Standard Summary Project Fiche for the Transition Facility

1. Basic Information

1.1 CRIS Number: 2006/18111.02.02
   Twinning: EE/2006-IB/SO/01

1.2 Title: Equality between Men and Women – Principle and Goal for Effective and Sustainable Enterprises.

1.3 Sector: Social Affairs
1.4 Location: Estonia

2. Objectives

2.1 Overall Objective:
Gender equality principle is applied in the private sector.

2.2 Project purpose:
Raised awareness of the private sector of legal norms, policies, tools and best practices to promote gender equality in companies

2.3 Justification

According to the Chapter 13 of the Comprehensive monitoring report on Estonia’s preparations for membership regarding equal treatment of women and men, there were „significant delays in the adoption of legislation, which must urgently be addressed. The necessary implementing structures must also be put in place. “

The most important documents for Estonia as a new member state are the following:

- 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 141 of the EC Treaty: Member States should ensure equal pay for female and male workers for equal work, or work of equal value.
- Article 141 of the EC Treaty the Community should ensure the application of the principle of equal opportunities and equal treatment of women and men in matters of employment and occupations.
- 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."

  Article 1 paragraph 2 states that Member States should encourage employers to take measures to prevent all forms of discrimination on grounds of sex. According to the Article 1 paragraph 7 Member States are required to promote social dialogue between social partners with a view to fostering equal treatment, to encourage the social partners to promote equality between women and men and to encourage employers to promote equal treatment for men and women in the workplace in a planned and systematic way.

3. Description

3.1 Background and justification:

Due to many historical, political and economic problems, during the accession process gender equality was not identified as a priority either by society at large or by decision-makers.

The “National Programme for the Adoption of the Acquis” was adopted by the government in March 1998. The sixth chapter of the present “Government Activity Plan for 1998-2003” concentrated on social policy, including equal opportunities for women and men. According to the Government action plan, training and technical assistance have been oriented towards raising awareness about equal treatment of men and women, elaborating legislation and introducing the concept of mainstreaming gender equality into all action plans and policies in accordance with the Treaty of Amsterdam. Strategic Action Plan of the Ministry of Social Affairs for the period of 2000-2010 (approved in April 2001) incorporates integration of the principle of gender equality into all national policies, programs and projects as a long-term objective (until 2010).

One of the important activities for raising awareness about equal treatment of men and women in the labour market has been publication and distribution of informational materials. The Ministry of Social Affairs has translated and published the ILO “ABC of Women Workers’ Rights” together with pertinent conventions and a list of recommendations in Estonian. Reprint of the book was published in 2005. Also English-Estonian dictionary of equality terminology has been published and the material “Elderly women and employment” compiled which can be used for the training of employment bureaus and representatives of employers. The European Union Code of Practice on the Implementation of Equal Pay for Work of Equal Value for Men and Women has also been translated into Estonian.

Compliance with the *acquis communautaire* has been achieved when in April 2004 the Gender Equality Act (GEA) was adopted. It states the prohibition of direct and indirect discrimination based on sex both in public and private sector, creates a requirement for the employers to promote gender equality and requires Gender Equality Department of MoSA to provide consultations to all persons on matters related to implementation of the principle of equal treatment for men and women.

To promote gender equality and to make available necessary data, according to the GEA the employers are obliged to collect sex disaggregated statistical data concerning employment and that allows, if necessary, relevant institutions to monitor and assess whether the principle of equal treatment is complied with in employment relationships. The draft regulation of the Government of the Republic establishing the procedure for the collection of data and a list of data is under preparation in the MoSA.

Informational text introducing the GEA to employers is available in Enterprise Estonia’s information portal targeted to small and medium enterprises. The topic of gender equality in working life is also thoroughly discussed on the internet page of the Centre of Expertise on gender equality.

The act also created the post of Gender Equality Commissioner who, among other tasks provides opinions to persons who suffer from discrimination and persons who have a legitimate interest in monitoring compliance with the requirements for equal treatment about the possible cases of discrimination. The first Gender Equality Commissioner was appointed in October 2005.

Additionally, the act stipulates that disputes concerning discrimination shall be resolved in court and also pursuant to the procedure provided for in the Chancellor of Justice Act, GEA and other acts. According to the Chancellor of Justice Act in case a person finds that a natural person or legal person in private law has discriminated against him/her on the basis of sex, s/he has a right of recourse to Chancellor of Justice for the conduct of conciliation procedure.
However, the lack of relevant cases in courts and labour dispute organs and few complaints made to the Commissioner and Chancellor of Justice show low awareness among the employees of the rights guaranteed by the law and possibilities created for protection of these rights.

The proposed project seeks to consistently and systematically increase awareness of employers and employees about norms of equal treatment of men and women and promotion of gender equality in companies.

