

Estonia 2035

Action Plan of the
Government of the Republic
(28 April 2022)



Necessary changes in Estonia



**Skills
and the labour
market**



**Sustainability of the
population, health and
social protection**



**Economy
and climate**



**Space
and mobility**



Governance

The 'Estonia 2035' action plan compiles the changes in various areas that are needed to maintain the basic principles, achieve strategic goals and meet the development needs described in the long-term development strategy 'Estonia 2035'. Targeted and coordinated cross-sectoral cooperation is important. The action plan has been prepared in the course of preparing the 'Estonia 2035' strategy. The 'Estonia 2035' action plan is also the Estonian reform plan submitted within the framework of the European Semester for the coordination of economic policies.

The changes that need more attention than the proposals presented and negotiated during the preparation of the strategy are tied into five thematic bundles. The changes and reforms provided in the action plan will be implemented through development plan programmes in the respective field. Their implementation is monitored on the basis of a more detailed action plan each year and, if necessary, adjustments are made based on domestic events affecting the development of Estonia and changes in the foreign environment.

The action plan highlights the objectives and indicators for the necessary change for each thematic bundle. The activities are related to the development needs described in the strategy 'Estonia 2035' and Global Sustainable Development Goals .

For each activity, the leader and other persons responsible, i.e., government agencies that contribute the most to the implementation of this activity, have been stated.

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Abbreviations used in the action plan

AV	Development needs of Estonia
HTM	Ministry of Education and Research
JUM	Ministry of Justice
KAM	Ministry of Defence
KEM	Ministry of the Environment
KUM	Ministry of Culture
MKM	Ministry of Economic Affairs and Communications
MEM	Ministry of Rural Affairs
RM	Ministry of Finance
RK	Government Office
SIM	Ministry of the Interior
SOM	Ministry of Social Affairs
VM	Ministry of Foreign Affairs

Skills and the labour market

What is the change that we seek?



Estonian people have knowledge, skills, and attitudes that enable self-fulfilment and personal development

Indicator: Share of adults (25-64) with professional and vocational education



Estonian educational and labour market policy is flexible, future-oriented, and

Indicator: Labour force participation rate (15-74); gender pay gap



Estonia has a sufficiently qualified workforce to support the development of the country and its economy

Indicator: Share of people with tertiary education aged 25-34

Content of the change and participants



A. Making the education system learner-based and flexible

AV1, AV3, AV4, AV9

HTM **KAM** **KUM** Integrating formal education with non-formal and informal learning:

- taking into account knowledge and skills acquired outside formal education (e.g., in youth work, hobby education and in the Defence Forces) in formal education
- diversification of learning environments in cooperation with local governments (e.g., programmes of cultural institutions)
- development of opportunities for youth work (incl. hobby education) in cooperation with local governments, both regionally and sectorally

HTM **RM** Integration of vocational and secondary education in cooperation with local governments:

- analysis of organisation, financing and ownership issues
- development of a common secondary education standard

HTM **RM** Organising the network of upper secondary schools and basic schools in co-operation with local governments and empowering them in reviewing and organising the basic education network:

- optimising infrastructure, increasing energy efficiency and sharing, including concentrating public functions into shared buildings, and the introduction of renewable energy sources.
- creation of integrated regional education centres (combining opportunities for general, vocational and higher education and non-formal learning, including youth work)
- enhancing cooperation between the state and local governments

HTM **SOM** **MKM** **KEM** **KAM** **KUM** **MEM** **RM** **SIM** Transforming curricula to be more student-based:

- integration of practical professional skills into curricula at different levels and types of education
- development of learners' general and future competencies alongside cognitive skills and subject knowledge and skills (incl. identification of necessary skills in cooperation with different fields)
- supporting the professional development and ensuring the next generation of education and youth workers

HTM **MKM** Development of high-quality, smart and accessible digital study materials and methodologies and application of learning analytics in the learning process at all levels of education

HTM

Ensuring the availability of a learning counselling service based on common service standards in all regions



Bringing people's knowledge, skills, and attitudes in line with the needs of the labour market and structural changes in the economy

AV1, AV3, AV4, AV5



Upgrading the adult education system:

- development of a combined funding model and quality assurance principles
- analysis of changes in tax and benefit systems
- involvement of cultural institutions



Supporting the education system and the return to the labour market of different target groups and improving people's competitiveness:

- encouraging the return to formal education of adults who have dropped out of school
- support measures for young people who are not working, not participating in training or studying, the elderly, people with care burdens and various youth work measures



In cooperation with employers, expanding the target group of the workplace-based study form and the choice of specialty fields (especially to the target group of young people) and ensuring the quality of internships and workplace-based study forms

HTM

Introduction of micro-qualifications in the Estonian education and vocational training system:

- offering micro-degrees, short training sessions, etc



Reform of the vocational training system:

- development of OSKA's labour demand forecast from job based to skill based and region based
- transforming professional standards into skill profiles



Increasing the provision of skills required for the digital and green transitions, developing curricula, and increasing the skilled workforce of the respective sectors

SOM **RM** Supporting the labour markets of North-East and South-East Estonia to ensure regional balance
KEM **HTM**

