Standard Summary Project Fiche for the Transition Facility

1. Basic Information

1.1 CRIS Number: 2006/18111.02.01

1.2 Title: Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

1.3 Sector: Education

1.4 Location: Estonia

2. Objectives

2.1 Overall Objective(s):

A cohesive civil society created in which all people in Estonia have equal access to education and employment opportunities regardless of their ethnic or linguistic background.

2.2 Project purpose:

Timely, efficient and effective implementation of the State Integration Programme on the basis of well-defined strategy, implementation plan and increased capacity of integration-related institutions.

2.3 Justification

- The Treaty Establishing the European Community (97/C340/03) Title III Free movement of person - art. 39;


4. Integration in Estonian Society

3) Practical steps in the implementation of the State Integration Programme

New initiatives

… The Government taking office on 10 April 2003 continues the state integration policy approved by the Estonian society on the basis of consensus. The Government does not intend to change the internationally recognized basic principles of Estonian citizenship and language policy, but plans and supports all such steps facilitating
acceleration of the naturalization process. Since 1 January 2004, it is planned to return to people who acquire citizenship 100% of the money that they have spent on learning Estonian. On 3 June 2003, the Government supported a draft act initiated by the faction of the Centre Party, by which the procedural terms for applying for citizenship will be shortened twice. …

… Estonia is also encouraged to further promote integration of the Russian minority by, in particular, continuing to increase the speed of naturalisation procedures and by taking other proactive measures to increase the rate of naturalisation.

3. Description

3.1 Background and justification:

As an outcome of large-scale immigration during the Soviet times, a sizeable community using Russian as its first language has been formed in Estonia, having a specific legal status in the country’s population. Ethnically, Estonians comprise ca 68% of the total population, Russians 26%, Ukrainians 2%, Byelorussians 1%, Finns 1% and other ethnic groups in total 2% (see also Chart 1 in ANNEX 7).

Linguistically, as the person’s first language, 67,3% of total population are speaking Estonian, 29,7% are speaking Russian and 3% are speaking other languages.

A significant number of Russian-speakers still do not have the citizenship of any country.

In 2005, there are in total ca 1 351 000 inhabitants, including:
- 1 108 000 Estonian citizens (82%)
- 101 000 citizens of other countries (7,5%)
- 137 000 persons with undetermined citizenship (10,1%)
- 5000 illegally residing persons (0,4%)

Due to the lack of Estonian citizenship and poor knowledge of Estonian, a significant number of non-Estonians still lack a sufficient outlet to the rest of society. This is reflected in case of several important linguistic-communicative, legal-political and socio-economic indicators, e.g. the unemployment rate of non-Estonians (10,1% in 3rd quarter of 2005) still exceeds two times the unemployment rate of Estonians (5,4%), ca 10% of total population are persons with undetermined citizenship, only 40% of Russian-speakers state that they are speaking Estonian fluently, etc.

The Estonian Government has taken measures to speed up the integration process in society, by implementing the State Programme “Integration in Estonian society 2000-2007” since 2000.
In the field of naturalisation process, the Government’s priority has been to remove technical barriers and support the Estonian language training for citizenship applicants.
These measures and the aspect of Estonia’s accession to the EU have already had an effect to the naturalisation rate which has significantly increased since 2000 (see also
Whereas only 3425 persons were naturalised in 2000, the number of naturalised persons was two times higher in 2005 (7072).

During the implementation of SP 2000–2007, a number of national and international studies, reports and project evaluations have been carried out, which have highlighted both success stories as well as shortcomings.

In order to assess the efficiency and the effectiveness of the State Programme, the interim evaluation of the State Programme was carried out in 2005.

On the basis of interim evaluation of the State Programme and other related recent studies and surveys (see ANNEX 5), the Government of Estonia has approved on 01.12.2005 the Terms of Reference for the development of the State Programme for the period of 2008-2013. The Government state that it is important to take additional measures in order to ensure that the achieved level of naturalisation will be maintained and even increased in the future. Similarly, it is important to achieve similar positive results in other important fields of social integration, incl.:

- significant increase of the state language proficiency among the youth (esp. school graduates) and adult population;
- decrease of share of non-Estonians among social risk groups (such as unemployed persons, HIV/AIDS infected persons, drug addicts, convicted persons, etc);
- increase of everyday communication/contacts between Estonians and non-Estonians (esp. among the youth)
- re-creation of common media sphere between Estonians and non-Estonians, by increasing the share of non-Estonian-speaking audience of Estonian media programmes.

The Terms of Reference also referred to the following institution-building and capacity-building needs:

- to analyse and, if required, to revise the structure of measures, activities, expected outcomes and planned resources of the State Programme, both in case of current State Programme and the new State Programme which will be developed in 2006-2007;
- to define in detail the roles of key implementing institutions of the State Programme, incl. the functions and authorities of the Steering Committee, ministries and the Non-Estonians’ Integration Foundation;
- to increase the capacity the officials responsible for integration-related activities in ministries and state agencies and the Non-Estonians’ Integration Foundation;
- to strengthen the State Programme’s financial planning and management, which should be carried out by the Non-Estonians’ Integration Foundation and the Office of the Minister for Ethnic and Population Affairs.


Reports of the European Commission against Racism and Intolerance (ECRI) about Estonia, available electronically at: http://www.coe.int/T/E/human%5Frights/Ecri/4%2DPublications/etc.
The results of these documents provide also input for the programming of the next SP 2008–2013 in the framework of current Project.

In order to ensure the effective and smooth implementation of the abovementioned tasks, the Government will establish in February 2006 a special Expert Commission for the development of new State Programme for the period of 2008-2013. The Expert Commission will be responsible for the development of the draft of the State Programme in 2006. Thereafter, the draft of the State Programme will be submitted for public discussion in 2007 in order to achieve a general consensus in society about developmental goals of society integration for the period 2008-2013. After submission of proposals and corresponding modification of the State Programme, it is planned to adopt the new State Programme in January 2008 (see also ANNEX 9).

With regard to Project expected outcomes, below the following explanations are provided according to the planned 2 Components (and correspondingly 2 Contracts) of the Project:

Component 1
The Component 1 is designed to provide assistance to Estonia in the development of the State Programme for society integration during the years 2006-2008. The Component 1 is divided into 2 sub-components, i.e. the support for the development of the SP 2008-2013 and support for modifying the Development Plans of local governments on the basis of the SP 2008-2013.

With regard to Sub-Component 1.1., according to Terms of Reference for development of SP 2008-2013, the Government will form the Expert Commission for the development of the SP 2008-2013 during 2006-2007. The current Project Component 1 will provide technical assistance to the Expert Commission through a number of expert assistance activities, incl.:
- a best-practice study in order to identify at least 2-3 best-practice cases (incl. target group type, actors, measures, etc) applicable to Estonian case of society integration policy and programmes. Also, the members of Government Expert Commission and the officials of the implementing institutions of SP should increase their knowledge about most successful cases of integration measures in 2 EU Member States via study visits to corresponding countries.
- needs assessment/ feasibility studies 6 reports of current needs/feasible measures of society integration produced in the fields of bilingual education; naturalisation; social risk groups/factors; tolerance; language proficiency
- expert work in developing and after feedback from public discussion of the draft of SP 2008-2013, modifying and fine-tuning of proposals for SP 2008-2013
- conducting information/training days on SP 2008-2013 for media representatives in order to provide up-to-date information on the stages of development of SP 2008-2013
- conducting information/training days on SP 2008-2013 for implementing institutions of SP in order to provide sufficient knowledge on expected outcomes, measures, required resources and their functions in SP.

With regard to Sub-Component 1.2., after development of SP 2008-2013, it is necessary to introduce the integration-related measures in the development plans of local governments, as LG should play a significant role in launching and
implementing local integration activities, in addition to centralised state-co-ordinated measures under SP 2008-2013. Therefore, expert assistance will be provided to local governments, first to analyse the existing development plan and, thereafter, to make proposals for inclusion of integration-related measures in DP. The proposals should establish the basis for future allocations from the state budget and local governments’ budgets to concrete local initiatives for social integration.

Component 2
The Component 2 is designed to provide assistance to Estonia in order to increase the capacity of institutions responsible for implementation of concrete measures in the framework of the SP 2000-2007 as well as for SP 2008-2013. The Component 2 is divided into 3 sub-components, i.e. increasing capacity of CMB staff, strengthening examination system at SEQC and improving SP financial management system at NEIF.

With regard to Sub-Component 2.1., CMB officials have to increase the knowledge about naturalisation procedures of other EU Member States, as one of the goals of the state integration policy is to speed up the naturalisation process by reducing technical barriers in the application procedures. The selected best-practice cases of EU MS would offer models and procedures that can be applied to CMB practice. For this purpose, 2 study visits will be organised to 2 EU MS. Also, as CMB is responsible for processing the applications for citizenship (in total ca 7000 naturalised persons in 2005), the staff of CMB has an important role of providing on-time and high level service for citizenship applicants, esp. in everyday communication with applicants. The feedback from CMB employees shows that the staff of CMB needs to improve the client-service skills, esp. the knowledge of Russian and the customer service skills. For this purpose, corresponding training courses will be organised for the staff of CMB offices.

With regard to co-ordination of different financing instruments, a possible overlap with Structural and Cohesion Funds has been avoided. The training of CMB staff does not duplicate the measures of SPD 2004-2006 measures, as in the relevant legislation, it is certified that specific training of state institutions according to the needs of individual organisations is not eligible for Structural Funds support. The central training of civil servants in the framework of SPD 2004-2006 is targeted at the management level of civil servants, not at customer service personnel (which is the direct target group in the current TF Project in Activity 2.1.) Also, the training for implementation of modified software is not eligible in the framework of SPD 2004-2006 (which is foreseen in Activity 2.3.).

With regard to Sub-Component 2.2., SEQC needs to increase the reliability of the language and citizenship exam system, to strengthen the capacity of language training providers and to disseminate information about language exam opportunities among target groups. For this purpose:
- the technical solutions will be developed and implemented for use of digital processing of exams at SEQC. The developed information system will incorporate previous database of documents issued by the Citizenship and Migration Board.
- the equipment (laptop computers) will be procured solely by national funding in order to enable the institutions to maintain the database from regional offices and allow cross-queries of examinee data.
- the training course will be organised for language training providers. Training course focuses on modern didactical methods to help prepare language learners for state exams. Relevant course curriculum and training materials will be elaborated.
- information will be disseminated among language exam applicants. Information materials will be developed for examinees in Estonian, English and Russian.

With regard to Sub-Component 2.3., the financial planning and management of finances of SP through the NEIF has to be modified, as the current financial system does not enable regular, up-to-date and accurate monitoring of allocation of SP funds. Therefore, the current Project will provide expert assistance for further modification of financial management system (FMS) and introduction of integrated digital document management system (DDMS) along with the training of responsible staff of NEIF.

NEIF is one of the key institutions in implementing the State Programme and main supporting institution to Minister’s Bureau of Population Affairs in general administration of the State Programme. NEIF has been founded to coordinate the implement the SP – to support integration related projects and effectively coordinate financial resources allocated for integration activities, including administration of projects financed from foreign aid. The NEIF annual budget constitutes up to 2/3 of SP allocations. It administrates SP funds of three government institutions - State Chancellery, Ministry of Education and Research, Ministry of Interior Affairs. Administration of SP funds is organised through projects implemented by NEIF; public procurement measures and allocations to grant beneficiaries.

NEIF assists Minister’s Bureau of Population Affairs and bears responsibility for everyday practical coordination of work between the four sub-programmes and for reporting on SP. NEIF also fulfil the tasks of a secretariat of the steering committee SP, and is responsible for coordinating the monitoring and research of SP.

NEIF as the main administrator of SP allocations requires modified information technology solutions for comprehensive FMS to ensure transparent and effective financial management and control systems for funds administrated through NEIF and adequate financial monitoring and reporting systems for funds administrated through other implementing institutions.

The general requirements for ICT based solution of FMS:
• Financial management and control systems should be in accordance with requirements set in General Rules for State Accounting (MoF Regulation no 105; 11.12.03). Further more the FMS must ensure sound financial management of SP allocations, provide adequate separation of functions between and within the implementing institutions, must guarantee transparent control systems and sufficient audit trail and raise the effectiveness of supervision and monitoring of SP allocations.
• The system should support accounting and payments, financial planning and reporting, contract management and other activities relevant to daily administration of funds (public procurement contracts, grants, administrative costs etc), general client management of beneficiaries and service providers, etc.
• The system should enable a variety of possibilities to systemize the financial information e.g. according to SP structure, different implementing institutions, different state budget allocations, divisions between international funds and state
funds; different SP periods, SP yearly action plans, SP missions, activities, programmes, projects, beneficiary allocations etc.

- The possibility for continuous monitoring and supervision of finances should be guaranteed for both SP. The FMS should enable comparison between SP 2008-2013 and SP 2000-2007 funds.
- The ICT based solution should include different user groups and access areas based on actual needs and requirements of NEIF staff and other SP implementing institutions.

The FMS should be supported with integrated DDMS. The documentation for management of SP activities (e.g. grant awards, public procurement) in NEIF is relatively voluminous. Current information system does not satisfy the actual needs for systemization of documents or provide opportunities for official proceedings of electronic documents. This may lead to increased procurement and grant award periods and limit information sharing among beneficiaries and SP implementing agencies.

The DDMS should increase the effectiveness of administration of different activities under SP specifically improving documentation of management systems (e.g. coordination of public procurement and grant award) of NEIF and accelerated information sharing with grant beneficiaries, other SP implementing institutions. The introduction of DDMS would also have relative cost saving effects to SP implementing institutions as well as to SP beneficiaries.

The new requirements for ICT based solution of DDMS:
- The system should provide opportunities for compiling, registration, authentication, protection, proceeding, systemization and archiving of documents.
- The system should enable sufficient audit trail for supervision and audit of allocation of SP funds. Systemization of different documents – electronic contracts, projects or grant applications, invoices or payment requests, reports, correspondence, decrees etc.
- The system should support electronic communication with beneficiaries, service providers, SP institutions etc., e.g. submitting grant proposals or reports electronically with electronic signature.
- The ICT solution should include different user groups and access areas based on actual needs and requirements of NEIF staff and other SP implementing institutions.

3.2 Linked activities:

3.2.1 Previous Phare and Transition Facility projects

The current Project is closely linked to the on-going and previous Phare and Transition Facility activities in the field of society integration:

<table>
<thead>
<tr>
<th>Project no</th>
<th>Name</th>
<th>Amount EUR</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>ES 9502.02</td>
<td>Language Training 1996-1997</td>
<td>EUR 200 000</td>
<td>completed</td>
</tr>
<tr>
<td>ES 9622.03</td>
<td>Estonian Language Training Programme 1998-2000</td>
<td>MEUR 1.4</td>
<td>completed</td>
</tr>
<tr>
<td>ES 0003.01</td>
<td>Estonian Social Integration and Language Training Programme for Ethnic Minorities in Estonia 2001-2003</td>
<td>MEUR 3.1</td>
<td>completed</td>
</tr>
</tbody>
</table>
1st phase – project No ES 9502.02 was aimed at elaborating a national language strategy – a plan for 10-15 years for Estonian language training for the non-Estonian population. The strategy was worked out and approved by the Estonian Government in April 1998. Another task of the project was to co-ordinate various language training programmes and projects, including the seeking of foreign assistance in support of these projects. The activity culminated in 1998 with wide-scale and/or multi-donor programmes co-ordinated by the Ministry of Education and the UNDP that replaced a great number of small projects supported during 1993-1997.