Surveys have been conducted in Estonia to identify the opinions of the employees about working conditions, work relations, possibilities to combine work and family life, but until now there is almost no information about the opinions, attitudes and knowledge of employers about equal treatment of men and women. In order to gather information about the level of awareness of the employers, their attitudes towards equal treatment of men and women, their readiness and willingness to promote gender equality and co-operate on this these topics with representatives of employees, a quantitative survey will be conducted in the framework of the project.

The main problem remains that due to the low awareness and lack of suitable and simple guidelines for employers on preventing the discrimination and ensuring equal treatment of men and women, but also on promoting gender equality, the implementation of the GEA has been rather weak in the private sector. In addition to having negative impact on the employers’ ability to fulfil their tasks under GEA, the low level of awareness and weak implementation of the principle of equal treatment can affect the competitiveness of Estonian companies in the EU.

Several activities have been undertaken to implement the gender equality mainstreaming strategy in the public sector, e.g. preparation of materials for training of civil servants, elaborating and publishing a manual for Gender Impact Assessment and conducting trainings to implement the gender impact assessment method.

There have been no similar activities for the private sector employers and employees. At the same time in 2004 74.5 per cent of employed persons in the age group of 15-74 were working in the private sector.

One of the most important aspects of equal treatment in the working life is equal pay for the work of equal value. Until now there is no comprehensive analysis in Estonia of the bases for the calculation of salaries and criteria used for work evaluation as well as job comparison from a gender aspect, although both Pay Act and GEA state the principle of equal pay for work of equal value. Unfortunately there is also a lack of pay experts in Estonian public sector who would be able to prepare suitable guidelines for the private sector. At the same time the research “Women-Men on Estonian Labour Market: Evaluation of Wage Differences”, which was carried out by Political Research Centre Praxis in 2004, concluded that a large part of the wage differences probably arises from people’s attitudes, which are expressed in labour market behaviour of employers or upon selection of employees by employers. This also shows the importance of non-discriminatory recruitment process.

Although the percentage of average wage for women of the average wage of men in Estonia has risen since the beginning of 1990s’ (wage differences have diminished) and the Estonian media has always abundantly covered wage difference issues, the average statistical difference between the wages of men and women was still 23.5 percent in 2004. For this reason, special attention will be paid to the equal pay questions also in the framework of this project.

Therefore it will be of utmost importance to give sufficient knowledge and skills for the private sector employers for the implementation of norms of equal treatment of men and women. Employers need specific knowledge and skills for implementing equal treatment of men and women when creating the conditions for access to employment, elaborating selection criteria and recruitment requirements. In order to ensure equal pay for equal work or work of equal value guidelines for the application of special methods of assessing the value of different jobs is needed as well.
The project envisages elaboration of tools and guidelines according to the needs and possibilities of Estonian private sector employers, based on the best practices in EU other member states and results of the survey conducted in Estonia.

The drafts of guidelines will be discussed during round-tables among twinning experts, Estonian counterparts, private sector employers and stakeholders.

According to the report “National social dialogue on the formulation, implementation and monitoring of employment policies” (PRAXIS working paper no 11/2003), the questions related to the equal treatment of men and women have not been included into the issues covered by tripartite national level social dialogue. To encourage establishment of communication channels and co-operation, roundtable will be held to create a network of the labour market partners and other stakeholders to draft the recommendations and action plan of future activities for the sustainability of such collaboration. The internet-based information centre of expertise will be serving as an additional e-forum for the network.

During seminars for different target groups the best practices of tools and methods for equal treatment of men and women and promotion of gender equality in working life will be introduced and skills to use guidelines trained.

The Twinning assistance will be needed for 12 months due to the length of time needed for the survey, including the tendering process and also because of the range of interdependent activities divided on a long period of time that demand the presence and participation of short term experts.

There are no NGO-s in Estonia with expertise in the area of the project. On the other hand trade unions, employers unions and also experts from Twinning-partner country’s NGO-s will be involved in the activities of the project.

The project activities will not overlap with those funded under ESF. Measure 1.1 of Priority 1 of ESF concerns lifelong learning, but the training activities of Transition Facility 2006 project are targeted to the implementation of acquis communautaire by the employers. Measure 1.2 of ESF has the general objective of preventing unemployment through the promotion of skilled, trained and adaptable workforce; the project purpose is to raise awareness of the private sector about human rights and promotion of gender equality in the companies. Measure 1.3 of ESF is directed towards prevention and alleviation of unemployment, measure 1.4 aims to improve the structure, system and quality of in-service training for civil servants to enhance administrative capacity of the central government, municipalities and associations of municipalities which does not concern the area of this project. Also none of the Priority 2 or 3 measures concerns the field of activities of the project.