4 **8** **C. Preparing for future work**
AV4, AV5

SOM **RM** Adapting social protection schemes to take new forms of work into account
KUM

SOM Need-based updating of labour law and working environment rules in response to changing forms of work

HTM Developing the knowledge and skills needed for future work, increasing the readiness of teachers, lecturers and trainers, and modernising learning environments for the implementation of updated curricula

HTM Developing entrepreneurial and entrepreneurial competences at all levels and types of education, including increasing students' willingness to start a business

4 **10** **D. Improving the quality of higher education and increasing the efficiency of its funding**
AV4, AV5

HTM Renewing the higher education system:
 • review of funding (free learning opportunities, including student ownership) to ensure both fair access to higher education and the compliance of its organisation with the needs of society and the labour market

HTM Improving the quality and international competitiveness of higher education:
 • expanding work-based learning
 • development of master's and doctoral studies in the field of business
 • development of the internship system

HTM **RM** Providing higher education in regional colleges and expanding their functions, taking into account regional policy objectives

Development needs of Estonia

- AV1** Population
- AV2** Health and life expectancy of people
- AV3** Society and opportunities
- AV4** Learning opportunities
- AV5** Business environment
- AV6** Diversity and the environment
- AV7** Cultural space and the living environment
- AV8** Security and safety
- AV9** State administration

HTM Leader **KUM** Other responsible

4 **8** **E. Creating a talent-friendly environment**
AV1, AV4

HTM **KUM** Development of a comprehensive system supporting talented students in the formal education system and non-formal learning in cooperation with local governments
SOM **MKM**

HTM **KUM** Encouraging the learning of science, technology and creative subjects, and ensuring the training of new teachers in all age groups and types of education
SOM **MKM**
KEM (incl. in non-formal learning)

MKM **HTM** Development of talent policy programmes
KUM **SIM** (including measures for international students)

4 **5** **F. Increasing social cohesion and equal opportunities in education and the labour market**
8 **18**
10

AV1, AV3, AV4, AV5, AV8 Developing smart and balanced migration and integration policies, taking into account the needs of the labour market and society:

- modernisation of integration and adjustment services for people with a different language and cultural background, and provision of innovative labour market services
- shaping societal attitudes and preventing and alleviating cultural and social tensions
- development of measures to support the active participation of the Estonian population in the labour market, facilitate the return of expatriate Estonians and ensure the necessary availability of qualified foreign labour

KUM **SIM**
HTM **SOM** Creating and implementing of a plan for the development of Estonian-language education starting from preschool education
RM **MKM**
MEM **VM**

HTM Modernisation of the study organisation of people with a different language and cultural background than Estonian in primary education, general education schools, vocational education institutions and non-formal learning
KUM **SOM**

HTM **SOM** Creating opportunities for people with special needs:
 • development of educational organisation (incl. integration of educational, social and labour market support services and provision of services to the necessary extent, increasing the accessibility of the education system)
 • supporting participation in the labour market

SOM **HTM** Minimisation of the gender pay gap:
MKM **RM**
 • reducing gender stereotypes and gender segregation in education and the labour market
 • development of measures to improve the implementation of the Gender Equality Act
 • supporting the introduction of transparent remuneration systems based on objective criteria and better access to salary information
 • improving opportunities for women and men to combine work, family and private life
 • reducing the burden of care and supporting its more equal division between genders

Sustainability of the nation, health and

What is the change that we seek?



In Estonia, the well-being of all people is valued during the entire life cycle and the growth of the population is encouraged

Indicator: income quintile ratio multiplier



The Estonian people are physically and mentally healthy for longer and make healthy choices that reduce risks and preserve the living and natural environment

Indicator: Percentage of overweight people



The Estonian health, occupational health and social protection system is integrated, people-centred and sustainable

Indicator: Share of people aged 16 and over with a high care burden (20 and more hours per week)

Content of the change and participants



A. Developing a comprehensive population and family policy to ensure the sustainability and well-being of the population

AV1, AV3



Development of a diverse family policy supporting births and parenting, which takes into account the different wishes and needs of families:

- developing a support system that promotes safe, happy and lasting relationships between couples and families in order to prevent family breakdown and increase the well-being of parents and children
- developing a system of benefits and services that facilitates reconciling work and family life, to increase the quality of life of families and support the birth rate



Increasing cross-sectoral co-operation for the implementation of population policy supporting the sustainability of Estonia as a nation state



Development of a child protection organisation based on a partnership between the local government and the state and based on the comprehensive needs of the child, development of basic and in-service training of specialists required for this purpose, and valuing child protection work



Development of integrated services and interventions that increase the well-being of children (including children with special needs, behavioural problems and trauma experiences) and the replacement of institutional care with family-based care



Encouraging a change in societal attitudes to value intergenerational cohesion and support the social activism and dignified aging of older people (for example, their greater contribution to volunteer work)



B. Shaping the living environment and people's attitudes and behaviour to protect health and the environment and reduce risk behaviour

AV2, AV6, AV8



Developing cross-sectoral and community-based integrated prevention and counselling services to change people's attitudes and behaviour:

- development of a cross-sectoral cooperation format
- empowering communities and local governments to promote healthy, environmentally conscious, and risk-averse behaviours as well as creating the right environment for this