2nd phase – project No ES 9622.03 was aimed at implementing the Language Strategy, supporting concrete measures such as language courses for adult non-Estonians, teacher training, language training summer camps for non-Estonian youth, intensive language courses for students, public awareness campaigns, activities on language policy issues, etc.

3rd phase – project No ES0003.01 was aimed at improving language teaching in Russian-medium schools, increasing the number of non-Estonian speakers attending Estonian language courses, increasing the number of citizenship applicants and Estonian language proficiency exam applicants and increasing awareness of multicultural issues in Estonian society. For this purpose, the project was supporting language teacher training, production of language-teaching materials, joint activities for non-Estonian and Estonian youth, language courses for adults, and integration-oriented and language-teaching broadcasts.

4th phase - No ES 2003/004-582.03.04 is aimed at improving comprehensively the quality and scope of teaching in Estonian at Russian-medium school system, starting from pre-primary to gymnasium education. For this purpose, the project is supporting subject teacher training, production of subject-related teaching and study materials, joint activities for non-Estonian and Estonian youth. Also, it continues to support the language courses for adults, and integration-oriented information dissemination.

5th phase – No 2004/006-270.05.02 of the Transition Facility is aimed at increasing the number of Estonian citizens among persons currently with undetermined citizenship through increase of awareness and knowledge about the conditions for acquiring Estonian citizenship. For this purpose, a new innovative citizenship application training system will be developed and implemented for both the young and adult applicants in the framework of the project together with other support measures (information dissemination about exams and training opportunities, improving exchange of information between institutions, etc).

These 5 phases of the EU Phare and TF support, together with other Government-supported initiatives, have facilitated positive changes by improving the Estonian language proficiency, increasing employment opportunities among significant number of non-Estonians and reducing technical barriers for citizenship application.
3.2.2. PH02E10001/Project ES 0003.01 Contract no: PHTE02837 Technical Assistance for Strengthening the Administrative Capacity of the Non-Estonians’ Integration Foundation

PricewaterhouseCoopers was assigned by the Non-Estonians Integration Foundation to conduct a mid-term evaluation for the Phare project ES0003-1 “Social Integration and Language Training Programme for Ethnic Minorities in Estonia”. The results of the mid-term evaluation of the Phare project are provided below in Section 3.5.1.

3.2.3. Technical Assistance / Accession Facility project No 2003/004-582.01.02-0016 EE03-IB-TWP-ESC-10 Interim Evaluation of the State Programme and Development of Project Pipeline

In order to assess the efficiency and the effectiveness of the State Programme, the Office of the Minister for Ethnic Affairs commissioned the interim evaluation of the State Programme in 2005. The public tender for EC financed service (Technical Assistance/ Accession Facility) was carried out in March-April 2005; the service contract with Ernst & Young Baltic was signed on 30.04.2005. The results of the mid-term evaluation of the State Programme are provided below in Section 3.5.2.

3.3 Results:

3.3.1. Result 1.1.
Proposals for concrete measures for further integration developed under the State Programme (SP) 2008-2013 based on the evaluation and assessment of the previous SP 2000-2007, identifying concrete activities with indicators or foreseen impact and indicating responsible institutions, in line with the resources earmarked in the state budget and from other donors; knowledge about integration needs/ opportunities & best-practice cases increased and incorporated into strategy-making process

3.3.2. Result 1.2
Development plans (DP) of local governments (LG) analysed and modified to complement with state integration-related measures; framework established for future allocations from the state budget and local governments’ budgets to concrete local initiatives for social integration

3.3.3. Result 2.1
Capacity of Citizenship and Migration Board (CMB) staff increased for processing naturalisation applications

3.3.4. Result 2.2
Language and citizenship examination system at State Examination and Qualification Centre (SEQC) strengthened through enhanced information system accessible at all offices of SEQC, potential examinees sufficiently informed about the examination procedures and requirements, language training providers’ improved methodological skills and capability to prepare examinees

---

2 The indicators of the results are confirmed to be quantified and measurable. For indicators please see Annex 1 - logframe.
3.3.5. Result 2.3.
Financial management system improved and integrated digital document management system introduced for management of State Programme (SP) at Non-Estonians’ Integration Foundation (NEIF)

3.3.6. Result 3.
Equipment for enhanced information system procured and installed to strengthen language and citizenship examination system at SEQC

3.4 Activities:

3.4.1.
Contract 1: Service (TF EUR 319 000, Nat. Co-fin EUR 30 000, 28 months)

Expert 1.1. (375 man-days or ca 17 man-months over 23 consecutive months)
The task of Expert 1.1. is to provide expert assistance to the Expert Committee responsible for the development of the State Programme 2008-2013, incl. by conducting the best-practice analysis and needs assessment, preparing the study visits, preparing the proposals for the State Programme drafts, preparing the information/training days for media representatives and implementing institutions of the State Programme.

Profile
- university degree relevant to the assignment
- at least 3 years of professional experience related with the social integration programmes, projects or other activities
- good team-working skills
- fluency in written and spoken English, Estonian and Russian
- computer literate

Activity 1.1. Supporting the development of State Programme (SP) 2008-2013

Tendering procedure

1.1.1. International best practice analysis
Output: At least 2-3 best-practice cases (incl. target group type, actors, measures, etc) applicable to Estonian case identified

1.1.2. Conducting study visit 1
Output: a 7-day study visit to EU MS for 10 officials of SP implementing institutions and 10 members of Expert Commission, to learn from other comprehensive integration programmes of other EU MS

1.1.3. Conducting study visit 2
Output: a 7-day study visit to EU MS for 10 officials of SP implementing institutions and 10 members of Expert Commission, to learn from other comprehensive integration programmes of other EU MS

1.1.3. Needs assessments/ feasibility studies of integration fields
Output: 6 reports of current needs/feasible measures of society integration produced in the following fields: bilingual education; naturalisation; social risk groups/factors; tolerance; language proficiency

1.1.4. Feedback on needs assessments/ feasibility studies
Output: Feedback from stakeholders on the reports, incl. definition of problem, goal, target group, outcomes, methods, activities, etc

1.1.5. Fine-tuning of needs assessments/ feasibility studies
Output: 6 needs assessments/ feasibility studies of integration fields ready for further use in development of SP 2008-2013

1.1.6. Analysis of current SP 2000-2007 documents
Output: 1 analysis of SP docs produced, most effective measures & gaps identified

1.1.7. Development of proposals (-i.e. compiling a work document) for SP 2008-2013
Output: 1 set of proposals on recommended outcomes, measures & required resources in SP 2008-2013

1.1.8. Disseminating the work document for potential beneficiaries and collecting feedback on proposals for SP 2008-2013
Output: Feedback from stakeholders on the proposals received through discussion of the proposals on 3 seminars

1.1.9. Fine-tuning of the proposals for SP 2008-2013
Output: 1 set of modified proposals for SP 2008-2013

1.1.10. Information/training days on SP 2008-2013 for media representatives
Output: Media representatives have up-to-date information on the stages of development of SP 2008-2013 through 4 information/ training days

1.1.11. Information/training days on SP 2008-2013 for implementing institutions of SP
Output: Staff of implementing institutions of SP 2008-2013 have sufficient knowledge on expected outcomes, measures, required resources and their functions in SP through 8 information/ training days

Auditing

**Expert 1.2. (225 man-days or ca 10.2 man-months over 11 consecutive months)**
The task of Expert 1.2. is to provide expert assistance to local governments, incl. by analysing the current development plans of local governments in the framework of the new State Programme 2008-2013, and by developing corresponding proposals of integrated-measures to be introduced thereafter in the development plans.

**Profile**
- university degree relevant to the assignment
- at least 3 years of professional experience related with the analysis of development/ strategic plans of public sector
- good team-working skills
- fluency in written and spoken English, Estonian and Russian
- computer literate

**Activity 1.2. Proposals for development plans (DP) of local governments (LG)**

Tendering procedure

1.2.1. Analysis of LG current development plans (DP)
Output: 1 analysis of DPs produced, most effective examples (both local and international) & gaps identified

1.2.2. Development of proposals for DP
Output: 1 set of proposals for introduction of integration-related measures in DP

1.2.3. Feedback on proposals for DP
Output: Feedback from stakeholders on the proposals received through discussion of the proposals on 2 seminars

1.2.4. Fine-tuning of the proposals for DP
Output: 1 set of modified proposals for DP

Auditing

**Contract 2: Service (TF EUR 176 000, Nat. Co-fin EUR 77 000, 28 months)**

**Expert 2.1. (38 man-days or ca 1.7 man-months over 11 consecutive months)**
The task of Expert 2.1. is to provide expert assistance to the Citizenship and Migration Board (CMB), incl. by preparing and conducting the training programme (intensive Russian language training and customer service training) for the staff of the CMB that are dealing in their everyday work with the citizenship applicants. Also, Expert 2 has to prepare the study visits to two EU MS.

**Profile**
- university degree relevant to the assignment
- at least 3 years of professional experience related with the development and implementation of training programmes
- good team-working skills
- fluency in written and spoken English, Estonian and Russian
- computer literate

**Activity 2.1. Increasing capacity of Citizenship and Migration Board (CMB) staff**

Tendering procedure

2.1.1. Mapping concrete training needs of CMB staff in the field of knowledge of Russian and customer service skills
Output: 1 training needs assessment of CMB staff, incl. the scope of the problem, target group, etc

2.1.2. Development of training curriculum
Output: Training curriculum for 2 modules (Russian language & client service) developed and discussed with stakeholders

2.1.3. Development of training materials
Output: Training materials for 2 modules developed

2.1.4. Selection of participants for training
Output: Max 20 potential candidates selected for Russian language training course and 60 participants (in 2 groups) for customer service training course

2.1.5. Technical preparations
Output: Technical facilities ready for the training courses

2.1.6. Training courses for staff of CMB
Output: 20 CMB staff members have increased their skills of Russian through 48hrs training; 60 CMB officials have increased the customer service skills through 1 day training; follow-up testing conducted

2.1.7. Conducting study visit 1
Output: 8-day study visit to EU MS for 6 CMB officials, to learn from naturalisation procedures of other EU MS

2.1.8. Conducting study visit 2
Output: 3-day study visit to EU MS for 8 CMB officials, to learn from naturalisation procedures of other EU MS

Auditing

**Expert 2.2 (125 man-days or ca 5,7 man-months over 12 consecutive months)**
The task of Expert 2.2. is to provide expert assistance to the State Examination and Qualification Centre (SEQC), incl. by developing of technical solution for information system of language exam and citizenship exam applicants, technical solution for digital processing of exams at SEQC offices, developing of communication plan & information materials and its dissemination for language exam applicants, preparing and implementing of in-service training plan & materials for language training providers.

**Profile**
- university degree relevant to the assignment
- at least 3 years of professional experience related with the development of information systems
- good team-working skills
- fluency in written and spoken English, Estonian and Russian
- computer literate

**Activity 2.2 Strengthening examination system at State Examination and Qualification Centre (SEQC)**

Tendering procedure
2.2.1. Development of description of technical solution for further development of information system of language exam and citizenship exam applicants
Output: Description of technical solution produced for further development of information system of language exam and citizenship exam applicants

2.2.2. Further development of the information system
Output: Information system of language exam and citizenship exam applicants tested and ready for work

2.2.3. Development of technical solution (equipment and software) for digital processing of examinee data at SEQC offices
Output: Document of technical solution for digital processing of exams at SEQC offices produced

2.2.4. Advice concerning procurement and installation of equipment for digital processing exams at SEQC offices
Output: Expert advice on procurement and installation of equipment for digital processing exams at SEQC offices provided

2.2.5. Procurement and installation of equipment for digital processing exams at SEQC offices
Output: Equipment (45 laptops) for digital processing exams at SEQC offices procured, installed & ready for work

2.2.6. Development of communication plan & materials for dissemination of information for language exam applicants
Output: Communication plan & materials for dissemination of information for language exam applicants developed, incl. 2 leaflets and 1 poster in 3 languages (Est, Eng, Rus), 60 000 copies in total, press events, articles in the media

2.2.7. Disseminating information on language exam opportunities for potential applicants
Output: Language exam applicants are well informed about the examination opportunities and prepared for exam

2.2.8. Preparation of in-service training plan & materials for language training providers
Output: In-service training plan for language training providers prepared, incl. 20 hours course, conducted in Tallinn and North-East of Estonia, ca 150 participants

2.2.9. Selection of voluntary participants for the in-service training
Output: Participants (language training providers) for the training course selected

2.2.10. Training course for 150 language training providers
Output: Language training providers have up-to-date knowledge about exam requirements and procedures

2.2.11. Conducting and analysing feedback from participants for further training by SEQC
Output: Recommendations for further training by SEQC provided
Auditing

**Expert 2.3 (138 man-days or ca 6.3 man-months over 23 consecutive months)**
The task of Expert 2.3. is to provide expert assistance to the Non-Estonians’ Integration Foundation, incl. by developing and introducing an ICT based solution for financial management system (FMS) of the State Programme at NEIF, training of relevant staff at NEIF for the use of modified system, development and introduction of a related digital document management system at NEIF, providing a follow-up technical support and user assistance during the test period.

**Profile**
- university degree relevant to the assignment
- at least 3 years of professional experience related with the development of ICT based solutions for financial management systems.

**Activity 2.3. Improving State Programme’s (SP) financial management system (FMS) at Non-Estonians’ Integration Foundation (NEIF)**

Prior to tendering for the expert assistance NEIF will order a feasibility study to analyse the specific needs and requirements for ICT based solution and to compile a terms of reference for the tender of expert assistance. The licenses for ICT based solutions will be purchased from state budget.

**Tendering procedure**

2.3.1. Development of ICT based solution for financial management system (FMS) of SP at NEIF
Output: Document of technical solution for ICT based solution for financial management system (FMS) of SP at NEIF produced

2.3.2. Modification of FMS software following the specific needs of new financial management requirements for SP at NEIF.
Output: FMS software for SP activities at NEIF modified

2.3.3. Testing of the modified FMS software at NEIF
Output: Modified FMS software at NEIF tested and ready for installation

2.3.4. Transfer of data from different databases, incl. previous NEIF accounting system, information from other SP implementing institution to modified FMS software
Output: Financial data from different databases transferred to modified FMS

2.3.5. Installation, re-testing and introduction of modified FMS software to staff at NEIF
Output: Modified FMS software online and introduced to staff at NEIF

2.3.6. Training of different user groups (staff at NEIF) for the use of modified FMS software
Output: Staff of NEIF have acquired new skills for use of modified FMS through user training course
2.3.7. Development and introduction of digital document management system integrated to FMS at NEIF
Output: New digital document management system introduced and integrated with FMS at NEIF

2.3.8. Providing follow-up technical support and user assistance
Output: Technical support and user assistance provided in piloting period

Auditing

3.5 Lessons learned:

3.5.1. PH02E10001/Project ES 0003.01 Contract no: PHTE02837 Technical Assistance for Strengthening the Administrative Capacity of the Non-Estonians' Integration Foundation

PricewaterhouseCoopers was assigned by the Non-Estonians Integration Foundation to conduct a mid-term evaluation for the Phare project ES0003-1 “Social Integration and Language Training Programme for Ethnic Minorities in Estonia”.

