

Achieving excellence in social service provision

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1. The current situation of assessment, control and management of quality of social services in Estonia

Introduction

Estonia is a small country, which is situated on the shore of the Baltic Sea. The area of Estonia is 45,227 square kilometres, and the population about 1.34 million people. The country's economy is developing rapidly, especially food industry, the production of electrical energy and tourism. Estonia is a member of the European Union from the 1st of May 2004. The capital of Estonia is Tallinn.

The main demographic indicators of Estonia show worrying developments with regard to both central facets of population wellbeing – sustainability of generational alternation and a vigorous Third age (elderly people). Within the past 20 years, the decrease in fertility has affected the demographic continuity and the stability of population replacement. The indicators for health and survival have stayed low for over forty years.

The task and development of the Estonian social welfare system

The task of the Estonian social welfare system is to provide assistance to persons or families in preventing, eliminating and relieving difficulties in coping, and also to assist persons with special social needs in social security, development and integration into society. The following objectives have been set to develop social welfare in Estonia:

- better access and quality of social welfare services;
- better living standard of people and reducing poverty;
- higher employability of people with special needs and people belonging to risk group (disabled people, long-term unemployed persons, young people, elderly people).

Development of the social welfare system is based on the principle that implementation of social policy measures (i.e. social services and benefits) is an investment in human resources and thereby in the economy and society as whole. The state is obliged to interfere in order to ensure proper protection of social rights and provide assistance if the potential for a person or family to cope is insufficient.

The principles of social welfare in Estonia are following:

- observation of human rights;
- responsibility of persons for their own and their family members;
- obligation to provide assistance if the potential for a person or family to cope is insufficient and thereby promotion the ability of person and his/her family to cope.

In Estonia social welfare provision is regulated by the Social Welfare Act. Pursuant to the Act the following have the right to receive social services, social benefits and other assistance: permanent residents of Estonia, aliens residing in Estonia on the basis of residence permits or right of residence and persons enjoying international protection staying in Estonia. Every person staying in Estonia has the right to receive emergency social assistance.

Administration and financing of social welfare services

The Minister of Social Affairs and the county governors administrate social welfare on the state level. The provision of social services, social benefits, emergency social assistance and other assistance is generally administered by the local government of a person's place of residence registered in the Population Register. In case of failure to address the local government of a person's place of residence registered in the Population Register or a person's place of residence cannot be determined, the provision of social services, social benefits, emergency social assistance and other assistance is administered by the local government in whose administrative jurisdiction the person is staying at the moment of need for assistance. The provision of social welfare to a person who is released from a penal institution is administered by the local government where the person last resided or, if his or her family members have changed their residence, by the local government of the residence of person's family members. The provision of emergency social assistance to an alien staying temporarily in Estonia is administered by the local government where the person is staying at the time he or she is in need of assistance.

Pursuant to the Act the social services are: social counselling, rehabilitation service, provision of prosthetic, orthopaedic and other appliances, childcare service, domestic services, housing services, foster care, substitute home service and care in social welfare institution. In order to ensure equal opportunities for disabled people, their active participation in social life and independent coping, the local government shall, if necessary, appoint a support person or a personal assistant and shall arrange transport for disabled people. In addition, the local government has right to grant supplementary social services and social benefits for coping.

Social welfare services for people with special mental needs (assistance in everyday life, assisted living, living in a community, assisted working, 24-hour care, 24-hour care with reinforced assistance, 24-hour care with reinforced supervision) are set out in the Regulation No 5 of the Minister of Social Affairs of 9 January 2008 "Mandatory requirements to social welfare services for persons with special mental needs and the regulation of providing the services" (entered into force in 14 January 2008).

Social welfare services are financed:

- 1) from the state budget – expenditure relating to state social welfare management, state social programmes and projects, expenditure relating to state social benefits;
- 2) from the budget of the local government – expenditure which is not financed from the state budget;
- 3) natural persons and legal persons who are voluntarily engaged in social welfare shall cover social welfare expenditure incurred from their own funds. In addition, the Ministry of Social Affairs, county governors and local governments may enter into contracts for the provision of social welfare with natural persons and legal persons and may allocate financial and material resources to them to cover expenditure relating to social welfare;
- 4) funds received from various funds, endowments, non-profit as well as from donations and sponsorships may be used to finance social welfare.