Developing innovative digital solutions for improving the health education of the population and reducing risk behaviour as well as raising awareness of the health risks of living in a polluted environment



Increasing people's physical activity, sports and joint activities and developing health-conscious eating habits:

- development of policies to increase physical activity (including movement in nature)
- improving the composition and labelling of food to promote healthy choices
- improving access to and raising awareness of healthier and more varied food choices
- making legislation more supportive of good health



Development of an early intervention system in primary health care (family care, school health care, occupational health care, dental care, home nursing, etc.) in order to reduce health risks



Shaping a living environment that supports health:

- improving human environmental and consumer awareness and mitigating risks to health (including the safety of products and services, the safe and targeted use of chemicals and medicines, biological risk management, including reduction of antimicrobial resistance (AMR), reduction of water, air and noise pollution, drinking water and food safety, waste management of medicines)
- making the legal space supportive of health and the environment



C. Supporting mental health and reducing mental and physical violence

AV2, AV8



- developing common policies and measures in the field of mental health
- ensuring the availability and quality of mental health services throughout the life cycle
- raising people's awareness and developing socio-emotional competences
- promoting the protection of the rights of people with mental disorders
- expanding intervention activities to resolve mental problems that cause illegal behaviour

- SIM** **SOM** **JUM**
 - development of an early detection system throughout the life cycle in cooperation with local governments (incl. increasing the role of the community)
 - network-type assistance to victims of violence
 - developing measures to prevent the recurrence of violence
 - prevention of radicalisation

JUM **SIM** **SOM** **HTM** Reducing recidivism, ensuring law-abiding behaviour among young people, disseminating alternative punishments, and expanding resocialisation activities

HTM **SOM** **SIM** **JUM** Expanding the target groups of evidence-based prevention and socio-emotional skills programmes and developing measures (incl. programmes to reduce bullying in school and at workplace and other risk behaviours) in cooperation with local governments, private sector, health and education institutions

D. Modernising occupational health to support health and reducing people's loss of capacity for work



AV2

- SOM**
 - development of effective occupational health and safety services (incl. development of information technology solutions) for prevention of employee's physical and mental health problems
 - development of a targeted occupational health system for the prevention of work-related health problems (incl. improvement of the quality of occupational health services and access to the service)
 - developing a system to support people with temporary incapacity for work to remain in the labour market, in order to prevent permanent incapacity for work
 - increasing the awareness of labour market participants about risk factors (incl. mental health risk factors, work bullying, harassment)

E. Integrating health and social services in a people-oriented way



AV1, AV2, AV3

- SOM** **SIM** Comprehensive change of the organisation of health care in Estonia, incl. creation of the Northern Estonia medical campus and ensuring the capability of a multifunctional medical helicopter
- SOM** **MKM**
 - people-centred provision of health and social services in cooperation with local governments (incl. implementation of the principle of a common place of business)
 - development of event-based and people-centred integrated services in the social, health and employment fields (incl. improving exchange of information and development of data capture and analysis systems)

SOM Creating a next-generation health information system

F. Integrating personal medicine solutions into the daily activities of the healthcare system



AV2

SOM **JUM** **HTM** **MKM** **VM** Integrating genetic and health data into evidence-based decision-making processes, and their implementation

SOM Training of health professionals and raising awareness of people and society

G. Modernisation of the organisation of social protection, taking into account the social changes



AV1, AV2, AV3

- SOM** **RM** **KUM**
 - development of a system for the prevention of permanent health loss and ensuring sustainable financing of health care (incl. reduction of waiting lists for treatment, changes in the system of reimbursement and availability of medicines)
 - implementation of pension reform to ensure a sustainable pension system and the well-being of pensioners (including preferential pension reform, improving people's financial knowledge)
 - developing needs-based social protection (incl. agreeing on the division of responsibilities between the individual, the state and the local government)
 - making unemployment and redundancy benefit schemes more flexible
 - organisation of the system of accidents at work and occupational diseases
 - renewal of the long-term care financing model

H. Improving the well-being and social activity of people with special needs and improving the efficiency of the long-term care system



AV1, AV2, AV3

- SOM** **KUM** **SIM**
 - development of a system of services to prevent long-term care needs (incl. community empowerment, promotion of the principle of early detection, creation of assessment systems and tools)
 - development of care services (with emphasis on home / community care) (incl. infrastructure investments, increasing the use of technology and innovative solutions)
 - coordination and integration of health, employment and social protection and services in the cultural sector (e.g., aids, rehabilitation, support services, information services, access to cultural and sporting events) in order to achieve greater effectiveness in their interaction
 - increasing the workforce and improving qualifications in the field of long-term care (incl. training of new specialists, conducting in-service training and offering work-based learning)
 - supporting the social activism of people with special needs

Development needs of Estonia

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Leader

 Other responsible ministers

Economy and climate

What is the change that we seek?