The analysis included a more general aspect of evaluation to assess the relevance of the Phare project to the State Integration Programme and actual needs of the society.

Recommendations were made concerning several aspects of the State Programme, which should be addressed by the Government in the future:

1. On the strategic management of the State Programme: Integration Steering Committee should consist of high-level civil servants (for example vice-chancellors) to increase the decision power of the body. The committee should also include a representative from the Ministry of Economics and Communication Affairs to coordinate actions taken in the socio-economic integration area of the State Programme.

2. On the financial management system of State Programme: It is recommended to improve the financial management procedures by using compensatory control by NEIF

4. It is recommended to improve the financial management procedures by using compensatory control by the head of the NEIF: to do post-payment review of the actual payments made once a week. This is to compensate the removal of his authorization of invoices for payments (as his signature was not in fact a control, as he could not check the controls done before him and did not have time to supervise). This will be done by the Project manager (eligibility and contract check and accountant dealing with issues concerning tax, arithmetical and budget checks). The head of the unit will do third approval.

6. On human resource policies concerned with State Programme: One of the results of the evaluation was a training plan, based on the training needs assessment. It was recommended to find resources to conduct these trainings and thereby enhance further the administrative capacity of civil servants.
In order to assess the efficiency and the effectiveness of the State Programme, the Office of the Minister for Ethnic Affairs commissioned the interim evaluation of the State Programme in 2005. Ernst & Young Baltic conducted the evaluation in the period from May-December 2005.

The objective was to evaluate the implementation of the State Programme, by pointing out its main strengths and weaknesses that enables to make necessary modifications in the State Programme in order to ensure its timely, efficient and effective implementation.

The evaluation expert group made the following main recommendations:
- to concentrate educational resources on the transition to bilingual education in Russian-language schools;
- to provide all necessary resources and measures in order to speed up naturalisation process;
- to introduce comprehensive measures in order to expand socio-economic aspect of integration (active labour market measures, social inclusion of Russian-speaking risk groups, etc);
- to strengthen significantly the overall management of the State Programme, esp. the functions, responsibilities, capacities and authorities of the institutions implementing the State Programme; also, the structure of the State Programme should be based on the well-defined outcomes, missions, targets and achievement indicators, and adequate resources.

The evaluation team concluded that the implementing institutions of the State Programme have complied with the programme pursuant to the set goals, using the available national and external assistance resources. The beneficiaries’ assessments of the activities of the State Programme have been positive. At the same time, the evaluation team also pointed out that there has generally been a low amount of success in furthering integration in Estonia. Therefore, the evaluation team rated the compliance with regard to the narrower aspect – implementation of activities – as satisfactory – the State Programme has at the moment of mid-term appraisal achieved some of the results to necessary achieve objectives by 2007.

The results of the Interim Evaluation of the State Programme “Integration on Estonian society 2000-2007” indicated that there is a clear need to re-structure the programme, as the current State Programme dates from a period 6 years ago. For further information about the Interim Evaluation, see ANNEX 6.

4. **Institutional Framework**

The current Project will be a part of the implementation of the State Programme “Integration in Estonian Society 2000-2007” (SP), adopted by the Government of Estonia on 14.03.2000. Moreover, the Project activities are directly related to the development of the new State Programme in the field of social integration, by taking
into account the lessons learned from the on-going SP 2000-2007 and the evaluations of the SP by independent experts since 2000.

The on-going SP 2000-2007 consists of 4 sub-programmes. The Ministries of Education and Research, Culture, Social Affairs, and Internal Affairs and NEIF are responsible for the implementation of sub-programmes. The current Project is providing technical assistance to the development of the overall structure of SP 2008-2013 and its all sub-programmes.

The current Project will rely on a wide range of social partners active in supporting and implementing the integration process.

National level actors include:

- **Minister for Population and Ethnic Affairs**
  The Minister for Population and Ethnic Affairs (without portfolio) is the main responsible and co-ordinating body in this project, being also the main co-ordinator to SP implementation. In the current Project, the Office of the Minister will ensure the management of the Project through PO. Also, the Office of the Minister will ensure smooth and effective communication of expert team with the Expert Committee responsible for the development of SP 2008-2013 and the technical assistance to institutions implementing the SP 2000-2007. Also, the Office of the Minister (under State Chancellery) will provide a part of national co-financing for the Project.

- **Ministry of Education and Research**
  The Ministry of Education and Research is responsible for the most comprehensive scope of activities and corresponding resources in the implementation of SIP. More than 50% of all financial resources under SP are directly or indirectly related to the educational issues, which are the field of responsibility of the Ministry of Education and Research. In the current Project, the Ministry of Education and Research will ensure, through its representative in the Steering Committee, the overall co-ordination of expert teamwork with its sub-agency, the State Examination and Qualification Centre (SEQC), and also will provide national co-finance for the technical assistance to SEQC.

- **The Ministry of Internal Affairs**
  The Ministry of Internal Affairs is responsible for the sub-programme “Social Competence” of SP. Most of them are related to speeding up the naturalisation process and increasing political-civic participation among non-Estonians, which are the field of responsibility of the Ministry of Internal Affairs. In the current Project, the Ministry of Internal Affairs will ensure, through its representative in the Steering Committee, the overall co-ordination of expert teamwork with its sub-agency, the Citizenship and Migration Board.

- **The Ministry of Social Affairs**
  The Ministry of Social Affairs is responsible for the sub-programme “Social Competence” of SP. Most of them are related to reducing the share of non-Estonians among social risk groups (unemployed, drug addicts, HIV/AIDS infected persons, etc), which are the field of responsibility of the Ministry of Social Affairs. In the current Project, the Ministry of Social Affairs will be included, through its representative in the Steering Committee, in the co-ordination of development of
proposals for the SP 2008-2013, esp. in the field of socio-economic integration of non-Estonians.

- **The State Examination and Qualification Centre**
  The SEQC is a government agency acting within the administrative sphere of the Ministry of Education and Research. The State Examination and Qualification Centre (SEQC) is directly involved in the implementation of SP 2000-2007, as one of its main functions is to conduct the exams for citizenship applicants, thus playing an important role in naturalisation process. In the current Project, technical assistance is provided to SEQC through capacity building of the state exam system.

- **The Citizenship and Migration Board**
  The CMB is a government agency acting within the administrative sphere of the Ministry of Internal Affairs and it deals with the citizenship issues. The Citizenship and Migration Board (CMB) is directly involved in the implementation of SP 2000-2007, as one of its main functions is to process applications for Estonian citizenship, thus playing an important role in naturalisation process. In the current Project, technical assistance is provided to CMB through capacity building of personnel of CMB.

- **The Non-Estonians’ Integration Foundation (NEIF)**
  Similarly to the Ministry of Education, the NEIF is a key institution in the SP, being involved in the implementation of all sub-programmes of the State Programme. The NEIF’s activities are implemented on the basis of the State Programme “Integration in Estonian society 2000-2007” and it will receive necessary resources from the state budget for its functions. With total annual budget of ca MEUR 4 and approx. 30 employees, the NEIF is one of the key institutions in implementing the State Programme. The NEIF is a non-profit organisation founded by the Estonian Government. Since the 1999, the activities of the NEIF form a part of the yearly National Plan for the Adoption of the Acquis (adopted by the Government) and Foundations activities are covered by Regular Reports from the European Commission on Estonia’s Progress Towards Accession. NEIF has been founded to coordinate the implement the SP. The annual allocations to NEIF constitutes up to 2/3 of SP funds. It administrates SP funds of three government institutions – the State Chancellery, Ministry of Education and Research, Ministry of Interior Affairs. In the current Project, technical assistance is provided to NEIF in order to modify the existing financial management system of SP 2000-2007 and introduce integrated digital document management system. In addition, the NEIF will have the function of operating as the PO’s Support Unit in order to ensure the timely and effective implementation of the whole Project, based on the expertise gained during the implementation of previous Phare projects in the field. The Head of the PO’S Support Unit and the Project Specialist will be hired at the NEIF to fulfil the tasks and responsibilities of the PO’S Support Unit are described in Section 6. Also, the NEIF will ensure that the results of the current Project will be used in the further activities in the field of capacity-building of integration-related institutions and practical work in integration of non-Estonian population, incl. further training of officials, modification of State Programme action plans, etc.

- **Local governments**
  Local governments are the direct beneficiaries of the Project activities, as the officials of local governments are responsible for planning and co-ordination of integration
measures for schools and NGOs concerned in the area of local government. In the current Project, technical assistance is provided to local governments for developing proposals of integration-related measures to be introduced in the development plans of local governments, on the basis of experience gained through the elaboration of SP 2008-2013. The representatives of local governments will be included in the Steering Committee and will be consulted on all project activities.

The other key actors include MPs, research institutions, the President’s Roundtable on National Minorities, representatives of NGOs representing ethnic minority communities, etc. As the members of the Steering Committee, the representatives of these institutions will supervise the implementation of the TF project, by having comprehensive knowledge of the situation in the field.

**Ownership of Project goods**
The copyright of training programme and materials created remains in the possession of the State Chancellery and the NEIF, and the license to produce additional materials will be provided to publishers free of charge (to keep low the additional editions process per material).

### 5. Detailed Budget

<table>
<thead>
<tr>
<th>TF Support (EUR)</th>
<th>Co-financing (EUR)</th>
<th>Total cost (TF plus co-financing) (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Support</td>
<td>Institution Building</td>
<td>Total Transition Facility (=I+IB)</td>
</tr>
<tr>
<td><strong>Contract 1 Supporting the development of SP 2008-2013 &amp; Proposals for development plans of LG</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>319.000</td>
<td>319.000</td>
</tr>
<tr>
<td><strong>incl. study visits</strong></td>
<td>30.000</td>
<td>30.000</td>
</tr>
<tr>
<td><strong>Contract 2 Increasing capacity of CMB staff, Strengthening examination system at SEQC and Improving SP financial management system at NEIF</strong></td>
<td>176.000</td>
<td>176.000</td>
</tr>
<tr>
<td><strong>incl. study visits</strong></td>
<td>7.000</td>
<td>7.000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0</td>
<td>495.000</td>
</tr>
</tbody>
</table>

(*): contributions form National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises

(**): private funds, FIs loans to private entities
The amounts for co-financing indicated in the table correspond to cash co-financing. The co-financing expenses will be monitored by the beneficiaries and the NAO. For the earmarked co-finance, a clear and verifiable set of costs will be provided. The beneficiary will define which budget lines are the source 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 beneficiaries, together with the NAO, commit to sound financial management and financial control.

National co-financing from the State Budget includes joint co-financing according to the following institutions:

**State Chancellery:**
In Contract 1 Sub-Component 1.1. Supporting the development of SP 2008-2013, joint co-financing EUR 30 000 in 2007 for covering the costs of 2 study visits for 10 officials of SP implementing institutions and 10 members of Expert Commission, to learn from other comprehensive integration programmes of other EU MS;

In Contract 2 Sub-Component 2.1. Increasing capacity of Citizenship and Migration Board (CMB) staff, covering the costs of 2 study visits for officials of CMB, incl. 8-day study visit to EU MS for 6 CMB officials, to learn from naturalisation procedures of other EU MS; 3-day study visit to EU MS for 8 CMB officials, to learn from naturalisation procedures of other EU MS.

**The Ministry of Education and Research:**
in Contract 2 Sub-Component 2.2. Strengthening examination system at SEQC, joint co-financing EUR 51 000 in 2007 for covering the costs of equipment for digital processing of exams at SEQC offices during examinations; and joint co-financing EUR 20 000 for covering the costs of disseminating information for language exam applicants.

The detailed description of Project costs, incl. national co-financing costs is provided in ANNEX 8.
6. Implementation Arrangements

6.1 Implementing Agency

The Implementing Agency is the CFCD; the CFCD will be responsible for tendering and contracting.

*The Programming Authorising Officer/PAO is:*
Mr. Renaldo Mändmets
Deputy Secretary General of the Ministry of Finance
Address: Suur-Ameerika 1, Tallinn 15006, Estonia
Phone: (+372) 6 113 545
Fax: (+372) 6 966 810
E-mail: rena
do.mandmets@fin.ee

The Minister for Population and Ethnic Affairs (through Programme Officer - PO) will be responsible for ensuring the implementation of the Project, by preparing ToRs for tendering, tender documents, tender evaluation reports, requests for payment, interim and final reports submitted by the PO’s Support Unit, and forwarding them to the Implementing Agency, and assessing the relevance of Project contracts’ outcomes to ToR.

*The Programme Officer/PO is:*
Ms Kätlin Saaliste
Counsellor to the Minister for Population and Ethnic Affairs
Office of the Minister for Population and Ethnic Affairs, the State Chancellery
Rahukohtu 3
Tallinn, 15161
Phone: +372 6935709
Fax: +372 6935721
E-mail: katlin.saaliste@riigikantselei.ee

The PO’s Support Unit at the NEIF will be responsible for assisting PO in the implementation of the Project; the Head of the PO’s Support Unit is also the Project Manager of the Project.

*The Project Manager is:*
Mr Tanel Mätlik
Director of the Foundation Non-Estonians' Integration Foundation
Liimi 1
Tallinn, 10621
Phone: +372 6599021
Fax: +372 6599022
E-mail: tanel.matlik@meis.ee

Also, a full time project specialist will be hired prior to the start of the project activities.

The PO’s Support Unit at the NEIF will be responsible for programming and planning activities, assisting Office of Minister for Population and Ethnic Affairs by preparing ToR-s for tendering, tender documents, tender evaluation reports, requests for
payment, interim and final reports, assisting the Steering Committee, monitoring and evaluation of the project. In addition, the PO’s Support Unit at the NEIF has overall responsibility for co-ordination of activities between the contracts of the Project and with other linked state or donor-financed activities (like SP 2000-2007 and SP 2008-2013). The tasks of the PO’s Support Unit at the NEIF will be regulated by a Memorandum of Understanding between the Office of Minister for Population and Ethnic Affairs (under the State Chancellery) and the NEIF.

The PO and its Support Unit at the NEIF will technically implement the project in tight co-operation with the relevant Government institutions, NGO-s, research institutes and other partners.

A Steering Committee (SC), composed of representatives with high decision-making capacity, will be established to oversee the Project implementation. The project will be supervised and guided by the decisions and recommendations of the SC. The SC will meet once in a quarter and it will be chaired by the representative of Minister for Population and Ethnic Affairs. The composition of the SC is following:

- Representative of Office of Minister for Population and Ethnic Affairs
- Representative of the Ministry of Education and Research
- Representative of the Ministry of Internal Affairs
- Representative of the Ministry of Social Affairs
- Representative of the Ministry of Economy and Communication
- Representative of the Ministry of Culture
- Representative of NEIF
- Representative of Citizenship and Migration Board
- Representative of State Examination and Qualification Centre
- Member of Parliament
- Representative of President’s Roundtable on Minorities
- Representative of Estonian academic educational institution
- Representative of local governments
- Representative of Ministry of Finance
- Representatives of NGOs representing ethnic minority communities

The Steering Committee will be linked to the Steering Committee of the TF 2004-2007 project (see above in section 3.2.1.) and the Government’s Expert Commission responsible for development of SP 2008-2013; parallel composition or an information exchange will be ensured.