Although gender equality principle is followed throughout the Estonian National Development Plan (NDP) for the Implementation of the EU Structural Funds SPD 2004-2006, its aims are different from those of the project application. The NDP aims through an integrated approach combining gender mainstreaming and positive measures at encouraging female labour market participation and achieving a substantial reduction in gender gaps in employment rates and unemployment rates. Attention will also be given to reconciling work and family life and facilitating return to work after a period of absence. According to the main findings of the ex-ante evaluation on the SPD thematic aspects, additional analyses should be conducted among other things on whether the salary of women is lower also for equal work or only with regard to average salary. The next NDP for 2007-2013 is still in too early stages of planning for adequate analysis of possible overlaps, according to the draft NDP it is foreseen establishment an information centre for gender mainstreaming into activities supported by ESF.

Additionally, none of the themes implemented under EQUAL in Estonia (A: Facilitating access and return to the labour market for those who have difficulty in being integrated or reintegrated into a labour market which must be open to all; G: Reconciling family and professional life, as well as the re-integration of men and women who have left the labour market, by developing more flexible and effective forms of work organisation and support services; I: Supporting the social and vocational integration of asylum seekers) would accommodate the activities planned under this project. Furthermore, the only opportunity in Estonia to join the EQUAL programme
was within the framework of call for tenders held in autumn 2004. There will not be any further EQUAL calls for tenders in Estonia.

3.2 Linked activities:

3.2.1. Phare projects

The Phare Twinning project *Development of Administrative Capacity of National Authorities in the Field of Gender Mainstreaming (EE/03/IB/SO/02)*

The project took place from July 2004 to December 2005 between the Ministry of Health and Social Affairs of Saxony-Anhalt, Germany and the Estonian Ministry of Social Affairs. The aim of this project was to promote Gender Mainstreaming as one strategy to achieve gender equality. There were four components in the project: 1) study identifying the gaps in the existing capacity of national and local authorities to implement gender mainstreaming; 2) training of 20 Estonian trainers by German experts in gender issues, gender mainstreaming, and methods and tools applied in its implementation and transferring basic gender mainstreaming expertise by Estonian trainers to civil servants and local government officials; 3) elaborating a long-term strategy for effective implementation of gender mainstreaming into all national and local policies and also 4) creating an internet-based information centre of expertise which provides easy access to gender mainstreaming support materials like basic knowledge of gender relations, statistics, results of studies, guidelines, checklists, etc.

It will be possible to use in the private sector project both the experience and knowledge of the trainers trained in the framework of the previous project and information gathered in the internet-based centre of expertise.

3.2.2. Other projects

3.2.2.1. Project Development of the occupational health and safety sector (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 analyse 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.

3.2.2.2. Project Women to the Top

In 2002, Estonia joined the European Union’s Community action programme, through which the European Community framework strategy on gender equality (2001-2005) is implemented. One of the projects carried out on the basis of the programme and coordinated by the Ministry of Social Affairs was aimed at supporting women’s careers in the private sector. On the basis of the project “Women to the Top”, mentor programmes were launched in five Estonian private companies, and a publication was translated dealing with organization-theoretical issues from a feminist viewpoint, “It Will Be in Order”. The project was carried out in cooperation with gender equality institutions of Sweden, Denmark, and Greece. The contacts created with the private companies in this project and also the publication translated will be of use also in the present project.
3.2.2.3. Project Gender Impact Assessment as a Core Measure for Gender Mainstreaming

The project took place under the European Union’s Community action programme, through which the European Community framework strategy on gender equality (2001-2005) was implemented from September 2003 to September 2004. The Ministry of Social Affairs’ task was to improve understanding in Estonia of gender equality and the dual-track approach to achieve equality; and to develop specific methods and tools, in particular gender impact assessment, for the promotion of gender mainstreaming. In doing so, it relied heavily on best practices from the EU. The overall goal of the project was to mobilize key actors for an efficient, integrated and coordinated resolution of gender equality issues in Estonia via promoting the gender mainstreaming approach as an effective development strategy. To achieve the objectives of the project several different methods were used, i.e. awareness-raising of the dual-track strategy of achieving gender equality; preparation of training materials, delivery of training and initiation of joint discussions for increased awareness of gender equality goals, strategies and tools; analysis of existing knowledge and best practice of gender mainstreaming implementation available in the EU and with international organizations; publication and dissemination of guidelines for gender impact assessment; national and international networking; and sharing of experience and expertise.

3.2.2.3. Project Implementation of Gender Mainstreaming in the New Member States: a Pilot Project in Hungary

The project, where Ministry of Social Affairs is one of the international partners, takes place from September 2005 to November 2006 under the European Union’s Community action programme, through which the European Community framework strategy on gender equality (2001-2005). In the framework of the project concept of institutionalization and handbook for leaders containing guidelines, gender equality standards, necessary activities, best practices, indicators and specific measures to be taken for implementation of the gender mainstreaming strategy will be prepared for the use in new member states of the EU.

