; EuroUniversity Faculty of Regional Policy and Public Administration); Centre for Public Service Training and Development (operates under the State Chancellery of Estonia).

The 20 participants in the training of trainers course will be selected from the regular teaching staff or lecturers engaged on a contractual basis from public and private universities and adult training institutions. The criteria for the selection of the participants for the “training of trainers” course are a university degree, knowledge of methods applied in adult education as well as lecturing experience. The participants will be selected so as to ensure the representation of both sexes.
The trainers will be accredited by MoSA and commit themselves to deliver training for civil servants and local government officials. They will further participate in the training providing skills for the efficient use of the virtual Centre of Expertise, and will contribute to the updating of the database. They will form a pool of trainers that will be involved as trainers or experts on gender issues by the Bureau of Gender Equality, the public sector or municipal authorities, NGOs, etc.

A formal written agreement will be concluded between MoSA and the participants in the training of trainers course, specifying their obligation to deliver training to State and local government officials, and update the virtual center database for a minimum of three years following completion of the project.

6.2. Twinning

The beneficiary institutions and counterpart for the twinning is MoSA.
Contact person for the twinning is:
Mrs Ülle-Marike Papp
Head of the Gender Equality Bureau
Ministry of Social Affairs of Estonia
Gonsiori 29
15027 Tallinn
Estonia
Tel.: +372 626 9851
Fax: +372 626 9854
e-mail: ylle.marike.papp@sm.ee

6.3. Non-standard aspects
None

6.4. Contracts

There will be 1 contract for the Twinning

<table>
<thead>
<tr>
<th>EU Phare</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract 1 (EUR)</td>
<td>552 000</td>
</tr>
<tr>
<td>Subcontract</td>
<td>72 000</td>
</tr>
<tr>
<td>Database development</td>
<td></td>
</tr>
</tbody>
</table>

In addition, if deemed necessary, three technical assistance contracts (for research: 48.000 EUR, for training: 66.000 EUR and for database development: 72.000 EUR) may be sub-contracted within the twinning, under supervision of the PAA.

The three service sub-contracts may be contracted by CFCU; they will be included in the covenant budget and remain under the responsibility of the Member State Project Leader.

7. Implementation Schedule

7.1. Start of tendering/call for proposals
October 2003
7.2. Start of project activity
   June 2004
7.3. Project Completion
   November 2005

8. Equal Opportunity

The project deals with gender equality, its principles will be applied in the project. Equal participation of women and men will be followed when selecting trainers and participants of training courses.

Equal opportunities for women and men will be ensured by the Steering Committee during the implementation of the project. Equal opportunities for men and women to participate in the project will be measured by recording the experts and consultants employed.

9. Environment

N/A

10. Rates of return

N/A

11. Sustainability

Knowledge and skills will be maintained in the Centre of Expertise, which will be the responsibility of MoSA. MoSA will commit itself to regularly update and maintain on national resources the virtual Centre of Expertise after the end of the project. MoSA will ensure that the respective resources will be available for its yearly maintenance.

The training framework established would ensure that university graduates prepared in public administration possess knowledge and skills to take into account the gender perspective in their regular work.

Certified trainers are obliged to participate in annual training events organized by MoSA. This would help maintain their network and keep up commitment. They will further be engaged as experts by MoSA in integrating gender equality in policies and programmes and as lecturers. A formal written agreement will be concluded between MoSA and the participants in the training of trainers course, specifying their obligation to deliver training to State and local government officials, and to update the virtual center database for a minimum of three years following completion of the project.

12. Conditionality and sequencing

I. The project will be conditional upon written agreement with training institutions to participate in the project, to integrate in their curricula provision of knowledge of gender equality and to nominate participants in the training of trainers course.

II. The project will be conditional upon formal written agreement with the participants in the training of trainers course to fulfill their obligation to participate in training, train State and local government officials for a minimum of three years following completion of the project.
III. Following adoption of the Gender Equality Act, the activities of the twinning will be reviewed in order to guarantee consistency with the provisions of the new act and if appropriate integrate the staff of newly created structures in the scope of the project.

**Sequencing**
The sequence of the activities is the following:

- Conducting research on the existing administrative capacity
- Assessment of the gaps in the administrative capacity, including assessment of the legislative framework;
- Elaborating the strategy for the creation of a training framework for improving the capacity of national and local authorities to implement gender mainstreaming in policies and strategies.
- Delivering the training of trainers course + study tour for 20 trainers;
- Integration of gender equality in the curricula of selected public universities;
- Delivering training to 300 civil servants and local government officials;
- Post-training research;
- Definition of a strategy for effective integration of a gender equality dimension into all national and sectoral policies, including identification of priority areas for the delivery of gender expertise, definition of a methodology to be followed at sectoral level, etc.
- Developing the virtual Centre of Expertise.

The sequence will be followed according to the implementation chart.