The Steering Committee will agree by consensus on all project activities.

6.2 Twinning

N/A

6.3 Non-standard aspects

No non-standard aspects are foreseen.

6.4 Contracts
Contract 1: Service, TF EUR 319 000 and Nat. Co-fin EUR 30 000
Contract 2: Service, TF EUR 176 000 and Nat. Co-fin EUR 77 000

7. **Implementation Schedule**

7.1 Start of tendering/call for proposals
August 2006

7.2 Start of project activity
January 2007

7.3 Project Completion
December 2008

8. **Sustainability**

The State Programme 2000-2007 has been a useful tool for promoting a more balanced society; the next phase of SP for the years 2008 – 2013 will ensure the sustainability of the measures taken by the Government in society integration process. The Government’s increased attention is required in re-definition of the most important objectives and increasing of involvement of the relevant government institutions. In order to achieve the planned goals, measurable indicators of results must be planned and the sufficient funding must be found. All measures and activities should be implemented in order to achieve the objectives provided in SP. Administratively, the effort should be coordinated and the capacity enhanced for SP implementation.

The Office of the Minister for Ethnic and Population Affairs (under the State Chancellery) and the NEIF will be responsible for the co-ordination of the capacity-building of integration-related officials of institutions in the field of integration after completion of the current Project, incl. further development of training curriculum and materials, procurement of the training, monitoring and evaluation of the training programme.

In addition, the Office of the Minister for Ethnic and Population Affairs (under the State Chancellery) and the NEIF will be responsible for overall co-ordination of the implementation of the State Programme 2000-2007 and the State Programme for the period 2008-2013, as well as the financial management of the State Programme, incl. financial planning, monitoring of the use of resources by implementing ministries and state agencies, reporting about financial management to the Steering Committee and related tasks.

As a strategically conceptual document, SP 2008–2013 must describe the general objectives for the development plan – State Programme – for the field of social integration, the sub-objectives, basic measures, target groups, and basic indicators. The role of SP 2008–2013 is also to specify the basic principles for the organisation and co-ordination of integration-related activities, as well as the participants in the programme and their assignments.
The preparation of the State Integration Programme for 2008–2013: Terms of Reference (submitted to the Government for information on 15.12.2005, see also ANNEX 9) states that SP 2008-2013 should conform to the state budgetary strategy for 2006-2009 and the resources allocated to the areas of government of the ministries responsible for its preparation and other relevant ministries. The basic measures planned within the framework of SP 2008–2013 will be financed from state budgetary resources, incl. the budgetary resources of the State Chancellery, Ministry of Education and Research, Ministry of the Interior, Ministry of Social Affairs, and other relevant ministries (incl. allocations to the Non-Estonians’ Integration Foundation). SP 2008–2013 should also include resources applied for from EU Structural Funds and other EU financial instruments (7th Framework Programme, Interreg, INTI, Transition Facility, etc.). Ministries’ state budgetary and EU resources through co-financing will finance a large proportion of the basic measures jointly. Financial management system implemented at NEIF by the current project will ensure the efficient planning and use of pooled resources.

The local governments will be direct partners for the ministries, state agencies and NEIF in SP 2008-2013 in implementing the integration-related measures which will be integrated in the local Development Plans as a result of the current project.

9. Conditionality and sequencing

Conditionality:

- Memorandum of Understanding between the Office of the Minister for Population and Ethnic Affairs (under State Chancellery) and the Non-Estonians’ Integration Foundation signed.

The Office of the Minister for Population and Ethnic Affairs (under State Chancellery), through Programme Officer, will be responsible for ensuring the implementation of the project and the Non-Estonians’ Integration Foundation will act as PO’s Support Unit in the project.

Therefore, it is necessary to ensure that a Memorandum of Understanding will be signed between the State Chancellery and the Non-Estonians’ Integration Foundation before the project’s launch in order to regulate concrete responsibilities and tasks of both institutions in depth.

- Memorandum of Understanding between the Office of the Minister for Population and Ethnic Affairs (under State Chancellery) and the Ministry of Education and Research.

The Ministry of Education and Research is providing the overall co-ordination of the expert work at SEQC and the national co-financing for the activities in case of SEQC. Therefore, the Memorandum of Understanding will be signed between the Office of the Minister for Population and Ethnic Affairs (under State Chancellery) and the Ministry of Education and Research before the project’s launch in order to regulate concrete responsibilities and tasks of both institutions in depth.
- Memorandum of Understanding between the Office of the Minister for Population and Ethnic Affairs (under State Chancellery) and the involved state agencies (CMB and SEQC) signed.

CMB and SEQC are receiving significant technical assistance in the framework of current Project. Therefore, the Memorandum of Understanding will be signed between the Office of the Minister for Population and Ethnic Affairs (under State Chancellery) and the abovementioned state agencies before the project’s launch in order to regulate concrete responsibilities and tasks of both institutions in depth.

- A full time Head of PO Support Unit and project specialist will be hired prior to the start of the project activities.

As the current Project includes a comprehensive number of activities and co-operation tasks, it is necessary to hire a full time Head of PO Support Unit and a project specialist before the project’s launch in order to prepare the tenders for Project Contracts and to manage effectively and on-time the implementation of Project activities.

The project will not be started until preconditions are met.

Sequencing:

- Identification of members of the Steering Committee and review and discussion of all project components through the Steering Committee before the launch of tenders.
- Logical steps in development of each Activity. All sequencing requirements are described in detail in ANNEX 10 Project indicative timeframe (graphical scheme) and ANNEX 11 Project logical implementation scheme (graphical scheme)
Annexes to project Fiche

ANNEX 1 Logical framework matrix in standard format

ANNEX 2 Detailed implementation chart

ANNEX 3A & 3B Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)

ANNEX 4 List of relevant laws and regulations

ANNEX 5 List of relevant official documents, studies and other materials

ANNEX 6 Summary of recommendations made by the expert team in the framework of the interim evaluation of the state programme

ANNEX 7 Basic facts about Estonia’s integration process (charts)

ANNEX 8 Project detailed budget (indicative)

ANNEX 9 Preparation of the State Integration Programme for 2008–2013: Terms of Reference

ANNEX 10 Project indicative timeframe (graphical scheme)

ANNEX 11 Project logical implementation scheme (graphical scheme)
# ANNEX 1

## LOGFRAME PLANNING MATRIX FOR

**Project:** Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

<table>
<thead>
<tr>
<th>Programme name and number</th>
<th>Contracting period expires</th>
<th>Disbursement period expires</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total budget:</td>
<td>TF budget:</td>
</tr>
<tr>
<td></td>
<td>EUR 602 000</td>
<td>EUR 495 000</td>
</tr>
</tbody>
</table>

| Estimated start (tendering) date: **31.08.2006** |
| Estimated end date: **31.12.2008** |

### Overall objective

- A cohesive civil society created in which all people in Estonia have equal access to education and employment opportunities regardless of their ethnic or linguistic background

### Objectively verifiable indicators

- Number of persons with undetermined citizenship decreased by approx. 30% by the year 2010 (up to approx. 100 000 persons), compared to respective rate in 2005 (approx. 137 000 persons)
- Approx. 6 % decrease of the unemployment rate among non-Estonians by the year 2010 (up to 9%), compared to respective rate in 2004 (15.6%)

### Sources of Verification

- Citizenship and Migration Board (CMB) statistics
- The official statistics by the Board of Statistics

### Project purpose

- Timely, efficient and effective implementation of the State Programme on the basis of well-defined strategy, implementation plan and increased capacity of integration-related institutions

### Objectively verifiable indicators

- SP 2008-2013 will be launched starting from January 2008, after development by the Governmental Expert Commission, public discussion of the draft of SP and its approval by the Government
- The capacity of institutions (CMB, SEQC & NEIF) has been increased through a number of study visits, training courses and development of technical systems

### Sources of Verification

- Project Reports
- Reports of the Expert Commission responsible for development of SP 2008-2013

### Assumptions

<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Result 1.1. Proposals for concrete measures for further integration developed under the State Programme (SP) 2008-2013 based on the evaluation and assessment of the previous SP 2000-2007, identifying concrete activities with indicators or foreseen impact and indicating responsible institutions, in line with the resources earmarked in the state budget and from other donors; knowledge about integration needs/ opportunities & best-practice cases increased and incorporated into strategy-making process. | • 1 study conducted on at least 2-3 best-practice cases of the EU MS  
• 10 officials from implementing institutions of SP 2000-2007 and 10 members of Expert Commission increased knowledge of best case of 2 EU MS during 2 study visits, 7 days each  
• 6 needs assessments / feasibility studies conducted on fields of integration, for further use in development of SP 2008-2013  
• 1 analysis of SP docs produced, most effective measures & gaps identified  
• 1 set of proposals on recommended outcomes, measures & required resources in SP 2008-2013 according to the structure of SP 2008-2013 specified in ANNEX 9, incl. background & justification, main objectives, sub-objectives, basic measures, main target groups, time schedule for measures, etc.  
• 8 seminars held for experts and beneficiaries for discussing the drafts of SP 2008-2013  
• 1 final conference held for experts and beneficiaries for discussing the final draft of SP 2008-2013  
• Media representatives have up-to-date information on the stages of development of SP 2008-2013 through 4 information/ training days  
• Staff of implementing institutions of SP 2008-2013 have sufficient knowledge on expected outcomes, measures, required resources and their functions in SP through 8 information/ training days | • Project Reports  
• Study visit feedback reports  
• Drafts of SP 2008-2013  
• Information/ training day reports  
• Reports of conducted studies | • Expertise nationally and internationally available |
<table>
<thead>
<tr>
<th>Result 1.2.</th>
<th>Development plans (DP) of local governments (LG) analysed and modified to complement with state integration-related measures; framework established for future allocations from the state budget and local governments’ budgets to concrete local initiatives for social integration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> analysis of DPs produced, most effective examples (both local and international) &amp; gaps identified</td>
<td></td>
</tr>
<tr>
<td><strong>1</strong> set of proposals for introduction of integration-related measures in DP</td>
<td></td>
</tr>
<tr>
<td><strong>9</strong> seminars held for discussion of proposals to be introduced in the development plans of local governments</td>
<td></td>
</tr>
<tr>
<td><strong>Project Reports</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Drafts of proposals for DP of LG</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Expertise nationally and internationally available</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Result 2.1.</th>
<th>Capacity of CMB staff increased for processing naturalisation applications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> training needs assessment of CMB staff produced, incl. the scope of the problem, target group, etc</td>
<td></td>
</tr>
<tr>
<td><strong>18</strong> CMB staff members have increased their skills of Russian through 48 hrs training course;</td>
<td></td>
</tr>
<tr>
<td><strong>60</strong> CMB officials have increased the customer service skills through 1 day training;</td>
<td></td>
</tr>
<tr>
<td><strong>6</strong> officials of CMB have increased their knowledge of naturalisation procedures of the EU Member State during a 8-day study visit</td>
<td></td>
</tr>
<tr>
<td><strong>8</strong> officials of CMB have increased their knowledge of naturalisation procedures of the EU Member State during a 3-day study visit</td>
<td></td>
</tr>
<tr>
<td><strong>Project Reports</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Training feedback reports</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Study visit feedback reports</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Expertise nationally and internationally available</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Result 2.2.</th>
<th>Language and citizenship examination system at State Examination and Qualification Centre (SEQC) strengthened through enhanced information system accessible at all offices of SEQC, potential examinees sufficiently informed about the examination procedures and requirements, language training providers’ improved methodological skills and capability to prepare examinees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description of technical solution</strong> produced for further development of information system of language exam and citizenship exam applicants</td>
<td></td>
</tr>
<tr>
<td><strong>Information system of language exam and citizenship exam applicants tested and ready for work</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Document of technical solution for digital processing of exams at SEQC offices produced</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Project Reports</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Citizenship exam satisfaction survey reports</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Language learners satisfaction survey reports</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Expertise nationally and internationally available</strong></td>
<td></td>
</tr>
</tbody>
</table>
**Result 2.3.**

Financial management system improved and integrated digital document management system introduced for management of State Programme (SP) at Non-Estonians’ Integration Foundation (NEIF)

- Advice provided for procurement and installation of equipment for digital processing exams at SEQC offices
- 45 laptops for digital processing exams at SEQC offices procured, installed and ready for work; database platform equipment and software procured
- Communication plan & materials for dissemination of information for language exam applicants developed, incl. 2 leaflets and 1 poster in 3 languages (Est, Eng, Rus), 60 000 copies in total, press events, articles in the media
- Language exam applicants are well informed about the examination opportunities and prepared for exam
- In-service training plan for language training providers prepared, incl. 20 hours course, conducted in Tallinn and North-East of Estonia, ca 150 participants
- Language training providers have up-to-date knowledge about examination requirements and procedures through training course

<table>
<thead>
<tr>
<th>• Document of technical solution for ICT based solution for financial management system (FMS) of SP at NEIF produced</th>
<th>• Project Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>• FMS software for SP activities at NEIF modified, tested and introduced to the staff of NEIF</td>
<td>• SP reports</td>
</tr>
<tr>
<td>• Financial data from different databases transferred to modified FMS</td>
<td>• Training feedback reports</td>
</tr>
<tr>
<td>• New digital document management system introduced and integrated with FMS at NEIF</td>
<td>• Expertise nationally and internationally available</td>
</tr>
<tr>
<td>• Staff of NEIF have acquired new skills</td>
<td></td>
</tr>
</tbody>
</table>
for use of modified FMS and DDMS through user training course

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Cost (EUR)</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1.1. Supporting the development of State Programme (SP) 2008-2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tendering procedure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1. International best practice analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2. Conducting study visit 1 (a 7-day study visit to EU MS for 10 officials of SP implementing institutions and 10 members of Expert Commission, to learn from other comprehensive integration programmes of other EU MS)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.3. Conducting study visit 2 (a 7-day study visit to EU MS for 10 officials of SP implementing institutions and 10 members of Expert Commission, to learn from other comprehensive integration programmes of other EU MS)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.3. Needs assessments/ feasibility studies of integration fields</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.4. Feedback on needs assessments/ feasibility studies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.5. Fine-tuning of needs assessments/ feasibility studies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.6. Analysis of current SP 2000-2007 documents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.7. Development of proposals (-i.e. compiling a work document) for SP 2008-2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.8. Disseminating the work document for potential beneficiaries and collecting feedback on proposals for SP 2008-2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.9. Fine-tuning of the proposals for SP 2008-2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.10. Information/training days on SP 2008-2013 for media representatives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.11. Information/training days on SP 2008-2013 for implementing institutions of SP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auditing</td>
<td>Contract 1</td>
<td>319 000</td>
<td>30 000</td>
</tr>
<tr>
<td>Activity 1.2. Proposals for development plans (DP) of local governments (LG)</td>
<td>Tendering procedure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.1. Analysis of LG current development plans (DP)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.2. Development of proposals for DP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.3. Feedback on proposals for DP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.4. Fine-tuning of the proposals for DP</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Auditing