3.3 Results:

3.3.1. The MoSA is better informed about the attitudes towards and problems private sector employers face in applying the gender equality principles in recruitment, promotion, training and working conditions, specifically with regard to remuneration.

3.3.2. Analysis of the guidelines, methods and tools used in the EU member states for the implementation of the principle of equal treatment of men and women and for the promotion of gender equality in the private sector companies has been performed and guidelines for Estonian private sector employers have been elaborated.

3.3.3. Increased awareness of the legal norms of equal treatment of men and women, and improved knowledge and skills of the participants of seminars in using the tools and methods of promoting gender equality in practice.

3.3.4. Network of private sector employers and stakeholders aimed at exchanging information, experience and good practice for the advancement of gender equality created.

3.4 Activities:

Contract 1 activities will be jointly carried out by beneficiary country and the member state twinning partner.
3.4.1 Contract 1: Twinning (12 consecutive months, 355 300 EUR, TF 340 000)

3.4.1.1. Resident Twinning Adviser – RTA (12 working months over 12 consecutive months, 157 400 EUR)

Tasks:
   a) The overall co-ordination and management of the project.
   b) Support and consultancy on research and seminar programmes
   c) Participate in nomination and mobilising and supervising the short term experts
   d) To coordinate and organize research, training activities, seminars and translation
   e) To provide detailed reports of the project
   f) Assist in the preparation of all strategic project documents

Profile:
   ✔ At least 5 years experience in gender equality issues
   ✔ Practical experience of working in the public sector or public research institution
   ✔ Have access to specialists who are able to provide detailed and relevant information or other skills required to create tools on different aspects of equal treatment of men and women for private enterprises
   ✔ Sound communication skills and previous experience of working in a multi-disciplinary and multi-national team
   ✔ Practical experience in international EU project management
   ✔ Fluent English.
   ✔ Good PC literacy.

3.4.1.2. RTA assistant (12 working months, over 12 consecutive months, 14 600 EUR)

Tasks:
   a) Assistance to the RTA
   b) Translations and general accounting for the RTA

Profile:
   ✔ Experience in assisting Phare projects.
   ✔ Fluent English and Estonian.
   ✔ Good PC literacy.
   ✔ Book-keeping skills.

3.4.1.3. MS Project Leader (0.5 working months over 12 consecutive months, 15 100 EUR)

Tasks:
   a) MS side project management.
   b) Overall co-ordination of the project.

Profile:
   ✔ At least 5 years experience in equal opportunities policies
   ✔ Knowledge in equal treatment legislation and gender equality
   ✔ Experience in management of international projects.
   ✔ Fluent English.
   ✔ Good PC literacy.
   ✔ Team work skills.
3.4.1.4. STE 1 (results 1-3, 2 working months, 51 700 EUR)

Tasks:
  a) Preparation of the concept and questionnaire for the quantitative survey.
  b) Preparation of the conceptual framework for analysing empirical data.
  c) Analyzing the methods and tools used in the EU member states for the implementation of the principle of equal treatment of men and women in recruitment, promotion, training, working condition and for the promotion of gender equality in the private sector companies.
  d) Training employers and stakeholders on seminars to use guidelines

Profile:
  ✓ Good knowledge of relevant legislative and institutional requirements, practical implementation and best practices of the gender equality principle in private sector organisations.
  ✓ Good knowledge of EU law on equal treatment of men and women.
  ✓ Experience in research of organisational issues and private sector management.
  ✓ Experience in qualitative and quantitative research methods at least 5 years.
  ✓ Good lecturing skills.
  ✓ Fluent English.
  ✓ Good PC literacy.
  ✓ Team work skills.

3.4.1.5. STE 2 (results 2-4, 2 working months, 52 300 EUR)

Tasks:
  a) Analyzing the guidelines used in the EU member states for the implementation of the principle of equal treatment of men and women in recruitment and equal pay issues in the private sector companies.
  b) Analysing job evaluation systems and methods used for reducing the pay gap between women and men.
  c) Preparing a general guideline for developing the system of criteria for the job-evaluation and comparison of jobs in the company.
  d) Analysing the recruitment methods and requirements and selection criteria.
  e) Taking into account the results of the survey, preparing guidelines for Estonian private sector employers for unbiased recruitment of men and women.
  f) Conducting discussions at roundtable meeting with employers and stakeholders for evaluation of guidelines.
  g) Training employers and stakeholders on seminars to use guidelines.
  h) Conducting discussions at roundtables for employers and stakeholders held to exchange information, experience and good practice for the advancement of gender equality and elaboration of recommendations for future activities of network established.