Entrepreneurship is smart and responsible

Indicators: Number of researchers and engineers in the private sector per 1000 inhabitants; the amount of material recycled



The economic environment is reliable, attractive, and flexible

Indicator: IMD (International Institute for Management)



The economy is climate neutral

Indicator: Share of renewable energy in final energy consumption

Content of the change and participants



A. Introducing new solutions to encourage research and development and innovation in enterprises

AV1, AV5, AV8, AV9

Consolidation of existing innovation services and grants, and development of missing ones:

- market monitoring of new technologies
- advising on issues such as intellectual property, new business models, etc.
- involvement of creative competence
- supporting participation in EU strategic value chains
- providing services to support the legitimate use of artificial intelligence or other data-driven services



Development of knowledge-intensive start-ups:

- ecosystem services with an emphasis on knowledge-intensive business
- providing access to risk capital



Restructuring of support for applied research in enterprises (incl. in cooperation with other countries)



Bringing foreign policy and business diplomacy capabilities to a new level (including a focus on knowledge-intensive enterprises):

- development of destination country strategy/strategies
- ensuring foreign representations in line with Estonia's image (incl. being represented in new growing markets)
- systematic co-operation between the foreign representatives of Enterprise Estonia and the Estonian representations
- creation of an e-foreign representation



Increasing investment in research and development (R&D) by state-owned companies (as part of the state's participation policy)



New technological solutions and consulting for implementing the digital and green transitions in the enterprise sector:

- supporting digitalisation and automation (incl. robots)
- developing an integrated system for advising enterprises to support their awareness and capacity in areas related to the green transition



B. Increasing the capacity of areas important to the Estonian economy

AV1, AV5, AV6, AV7, AV9

Ensuring R&D cooperation between R&D institutions and enterprises in focus areas important to the economy of Estonia and its regions (digital solutions across all areas of life, health technologies and services, valorisation of local resources, smart and sustainable energy solutions):

- developing the respective R&D programmes
- updating the approach, implementation and monitoring of smart specialisation
- supporting participation in EU partnerships and other initiatives

Development of a sustainable circular bio-economy (incl. blue economy):

- creation of a support system to support the development of new value chains and business models (e.g., innovation cooperation between enterprises and R&D institutions)
- support for pilot projects
- Making Estonia a recognised centre for bio-economy development in Europe
- developing different technologies and fostering innovation for the better and more sustainable use of bio-resources (including water and marine resources)



C. Creating a flexible and secure economic environment that promotes innovative and responsible entrepreneurship and fair competition

AV5, AV6, AV8

Developing a legal framework conducive to the introduction of new technologies (e.g. AI, self-driving cars, drones) and business models (platform, digital, real-time economy)

Diversifying corporate funding sources and facilitating access to them (including for companies operating in areas removed from centres of attraction and for investments that reduce the environmental footprint of enterprises)



MKM **VM** Making Estonia one of the centres of attraction for the secure digital economy, in which there are excellent opportunities available to create and offer digital services to the world:

JUM **RM**
HTM
SIM

- expansion of the e-residency programme
- reducing red tape to promote entrepreneurship through technology
- development of cross-border digital solutions to facilitate the operation of internationally operating enterprises and the comfortable conduct of matters for citizens
- developing digital competences throughout society (both increasing the number of ICT professionals and improving people's general digital skills)
- increasing cooperation between enterprises and the state through the development of joint innovation platforms and the data economy
- improving the availability of high-speed internet throughout Estonia
- expanding the number of users of the digital nomad visa

KEM **MKM** Developing a national framework for the voluntary carbon market to encourage contributing to the climate goals of companies

MEM

KEM **MKM** Legislation supporting the green transition:

HTM **RM**
MEM

- promoting business models and corresponding consumer behaviour that support biodiversity, climate neutrality, the circular and blue economy and less environmental disruption
- other incentive economic measures (e.g., environmental charges)
- development and launch of a system for accounting for natural benefits
- standardisation of the use and reporting of sustainability data
- implementing the principles of sustainable financing to encourage green investments

MKM **KEM** Promoting responsible entrepreneurship:

SIM **KUM**
SOM

- establishing a transparent and clear system for accounting for the environmental footprint of enterprises
- introducing a sustainable and consistent financing model to finance commitments and changes in the field of environment and climate
- spreading and recognition of best management practices
- facilitating social entrepreneurship and non-governmental organisations generating own revenue
- encouraging volunteer work
- developing a tax system that supports participation in cultural life and physical activity
- reducing the administrative burden of non-governmental organisations

RM **JUM** Development and strengthening of the banking and capital market:

MKM

- ensuring the functioning of the single banking market, reducing banks' risks (including enhancing anti-money laundering) and increasing crisis resolution capabilities (creating resolution buffers, strengthening protection mechanisms), while maintaining openness to foreign enterprises and investors
- development of the deposit insurance system in line with the development of deposit insurance in the EU Banking Union

MKM **RM** Development of the regional business environment in cooperation with local governments (incl. provision of business support services based on the development preconditions of the region and supporting the growth of the added value of enterprises)

MEM

RM **KEM** Creating incentive to increase tolerance (to counter NIMBY), which supports development at the local level

MKM

8 **9** **12**
D. Introducing the principles of the circular economy

AV5, AV6

KEM **SOM**

MKM **KUM**

HTM **MEM**

- introduction of production and consumption patterns that reduce primary raw materials and increase the use of secondary raw materials in order to create added value from raw materials already extracted and already in the economy