In general the services provided by the local government are free of charge but in the case of large-scale services (e.g. institutional care) the local governments may establish a fee for the service.

A fee may be collected from a person for social services provided to the person or his or her family. The fee collected depends on the extent and cost of the service and the financial situation of the person and family receiving the service. The need for assistance of a person shall be met regardless of a person's economic situation. The services shall be provided free of charge if the person's economic situation does not allow to pay for the social services. This may bring along the replacement of one service with the other. For example, if the person's economic situation does not allow paying his/her own contribution for the personal assistant service, the service of home assistance, care service etc. shall be applied to the person.

Requirements for employees

Requirements for education and qualification of persons working in social welfare area have been provided in the [Social Welfare Act](#). Pursuant to the Act:

1. A social worker must have acquired special professional qualification and higher education.
2. A welfare worker must have appropriate training.
3. The duties of a social counsellor may perform a welfare worker who has passed appropriate training for providing the service.
4. A rehabilitation team shall comprise at least five specialists of different areas of specialisation who have:
 - acquired officially recognised higher education in psychology or qualifications equal thereto;
 - acquired officially recognised higher education in medical science or qualifications equal thereto;

- acquired officially recognised higher education in social work or qualifications equal thereto;
 - acquired officially recognised higher education in occupational therapy or qualifications equal thereto or other officially recognised higher education provided that an in-service training course for assistant occupational therapists organised with the participation of the Ministry of Social Affairs has been undergone;
 - acquired officially recognised secondary education in nursing or officially recognised higher education in nursing or qualifications equal thereto;
 - acquired officially recognised higher education in physiotherapy or qualifications equal thereto or a professional certificate of a physiotherapist or
 - acquired officially recognised higher education in special needs education, speech therapy or pedagogy or qualifications equal thereto.
5. In order to act as a childminder, a person shall hold childminder's professional certificate issued on the basis of the Professions Act. Without holding a professional certificate the childcare service may be provided by the persons who have acquired secondary special or higher education in pedagogy or social work or other kind of secondary education or higher education and they have undergone 160-hour in-service training in social work and 160-hour in-service training in pedagogy. The requirement to hold a childminder's professional certificate shall be fulfilled at least by 1 January 2009.
6. The following persons may work in a substitute home as education employees:
- as an assistant educator persons who have completed at least secondary education and they have undergone a 160-hour in-service training in social work or pedagogy, or has registered for the training (and shall undergo the training at least within three years from entry into an employment contract);
 - as a junior educator persons who have completed vocational secondary or higher education in the field of pedagogy or social work, or other vocational secondary or higher education and they have undergone a 160-hour in-service training in social work and 160-hour in-service training in pedagogy;
 - as an educator persons who have:
 - vocational secondary or higher education in pedagogy and they have undergone a 160-hour in-service training in social work;
 - vocational secondary or higher education in social work and they have undergone a 160-hour in-service training in pedagogy; or
 - other vocational secondary or higher education and they have undergone a 160-hour in-service training in social work and 160-hour in-service training in pedagogy.
 - as a senior educator persons who have vocational secondary or higher education in pedagogy and they have undergone a 160-hour in-service training in social work, or have vocational secondary or higher education in social work and they have undergone a 160-hour in-service training in pedagogy. In addition, a senior educator shall have at least three years' work experience in child welfare, he/she shall have instructed trainees, junior

educators or educators for at least three months and shall have prepared a professional research or shall have participated in the development of child welfare.

7. The education of a family parent of a substitute home shall comply with at least the requirements established for educators of a substitute home (see above) and he/she shall have undergone or registered to relevant training recognised by the Ministry of Social Affairs.
8. The staff providing welfare services for persons with special mental needs shall include the activity instructors who have received the relevant training.
9. Pursuant to the Victim Support Act, a person providing the victim support service shall have the personal moral characteristics required for victim support work and has acquired higher education. The reconciliation service may be provided by the victim support workers who have received the relevant training.

Supervision

Pursuant to the Social Welfare Act the county governors have the obligation to monitor the quality of the social services, emergency social assistance and other aid provided in their administrative jurisdiction. The evaluation of the quality of social services is based on the requirements for service providers, staff and premises where the services are provided set out in the Act. Whereas the Act prescribes detailed requirements for the state provided social welfare services (e.g. childcare service, substitute home service, requirements for welfare services for persons with special mental needs), the quality requirements for other social services are not described so thoroughly.