**ANNEXES TO PROJECT FICHE**

1. Logical framework matrix in standard format
2. Time Implementation Chart
3. Cumulative contracting schedule and cumulative disbursement schedule (by quarters)
4. List of relevant Laws and Regulations
5. List of Government strategic plans and studies
6. Reference to feasibility studies and preparatory work
# Phare log frame

## LOGFRAME PLANNING MATRIX FOR
Project Development of administrative capacity of national authorities in the field of gender mainstreaming

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>2003/005-850.02.01</th>
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<tr>
<td>Contracting period expires</td>
<td>30.11.2005</td>
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<tr>
<td>Disbursement period expires</td>
<td>30.11.2006</td>
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<tr>
<td>Total budget:</td>
<td>604 700 EUR</td>
</tr>
<tr>
<td>Phare budget:</td>
<td>552 000 EUR</td>
</tr>
</tbody>
</table>

### Overall objective

**To achieve gender equality in Estonia**

- Gender equality perspective is integrated into national and local policies, programmes and projects
- Improvement of policies, programmes and projects from the point of view of gender equality.

### Objectively verifiable indicators

- Reports by public sector institutions on the implementation of gender mainstreaming;
- Analysis of national and local policies, programmes and projects in term of inclusion of the gender perspective.
- Expertise in gender relations in Estonian society available;

### Sources of Verification

- Strategic plan submitted to MoSA;
- Existence of the Centre of Expertise;
- Availability of training materials on gender issues;
- Report on the impact of training;

### Project purpose

**Estonian national and local authorities possess knowledge and skills to implement gender mainstreaming, in all national and local policies**

- Strategic plan to improve the capacity for the implementation of gender mainstreaming designed by the end of the project;
- Comprehensive information on gender relations available by the end of the project;
- Analytical techniques and tools for gender mainstreaming taught to and applied by relevant staff (300 officials in total);

### Assumptions

- Readiness of different national and local authorities to integrate gender mainstreaming into policy making;
- Good communication channels between state and local government institutions;
3.3.1. The strategy for the development of the training framework for improving the capacity of national and local authorities to implement gender mainstreaming in policies and strategies has been developed.

3.3.2. The relevant training system has been developed consisting of institutions of higher education and other adult training institutions providing public administration skills; their curricula have been supplemented by courses and topics on gender issues.

3.3.3. The first pool of trainers (20 in number, accredited by MoSA) has been prepared in gender equality issues, network of trainers has been created for delivering training to national and local authorities.

3.3.4. First group of civil servants trained on core issues of gender mainstreaming and possesses skills to implement it (in total around 300 officials on local and national levels).

3.3.5. Easy access to gender mainstreaming expertise is
provided to national and local authorities and all interested actors, possibly by the establishment of a Virtual Centre of Expertise for the gender mainstreaming.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Cost</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contract 1 – Twinning</strong></td>
<td><strong>Means</strong></td>
<td><strong>Cost</strong></td>
<td><strong>Assumptions</strong></td>
</tr>
<tr>
<td>3.4.1.1 Pre-Accession Adviser</td>
<td>Twinning 16-month twinning covenant with a member state.</td>
<td>240 000</td>
<td>MoSA support for the project; Human and other resources available to implement the project;</td>
</tr>
<tr>
<td>a) Developing institutional network of relevant actors;</td>
<td>3.4.1.1 Pre-Accession Adviser (PAA) for 16 months;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Coordinating project activities in Estonia, ensuring the continuity of project implementation, quality management of STE inputs;</td>
<td>PAA shall be an expert in gender issues and the implementation of strategic plans in the area of gender mainstreaming.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Elaborating the strategy for developing the training framework for the public authorities’ capacity building, including supplementing the curricula including recommendations for the creation of permanent courses, the aim and content of training and the Virtual Centre of Expertise.</td>
<td>The PAA will have had extensive experience in the senior management of an appropriate institution.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d) Elaborating recommendations for the necessary secondary legislation and administrative guidance.</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>e) Supervising research and training activities;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f) Supervising the post-training application of skills to integrate gender equality</td>
<td></td>
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</tr>
</tbody>
</table>
g) Organizing the study tour for 20 persons in order to learn from best practices in developing the gender mainstreaming tools and mechanisms in the selected MS (twinning partner).

h) Devise the best solution to provide easy access to gender mainstreaming expertise to national and local authorities and all interested actors and supervise its implementation (possibly by the establishment of a Virtual Centre of Expertise for the gender mainstreaming).

3.4.1.2 MS Project Leader
a) MS side project management;
b) Overall co-ordination of the project.

3.4.1.3 PAA assistant
a) Assistance to the PAA;
b) Translations and general accounting for the PAA.

3.4.1.4 STE 1
Developing the methodology for the study of gaps in the existing administrative capacity, and the methodology for research into the post-training administrative capacity to integrate gender equality in national and local policies.

3.4.1.5 STE 2
a) Developing horizontal ‘core’ training programmes for two target groups, i.e. trainers with expertise in gender issues and

| 3.4.1.2 MS Project Leader for 16 consecutive months. | 10 000 |
| 3.4.1.3 PAA Assistant for 16 consecutive months. | 12 000 |
| 3.4.1.4 STE 1 for 1 working month during 16 consecutive months. | 16 700 |
| 3.4.1.5 STE 2 for 4 working months during 16 consecutive months. | 66 800 |
| 7 working months over 16 consecutive months. | 36 000 | 12 000 |
second, national and local authorities;
b) Delivering the training of trainers course (20 participants) and creating the trainer network;
c) Revising and improving training programmes and materials based on feedback and training impact assessment over a medium-term period of time.