<table>
<thead>
<tr>
<th>Activity 2.1. Increasing capacity of Citizenship and Migration Board (CMB) staff</th>
<th>Tendering procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1. Mapping concrete training needs of CMB staff in the field of knowledge of Russian and customer service skills</td>
<td></td>
</tr>
<tr>
<td>2.1.2. Development of training curriculum</td>
<td></td>
</tr>
<tr>
<td>2.1.3. Development of training materials</td>
<td></td>
</tr>
<tr>
<td>2.1.4. Selection of participants for training</td>
<td></td>
</tr>
<tr>
<td>2.1.5. Technical preparations</td>
<td></td>
</tr>
<tr>
<td>2.1.6. Training courses for staff of CMB</td>
<td></td>
</tr>
<tr>
<td>2.1.7. Conducting study visit 1 (8-day study visit to EU MS for 6 CMB officials, to learn from naturalisation procedures of other EU MS)</td>
<td></td>
</tr>
<tr>
<td>2.1.8. Conducting study visit 2 (3-day study visit to EU MS for 8 CMB officials, to learn from naturalisation procedures of other EU MS)</td>
<td></td>
</tr>
</tbody>
</table>

### Auditing

- **Contract 2**: 176 000
- ****: 77 000
<table>
<thead>
<tr>
<th>Activity 2.2 Strengthening examination system at State Examination and Qualification Centre (SEQC)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tendering procedure</td>
<td></td>
</tr>
<tr>
<td>2.2.1. Development of description of technical solution for further development of information system of language exam and citizenship exam applicants</td>
<td></td>
</tr>
<tr>
<td>2.2.2. Further development of the information system</td>
<td></td>
</tr>
<tr>
<td>2.2.3. Development of technical solution (equipment and software) for digital processing of examinee data at SEQC offices</td>
<td></td>
</tr>
<tr>
<td>2.2.4. Advice concerning procurement and installation of equipment for digital processing exams at SEQC offices</td>
<td></td>
</tr>
<tr>
<td>2.2.5. Procurement and installation of equipment for digital processing exams at SEQC offices</td>
<td></td>
</tr>
<tr>
<td>2.2.6. Development of communication plan &amp; materials for dissemination of information for language exam applicants</td>
<td></td>
</tr>
<tr>
<td>2.2.7. Disseminating information on language exam opportunities for potential applicants</td>
<td></td>
</tr>
<tr>
<td>2.2.8. Preparation of in-service training plan &amp; materials for language training providers</td>
<td></td>
</tr>
<tr>
<td>2.2.9. Selection of voluntary participants for the in-service training</td>
<td></td>
</tr>
<tr>
<td>2.2.10. Training course for 150 language training providers</td>
<td></td>
</tr>
<tr>
<td>2.2.11. Conducting and analysing feedback from participants for further training by SEQC Auditing</td>
<td></td>
</tr>
</tbody>
</table>

Auditing
<table>
<thead>
<tr>
<th>Activity 2.3. Improving State Programme’s (SP) financial management system (FMS) at Non-Estonians’ Integration Foundation (NEIF)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tendering procedure</td>
<td></td>
</tr>
<tr>
<td>2.3.1. Development of ICT based solution for financial management system (FMS) of SP at NEIF</td>
<td></td>
</tr>
<tr>
<td>2.3.2. Modification of FMS software following the specific needs of new financial management requirements for SP at NEIF.</td>
<td></td>
</tr>
<tr>
<td>2.3.3. Testing of the modified FMS software at NEIF</td>
<td></td>
</tr>
<tr>
<td>2.3.4. Transfer of data from different databases, incl. previous NEIF accounting system, information from other SP implementing institution to modified FMS software</td>
<td></td>
</tr>
<tr>
<td>2.3.5. Installation, re-testing and introduction of modified FMS software to staff at NEIF</td>
<td></td>
</tr>
<tr>
<td>2.3.6. Training of different user groups (staff at NEIF) for the use of modified FMS software</td>
<td></td>
</tr>
<tr>
<td>2.3.7. Development and introduction of digital document management system integrated to FMS at NEIF</td>
<td></td>
</tr>
<tr>
<td>2.3.8. Providing follow-up technical support and user assistance</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preconditions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- MoU signed between SC and NEIF</td>
<td></td>
</tr>
<tr>
<td>- MoU signed between SC and MoER</td>
<td></td>
</tr>
<tr>
<td>- MoU signed between SC and state agencies (CMB and SEQC)</td>
<td></td>
</tr>
<tr>
<td>- A full time Head of PO Support Unit and project specialist will be hired prior to the start of the project activities</td>
<td></td>
</tr>
</tbody>
</table>
### TIME IMPLEMENTATION CHART

**Project N°:** Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

<table>
<thead>
<tr>
<th></th>
<th>2006</th>
<th></th>
<th>2007</th>
<th></th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contract 1</strong></td>
<td></td>
<td>T T T</td>
<td>T</td>
<td>T</td>
<td>T/ C</td>
</tr>
<tr>
<td><strong>Contract 2</strong></td>
<td></td>
<td>T T T</td>
<td>T</td>
<td>T</td>
<td>T/ C</td>
</tr>
</tbody>
</table>

T – tendering  
C – contracting  
I – implementation
ANNEX 3A

CUMULATIVE CONTRACTING SCHEDULE

Project No:
Project title: Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

<table>
<thead>
<tr>
<th>Date</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31,03</td>
<td>30,06</td>
<td>30,09</td>
</tr>
<tr>
<td>Contract 1</td>
<td>319 000</td>
<td>319 000</td>
<td>319 000</td>
</tr>
<tr>
<td>Contract 2</td>
<td>176 000</td>
<td>176 000</td>
<td>176 000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### CUMULATIVE DISBURSEMENT SCHEDULE

**Project No:**
**Project title:** Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

<table>
<thead>
<tr>
<th>Date</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31,03</td>
<td>30,06</td>
<td>30,09</td>
</tr>
<tr>
<td>Contract 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31,03</td>
<td>191 400</td>
<td>191 400</td>
<td>191 400</td>
</tr>
<tr>
<td>30,06</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30,09</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31,12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract 2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31,03</td>
<td>105 600</td>
<td>105 600</td>
<td>158 400</td>
</tr>
<tr>
<td>30,06</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30,09</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31,12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
ANNEX 4

LIST OF RELEVANT LAWS AND REGULATIONS

Project No: ES
Project title: Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

1. Citizenship Act
2. Language Act
3. Education Act
4. Basic and Upper Secondary Schools Act
5. Government of the Republic order No. 912-k of 14.11.2000 for the formation of a 10-member Steering Committee in the capacity of an expert commission, for the management of the State Programme “Integration in Estonian society 2000-2007”
7. Regulation of the Minister of Education No. 4 of 02.03.2000 “Conditions for the combination of the elementary school and upper secondary school Estonian language final exams with the Estonian language achievement exam”
ANNEX 5

LIST OF RELEVANT OFFICIAL DOCUMENTS, STUDIES AND OTHER MATERIALS

Project No: ES
Project title: Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions


Project No: ES

Project title: Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

The writers of the mid-term report consider it expedient to appraise integration report compliance in the period under observation from two different aspects. The implementing authorities have complied with the programme pursuant to the set goals, using the available foreign resources. The beneficiaries’ assessments of the activities are positive. Therefore we rate compliance with regard to the narrower aspect—implementation of activities—as satisfactory. Yet we must also point out that there has generally been a low amount of success in furthering integration in Estonia.

A condensed evaluation cannot proceed from individual successful activities achieved in the framework of the SIP, but must take into account above all the general situation, which is in terms of sub-objectives freshly covered in the framework of Integration Monitoring 2005.

In summary, the Estonian language proficiency of non-Estonian adults has not improved since 2000: around 40% are able to cope with communicating in Estonian, according to the survey findings of IM2005, as the best available database. Failure to take strategic decisions at the state level and the resulting lack of specific activity plans, and likewise the organizational side of the process have resulted in unsuccessful organization of Estonian language instruction and transition to bilingual instruction and moving to a common information network in Russian-language schools. Although the activities carried out to date have been a great help to specific beneficiaries, such as in familiarization with the Estonian culture and language, there has not been change in society as a whole, so compliance with the programme cannot be considered successful. This approach is the basis for the criticism presented in the mid-term appraisal report.

With regard to linguistic-communicative integration, the lack of proficiency of non-Estonians in the official language has become the main source of dissatisfaction among Estonians.

Problems hindering the development of integration are in the educational system. There are not enough teachers who are able to teach in Estonian for work with a multilingual student body. Young people graduating from basic school in the Russian-speaking towns of Ida-Viru County continue to face linguistic barriers in continuing their education and/or competing on the labour market. Non-Estonian youth are poorly prepared for the transition to partial Estonian-language instruction in upper secondary schools. The language immersion programme has been launched with great success, but unfortunately it is not possible to expand it rapidly due to the time it takes to train teachers.

The average Estonian language ability of non-Estonians has not improved significantly in the course of the programme. Approximately 60% of adult Estonian Russians have less than average proficiency (they say they use it a little or not at all). In schools, Estonian language instruction has been somewhat motivated by the opportunity to apply for citizenship under simplified procedures. The programme
specifies that the Estonian language will become the predominant language for everyday communication in society, but in certain areas this cannot be considered to have been carried out (such as comprehension of information bulletins in Estonian). It is difficult to assess changing of attitudes and views. One positive aspect is the fact that Estonian attitudes toward other ethnicities have become more tolerant lately. At the same time, the picture of trends that emerges from monitoring is contradictory. Often Estonians do not see non-Estonians as possibly furthering the interests of Estonia. The young are distancing themselves from Estonian Russians both on the level of attitudes and actual behaviour. Non-Estonians do not perceive clear interest from the state toward their prospects nor do they feel Estonians accept the multiculturalism that has developed in society. The readiness of non-Estonians to participate in community affairs is low.

Legal and political integration improved after Estonia entered the European Union in 2004, in connection with an increase in the number of people with citizenship. Still, the fact that young non-Estonians are gaining citizenship unfortunately does not mean there is a common network or that they are shaping the identity of their country. Citizenship of an EU member state is often a way to continue studies and/or work outside Estonia.

Citizenship has brought few non-Estonians into politics. An increase in the number of non-Estonians participating in political structures would reduce the number of politically unrepresented people. The ethnic makeup of the public sector is not in proportion to the ethnic makeup of the population.

Loyalty to the Estonian state depends on the position of ethnic groups in society. Both Estonians and Estonian Russians perceive the position of Estonians as being higher. As a result, non-Estonians do not feel that they are full members of society or responsible for what happens to the country.

In order to increase the influence of the media, the role of Estonian broadcasting must be changed decisively. A bilingual TV programme would allow to provide important information to non-Estonians, introduce language instruction and culture and alleviate the influence on non-Estonians of hostile propaganda with respect to Estonia from the Russian media that has recently been increasing in frequency.

Socio-economic integration is improving, considering the general rise in the standard of living in society irrespective of ethnicity. Ida-Viru County is characterized by structural unemployment and a greater feeling of exclusion among non-Estonians, which is why this region would require heightened attention from the standpoint of integration. Discontent from the worsening of the situation grows among Estonian Russians along with age. Middle-aged Estonian Russian women are especially visibly discontent. Last year, unemployment was twice as high among young non-Estonians than it was among Estonians, due largely to the complicated situation in Ida-Viru County.

The structure of the programme dates from a period 6 years ago and needs to be updated. The structure of the programme is too open to interpretation, and the sub-programmes are not based directly on the general objectives. The sub-programme entitled "Social competence" contains too many activities that are independent of each other. It is difficult to classify these under sub-programmes, as the existence of more than 170 activities fragments focus and resources. The lack of compatibility of the programme as a whole with its individual parts makes it harder to make sense of the programme, to set specific performance-based objectives and implement and monitor it in a uniform fashion.
There are no activities specified for carrying out socio-economic integration, even though the structural unemployment and urgent social problems are concentrated above all in Russian-speaking areas.

In some cases there are a large number of individual activities yet the primary instruments have not been put into operation in a systematic manner.

For example, various publications are distributed and project-based Russian language broadcasts are created, but there is no bilingual TV programme with stable financing and the community information that people need does not reach them.

Sustainability is a problem in the fields addressed by numerous programs. True, camps are organized and language courses for adults, publications are issued and many different kinds of events are held, but follow-up activities are often not specified.

There were many target groups initially specified for actions, which is why it was difficult to reach them. Much hope is put on assistance from the media, but monitoring shows that most non-Estonians do not follow the Estonian media. In the case of many activities, the target groups have been made concrete in the course of carrying out the programme, with only the communications measures requiring to be specified. An important target group is the local governments, which have been involved in the programme in a deficient manner – there are few integration-related activities in their development programs, for there is a prevalent belief that the topics of integration are the task of the central government. Yet it is precisely the local governments that are closest to daily concerns, can assist in resolving social problems and promoting enterprise and what is most important, administer the municipal schools that see to the teaching of the Estonian language. The involvement of detainees and prisoners as a separate target group in language and civics instruction should also be considered, since aside from other problems, most prisoners do not speak sufficient Estonian to communicate on a professional level.

Risk hedging has been dealt on a good level in coordinating IF projects, on the level of individual projects. At the same time, however, there has not been enough attention devoted at the level of the programme steering committee to, or discussion in society at large about, risks facing the integration process stemming from the exodus of Estonian Russian intellectuals, the worsening of Estonian-Russian relations and the potential for harmful propaganda falling on receptive ears.

A steering committee meets once a quarter in order to direct the programme. The steering committee should ensure that the programme is carried out on a standard basis by bringing together representatives of government institutions. But in reality the influence of the steering committee is small; functional governance through the ministries is predominant; and the programme, which above all affects four ministries, does not form the whole of the declared priority. Much is expected of the Ministry of Education and Research, but the transition to a bilingual education has still not received political support in the form of attention and funding. The other ministries specified in the programme do not sense their roles and responsibility in the integration process. Every change of government is a threat to the stability of the integration policy at large, since the entire office of the Minister of Population is reassembled each time. The IF, which should be the party carrying out the dictated policy, has been left the obligations of interpreting results, developing new trends and adding government institutions. The foundation has been successful in coordinating support for integration projects and involvement of foreign resources, and there is no basis to require it to assume much broader functions.
Making the programme a reality is, as can be seen from the annual reports, a labour-intensive activity that requires the serious efforts of many people. Individual results are described well and accurately in activity overviews. There has been a shortfall of indicators for the purpose of monitoring actual developments as well as a shortage of comprehensive analysis of monitoring carried out to date. This has prevented adopted decisions from being justified on the basis of studies.

Through the use of state budgetary funds, foreign assistance resources have been skilfully used for many important programs, such as language immersion. However, excessive fragmentation of resources does not allow resources to be pooled for the expedient achievement of the most important objectives.