- developing the safe circulation of materials in construction (including increasing resource efficiency), production and supply chains, inter alia, by reducing the use of hazardous chemicals by replacing them with less harmful ones
- training of circular economy experts who would advise both enterprises and local governments

KEM **MKM**

MEM **RM**

HTM

Significant increase in resource efficiency (including energy) in enterprises (including industry and services) to improve the resource productivity of the economy (e.g., through industrial symbiosis, digitisation, more resource efficient technologies)

KEM **MKM**

HTM **RM**

MEM **SOM**

Effective and innovative restructuring of waste management:

- development of a separate collection of waste infrastructure within local governments and the acquisition of necessary equipment (incl. waste stations, houses, home composters, containers, means of transport, etc.), prevention and reduction of waste (including food waste) and packaging
- promoting the donation of surplus food, to reduce poverty and waste
- increasing product reuse via eco-design, consumer awareness raising and the development of repair workshops



E. Transitioning to climate-neutral energyproduction, ensuring energy security

AV3, AV6, AV7, AV8

MKM **KAM**

KEM **RM**

MEM **SOM**

SIM **HTM**

Transition to climate-neutral energy production:

- gradual reduction of the share of oil shale energy
- development and deployment of new climate-neutral energy production and storage solutions

RM **MKM**

KEM **KUM**

HTM **SOM**

Launching of a package of services in Ida-Viru County to supporting the exit from oil shale energy

MKM **KEM**

RM **SOM**

HTM

Considering energy supply alternatives and making choices

MKM **KAM**

KEM **RM**

MEM **SOM**

SIM

Achieving a balance between security, environmental protection and the interests of the population on land and at sea, supporting the growth of the share of renewable energy (e.g., a favourable regulatory environment)

Development needs of Estonia

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Leader

Other responsible ministers

Space and mobility

What is the change that we seek?



The high-quality, accessible, and safe living environment takes into account the needs of all the

Indicators: Accessibility indicator; percentage of people who consider their neighbourhood to be safe



The living environment promotes healthy and sustainable lifestyles

Indicators: Greenhouse gas emissions in the transport sector; Share of people commuting via public transport, cycling or walking



The living environment is well kept and diverse

Indicators: Energy consumption of residential and non-residential buildings

Content of the change and participants



A. Ensuring a viable cultural space

AV1, AV3, AV7

- developing a system for creating and experiencing a culture that supports and enhances the co-operation of people from different linguistic and cultural backgrounds
- increasing the regional accessibility of cultural fields in order to ensure a more attractive living environment also outside the centres of attraction and to support the cohesion of society and the well-being of people all over Estonia
- creation of a network of cultural infrastructure (incl. heritage) and institutions of the state and local governments taking into account the principles of re-use and cross-use, and integration of cultural services with services of other fields
- setting the cultural sector as an example in applying the principles of inclusive design and high-quality space
- increasing the availability of Estonian culture in physical and e-environments for different target groups (incl. compatriots, people with a language and cultural background other than Estonian, and people with special needs)
- development of independent (innovative) media that supports coping with societal changes and uses innovative solutions
- supporting the cultivation and development of one's own culture through the development and popularisation of joint activities and meeting places
- carrying out the green transition in the field of culture and sport through the development of sector-specific methodologies, the measurement of the environmental footprint, and the development of measures to promote the green transition
- adopting new technologies to improve the quality of the creation, preservation and accessibility of digital culture, diversify business services and facilitate the new and cross-use of digital content



B. Planning and renovating the space comprehensively and with high-quality, while also taking into account the needs of the society, demographic changes, health, security, biodiversity, and environmental protection

AV1, AV2, AV3, AV6, AV7, AV8

Creating state-of-the-art solutions to ensure the availability and timeliness of spatial data



Sustainable and comprehensive renewal of a high-quality living environment and building fund in cooperation with local governments (incl. improving the availability of high-quality and accessible housing and ensuring the safety of residential buildings, and diversifying financial instruments promoting out-of-centre settlements)



Continuous implementation and supportive planning of solutions that contribute to the green transition in cooperation with local governments to mitigate climate change, reduce the effect of and adapt to climate change, increase and preserve biodiversity, diversify the living environment, promote environmentally friendly living and visiting environments



Continuous adherence to the basic principles of quality space in spatial decisions at the local and national level:

- ensuring inclusive design and accessibility
- increasing people's spatial competence
- priority development of urban centres in the case of cultural heritage and declining settlements
- reduction of forced mobility
- uniform management of the coast
- developing an ecologically viable and coherent green network
- valuing the benefits offered by nature and taking them into account when planning and using space
- introduction of "every man's" nature conservation principles
- increasing the resource efficiency of the living environment
- improving the quality of the natural environment and conserving and enhancing biodiversity, including habitat restoration and species conservation improvement, and the necessary investments
- protection of heritage landscapes and natural sanctuaries
- implementation of measures to promote safe and secure behaviour, prevent risky behaviour, prevent spatial segregation and ensure accessibility in public space planning, and the introduction of the principles for creating a safe space
- maintaining and establishing green urban areas