Neither does the Act prescribe detailed requirements and frequency for supervision of the quality of social services provided in county government administrative jurisdiction. But for helping of supervision of the quality of social services are developed special recommended guide and special forms for supervision (form for the 3 years activity plan, form of year report, form of supervision act).

Pursuant to the Act the county governor shall be submit the supervision report to the Government of the Republic at least once a year. If the county governor detects deficiencies in the course of supervision he/she has the right to:

- propose suspension or revocation of the activity license of a service provider;
- propose suspension or termination of performance of the corresponding contract with service provider;
- issue a precept requiring elimination of the deficiencies. Upon failure to comply with a precept, a county governor may impose penalty payment with upper limit in the amount of 639 euro.

In order to provide the childcare service or substitute home service a sole proprietor, legal person, local government agency or agency administered by governmental authorities wishing to provide the service shall hold a valid activity licence granted by the county governor. An activity licence is issued for a period of five years. Prior to the issuance of an activity licence a country

governor and possibilities refuse to issue an activity licence to the provider of childcare service or substitute home service are described in the annex.

The state supervision over provision of rehabilitation services is exercised by the Social Insurance Board. A supervisory official of the Social Insurance Board may, in the course of supervision, issue a written precept to the provider of rehabilitation services. The Social Insurance Board have the official responsibility over provision of rehabilitation services. Upon failure to comply with a precept, a penalty payment with upper limit in the amount of 639eur may be imposed. Upon failure to perform a material obligation set out in a precept, a supervisory official of the Social Insurance Board may make a proposal for the deletion of the registration of the provider of rehabilitation services from the register of economic activities.

The Social Insurance Board shall organise supervision over the contracts concluded for the provision of welfare services for persons with special mental needs. A county governor shall exercise the supervision over the welfare services provided to the persons with special mental needs. The director general of the Social Insurance Board shall conclude contracts with legal persons or local government agencies acting as providers of welfare services to the persons with special mental needs. The Social Insurance Board may refuse to enter into a contract with the service provider if:

- the provider of services or services provided do not comply with the established requirements;
- the provider of service has violated the conditions agreed in a previous contract entered into between the provider of services and the Social Insurance Board.

The compliance of educational employees of the substitute home with the requirements (incl. requirements to education) set out in legislation shall be verified by the substitute home service provider.

Within the framework of elaboration of the new Social Welfare Act the quality requirements for many services are specified which, in turn, enables to arrange more efficient supervision process.

Involvement of people in the provision of welfare services

The Social Welfare Act stipulates that in the resolution of issues pertaining to social welfare, in order to find the most suitable assistance, the person who needs social welfare services and with the consent thereof the family members of the person shall be involved in the process. For example, a person has the right to choose the service provider while referred to the rehabilitation service. Also a parent has the right to choose between different childcare service providers.

In general, in the resolution of every issue pertaining to social welfare, the opinion of the person shall be considered. In the resolution of issues pertaining to a child, ward or person under curatorship, the opinion of the parent/foster parent, guardian or curator shall be considered. Issues pertaining to social welfare may be resolved without considering the opinion of the mentioned persons if this is not necessary for resolution or if resolution cannot be postponed due to urgency.

In the course of the implementation of social welfare services, a person's wishes shall be considered, except in the cases:

- if a person is placed in a social welfare institution due to a severe mental disorder, if the person poses a danger to himself or herself or to others or the application of earlier measures has not been sufficient or possible
- if the rights of a person staying in a social welfare institution are restricted (e.g. in the case of possessing narcotic substances, other substances or devices which endanger life or health, the person's right to move freely is restricted or a person is isolated to protect other persons staying in the institution
- if a child is separated from his or her home and family under the circumstances which endanger the life, health and development of a child, other measures applied with respect to the family and child have not been sufficient and separation of the child from the family is effected in the interests of the child.

In the other cases, solving the questions regarding a child the wishes of a parent/foster parent or guardian and a child who is at least ten years of age shall be taken into account. If a child is separated from his or her home and family the wishes of a child younger than ten years of age shall also be considered if possible.