The integration programme must continue. The government’s increased attention is required in immediately renewing definition of the most important objectives -- the transition to bilingual instruction, the formation of a common information network and involving the relevant government institutions. In order to achieve the goals, measurable indicators of results must be planned and the sufficient funding must be found. There must be an understanding on the definition of a multicultural society cum mission. Every activity should contain a plan up to the achievement of the final objective. All this can happen only if the government cabinet seriously devotes itself to resolving the fundamental question of Estonia’s future development in a European fashion.
ANNEX 7
BASIC FACTS ABOUT ESTONIA’S INTEGRATION PROCESS
Project N°: ES
Project title: Support to the implementation of the State Integration Programme
and Capacity-Building of Integration-Related Institutions

Chart 1 Ethnic composition of Estonia in 2005

Chart 2 Number of naturalised persons since 1992

<table>
<thead>
<tr>
<th>Year</th>
<th>Naturalised Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>5421</td>
</tr>
<tr>
<td>1993</td>
<td>20370</td>
</tr>
<tr>
<td>1994</td>
<td>22474</td>
</tr>
<tr>
<td>1995</td>
<td>16674</td>
</tr>
<tr>
<td>1996</td>
<td>22773</td>
</tr>
<tr>
<td>1997</td>
<td>8124</td>
</tr>
<tr>
<td>1998</td>
<td>9699</td>
</tr>
<tr>
<td>1999</td>
<td>4034</td>
</tr>
<tr>
<td>2000</td>
<td>3425</td>
</tr>
<tr>
<td>2001</td>
<td>3060</td>
</tr>
<tr>
<td>2002</td>
<td>4091</td>
</tr>
<tr>
<td>2003</td>
<td>3706</td>
</tr>
<tr>
<td>2004</td>
<td>6523</td>
</tr>
<tr>
<td>2005</td>
<td>7072</td>
</tr>
</tbody>
</table>
### ANNEX 8
### PROJECT DETAILED BUDGET (INDICATIVE)

**Project N°: ES**

**Project title:** Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

<table>
<thead>
<tr>
<th>Budget item</th>
<th>Explanation</th>
<th>Type</th>
<th>Std rate</th>
<th>Amount</th>
<th>Cost</th>
<th>incl. TF</th>
<th>incl. Nat. Co-fin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert 1.1.</td>
<td>Development and implementation of Sub-Component 1.1. activities</td>
<td>Work</td>
<td>30,00 EUR/hr</td>
<td>3 000</td>
<td>90 000,00 EUR</td>
<td>90 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Expert 1.2</td>
<td>Development and implementation of Sub-Component 1.2. activities</td>
<td>Work</td>
<td>30,00 EUR/hr</td>
<td>1 800</td>
<td>54 000,00 EUR</td>
<td>54 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Expert 2.1.</td>
<td>Development and implementation of Sub-Component 2.1. activities</td>
<td>Work</td>
<td>30,00 EUR/hr</td>
<td>300</td>
<td>9 000,00 EUR</td>
<td>9 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Expert 2.2</td>
<td>Development and implementation of Sub-Component 2.2. activities</td>
<td>Work</td>
<td>70,00 EUR/hr</td>
<td>1 000</td>
<td>70 000,00 EUR</td>
<td>70 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Expert 2.3</td>
<td>Development and implementation of Sub-Component 2.3. activities</td>
<td>Work</td>
<td>60,00 EUR/hr</td>
<td>1 100</td>
<td>66 000,00 EUR</td>
<td>66 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Study visit 1 for SP inst. &amp; Exp. Comm.</td>
<td>a 7-day study visit to EU MS for 10 officials of SP implementing institutions and 10 members of Expert Commission, to learn from other comprehensive integration programmes of other EU MS, incl. 8000 EEK/flight x 20 persons; per diem 500 EEK x 7 days x 20 persons; accommodation EEK 2000/ person x 6 nights x 20 persons</td>
<td>Material</td>
<td>30 000,00 EUR</td>
<td>1</td>
<td>30 000,00 EUR</td>
<td>15 000,00 EUR</td>
<td>15 000,00 EUR</td>
</tr>
<tr>
<td>Study visit 2 for SP inst. &amp; Exp. Comm.</td>
<td>a 7-day study visit to EU MS for 10 officials of SP implementing institutions and 10 members of Expert Commission, to learn from other comprehensive integration programmes of other EU MS, incl. 8000 EEK/flight x 20 persons; per diem 500 EEK x 7 days x 20 persons; accommodation EEK 2000/ person x 6 nights x 20 persons</td>
<td>Material</td>
<td>30 000,00 EUR</td>
<td>1</td>
<td>30 000,00 EUR</td>
<td>15 000,00 EUR</td>
<td>15 000,00 EUR</td>
</tr>
<tr>
<td>Activity</td>
<td>Description</td>
<td>Material Cost</td>
<td>Quantity</td>
<td>Total Cost</td>
<td>Lump Sum Cost</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------</td>
<td>-------------</td>
<td>---------------</td>
<td>----------</td>
<td>------------</td>
<td>----------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Best practice analysis</td>
<td>Best-practice analysis for learning from experience of other EU Member States - &gt; lump sum</td>
<td>Material: 19 000,00 EUR</td>
<td>1</td>
<td>19 000,00 EUR</td>
<td>19 000,00 EUR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessment/ study</td>
<td>Needs assessment/ feasibility study for preparing measures of society integration in the following fields: bilingual education; naturalisation; social risk groups/factors; tolerance; language proficiency - &gt; lump sum</td>
<td>Material: 13 000,00 EUR</td>
<td>6</td>
<td>78 000,00 EUR</td>
<td>78 000,00 EUR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seminar</td>
<td>for experts and beneficiaries for discussing the drafts of SP 2008-2013 &amp; proposals for LG DPs, incl. technical costs for 1 day seminar for max 30 participants, incl. rent of equipment, room, catering, etc - &gt; lump sum</td>
<td>Material: 1 000,00 EUR</td>
<td>30</td>
<td>30 000,00 EUR</td>
<td>30 000,00 EUR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference</td>
<td>for experts and beneficiaries for discussing the final draft of SP 2008-2013, incl. technical costs for 1,5 day conference for max 100 participants, incl. rent of equipment, room, catering, secretariat, translation, interpretation, materials printing, etc - &gt; lump sum</td>
<td>Material: 16 000,00 EUR</td>
<td>1</td>
<td>16 000,00 EUR</td>
<td>16 000,00 EUR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study visit 1 for CMB</td>
<td>8-day study visit to EU MS for 6 CMB officials, to learn from naturalisation procedures of other EU MS, incl. 8000 EEK/flight x 6 persons; per diem 500 EEK x 8 days x 6 persons; accommodation EEK 2000/ person x 7 nights x 6 persons</td>
<td>Material: 10 000,00 EUR</td>
<td>1</td>
<td>10 000,00 EUR</td>
<td>5 000,00 EUR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study visit 2 for CMB</td>
<td>3-day study visit to EU MS for 8 CMB officials, to learn from naturalisation procedures of other EU MS, incl. 8000 EEK/flight x 8 persons; per diem 500 EEK x 3 days x 8 persons; accommodation EEK 2000/ person x 2 nights x 8 persons</td>
<td>Material: 4 000,00 EUR</td>
<td>1</td>
<td>4 000,00 EUR</td>
<td>2 000,00 EUR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment for SEQC</td>
<td>Equipment for digital processing exams at SEQC offices - from National-Co-financing - &gt; lump sum</td>
<td>Material</td>
<td>50 000,00 EUR</td>
<td>1</td>
<td>50 000,00 EUR</td>
<td>50 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>---------</td>
<td>----------------</td>
<td>---</td>
<td>----------------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>Publishing SEQC materials</td>
<td>Printing of SEQC information materials and study materials for language exam applicants - &gt; lump sum</td>
<td>Material</td>
<td>20 000,00 EUR</td>
<td>1</td>
<td>40 000,00 EUR</td>
<td>20 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Disseminating SEQC materials</td>
<td>Disseminating SEQC information for language exam applicants; service to be provided - &gt; lump sum</td>
<td>Material</td>
<td>20 000,00 EUR</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit 1.1.</td>
<td>Audit of the Sub-Component 1.1. activities (Contract 1) - &gt; lump sum</td>
<td>Material</td>
<td>1 000,00 EUR</td>
<td>1</td>
<td>1 000,00 EUR</td>
<td>1 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Audit 1.2.</td>
<td>Audit of the Sub-Component 1.2. activities (Contract 1) - &gt; lump sum</td>
<td>Material</td>
<td>1 000,00 EUR</td>
<td>1</td>
<td>1 000,00 EUR</td>
<td>1 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Audit 2.1.</td>
<td>Audit of the Sub-Component 2.1. activities (Contract 2) - &gt; lump sum</td>
<td>Material</td>
<td>1 000,00 EUR</td>
<td>1</td>
<td>1 000,00 EUR</td>
<td>1 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Audit 2.2.</td>
<td>Audit of the Sub-Component 2.2. activities (Contract 2) - &gt; lump sum</td>
<td>Material</td>
<td>2 000,00 EUR</td>
<td>1</td>
<td>2 000,00 EUR</td>
<td>2 000,00 EUR</td>
<td></td>
</tr>
<tr>
<td>Audit 2.3.</td>
<td>Audit of the Sub-Component 2.3. activities (Contract 2) - &gt; lump sum</td>
<td>Material</td>
<td>1 000,00 EUR</td>
<td>1</td>
<td>1 000,00 EUR</td>
<td>1 000,00 EUR</td>
<td></td>
</tr>
</tbody>
</table>

**In Total:** 602 000,00 EUR 495 000,00 EUR 107 000,00 EUR
ANNEX 9
THE DEVELOPMENT OF THE STATE PROGRAMME 2008-2013: TERMS
OF REFERENCE
(Submitted to the Government for information on 15.12.2005)

Project N°: ES
Project title: Support to the implementation of the State Integration Programme
and Capacity-Building of Integration-Related Institutions

Preparation of the
State Integration Programme for 2008–2013

Terms of Reference

Table of Contents:

1. BACKGROUND INFORMATION .................................................................50
   ABOUT THE STATE PROGRAMME “INTEGRATION IN ESTONIAN SOCIETY 2000–2007”
   .........................................................................................................................50
   SOCIAL INTEGRATION IN THE EU CONTEXT: 2005........................................51
   RESEARCH AND EVALUATIONS CARRIED OUT TO DATE .........................52

2. OBJECTIVE ..................................................................................................56

3. STRUCTURE ...............................................................................................56

4. FINANCING ...............................................................................................57

5. THE ORGANISATIONAL STRUCTURE AND DEVELOPMENT
   ACTIVITIES AND SCHEDULE FOR THE PREPARATION ......................58
   ACTIVITIES NECESSARY FOR THE PREPARATION OF THE STATE PROGRAMME ....58
   SCHEDULE......................................................................................................59

6. ADDITIONAL CONDITIONS/PRECONDITIONS:..................................59

7. FINANCING FOR THE PREPARATION OF THE STATE
   PROGRAMME ...............................................................................................60

ANNEX 1 SCHEDULE FOR THE PREPARATION OF SP 2008–2013: ......61

ANNEX 2 ORGANISATIONAL SCHEME FOR THE PREPARATION OF
SP 2008–2013: ...............................................................................................62
1 Background information
Order no. 446 of the Government of the Republic dated 14th July 2005, entitled "Approval of Government of the Republic plan of action for the second half of 2005" (clause 13.3.2) specifies the preparation of a State Integration Programme, which should be developed in 2006–2007. Paul-Erik Rummo, the Minister of Population and Ethnic Affairs, is responsible for the preparation of the State Integration Programme (hereafter SP).
Until 2007, (inclusive), the basis for the development, implementation, financing, and evaluation of the results of activities related to social integration is the State Programme “Integration in Estonian Society 2000–2007”.

1.1 About the State Programme “Integration in Estonian Society 2000–2007”

The preparation and implementation of SP 2000-2007 became necessary since a large community whose first language is Russian was created in Estonia as a result of the extensive migration that took place during the Soviet period. In 2000, Estonians comprised 67.9% and the ethnic groups who predominantly use Russian comprised 32.1% of the Estonian population. Due to poor language proficiency, many non-Estonians lacked sufficient output in Estonian society. Non-proficiency in the Estonian language has been the main obstacle to the integration of non-Estonians into the labour market, culture, public and political life. The continued isolation of the Russian-language community would have become dangerous from a social as well a security point of view. Especially worrisome has been the fact that many non-Estonian young people cannot find sufficient application opportunities, and a lack of work fosters the spread of crime in the society.

At the same time, the monitoring of the population that has been conducted since 2000 has indicated that the integration process has attained the adaptation and tolerance phase. Integration, as a whole, is directed at the development of a balanced and democratic multi-cultural society, but it is clear that this is a complicated and contradictory process, which requires long-term and systematic support from the Estonian state.

In the period from June 1999 to February 2000, an Expert Commission dealing with questions regarding the integration of ethnic minorities into Estonian society, working under the direction of the Minister of Population and Ethnic Affairs prepared a State Programme entitled “Integration in the Estonian Society 2000–2007" (hereafter, SP 2000–2007)³, in cooperation with the ministries and their sub-agencies, the county governments, schools of higher education, research institutions, and other institutions and organisations. The Government of the Republic approved the State Programme on 14th March 2000.

The State Programme “"Integration in the Estonian Society 2000–2007" comprises four sub-programs:

I. Sub-programme “Education”
II. Sub-programme “Education and Culture of Ethnic Minorities”
III. Sub-programme “Instruction of Adults in the Estonian Language”
IV. Sub-programme “Competency of the Society”

The provisions of the State Programme have been the basis for all the detailed Action Plans of the Sub-Programmes, which have been worked out in intra-ministry working groups (in the institutions responsible for the respective Sub-Programmes) under the management of the Minister of Population and Ethnic Affairs.

Diagram 1 Structure of the SP 2000–2007

1.2 Social integration in the EU context: 2005

On 6th April 2005, the European Commission presented a set of detailed proposals (communication (2005/0048(CNS)) to the Council of the European Union and the European Parliament related to the next EU financing framework. The proposals more specifically present the European Union priorities in many important spheres. To guarantee the basic values of Europe, three new programmes are being prepared for 2007–2013:

- Solidarity and the management of migration flows;
- Guaranteeing security and freedoms;
- Framework program for judicial and fundamental rights.  

Among other measures being planned, the European Commission has made a proposal, within the framework of the “Solidarity and Management of Migration Flows” framework program, to establish a European Fund for the integration of third country nationals for 2007–2013, and thereby to assist in the strengthening of areas of freedom, justice and security, and more generally to achieve the objectives of the European Union. The general objective of the Fund is to support the efforts of the member states to enable third country nationals with different cultural, religious, linguistic and ethnic backgrounds to settle and actively take part in all aspects of European societies, this in regard to acceptance procedures, introduction programs and activities, participation in everyday life and politics and the appreciation of diversity and citizenship.

In addition, on 1st September 2005, the European Commission submitted proposals (COM (2005) 389) to the Council of the European Union and the European Parliament for taking measures that are directed at the integration of third country nationals (immigrants) into the society of EU member states. The given document designates the common basic principles, which should be the basis for the integration

---

4 For more detailed information: [http://europa.eu.int/comm/financial_perspective/](http://europa.eu.int/comm/financial_perspective/)
of third country nationals in the society of EU member states. The document emphasises integration as a bilateral process, in which all the members of the society, on the one hand, should accept the basic values valid in the EU as well as the specific member state, and on the other hand, should respect the differences between ethnic communities. The European Commission also calls on the member states to accept and expand the respective measures.