Creating preconditions for improving the efficiency and quality of comprehensive spatial planning (incl. creation of a vision of a high-quality living environment), design and construction processes (incl. standardisation, digitisation, automation, factory production, application of artificial intelligence) and ensuring environmental sustainability



Finding and implementing solutions to adapt to a declining population to ensure the availability of quality services and a high-quality and sustainable built environment (including infrastructure)

RM **KUM** Shaping the role of the public sector as a smart building client

MKM Ensuring the coherence of the built environment (incl. infrastructure) with the counter-cyclicalities of the state's strategic plans and construction investments

KEM **RM** Development of sustainable waste management and public water supply, and sewerage infrastructure and services, in cooperation with local governments

KEM **MKM** **RM** Constructing a radioactive waste disposal site

KEM **MKM** **RM** **HTM** Mapping and sustainable use of mineral resources:

- science-based management and use of earth's resources that contribute to the country's economic growth and resource efficiency and maintain human health
- studies focusing on the potential of new local mineral resources, analysis of use possibilities, and analysis of related environmental risks
- spatial determination of the state's interest in mining (incl. thematic plans of each county on mining)
- bringing abandoned quarries and mines into order

SIM **MKM** **KEM** **JUM** **MEM** **VM** **KUM** **SOM** **RM** **RK** Ensuring high-quality and accessible security services (incl. police, rescue, and emergency assistance) and making solutions sustainable in cooperation with local governments and encouraging and diversifying voluntary activities in creating a safer living environment

KAM **MKM** **KEM** **KAM** Developing maritime surveillance to ensure the safety and security of maritime traffic and the protection of the marine environment

SIM **MKM** **KEM** **KAM** Ensuring and developing the capacity of marine and air rescue and the capacity against marine pollution to ensure the safety and security of maritime traffic and to develop the maritime economy

SIM **RM** **KAM** **MKM** **VM** Strengthening border surveillance and protection capabilities and implementing integrated border management in the name of ensuring the security of the Schengen area

11 **12** **C. Providing a needs-based interoperable transport service that includes all means of transportation**

AV1, AV3, AV7, AV9

MKM **SOM** Ensuring the availability and user-centred design of mobility services and information in cooperation with local governments for both local residents and foreign visitors (incl. smart use of mobility data and awareness raising, implementation of mobility as a service in several ways (MaaS) across the country)

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 Leader  Other responsible ministers

MKM **SOM** **HTM** **KEM** Increasing the competitiveness of efficient, accessible and sustainably managed public transport and shared modes of transport in cooperation with local governments (incl. development of flexible and user-friendly demand transport and social transport)

MKM **SOM** **KEM** Development and implementation of a model taking into account socio-economic and environmental factors in order to ensure integrated mobility across Estonia (incl. light traffic, aided mobility, self-driving vehicles, land, water, air, rail transport)

MKM **HTM** **KEM** **KAM** **SOM** Supporting research and development and education for the development of transport and the emergence of new business models, and creating a regulatory area

11 **7** **13** **D. Implementing a safe, environmentally friendly, competitive, needs-based, and sustainable transport and energy infrastructure AV6, AV7, AV8**

MKM **KEM** Developing transport connections that reduce time spent on travelling. Including:

- investment in infrastructure based on a socio-economic impact analysis and environmental impact analysis
- preference of investments that reduce overall energy use and promote active mobility
- reducing greenhouse gas and ambient air pollutant emissions in the transport sector (incl. switching to environmentally friendly vehicles and ensuring the corresponding infrastructure, and increasing the environmental friendliness of the public road vehicle fleet)
- ensuring synergy between mobility and energy (including the integration of electric vehicles into charging infrastructure for the purpose of reciprocal energy mobility and use to buffer energy demand)
- development of alternative fuel infrastructure for heavy vehicles and buses

MKM **RM** Establishing a fast and convenient rail connection with Europe

MKM **KEM** **HTM** **SOM** **VM** Development of external transport connections (incl. finding a niche in the north-south-east-west)

MKM **RM** **KEM** Implementation of the polluter/user liability concept in the use and management of transport infrastructure

MKM **KEM** **SOM** **RM** Establishment of a traffic-safe, accessible and sustainable urban space in cooperation with local governments (incl. pedestrian and bicycle paths and parking lots, stopping places with several types of transportation to switch to)

MKM **KEM** **RM** Synchronization of the electricity network with the continental European frequency band

MKM **RM** **SIM** **KEM** **KAM** Establishing a climate-proof infrastructure to support the transition to climate-neutral energy production/consumption and creating the necessary conditions for the transition to climate-neutral energy production/consumption, both onshore and offshore (e.g. radar, network connections, refuelling infrastructure, a smart heating and electricity network, short and long

Governance

What is the change that we seek?