The evaluation measures with recommendable nature and other supportive questionnaires facilitate the determination of person's need for assistance and choice and appointment of appropriate social services thereto. The evaluation instruments and other tools are used to evaluate and record a person's need for assistance, social coping, readiness for cooperation, need for care, need for social services (e.g. need for a personal assistant etc.). As of 2008 the following evaluation instruments and other supportive tools are applicable: personal rehabilitation plan, case plan, child's development plan, application for medical expertise, personal employment plan, instrument to evaluate the need of a disabled child for care and social services and risk evaluation document for institutions providing services to the persons with special mental needs. The elaboration of the instrument for assessment the additional costs conditioned by a disability, a description of person's health status attached to the application of medical expertise and the instrument for assessment the coping of children and families is under way.

An official appointed by a local government shall decide the provision of or refusal to provide social welfare measures. At the request of a person applying for social welfare, issues shall be decided by an appropriate committee of local government. Decisions about provision or refusal must be justified and supported by Acts and other legislation and may be made on the basis of a rehabilitation plan or a case plan of a person. Upon disagreement with a decision, an applicant has the right to file a challenge with the county governor. A person who finds that his or her rights are violated or his or her freedoms are restricted in the course of the provision of rehabilitation services may, within three months, file a challenge in free form with a dispute committee at the Social Insurance Board.

The measures taken to implement the legal framework

With the view of introducing the amendments made to the Social Welfare Act, strengthening social work and promoting further debates on the social services the Ministry of Social Affairs regularly organises information days for the county governments, local governments and providers of the social services:

- regional information days are organised annually in four regions;
- information days for the county governments are organised at least once a year or often, if necessary;
- further, the thematic information days are organised: for child protection workers on regular basis, also the thematic information days are organised on topics related to the elderly and disabled people.

In prior the thematic of information days is discussed with the participants and everybody who wishes can have a say about the choice of topics under discussion. For example, at the end of 2007 during the regional information day considering the amendments made to the Social Welfare Act the open room methodology was used.

Within the framework of the ESF programme "Active Labour Market Measures Supporting Welfare Measures 2007-2009" several activities are implemented to improve the quality and availability of welfare services. For example, in autumn 2007 four regional training and information events on reducing care burden in the process of the provision of welfare services took place with the purpose to uniform welfare measures to support employment and to develop in the local governments of Estonia the welfare services reducing care burden and to train regularly both the developers of services and the providers of services. In addition, within the framework of the mentioned programme the employees of local governments are trained on the case management in order to develop cooperation network based on the case management. See details about the programme below.

In addition to traditional information days, in the course of developing a new draft Social Welfare Act introduction of the draft has been carried out in all counties. Just as with other information days, the participants could again decide on the topics they wanted to discuss.

The most relevant amendments to Acts, but also strategies and development plans are discussed in management committees incorporating different offices. In addition to agencies, non-governmental organisations are also included in preparing drafts. For example, the preparation of the new draft Social Welfare Act involves Estonian Chamber of Disabled People, Union for Child Welfare, Patients' Association, Conciliators' Association, local government associations and many other representatives of the third sector.

In addition, both scientists, officials of the Ministry of Social Affairs, officials of county and local governments as well as other people related to the practical social welfare work publish special articles in the journal "*Sotsiaaltöö*" ("Social Work"). The officials of the Ministry and officials of county and local governments give lectures on their professional work in the universities and other educational institutions.

In order to resolve substantial social problems additional strategies, action plans and state welfare programmes are used. The general purpose of these measures is to promote the social well-being and to enhance social protection of people and/or families. The implementation of the elderly policy is supported by the Elderly Policy Committee.

2. The ways to further develop in the direction of process and outcome quality of social services

We realise on the basis of reports that a lot of work has been done on the development of the standards of quality in Romania, especially in terms of developing the system of quality evaluation and supervision. The organisations which provide services and service quality evaluators would definitely find it helpful if standard forms for undertaking self-analysis and evaluation were available for use. One option for further development is to undertake an analysis of the secondary level, that is to analyse those organisations where self-evaluation has been completed and which were successfully accredited in order to identify similar and different features when providing services along with threats and opportunities. A traditional SWOT analysis may also be conducted with organisations to identify their strengths, weaknesses, opportunities and threats. Analysis would give a good overview of problems across fields of activity, regions, types of organisations and client target groups.

Such overview-type analysis should be undertaken every three years and all parties in the service market should be informed about results. The analysis would also promote best practices in service provision and client inclusion. We suggest that systematic self-analysis in organisations and evaluation activities of commissions and county agencies involved in the supervision of service quality would form a solid basis for analysing quality assurance of social services and benefits on a broader scale, and it supports the structural quality development process which yields both good results and an increase in quality.