Profile:
  ✓ Expertise in equal pay issues.
  ✓ Experience in consulting private sector on equal pay issues.
  ✓ Expertise in equal treatment in recruitment issues.
  ✓ Experience in writing guidelines for private sector.
  ✓ Good lecturing skills and training experience with private sector.
  ✓ Fluent English.
  ✓ Good PC skills.

3.4.1.6. Seminars for the employers and stakeholders (result 3, 0.5 working months, 20 400 EUR (TF) + 8 900 EUR (Co-fin))

3.4.1.7.1. One-day seminar for the representatives of large employers (20 persons)
3.1.1.7.2. One-day seminar for the representatives of small and medium employers (20-25 persons)
3.1.1.7.3. One-day seminar for representatives of employees (15-20 persons)
3.1.1.7.4. Two-day seminar for Estonian gender experts (25 persons)

Short-term experts will conduct the seminars and prepare the contents of the materials for seminars.

Tasks:
   a) Exposing good practices at seminars and training to use guidelines and tools for implementing equal treatment of men and women and to promote gender equality in companies
   b) Collecting feedback and making training impact assessment

The selection of participants will be based on research and recommended by project steering committee, representatives of employers and stakeholders.

3.4.1.7. Roundtables for private sector employers and stakeholders (results 2 and 4)
Twinning expertise needed for 0.3 working months, translation of guidelines, 9500 EUR (TF) + 6400 EUR (Co-fin))

The roundtables will be targeted for exchanging information, experience and good practices for the advancement of gender equality by the network of key-actors established during the project activities (evaluation and assessment of guidelines, participation in seminars).

The network will be used to guarantee the sustainability of the co-operation between the employers and stakeholders for exchange of information, experience and good practice and discussion of relevant issues concerning promotion of gender equality in the private sector.

The participants for round-table meeting will be supplemented by the wage negotiators, experts and researchers recommended by project steering committee, representatives of employers and stakeholders.

3.4.1.8. Other tasks and commitments in the frames of the twinning contract:
   a) Preparation of the twinning covenant (10 000 EUR)
   b) Auditing of the project (4 000 EUR)
   c) Up to 2.5% contingencies are foreseen for the twinning contract (5 000 EUR)

3.4.2. Contract 2 Research (result 1, 28 700 EUR (Co-fin))

3.4.2.1. Conducting a quantitative survey among private sector employers with the aim to find out the attitudes towards and problems private sector employers face in applying the gender equality principles in recruitment, promotion, training, working conditions and remuneration when implementing the Gender Equality Act.

Profile:
   Estonian polling company
   ✓ Experience in making social studies at least 5 years.
   ✓ Experience and resources for conducting qualitative study and qualitative survey
   ✓ Good English and fluent Estonian.
3.5 Lessons learned

As the different components of the project are tightly linked to each other the co-operation between STE-s is needed. Therefore it will be necessary for the STE-s to be in Estonia in part at the same time.

In order to avoid the commitment problems of the different counterparts (representatives of employers and stakeholders) they will be actively involved in project through participation in the Project Steering Committee and in workshop meetings.

4. Institutional Framework

The Ministry of Social Affairs will be responsible for the overall co-ordination of the project. According to the Government of the Republic Act, the Mo SA is responsible for promotion of the equality of men and women and co-ordination of activities in this field. Gender Equality Commissioner will also be closely participating in the project with her expertise.

The direct beneficiaries are: Mo SA, representative organisations of the employers and employees (Estonian Employers Confederation, Estonian Business Association, Estonian Association of Small and Medium Size Businesses), 6 private sector companies, training institutions providing training for the managers (Tallinn Technical University, EBS Executive Training Centre) and Estonian Association for Personnel Development PARE.

As a result of the project the MoSA’s capacity to enforce the application of Gender equality Act has increased via guidelines and tools elaborated and seminars delivered. For further co-operation in promotion of gender equality and application of guidelines and tools in the private sphere the network of the employers, employees and gender experts has been established.

5. Detailed Budget

<table>
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<tr>
<th>€</th>
<th>Transition Facility support</th>
<th>Co-financing</th>
<th>Total cost (TF plus cofinancing)</th>
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<td>Investment Support</td>
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<td>Total Transition Facility (=I+IB)</td>
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<td>1.2. RTA Costs</td>
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<td>1.3. RTA assistant</td>
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<td>1.4. MS Project Leader</td>
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<td>1.5. STE 1</td>
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<td>1.6. STE 2</td>
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<td>1.8. 3 roundtables</td>
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Transition Facility contribution: EUR 340 000
Estonian co-financing: EUR 44 000
TOTAL: EUR 384 000

The amounts of co-financing indicated in the table correspond to parallel cash co-financing. In addition, in kind contributions from the Estonian administration for a good implementation of the twinning will be provided (office, communication facilities for project experts). No standard IT equipment or bureau machines are purchased in this project.