1.3 Research and evaluations carried out to date

During the implementation of SP 2000–2007, a number of studies and project evaluations have been carried out, which have highlighted both success stories as well as shortcomings. The Integration Foundation has ordered general monitoring for 2000, 2002 and 2005, and media monitoring\(^5\) since 1999. In addition, at the beginning of every year, the Steering Committee of the State Programme has submitted the results of the last year to the Government of the Republic as an annual report.\(^6\)

In addition, the Integration Foundation and the Ministry of Education and Research, have ordered international evaluations for many of the external assistance projects executed within the framework of SP 2000-2007.\(^7\) Evaluations have been provided valuable information on the efficiency and economy of the activities in various spheres.

Based on the evaluation reports of the projects, it can be stated that the projects worked out within the framework of SP 2000-2007 are implemented effectively and efficiently, the management of the activity has been professional and transparent. The main problem has been the constraint (so-called throughput) of financial resources, human and technical resources compared to the entire need.

During the period from May to December of 2005, an Interim Evaluation of the entire SP 2000–2007 was executed, in order to identify its strengths and weaknesses, and if necessary, to make proposals to make changes in the State Programme. The results of the interim evaluation are also input for the programming of the next SP 2008–2013.

In summary, as of today, we can highlight the following challenges and needs in the area of social integration:

– Several international reports\(^8\) have criticised the fact that the measures of SP 2000–2007 are mainly planned in the field of education and language instruction and the socio-economic aspects of social integration are not proportionally represented. The

\(^5\) Available electronically at: http://www.meis.ee/est/raamatukogu/uuringud


\(^7\) For example, interim and final evaluations for the following projects: EU Phare Estonian Language Study Programme II 2001–2003; Nordic/UK/UNDP Project “Support to the State Programme for the integration of non-Estonians into Estonian society” 1998–2001; Norway/Finland/Sweden/UK external assistance project “Integrating Estonia 2002–2004”.

The proportion of non-Estonians in the society’s risk groups continues to be too high compared to their numbers in the population, which does not contribute to the creation of an integrated society where person’s wealth or poverty, success or failure on a career path should not be related to ethnic affiliation. Therefore, within the framework of SP 2008–2013 and/or other State Programmes, and coordinated with other respective partners, measures for the decrease of unemployment rate, HIV/AIDS prevention, and other similar measures should be implemented. For instance, it is necessary to reduce the risk of unemployment among non-Estonian-speaking young people through different activities supporting integration into the labour market, taking into consideration their social and ethnic distinctiveness. Increasing the competitiveness of non-Estonian-speaking young people will also reduce their concentration in certain regions and social and security risks resulting from isolation.

– Despite the programme’s strong emphasis on language study, some non-Estonian-speaking young people – especially in the East-Viru County region and students in vocational schools – have a poor command of Estonian, which in turn is accompanied by insufficient capability to fully participate in the society on an equal basis with their Estonian contemporaries (inhibits their ability to further their studies in Estonian or international schools of higher learning, to compete for jobs on the labour market, etc.). It points to the fact that the majority of the educational and language instruction measures implemented by the Ministry of Education and Research have been too weakly connected to measures related to the labour market, which are, for instance, realised by the Ministry of Social Affairs and the Labour Market Board.

– An important relevant activity in completing the implementation of SP 2000–2007, and the implementation of SP 2008–2013 is the transition of non-Estonian-language upper secondary schools to partial Estonian-language instruction and the smooth execution of the transition. It is very important to allocate large amounts of resources for both teacher training (the retraining of subject teachers, training of teachers for Estonian as a second language), the creation of educational literature, as well as for informing schools and parents about the organisation of bi-lingual instruction. The latter is especially important for avoiding fears and uncertainty, which may be caused by limited accessibility to the essence of the transition to Estonian-language instruction. Therefore, different interest groups need to be informed that bilingual education in the current Russian-language schools is a better alternative to Estonian-language schools (corresponding to language-immersion programs), since it provides greater security regarding native language proficiency, cultural identity and the feeling of belonging. When informing on the need for bilingual instruction, the role of bilingual instruction in general social mobility should be emphasized along with the role it plays in increasing social capital in the labour market, and expanding educational opportunities as well as one’s communications space, i.e. primarily its practical and applied value. Unavoidable is the cooperation (at the SP Steering Committee level) of all the authorities, local governments, citizen groups and media dealing to integration in the preparation and execution of the transition.

– During the last 10 years, a significant number of adult non-Estonians have participated in Estonian-language courses and later passed placement examinations,

---

9 For instance, according to Estonian Statistics Office data, in the third quarter of 2005, the unemployment rate of non-Estonians was about 2 times higher than Estonians (10.1% vs. 5.4% respectively).

although, at the same time, the ratio of people who are not proficient in Estonian, or who (in their own opinion) have insufficient command of the language is still too high. More attention needs to be paid to East-Viru County, were the Russian-language environment does not foster the establishment of Estonian-language skills. In order to change this situation, the improvement of the instruction of Estonian-language skills for those wishing it must be substantively, financially, and organisationally supported, by strengthening the cooperation of the educational and social systems, increasing the implementation of labour exchange programs between different regions of Estonia, and assisting in the expansion of the Estonian-language environment in East-Viru County with the respective support measures;

– The general monitoring conducted among the population shows that a segment of Estonians, incl. young people, continue to distance themselves from Estonian-Russians with their attitudes as well as actual behaviour. Based on this, tolerant attitudes toward different ethnic groups and their cultural distinctiveness need to be increased in all segments of the population, especially among the young, by clarifying the mechanisms (related to both family, school, informal communications and media consumption), which continue to produce reclusion and intolerance and by implementing balancing measures, and significantly expanding the type and volume of youth and cooperation projects;

– At the state level, Estonia’s active cultural tolerance is expressed by state support for the cultural and educational activities of Estonia’s number ethnic groups starting in the 1990s. At the same time, the majority of the over 100 ethnic communities living in Estonia are small in numbers and geographically dispersed, which influences their ability to ensure the sustainability of their language and culture. Therefore, a state financing scheme, which takes into account the size and location of the different ethnic minorities, must be further developed/supplemented to ensure the stability of their educational and cultural activities;

– The media monitoring that has been conducted shows that non-Estonians continue to consume little Estonian-language media. There are few programmes initiated by the Estonian media channels directed at non-Estonians; also, a public communicative space does not exist that would sufficiently express the interests of different ethnic groups and adequately communicate official information to population groups that do not have a good command of the state language (basically representatives of the older generation). Currently, bilingual media programmes operate as support services only for the promotion of the better understanding of the state language. Based on this, it is necessary to increase the volume and resources of bilingual media programs produced in Estonia and support activities, at the same time avoiding the possibility that the non-Estonian-language information dissemination does not weaken the motivation to learn the state language.

– Despite an unprecedented pace of naturalisation (the number of individuals with undetermined citizenship has decreased from 33% to 10% of the entire population since the year that Estonia regained its independence); the number of people with undetermined citizenship is still too large (137,000 in 2005) compared to the same indicator in the “old” European democracies. Opportunities need to be found to

11 See the TNS Emor study about the needs of non-Estonian speakers for language study „Muukeelse elanikkonna keeleõppe vajadusuuring”: http://www.meis.ee/est/raamatukogu/uuringud/#vajadusuuring
12 See: http://www.meis.ee/est/raamatukogu/uuringud/Integratsioon_Eesti_meedias.pdf
13 See: http://www.meis.ee/est/raamatukogu/uuringud/Integratsioon_Eesti_meedias.pdf
14 See: http://www.meis.ee/est/raamatukogu/uuringud/Integratsioon_Eesti_meedias.pdf
further increase the pace of naturalisation, without, at the same time, damaging the preparation of those being naturalised to realise their citizen’s rights and obligations. For this, the preparation of the applicants for Estonian citizenship to take their citizenship and Constitution as well as state language exams must be supported substantively, financially and organisationally, by strengthening the cooperation of the relevant authorities.

– During the execution of SP 2000–2007, the need to significantly strengthen the role of the members of the State Programme’s Steering Committee in coordinating the measures of the different spheres of the programme has become apparent. Currently, the main emphasis of the programme is on educational measures and those related to language instruction, but as already mentioned above, in the future the same amount of attention should be paid to measures in the legal-political and socio-economic spheres. It is very important that all the priority measures are implemented either directly within the framework of SP 2008–2013 and/or in coordination with other State Programmes. In other words, this means that all the ministries directly responsible for priority measures should actively participate at the Steering Committee level in the coordination of SP 2008–2013. Whereas it is extremely important to exactly define the division of labour between the ministries and the executors of the measures, for instance, the ministry to direct strategy in the field of activity, and specific state institutions, authorities, the Non-Estonians’ Integration Foundation and other institutions to carry out the measures.

The aforementioned deals with the current status of the implementation of SP 2000–2007 and the challenges related to its completion, also keeping in mind that some aspects will be brought forward into the execution period of the next integration programme. At the same time, in connection with the implementation of the EU principle of the free movement of labour, the possible increase in a lack of labour in the near future, Estonia’s participation in the development of an integrated EU migration and integration policy, as well as a reports on waves of violence related to immigrants in several European countries and an increase in the risk of illegal immigration heading to the European Union, a public debate has started in Estonia about questions related to future immigration and integration. Thereby SP 2008-2013 must keep the following purposes in mind:

– Based on the experiences of different European countries during the last 50 years with integration challenges, which arise with the arrival of new immigrants, to work out and implement the respective introduction programmes in close cooperation with local governments, schools, state institutions, and non-governmental organisations;

– To work out and implement mechanisms for the preparation of national decisions related to migration and integration (incl. the determination of immigration flows beneficial to Estonia) and the coordination of the respective activities; also to actively participate/make decisions about the regulation of immigration flows in the EU.
2 Objective
Considering the aforementioned needs and the long-term nature of achieving the general objectives of the SP to start working out the new SP, which will take into account the experiences gained in the implementation of SP 2000–2007.

The development of new State Integration Programme for 2008–2013, which must be directed at solving the aforementioned needs, must be completed no later than the end of 2007.

The new State Programme must include analytic components (regular monitoring and analysis of the situation), the activity component, as well as an informative component (appreciation of the social dimension and keeping it at the centre of attention). One part of the State Programme must be research, which will ensure the scientific basis for activities related to the sustainability of social integration and conformity with the world’s best experiences.

3 Structure
As a strategically conceptual document, SP 2008–2013 must describe the general objectives for the development plan – State Programme – for the field of social integration, the sub-objectives, basic measures, target groups, and basic indicators. The role of SP 2008–2013 is also to specify the basic principles for the organisation and co-ordination of integration-related activities, as well as the participants in the programme and their assignments.

The structure for the State Programme must include the following basic elements:
1) Duration of the State Programme;
2) The background and judicial area of the State Programme (compatibility with European Union and national policies);
3) Connection with other development plans and programmes in the field of social integration;
4) List of the relevant ministries as well as interested parties and institutions involved in the preparation of the State Programme;
5) Analysis of the current situation, which includes an analysis of the social integration field, the problems in the sub-fields, and the existing possibilities;
6) The general objective of the programme, which states the influence being pursued and the achievement of which is measurable and rateable, using the specific indicators of the influence being pursued;
7) General target groups of the programme;
8) Sub-objectives of the programme by sub-fields, which, during the implementation period, exert the influence being pursued within the framework of the sub-fields and the achievement of which is measurable and rateable, using the specific indicators of the influence being pursued;
9) Target groups for the sub-fields;

15 In preparing this initial assignment, the requirements specified in Government of the Republic regulation, «Types of strategic development plan and the procedure for their preparation, amendment, implementation, evaluation and reporting» for the strategic development plans worked out by state institutions.
10) Direct results expected from the basic measures of the State Programme and the achievement indicators by sub-fields;
11) Basic measures for the fulfilment of the State Programme, which are collections of different activities for the achievement of strategic objectives by sub-fields; the descriptions of the measures will include the more important planned activities;
12) Target groups for the basic measures by sub-fields;
13) The responsible institutions and executors for the program’s basic measures by sub-fields;
14) The general schedule for the program’s basic measures by sub-fields;
15) A financial plan (cost prognosis), which includes the estimated total cost of the State Programme, the distribution of the cost by years, and financing sources by sub-fields; the cost of the State Programme for the first four years will also be shown by basic measures;
16) Description of the program’s management structure which includes a description of the activities to be applied to amend, implement, evaluate the economy and efficiency of the programme and to coordinate the reporting (incl. a list of the relevant ministries as well as the interested parties and institutions involved in the amending, implementing, evaluating, and reporting on the State Programme, as well as the reporting procedure, and once a year, the responsible minister will give an account to the Government of the Republic on the fulfilment of the development plan and its implementation plan with a report);
17) Program annex: implementation plan, which will be periodically updated as necessary.

4 Financing
The State Programme being prepared conforms to the state budgetary strategy for 2006-2009 and the resources allocated to the areas of government of the ministries responsible for its preparation and other relevant ministries.

The basic measures planned within the framework of SP 2008–2013 will be financed from state budgetary resources, incl. the budgetary resources of the State Chancellery, Ministry of Education and Research, Ministry of the Interior, Ministry of Social Affairs, and other relevant ministries (incl. allocations to the Non-Estonians’ Integration Foundation).

SP 2008–2013 should also include resources applied for from EU Structural Funds and other EU financial instruments (7th Framework Programme, Interreg, INTI, Transition Support, etc.). Ministries’ state budgetary and EU resources through co-financing will finance a large proportion of the basic measures jointly.
5 The organisational structure and development activities and schedule for the preparation

The preparation of SP 2008–2013 will take place through the current State Programme's Steering Committee, which was created with order no. 912-k of the Government of the Republic, dated 14th November 2000, entitled as “The creation of the Steering Committee for the State Programme «Integration in Estonian Society 2000–2007» in the capacity of a commission of qualified persons.” The SP 2000–2007 Steering Committee will direct the State Programme, to track the purposefulness and efficiency of its implementation and will make corrections as needed.

5.1 Activities necessary for the preparation of the State Programme

1. The formation of a Expert Commission to be added to the SP 2000–2007 Steering Committee:
   - The Government of the Republic will form an Expert Commission to be added to the SP 2000–2007 Steering Committee to work out SP 2008–2013.
   - The Minister of Population and Ethnic Affairs will chair the Expert Commission, and the Expert Commission will comprise different specialists in the field of integration, representatives of the representative organisations of ethnic minorities, and other stakeholders.
   - The functions of the Expert Commission are: to collect initial data and order background research in order to clarify what are the target group, basic objective, and sub-objectives, principles for realisation, plan for implementation, possible criteria for evaluation effectiveness of the planned new State Programme, as well as the resources necessary for implementing the programme; the review, discussion and approval of the working draft of SP 2008–2013, which will be prepared for the Expert Commission of qualified persons by a working group.