3.4.1.6. Research (TA)
3.4.6.1. Conducting research into the existing administrative capacity to integrate the gender equality perspective into national and local policy areas;
3.4.6.2. Conducting research towards the end of the project into the post-training administrative capacity to integrate the gender equality perspective into all national and local policies, programmes and projects.

3.4.1.7 Training (TA)
3.4.1.7.1. Participating in and supervising the delivery of training to the 300 officials by the accredited trainers from the Training of Trainers course. Acting as methodologist, training consultant and assistant throughout the entire training process providing methodical guidance to trainers.
3.4.1.7.2. Analysing and evaluating the content and methods of delivery of the “core” training programme to national and local authorities.
3.4.1.7.3. Revising and suggesting improvements to training programmes and materials based on feedback and training impact assessment.
3.4.1.7.4. Cooperating intensely with STE2.

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<th>11 working months over 11 consecutive months</th>
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<th>21 000</th>
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<td>25 000</td>
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<td>11 500</td>
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<td>12 700</td>
</tr>
<tr>
<td>72 000</td>
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</table>
3.4.1.8 Other tasks and commitments in the frames of the twinning contract:
   a)  Study tour;
   b)  Preparation of the twinning covenant;
   c)  Auditing of the project;
   d)  2.5% of reserve is foreseen for the twinning contract.

3.4.1.9 Center of Expertise (TA)
   development of database; translation and adoption of materials
3.4.4.1 Developing virtual Centre of Expertise (optimal technical solution for the Centre of Expertise);
3.4.4.2 Creating data bases of surveys, statistics, research in gender studies, analytical and educational techniques and tools for gender mainstreaming, appropriate handbooks, manuals, guidelines, best practice and training materials;
3.4.4.3 Selecting materials, translating and adapting the materials to the Estonian context;
3.4.4.4 Entering data, structuring and indexing the materials, creating links, etc;
3.4.4.5 Delivering skills for managing information contained in the virtual Centre of Expertise.

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>552,000</th>
<th>52,700</th>
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</table>

Preconditions

The project will be conditional upon formal agreement with educational institutions
## ANNEX 2
### TIME IMPLEMENTATION CHART

**Project N°: 2003/005-850.02.01**
**Project Title:** Development of administrative capacity of national authorities in the field of gender mainstreaming

<table>
<thead>
<tr>
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<th>2004</th>
<th>2005</th>
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<td>I</td>
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<td>Training system and its piloting (TA)</td>
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<td></td>
<td>C</td>
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<tr>
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<td></td>
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Note: T = Twinning, C = Capacity analysis, I = Training system and its piloting, TC = Virtual Expertise Centre
### CUMULATIVE CONTRACTING SCHEDULE (by quarters)  

#### ANNEX 3a

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### CUMULATIVE DISBURSEMENT SCHEDULE (by quarters)  

#### ANNEX 3b

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ANNEX 4

LIST OF RELEVANT LAWS AND REGULATIONS

Project No: 2003/005-850.02.01
Project title: Development of administrative capacity of national authorities in the field of gender mainstreaming

- Article 2 of the EC Treaty: The promotion of equality between men and women is a task of the European Community. Article 3 of the EC Treaty: In all its activities the Community shall aim to eliminate inequalities and to promote equality between men and women.
- Article 23 (1) of the Charter of Fundamental Rights of the European Union: "Equality between men and women must be ensured in all areas, including employment, work and pay."
- Communication from Commission “Incorporating equal opportunities for women and men into all Community policies and activities” (COM(96)67final).
- Council Resolution of 22 June 1994 on the promotion of equal opportunities for men and women through action by the European Structural Funds OJ C 231 20.08.94.

- Community framework strategy on gender equality (2001-2005)

As well as the European Employment Strategy and respective annual employment guidelines etc. Gender mainstreaming is a requirement for programmes and projects funded by the European Commission. The gender equality mainstreaming has been made compulsory in the National Action Plans of the Member States.
ANNEX 5

LIST OF GOVERNMENT STRATEGIC PLANS AND STUDIES

Project N°: 2003/005-850.02.01
Project title: Development of administrative capacity of national authorities in the field of gender mainstreaming

MINISTRY OF SOCIAL AFFAIRS STRATEGIC ACTION PLAN 2000 – 2010
Approved by the Decree of the Minister of Social Affairs No 129 from 20 April 2000.

The strategic goals for Ministry of Social Affairs were elaborated and laid down in the Strategic Action Plan of the Ministry of Social Affairs for the period between 2000-2010.

Objective 2010

- integration of the principle of gender equality into all national policies.
Relevance of feasibility study

No feasibility study has been envisaged for the current project. The relevance of the project has already been substantiated by

- the gaps identified by implementing the previous projects in the field of gender equality;
- the inadequately developed context for advancing gender equality in Estonia that has repeatedly been pointed out in the European Commission reports addressing the gender equality situation in Estonia (please refer to the background to the project proposal).