3. Inclusion of stakeholders in the development of quality of social services

The main goal in direction of inclusion of stakeholders in the development of quality of social services could be to encourage the participation of individuals and voluntary or other organisations in the establishment and maintenance of social welfare services. The purpose of inclusion is to improve the quality and social legitimacy of decisions by increasing the involvement of the non-governmental, private and public sectors in the preparation and adoption of decisions. An administrative agency, citizens' association or representative organisation that creates a document should involve stakeholders from all sectors in the decision-making process. This ensures that the developed policy is balanced and based on public interest.

Inclusion of the public in decision-making should be open, transparent and flexible and therefore its work is based on the principle of the Good Engagement Practices. The objective of the good engagement practice is to harmonize the principles of inclusion of the public and stakeholders in the decision-making by public sector agencies and citizens' associations. The Good Engagement Practices could be a partnership and cooperation document, which includes recommended principles, which place great importance on the clarity of goals, openness of relationships, and dedication to goals. The good engagement practice is a basis for citizens' associations and government institutions to develop specific inclusion guidelines for themselves and to find answers to questions that arise in the practice of inclusion. Good Engagement Practices is applied, for example, in the preparation of drafts of laws and their amendments, drafts of the regulations and directives of the Government of the Republic, drafts of Ministers' regulations,

documents, concepts, policies, development plans and programmes that are important to the country's development and guidelines and procedures of providing public services.

Balanced inclusion of interest is increasingly becoming a natural part of policy development and decision-making that helps to prevent subsequent implementation problems. Inclusion works best when the stakeholders are satisfied with the actual level of inclusion – those who do not wish to take active part receive information and are consulted occasionally while those who want to participate actively can do so.

Civil Society Development Concept could describe the different roles of the public sector and the non-profit sector which supplement each other, and the co-operation principles in developing and implementing public policies and building up the civic society. The goals of cooperation between non-profit associations and the public sector could be:

- 1) to promote civic initiative and involvement democracy;
- 2) to support the idea of voluntary action being one of the essential features in acting as a citizen;
- 3) improve the better acknowledgement and implementation of the economic, social and political rights and obligations of citizens;
- 4) the citizens' sense of responsibility towards their family, other citizens, home neighbourhood, state and world;
- 5) to make conscious the values and principles which are the basis of cooperation between the non-profit sector and public sector, to frame mutual obligations, rights and priorities of action;
- 6) to establish a favourable environment for the functioning and strengthening of citizens' associations as an inevitable factor for the development of democracy;
- 7) to develop a support system for non-profit sector;
- 8) to spread good co-operation practices and the knowledge on favourable cooperation of the public institutions, citizens and citizens' associations;
- 9) to involve citizens and their associations more widely in the process of developing, implementing and analyzing public policies and legal acts, to develop necessary information channels and mechanisms;
- 10) to acknowledge and consider the specific rights and interests of insufficiently represented or unacknowledged citizens and their associations in arranging public life;
- 11) to create an environment supporting charity and philanthropy, and involve business sector.

The principles of co-operation between the non-profit sector and public sector are citizen action, participation, respect, partnership, responsibility and accountability, political independence of civic initiative, preventing corruption, sustainable and balanced development and equal treatment. The legislation could not set limits to the participation of civic society in providing social services.

At the level of the organisation one of the options is to engage clients and their relatives in the development of service quality of the organisation by giving them more responsibility for managing and funding the organisation, e.g. include them in fund-raising campaigns, social actions in the community, and so on. Common action brings people together and engagement of clients and their families motivates them to take part in service quality enhancement.

It is also beneficial to arrange conferences, seminars and awareness-raising events for clients, their families and other interest groups, where topical issues regarding activities and service quality of the organisation are discussed.

4. The possibilities to overcome regional and/or local differences in the assessment of quality of services

In the theoretical analysis and the results of empirical studies (Medar 2002, 2004) demonstrate that the provision of people with social services varies in different regions of Estonia too. The study clearly revealed that people living in rural areas or in towns and cities have different opportunities for getting social services and it is the rural population which has disadvantages. There are also not enough resources for the development of social services, particularly in rural municipalities. Communities of non-Estonians are not sufficiently informed and are therefore not aware of the opportunities for application for social benefits and services.