The co-financing expenses will be monitored by the beneficiary and the NAO. For the earmarked co-finance, a clear and verifiable set of costs will be provided (ex ante confirmation by the MoF of exact budget lines and re-confirmation before each contract within either of the two components) and ex post each project and at an aggregate level for each budget line. Flow and stock data on co-finance will be submitted quarterly for steering committees and to the CFCD and on half-yearly bases to the Sector Monitoring Working Group.

6. Implementation Arrangements
6.1. Implementing Agency

The CFCD of the Ministry of Finance is the implementing agency responsible for tendering, contracting and payments. The responsibility for project preparation, implementation and control will remain with the Ministry of Social Affairs.

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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 Finance, Ministry of Economy, Gender Equality Commissioner, Estonian Employers Confederation, Estonian Business Association, Estonian Association of Small and Medium Size Businesses, Enterprise Estonia, Confederation of Estonian Trade Unions, Tallinn Technical University, EBS Executive Training Centre.

6.2. Twinning

The direct beneficiary institution and counterpart for the twinning is MoSA.

Counterpart for the RTA will be:
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6.3. Non-standard aspects

No non-standard aspects are foreseen.

6.4. Contracts

There will be 2 contracts

<table>
<thead>
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<th>Transition Facility (EUR)</th>
<th>National co-financing (EUR)</th>
<th>Total (EUR)</th>
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<tr>
<td>Total</td>
<td>340 000</td>
<td>44 000</td>
<td>384 400</td>
</tr>
</tbody>
</table>

Contract 2 will be procured under the Estonian Public Procurement Law.

7. Implementation Schedule

7.1 Start of tendering/call for proposals
July 2006

7.2. Start of project activity
May 2007

7.3 Project Completion
April 2008
8. **Sustainability**

After the end of the project the empirical data gathered by the survey, its analysis and the roundtable discussions can be used for elaboration of further tools and trainings by MoSA.

Analysis of the guidelines, methods and tools used in the EU member states and guidelines elaborated for Estonian private sector employers will make a solid base for further promotion of gender equality in the private sector. The guidelines will be made available to all interested parties through relevant web-pages. Based on the analysis and the information gathered by the survey, it will also be possible to draft further guidelines that will help to promote equal treatment of men and women with regard to e.g. promotion, training, working conditions etc.

Moreover, the network of private sector employers and stakeholders aimed at exchanging information, experience and good practices for the advancement of gender equality will be a guarantee for further co-operation with the private sector. Based on its plan of activities drafted in the framework of the project, the network will continue to work on further issues concerning equal treatment in the workplace, e.g. working conditions, training, promotion etc and will be able to formulate recommendations suitable for the Estonian context. The tools created by or in close co-operation with the private sector itself will have more validity for other employers. Also, as the representative organisations will be a part of the network, it will be possible to distribute the information to a larger number of private sector stakeholders through it.

9. **Conditionality and sequencing**

According to the GEA the employers are obliged to collect sex disaggregated statistical data concerning employment and that allows, if necessary, relevant institutions to monitor and assess whether the principle of equal treatment is complied with in employment relationships. In order to choose suitable partners who would be interested in the activities of the project the following aspects will be taken into account: recommendation from the members of the Steering Committee; previously shown interest in the topic of the project; and the percentage of workers covered by collective agreements. It will be made sure that the partners will have a strong feeling of commitment towards reaching the objective of the project. By first involving the employers more interested in the advancements on the topic, it will be ensured that the project products have been prepared in close co-operation with the private sector, and therefore adjusted to local conditions.

**Conditionality**

Reaching the agreement with 6 private sector employers to analyse the suitability of the guidelines for small, medium and large enterprises in Estonia. The agreement must be reached between the companies and MoSA at least by beginning of the first round-table meeting.

**Sequencing**

* The most important milestones to be reached in the project are:

  * Results (report) of the quantitative survey about the attitudes towards and problems private sector employers face in applying the gender equality principles in recruitment, promotion, training, working condition and remuneration.
  * Guidelines for Estonian private sector employers
  * 4 seminars for different target groups
  * Recommendations and draft plan of activities of the network of private sector employers and stakeholders
# Transition Facility log frame

## LOGFRAME PLANNING MATRIX FOR

**Project**: Equality between Men and Women – Principle and Goal for Effective and Sustainable Enterprises

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>Contracting period expires</th>
<th>Disbursement period expires</th>
<th>Total budget: 355 300 EUR</th>
<th>TF budget: 340 000 EUR</th>
</tr>
</thead>
</table>