2. The formation of a Working Group:
   - The Minister of Population and Ethnic Affairs will form a small Working Group to be added to the Expert Commission. The members of the potential Working Group should have experience preparing State Programmes; they must also be competent simultaneously in several spheres – with the goal of avoiding over inflating the size of the working group, which could be disruptive to preparation work;
   - The Working Group will collect and consider the proposals made by ministries/authorities, also the plans for integration-related undertakings/projects of other subjects, and based on these, will prepare the working draft of the State Programme;
   - After discussions in the Expert Commission, the draft of SP 2008–2013 will be submitted to public discussions and debate in 2007; during this period, social partners, experts, and others who wish will have the opportunity to submit their own proposals for supplementing the draft of the SP, with the goal of achieving a consensus in the society regarding the objectives, target groups and basic measures of SP 2008–2013;
- After the receipt of additions/proposals, the Working Group will consider these and make the necessary changes to the draft.

3. Submission of the SP 2008–2013 draft:
- The Minister of Population and Ethnic Affairs will submit the draft of SP 2008-2013 to the Government of the Republic;
- With the receipt of the draft of SP 2008–2013, the Government of the Republic will submit the draft of the State Programme to governmental authorities for them to provide evaluation and proposals;
- After entering the necessary changes in the draft of SP 2008–2013, the programme will be approved by the Government of the Republic.

4. Submission of the SP 2008–2013 implementation plan:
- In 2007, simultaneously with the draft of the SP 2008–2013 (and based on it), the institutions responsible for the fulfilment of the State Programme (primarily the ministries), under the direction of the office of the Minister of Population and Ethnic Affairs, will also compile an implementation plan for SP 2008–2013 (similar to the compilation of the detailed Action Plan for SP 2000–2007), which will fully specify the basic measures, target groups, schedule, and cost (incl. state resources and external assistance) of the sub-programs. The implementation plan is the basis for the concrete work of the institutions responsible for SP 2008–2013 and it will be periodically updated when necessary.

5.2 Schedule
Taking into account the volume of work and complexity of compiling SP 2008–2013, it is practical to set the following timeframes:
- The concept and draft of SP 2008–2013 will be prepared by the Expert Commission during 2006;
- During the first half of 2007, a public discussion will take place through the Expert Commission, and the SP documents will be refined and submitted to the Government of the Republic. The fulfilment of the tasks specified in the State Programme will start from 1st January 2008;
- In 2007, simultaneously with the draft of SP 2008–2013, the ministries responsible for the fulfilment of the State Programme, under the direction of the Office of the Minister of Population and Ethnic Affairs, will also compile an implementation plan for SP 2008–2013, which will also come into force starting with the 2008 budgetary year.

6 Additional conditions/preconditions:
- The preparation of SP 2008–2013 must take place in very close cooperation between the representatives of the Office of the Minister of Population and Ethnic Affairs, the Non-Estonians’ Integration Foundation, the ministries and state authorities responsible for the SP, and the institutions-organisations participating in integration. In the participation of the ministries/authorities in the preparation of the SP is extremely important, that the ministries/authorities designate respective officials, who will actively collect information and will
involve the necessary people from departments/offices and other relevant units in the preparation of SP 2008–2013.

- The public must be informed of the preparation of SP 2008–2013, by encouraging those left out of the Expert Commission and Working Group, as well as wider circles who are interested, to make their visions regarding the objectives of the State Programme and the means for achieving them public in the media.

7 Financing for the preparation of the State Programme

- The financing for the preparation of SP 2008–2013 will be ensured from the resources of the State Chancellery (the budget line for the Office of the Minister of Population and Ethnic Affairs) and the Ministry of the Interior (budget line for the Integration Foundation), incl. the following expenditures:
  - Salaries for the members of the Expert Commission and technical costs of meetings;
  - Salaries for the members of the Working Group (experts) and technical costs of meetings;
  - Technical costs for media events to introduce the working draft of SP 2008–2013 and costs of compiling informational materials.

- The total cost planned for the preparation of SP 2008–2013 is:
  - 370,000 EEK in 2006 for working out the concept and draft of SP 2008–2013;
  - 500,000 EEK in 2007 for refining the draft of the State Programme, for organising a public discussion and preparing the implementation plan for SP 2008–2013.
8  Annex 1  Schedule for the preparation of SP 2008–2013:

<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1. Establishing Government’s Expert Commission</td>
<td>Mon 2.01.06</td>
<td>Fri 27.01.06</td>
</tr>
<tr>
<td>2</td>
<td>2. Establishing a Working Group at the Expert Commission</td>
<td>Mon 30.01.06</td>
<td>Thu 23.02.06</td>
</tr>
<tr>
<td>3</td>
<td>3. Work with the SP 2008-2013 programme document</td>
<td>Mon 27.02.06</td>
<td>Fri 29.12.06</td>
</tr>
<tr>
<td>4</td>
<td>4. Public discussion of the draft of SP 2008-2013</td>
<td>Tue 2.01.07</td>
<td>Fri 1.06.07</td>
</tr>
<tr>
<td>5</td>
<td>5. Modification of SP 2008-2013 according to feedback</td>
<td>Mon 4.06.07</td>
<td>Fri 26.10.07</td>
</tr>
<tr>
<td>7</td>
<td>7. Development of Implementation Plan for SP 2008-2013</td>
<td>Tue 2.01.07</td>
<td>Fri 26.10.07</td>
</tr>
<tr>
<td>8</td>
<td>8. Submission of Implementation Plan to the Government</td>
<td>Mon 29.10.07</td>
<td>Fri 21.12.07</td>
</tr>
</tbody>
</table>
Annex 2  Organisational scheme for the preparation of SP 2008—2013:

- Government of Estonia

- Steering Committee of the State Programme 2000-2007:
  - ca 10 members
  - consists of representatives of institutions implementing SP
  - meets 2-4 times a year

- Government’s Expert Commission:
  - up to 20 members
  - consists of different specialists from the integration field and representatives of other stakeholders
  - meets once per quarter

- Working Group at the Expert Commission:
  - 4-5 members, incl. the chairperson of the Working Group
  - consists of experts who have experience preparing state programmes; also, they must be competent simultaneously in several areas
  - meets at least once a week

- examination and approval of the final draft of SP submitted by the Minister of Population and Ethnic Affairs after approval by the ministries

- examination and approval of the final draft of SP submitted by Expert Commission; making the proposal to the Minister for Population and Ethnic Affairs to submit it to the Government

- examination of drafts of SP submitted by the Working Group

- submission of the final draft of SP to Steering Committee for approval

- development of working drafts of SP, based on the feedback from the parties of the integration process and proposals from the Expert Commission

- providing feedback to the Working Group in the form of concrete comments and proposals on the drafts of SP, gathered from meetings and events to introduce the working drafts of SP and through regular communication

Research/ scientific institutions

Non-Governmental Organisations (non-profit organisations, foundations)

Local Governments

Other parties involved in the integration process (state institutions, President’s Roundtable, media, etc.)
ANNEX 10
PROJECT INDICATIVE TIMEFRAME
Project N°: ES
Project title: Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions

<table>
<thead>
<tr>
<th>D</th>
<th>Task Name</th>
<th>Start</th>
<th>Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.1. Supporting the development of SP 2008-2013</td>
<td>Mon 31.07.06</td>
<td>Wed 31.12.06</td>
</tr>
<tr>
<td>2</td>
<td>Tendering procedure</td>
<td>Mon 31.07.06</td>
<td>Fri 29.12.06</td>
</tr>
<tr>
<td>3</td>
<td>1.1.1. International best practice analysis</td>
<td>Tue 21.07.06</td>
<td>Fri 30.07.06</td>
</tr>
<tr>
<td>4</td>
<td>1.1.2. Conducting study visit 1</td>
<td>Mon 4.08.06</td>
<td>Fri 6.08.06</td>
</tr>
<tr>
<td>5</td>
<td>1.1.3. Conducting study visit 2</td>
<td>Mon 3.09.06</td>
<td>Fri 7.09.06</td>
</tr>
<tr>
<td>6</td>
<td>1.1.4. Needs assessment/feasibility studies</td>
<td>Tue 2.01.07</td>
<td>Fri 27.04.07</td>
</tr>
<tr>
<td>7</td>
<td>1.1.5. Feedback on needs assessment/feasibility studies</td>
<td>Mon 30.04.07</td>
<td>Fri 11.05.07</td>
</tr>
<tr>
<td>8</td>
<td>1.1.6. Fine-tuning of needs assessment/feasibility studies</td>
<td>Mon 4.06.07</td>
<td>Fri 29.06.07</td>
</tr>
<tr>
<td>9</td>
<td>1.1.7. Analysis of current SP 2008-2013 documents</td>
<td>Tue 2.01.07</td>
<td>Fri 29.03.07</td>
</tr>
<tr>
<td>10</td>
<td>1.1.8. Development of protocols for SP 2008-2013</td>
<td>Mon 5.03.07</td>
<td>Fri 11.08.07</td>
</tr>
<tr>
<td>11</td>
<td>1.1.9. Disseminating the work document for potential beneficiaries and collecting feedback on proposals for</td>
<td>Mon 4.06.07</td>
<td>Fri 31.06.07</td>
</tr>
<tr>
<td>12</td>
<td>1.1.10. Fine-tuning of the proposals for SP 2008-2013</td>
<td>Mon 20.09.07</td>
<td>Fri 20.12.07</td>
</tr>
<tr>
<td>13</td>
<td>1.1.11. International training days on SP 2008-2013 for</td>
<td>Tue 2.01.07</td>
<td>Fri 29.11.07</td>
</tr>
<tr>
<td>14</td>
<td>1.1.12. International training days on SP 2008-2013 for</td>
<td>Tue 2.01.07</td>
<td>Fri 29.11.07</td>
</tr>
<tr>
<td>15</td>
<td>Auditing</td>
<td>Mon 12.09</td>
<td>Wed 31.12.09</td>
</tr>
<tr>
<td>16</td>
<td>Milestone</td>
<td>Wed 31.12.09</td>
<td>Wed 31.12.09</td>
</tr>
<tr>
<td>17</td>
<td>1.2. Proposals for development plans of LG</td>
<td>Mon 31.12.07</td>
<td>Wed 31.12.07</td>
</tr>
<tr>
<td>18</td>
<td>1.2.1. Analysis of LG current development plan (CP)</td>
<td>Mon 31.12.07</td>
<td>Wed 31.12.07</td>
</tr>
<tr>
<td>19</td>
<td>1.2.2. Development of proposals for CP</td>
<td>Mon 21.03.00</td>
<td>Fri 15.03.00</td>
</tr>
<tr>
<td>20</td>
<td>1.2.3. Feedback on proposals for CP</td>
<td>Mon 18.08.08</td>
<td>Fri 10.10.08</td>
</tr>
<tr>
<td>21</td>
<td>1.2.4. Fine-tuning of the proposals for CP</td>
<td>Mon 10.10.00</td>
<td>Fri 22.11.00</td>
</tr>
<tr>
<td>22</td>
<td>Auditing</td>
<td>Mon 12.08</td>
<td>Wed 31.12.08</td>
</tr>
<tr>
<td>23</td>
<td>Milestone</td>
<td>Wed 31.12.09</td>
<td>Wed 31.12.09</td>
</tr>
<tr>
<td>ID</td>
<td>Task Name</td>
<td>Start</td>
<td>Finish</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------------------------------------</td>
<td>-------------</td>
<td>-------------</td>
</tr>
<tr>
<td>24</td>
<td>2.1. Increasing capacity of CMB staff</td>
<td>Mon 31.07.06</td>
<td>Fri 28.11.06</td>
</tr>
<tr>
<td>25</td>
<td>Tendering procedure</td>
<td>Mon 31.07.06</td>
<td>Fri 29.11.06</td>
</tr>
<tr>
<td>26</td>
<td>2.1.1. Mapping current training needs of CMB staff in the field of knowledge of Russian and customer service skills</td>
<td>Tue 01.07.07</td>
<td>Mon 05.08.07</td>
</tr>
<tr>
<td>27</td>
<td>2.1.2. Development of training curriculum</td>
<td>Tue 09.07.07</td>
<td>Fri 30.03.07</td>
</tr>
<tr>
<td>28</td>
<td>2.1.3. Development of training materials</td>
<td>Tue 09.07.07</td>
<td>Fri 30.03.07</td>
</tr>
<tr>
<td>29</td>
<td>2.1.4. Selection of participants for training</td>
<td>Mon 27.04.07</td>
<td>Fri 27.04.07</td>
</tr>
<tr>
<td>30</td>
<td>2.1.5. Technical preparation</td>
<td>Mon 27.04.07</td>
<td>Fri 27.04.07</td>
</tr>
<tr>
<td>31</td>
<td>2.1.6. Training courses for staff of CMB</td>
<td>Mon 30.04.07</td>
<td>Fri 30.11.07</td>
</tr>
<tr>
<td>32</td>
<td>2.1.1. Conducting study visit 1</td>
<td>Mon 07.05.07</td>
<td>Wed 18.05.07</td>
</tr>
<tr>
<td>33</td>
<td>2.1.8. Conducting study visit 2</td>
<td>Mon 11.05.07</td>
<td>Wed 21.05.07</td>
</tr>
<tr>
<td>34</td>
<td>Auditing</td>
<td>Mon 03.12.07</td>
<td>Fri 28.02.07</td>
</tr>
<tr>
<td>35</td>
<td>Milestone</td>
<td>Mon 28.12.07</td>
<td>Fri 28.12.07</td>
</tr>
<tr>
<td>36</td>
<td>2.2. Strengthening examination system at SEC test</td>
<td>Tue 04.04.07</td>
<td>Fri 26.06.07</td>
</tr>
<tr>
<td>37</td>
<td>2.2.1. Development of description of technical solution for further development of information system of language exam and citizenship test applicants</td>
<td>Tue 04.04.07</td>
<td>Fri 23.05.07</td>
</tr>
<tr>
<td>38</td>
<td>2.2.2. Further development of the information system</td>
<td>Mon 06.05.07</td>
<td>Fri 20.07.07</td>
</tr>
<tr>
<td>39</td>
<td>2.2.3. Development of technical solution for digital processing of exams at SEC test</td>
<td>Mon 23.06.07</td>
<td>Fri 15.06.07</td>
</tr>
<tr>
<td>40</td>
<td>2.2.4. Assistance concerning procurement and installation of equipment for digital processing exams at SEC test</td>
<td>Mon 18.06.07</td>
<td>Fri 10.08.07</td>
</tr>
<tr>
<td>41</td>
<td>2.2.5. Procurement and installation of equipment for digital processing exams at SEC test</td>
<td>Mon 10.06.07</td>
<td>Fri 10.08.07</td>
</tr>
<tr>
<td>42</td>
<td>2.2.6. Development of communication plan &amp; materials for dissemination of information for language exam applicants</td>
<td>Tue 21.02.07</td>
<td>Fri 23.02.07</td>
</tr>
<tr>
<td>43</td>
<td>2.2.7. Disseminating information on language exam opportunities for potential applicants</td>
<td>Mon 06.02.07</td>
<td>Fri 28.12.07</td>
</tr>
</tbody>
</table>
ANNEX 11
PROJECT LOGICAL IMPLEMENTATION SCHEME
Project N°: ES
Project title: Support to the implementation of the State Integration Programme and Capacity-Building of Integration-Related Institutions