Social services offices of local governments are generally aware of the needs of people for social services in their region but often lack possibilities for providing all people in need with the necessary services due to the shortage of financial resources or the shortage or low capacity of organisations providing social services. The structure of the system of social services provided meets the needs (the basic resources for the management of emergency situations are available), but the volume of services is insufficient. The system of social services for the provision of the population with services has not been fully developed and sometimes happens that a client who was helped "in an emergency" will come back after a while. There are generally no follow-up services for restoring the coping resources of clients. There is no complex analysis of cases and no therapy.

Local governments have specialists for the formulation of problems and generation of ideas but the implementation of these ideas depends on the budget, which is not sufficient. The use of the existing funds is often inefficient since it is spent only on the alleviation of consequences.

Local governments and institutions providing social services lack definite criteria for the assessment of the need for and provision of social services and the quality of the services that would allow to improve the accessibility of social services and make the provision of services more flexible and more cost-efficient for the society, also to involve the private sector and the voluntary sector more in the process of provision of services. There are oral agreements on adopting decisions on getting services but these agreements are often not regarded as criteria.

The social services register STAR was developed in Estonia in order to gain a better understanding of the causes of regional differences and to identify solutions to existing problems. Since 2007 the social services data register called STAR has been developed in the Ministry of Social Affairs. The implementation of the register shall create conditions and framework for the provision of comparable and quality services all over Estonia. The application of STAR provides

the social workers a tool to implement the case management methodology. The goals of the implementation of STAR are applying client-centred approach on all levels of social work, creating central information system to ensure high quality service and equal treatment independently of the regional specifics and gathering operative information in order to ensure more effective policy-making and better statistical data and improving the network opportunities of the professional specialists. The expected outcome of the application of STAR is as follows: the data reflecting social services and benefits are collected in the central database where they are comparable and ready for processing in order to create statistics, which in turn shall ensure the improvement of the quality of services and the need based approach to the client's problems. Further, the implementation of STAR shall give the state better overview of services provided on the level of local governments and more specific needs, it shall give better possibility to plan national resources and demand for training and to assess the quality and activeness of social work in local government units. Presumably the cooperation between specialists shall improve while applying STAR as a case management tool. STAR will be put into practice in 2010.

One of the purposes of this electronic database is to standardise documents used in the field of service provision, e.g. referrals to use a service, client work documents, guidelines for assessment of the need for services, forms of action plans, service supervision forms, forms for providers of services, and so on. At the moment there are 224 local governments in Estonia and almost everyone has a slightly differing approach to service provision which hinders obtaining a comprehensive overview of the situation and the uniform development of services. The launch of the database has standardised/systematised principles and guidelines for service provision across local governments and this ensures a more uniform progress towards quality in the development of services.

It is important to develop co-operation with specialists of other EU Member States that would allow to involving new thought patterns and theoretical approaches to social work through partnership for the solution of local problems. Coping with all this is a difficult task and requires from all participants in the process – social workers, local government leaders and providers of social services – the application of integrated approaches of both theoretical knowledge and practical skills.

5. Criteria to assess quality according to the needs of different social sectors

We believe that the quality of social services can be assessed on the basis of similar methods and methodologies. For example, self-analysis, questionnaires, SWOT analysis etc can be used to evaluate services in the social, education or other fields. Similar instruments or their modifications may be used in each field. Differences tend to appear due to historical and cultural traditions across countries, nations and communities where services are provided and evaluated. Where service provision is radically different across communities, services cannot be evaluated on a similar basis either, that is, one cannot require that services be provided following the same requirements in all organisations, thus different approaches to evaluation of service quality should be allowed as well. Therefore we support the idea that written mandates be prepared authorising commissions within the different sectors to take appropriate decisions as and when necessary. It is important to note that both service provision and quality should be determined according to clients' needs.

- List Bullet 1. European Social Charter (revised). *Sixth Report of the Republic of Estonia*. For the reference period 2005 – 2007

References

European Social Charter (revised). *Sixth Report of the Republic of Estonia*. For the reference period 2005 – 2007 Articles 3, 11, 12, 13, 14.

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All Estonian legal acts are available on the Internet at <https://www.riigiteataja.ee/ert/ert.jsp>. All Estonian legal acts that have been translated into English are available on the Internet at <http://www.legaltext.ee/indexen.htm>.