### Overall objective

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender equality principle is applied in the private sector.</td>
<td>Increased capacity of MoSA to enforce the application of Gender Equality Act</td>
<td>Statistics from private sector employers, Regular gender equality monitoring</td>
</tr>
</tbody>
</table>

### Project purpose

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raised awareness of the private sector of legal norms, policies, tools and best practices to promote gender equality in companies.</td>
<td>Awareness has been raised through seminars for private sector employers and employees (ca 50 persons), guidelines and tools for promotion of gender equality have been elaborated, made available and purposefully applied</td>
<td>Final project report, Guidelines and tools based on EU best practice, Seminars conducted (programmes and feedback)</td>
</tr>
</tbody>
</table>

### Results

<table>
<thead>
<tr>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The MoSA is better informed about the attitudes towards and problems private sector employers face in applying the gender equality principles in recruitment, promotion, training, and working conditions, specifically with regard to remuneration.</td>
<td>Attitudes towards and problems private sector employers face mapped via quantitative survey and roundtable discussion by March 2008.</td>
<td>* Report on the results of the survey, * Feedback lists from the participant of the seminars and roundtables.</td>
</tr>
</tbody>
</table>

* Sufficient interest from private sector employers and stakeholders in gender equality, in participating in the discussions about the gender equality in the working life and willingness to co-operate.

*Availability of well-known high-level experts
2. Analysis of the guidelines, methods and tools used in the EU member states for the implementation of the principle of equal treatment of men and women and for the promotion of gender equality in the private sector companies has been performed and guidelines for Estonian private sector employers have been elaborated and discussed with stakeholders at roundtable meeting.

3. Increased awareness of legal norms of equal treatment of men and women, and improved knowledge of the participants of seminars of the tools and methods of promoting gender equality in practice.

4. Network of private sector employers and stakeholders aimed at exchanging information, experience and good practice for the advancement of gender equality created.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Products and Outputs</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Analysis of the guidelines, methods and tools used in the EU member states for the implementation of the principle of equal treatment of men and women and for the promotion of gender equality in the private sector companies has been performed and guidelines for Estonian private sector employers have been elaborated and discussed with stakeholders at roundtable meeting.</td>
<td>*Analysis report Guidelines elaborated List of participants and results of roundtable discussions</td>
<td>by the twinning partner</td>
</tr>
<tr>
<td>3. Increased awareness of legal norms of equal treatment of men and women, and improved knowledge of the participants of seminars of the tools and methods of promoting gender equality in practice.</td>
<td>Seminar programmes and materials delivered List of participants Feedback from participants</td>
<td>Experts’ access to relevant information</td>
</tr>
<tr>
<td>4. Network of private sector employers and stakeholders aimed at exchanging information, experience and good practice for the advancement of gender equality created.</td>
<td>List of network members Reports of discussions Recommendations formulated Plan of activities drafted</td>
<td></td>
</tr>
</tbody>
</table>

Guidelines and tools for private sector employers suitable for the Estonian context elaborated on the basis of the analysis of the EU best practice available by April 2008.

1 roundtable of private sector employers and stakeholders

4 seminars, guidelines and relevant materials

2 roundtables of private sector employers and stakeholders

Experts’ access to relevant information
<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Cost</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1.1. Preparation of the concept and questionnaire for the quantitative survey</strong></td>
<td>Expertise for 0,75 months</td>
<td>19 455</td>
<td></td>
</tr>
<tr>
<td><strong>1.1.2. Conducting a quantitative survey among private sector employers</strong></td>
<td>Private sector input</td>
<td>28 700</td>
<td></td>
</tr>
<tr>
<td><strong>2.1. Analysing guidelines, methods and tools used in the EU member states for implementation of the principle of equal treatment of men and women and promotion of gender equality in the private sector.</strong></td>
<td>Expertise for 0,5 months</td>
<td>13 170</td>
<td></td>
</tr>
<tr>
<td><strong>2.2 Elaborating guidelines and tools for private sector employers to avoid gender discrimination and promoting gender equality in the company with regard to recruitment, evaluation of their suitability for the Estonian context at roundtable meeting with private sector employers and stakeholders and their adaptation.</strong></td>
<td>Expertise for 0,75 months</td>
<td>20 055</td>
<td></td>
</tr>
<tr>
<td><strong>2.3. Elaboration of a general guideline for developing a system of criteria for job-evaluation and comparison of jobs in the company and evaluation of their</strong></td>
<td>Expertise for 1 month</td>
<td>26 340</td>
<td></td>
</tr>
</tbody>
</table>
suitability for the Estonian context at roundtable meeting with private sector employers and stakeholders and their adaptation.

3. Holding seminars for private sector employers and stakeholders
   3.1. Holding a one-day seminar for the employers of large companies
   3.2. Holding a one-day seminar for the employers of small and medium size enterprises
   3.3. Holding a one-day seminar for representatives of employees.
   3.4. Holding a two-days seminar for Estonian gender experts

4. Conducting 3 roundtables for employers and stakeholders to exchange information, experience and good practice for the advancement of gender equality and elaboration of recommendations for future activities of network established

5. RTA

6. RTA assistant

7. MS Project Leader

8. Twinning covenant

9. Twinning audit

<table>
<thead>
<tr>
<th>Task</th>
<th>Duration</th>
<th>MoSA Expertise for 0,5 months</th>
<th>Private sector input</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1. Holding a one-day seminar for the employers of large companies</td>
<td></td>
<td>20 400</td>
<td>8 900</td>
</tr>
<tr>
<td>3.2. Holding a one-day seminar for the employers of small and medium size enterprises</td>
<td></td>
<td>9 500</td>
<td>6 400</td>
</tr>
<tr>
<td>3.3. Holding a one-day seminar for representatives of employees.</td>
<td></td>
<td>157 400</td>
<td></td>
</tr>
<tr>
<td>3.4. Holding a two-days seminar for Estonian gender experts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Conducting 3 roundtables for employers and stakeholders to exchange information, experience and good practice for the advancement of gender equality and elaboration of recommendations for future activities of network established</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. RTA</td>
<td>12 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. RTA assistant</td>
<td>12 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. MS Project Leader</td>
<td>0.5 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Twinning covenant</td>
<td>up to 6 months</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Twinning audit</td>
<td>1 month</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Contingencies</td>
<td>€</td>
<td>5 000</td>
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</tr>
<tr>
<td>-------------------</td>
<td>---</td>
<td>------</td>
<td></td>
</tr>
</tbody>
</table>

**Preconditions**

* Reaching agreement with 6 private sector employers to analyse the suitability of the guidelines for small and medium and large enterprises in Estonia. The agreement must be reached between the companies and MoSA at least by the time of first drafts of the guidelines being finalized.
Annex II: Detailed implementation chart
Programme Title: Equality between Men and Women – Principle and Goal for Effective and Sustainable Enterprises

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
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<tbody>
<tr>
<td><strong>Contract 1</strong></td>
<td>T T T T C C C C C I I I I I I I I</td>
<td>T T T T C C C C C I I I I I I I</td>
<td>T T T T C C C C C I I I I I I I</td>
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<tr>
<td><strong>Contract 2</strong></td>
<td>T T T T C C C C C I I I I I I I</td>
<td>T T T T C C C C C I I I I I I I</td>
<td>T T T T C C C C C I I I I I I I</td>
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</tbody>
</table>
Annex III Contracting and disbursement schedule by quarter for full duration of programme

CRIS No:  
Project Title: Equality between Men and Women – Principle and Goal for Effective and Sustainable Enterprises

ANNEX 3A: Cumulative contracting schedule in €

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th></th>
<th></th>
<th></th>
<th>2008</th>
<th></th>
<th></th>
<th></th>
<th>2009</th>
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<tbody>
<tr>
<td></td>
<td>31.03</td>
<td>30.06</td>
<td>30.09</td>
<td>31.12</td>
<td>31.03</td>
<td>30.06</td>
<td>30.09</td>
<td>31.12</td>
<td>31.03</td>
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<tr>
<td>Contract 1: Twinning</td>
<td>0</td>
<td>337 700</td>
<td>337 700</td>
<td>337 700</td>
<td>337 700</td>
<td>337 700</td>
<td>337 700</td>
<td>337 700</td>
<td>337 700</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>340 000</td>
<td>340 000</td>
<td>340 000</td>
<td>340 000</td>
<td>340 000</td>
<td>340 000</td>
<td>340 000</td>
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</tbody>
</table>

ANNEX 3 B: Cumulative Disbursement Schedule in €

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th></th>
<th></th>
<th></th>
<th>2008</th>
<th></th>
<th></th>
<th></th>
<th>2009</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31.03</td>
<td>30.06</td>
<td>30.09</td>
<td>31.12</td>
<td>31.03</td>
<td>30.06</td>
<td>30.09</td>
<td>31.12</td>
<td>31.03</td>
<td></td>
</tr>
<tr>
<td>Contract 1: Twinning</td>
<td>0</td>
<td>202 620</td>
<td>202 620</td>
<td>202 620</td>
<td>202 620</td>
<td>303 930</td>
<td>303 930</td>
<td>340 000</td>
<td>0</td>
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<tr>
<td>TOTAL</td>
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<td>202 620</td>
<td>202 620</td>
<td>202 620</td>
<td>202 620</td>
<td>303 930</td>
<td>303 930</td>
<td>340 000</td>
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