Estonia is an ambitious and democratic digital state

Indicator: Satisfaction with public services



Public services are high-quality, predictable and accessible in every region, guaranteeing people's fundamental rights

Indicator: Satisfaction with local government services



Society is research-intensive

Indicator: Share of people with a Doctoral level degree among 25- to 64-year-olds

Content of the change and participants



A. Increasing the unity of governance and ensuring the smooth functioning of the state AV3, AV9, AV8



Transition to needs-based governance and flexible governance and ensuring the capacity to develop public services at both organisational and official levels (including promoting recruitment regardless of the location and supporting international career for officials)



Ensuring strategic planning (at the national, local, and regional level) and the state budget, including ensuring a comprehensive approach to national long-term goals and basic principles (e.g. sustainable development, culture and language, regional development, climate objectives, gender equality, and equal opportunities) and coordinated spatial development planning



Knowledge-based and high-quality policy-making of the country as a whole:

- implementing co-creative policy-making (including the development and implementation of a legislative and engagement toolbox)
- implementation of evidence-based policy-making (incl. development and implementation of the organisation and coordination of national R&D and its budgeting and monitoring system)
- wider and more effective implementation of the principles of good regulation and increased transparency
- development of a policy analysis and impact assessment system, including data mining and data use (open data and data protection, data monitoring and forecasting), assessment of the administrative burden on enterprises, ensuring regional specificities and taking into account their needs
- Empowering the Estonian people, communities and civil associations and supporting participation in governance in policy-making and the provision of services, and developing opportunities for greater use of referendums and initiatives
- Supporting innovative solutions, experiments and pilot projects



Development of data management, secure cyberspace, a unified and high-quality data space, and digital state infrastructure:

- introduction of data management-friendly and people-centred data management (incl. in the legal space and with technical solutions) and the promotion of secure access to data from various sources for the development of services
- promoting distributed data management infrastructure (such as the population register) and data exchange architecture at the national and local government level, creating a single European data area, and promoting cross-border data exchange
- development and implementation of a future-proof digital identity
- ensuring the security and security of supply of communication networks
- ensuring cyber security in the digital society, including the systematic and continuous assessment of cyber risks, the updating of their management measures to ensure the security and reliability of cyberspace, and the development of capabilities for the management of cyber incidents and crises (including the development of common EU procedures)



Promoting sustainable, flexible, and value-based public procurement (including by giving priority to environmentally friendly, socially responsible, and innovative products, services, and construction work), which, where possible, adds value to the priority areas of the country in addition to the results obtained.



Consolidation of support activities of state agencies, introduction of central information systems (e.g., document management systems, cooperation platforms), creation of IT houses for joint agencies and government agencies



Organising the network of research institutions and state-owned foundations, taking into account balanced regional development



Ensuring the availability of employees and officials with skills that are vital for the state (e.g., teachers, health care workers, rescuers, police, social workers, prison officers, legal professionals) and officials in different regions of Estonia



Taking into account the principles of the digital transition and the green transition in the planning of public sector activities (including services): -

- developing common principles and criteria and introducing innovative solutions that facilitate the implementation of the green transition in the private and public sectors
- developing and introducing digital solutions that facilitate the reduction of the administrative burden, data-driven decision-making, transparency, standardisation, and innovation in processes related to the green transition
- ensuring the availability of base data of the green transition and other environmental data as open data, supporting the development of public services and data-driven decision-making, and fostering the development of data-driven products and services by the private sector
- introducing innovative solutions for the implementation of the digital revolution and the green transition in the public sector



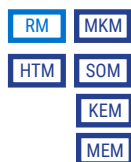
B. Improving the quality and availability of state and local government services and reviewing the division of responsibilities

AV1, AV3, AV4, AV7, AV9, AV8



Improving the quality and availability of user-centric services regardless of location:

- transition to background, predictive and event-based services
- providing integrated, user-friendly and accessible services
- ensuring equal opportunities through e-services and other digital solutions (e.g., in e-offices)



Reducing regional inequalities and strengthening the administrative and development capacity of local governments:

- better interconnection of sectoral policies, considering the objectives and needs of balanced regional development
- Central coordinated support from ministries to develop the local government staff and increasing capability



Reviewing the tasks and funding of the state, local governments, increasing the role of local governments through decentralisation and promoting regional cooperation:

- agreeing on the person responsible for the social welfare services, the scope and deductible rates
- shaping the business environment and increasing the capacity and motivation at the local level to engage in business development
- provision of services regarding waste, environmental permits, registrations, etc.
- expanding library services, including teleworking, health and social services, developing digital competences and language learning
- clarifying the roles between the state and local governments in the planning and implementation of the green transition and increasing the respective competence in local governments in accordance with their size and needs
- establishment of joint museum repositories for the preservation, conservation and digitisation of Estonian state collections in order to save costs, preserve heritage, and improve accessibility



Development of a monitoring system for local government services to improve the quality of services in cooperation with local governments



Developing a platform-based approach to data and digital solutions



Extensive use of artificial intelligence or kratts in the public sector (incl. creation of a legal space and dissemination of the #bürokratt concept, preserving the person's right to decide and their freedom of choice and ensuring the reliability and people-centredness of kratts)



Developing a culture and organisation of continuous testing in the development of the digital state:

- development of innovative solutions, inter alia, in cooperation with the private sector and the non-governmental sector
- Development of the state's digital capability to promote technologically innovative solutions and the use of innovation opportunities in the development of state and information security
- streamlining the legal environment to enable and support new solutions and cooperation



Developing the justice system and improving the enforcement of rights based on the rule of law:



- making the administration of justice more flexible and efficient (incl. increasing the legal certainty and user-friendliness of court registers)
- creating a digital "legal cycle" throughout the justice system
- increasing the sustainability and transparency of the legal aid system
- development of legal services
- increasing the availability and user-friendliness of legal information



C. Increasing the effectiveness and diversity of research while maintaining its high quality

AV4, AV5



- developing an academic career model that supports diversified development and offers greater stability
- completion of the doctoral reform, in order to increase the number of researchers and engineers in Estonian society
- creating incentives for research institutions and researchers to take the lead in international cooperation networks
- ensuring the quality of research infrastructure and opening it up for joint use, taking into account the needs of both entrepreneurs and the public sector
- improving the wider availability and use of research results (including the development of open science)
- increasing the knowledge transfer capacity of research institutions and universities (incl. training of employees, development and provision of new services)
- facilitating the mobility of employees between universities, enterprises, and the public sector
- refocusing of research and development capacity to solve Estonia's important development needs



D. Improving the country's international position and ensuring security and safety

AV5, AV6, AV8



Ensuring safety and security in all situations:

- preventing hybrid threats and hostile influences (including preventing the spread of false information and radicalisation)
- strengthening the country's capacity to identify terrorist risks in order to prevent threats and to prevent and minimise the consequences
- Ensuring security by strengthening diplomatic relations (e.g., bilateral and multilateral relations and formats)
- Identifying, preventing and mitigating cyber threats and cybercrime by ensuring adequate and up-to-date capacity
- Improving crisis preparedness by increasing the capacity for rapid response and special operations, mass management, protection of persons and objects, and ensuring compliance with changing security threats (including in cooperation with other countries)
- Ensuring secure national digital identification and digital signature identification documents



Ensuring a safe space in cooperation with local governments:

- providing state support to communities to increase responsibility for security and the prevention of risk behaviour and crime
- development of the capacity of local governments to solve minor offences
- in agreement with local governments, their development into a basic designer of a living environment supporting security (incl. in cooperation with institutions and communities)
- establishing civic service for all young people in Estonia according to their abilities
- ensuring high-quality and accessible security services and making solutions sustainable in cooperation with local

Development needs of Estonia

- AV1 Population
- AV2 Health and life expectancy of people
- AV3 Society and opportunities
- AV4 Learning opportunities
- AV5 Business environment
- AV6 Diversity and the environment
- AV7 Cultural space and the living environment
- AV8 Security and safety
- AV9 State administration

Leader Other responsible



Crisis preparedness:

- improving crisis preparedness by raising awareness of potential threats among public authorities, local authorities and vital service providers, and preventing and mitigating potential risks
- improving the continuity of vital services and security of supply of goods (including food) to meet the basic needs of the population in times of crisis
- increasing the preparedness of state institutions, local governments, communities and the population for crises and for mitigation of consequences of the crisis or recovering from the consequences



Amplifying the potential of all policy areas abroad (including through state strategies) and creating open innovation nests in Estonian representations in cooperation with the private sector



Sharing Estonia's strengths (incl. cyber and digital, education, health services, safe food, culture and sports) with the world and using development cooperation opportunities



Finding the best solutions for increasing economic security, in cooperation of the public and private sectors (incl. assessing the reliability of foreign investments)



Preservation of Estonian heritage and identity, organisation of cultural and sports events and the introduction of Estonia as an attractive tourist destination, while emphasising the positive experience of Estonian visitors and its balanced impact on the local culture and environment



Increasing the effectiveness of diplomatic activities through investments (incl. support for internationally important events and conferences)



Promoting global Estonianness and supporting the visibility and accessibility of Estonian culture abroad (incl. developing civic diplomacy and improving the availability of consular services)



Participation in civilian and military operations and hosting of partners in Estonia both within the framework of the military presence and as participants in our centres



Development of cross-border litigation and judicial cooperation



Development of a reception system for beneficiaries of international protection and implementation of an effective migration monitoring and return policy in compliance with

Estonia 2035

Indicators
(28 April 2022)

“Estonia 2035” indicators

The maintenance of the basic principles of ‘Estonia 2035’, the achievement of strategic goals and the implementation of necessary changes are monitored with interconnected indicators. The strategy is implemented through development plans and programmes in the field, and these indicators are also reflected in them. Wherever possible, data shall also be provided by age, sex, nationality, level of education, disability/special needs and region. In the case of indicators showing significant age, gender, national, educational, special needs or regional differences shall, the objective to reduce these differences in the development plans and programmes of the sector will be established, if possible. A description of the methodology of the indicators is published on the website of the

A prerequisite for reaching the goals is a democratic and secure state that preserves and develops the Estonian nation, language, and culture

Indicator	Baseline	Current level	Target level
Cohort fertility rate	1.86 (2019)	1.83 (2021)	1.86
Population, proportion of people living outside Harju and Tartu Counties	1 330 068 (as at 1 January 2022) 42.9% (2020)	1 328 439 (as at 1 January 2022) 42.6% (2021)	The population does not decrease, regional disparities are diminishing
Participation in cultural life	78.7% (2017)	73.8% (2020)	80%
Share of people who speak and use Estonian as their mother tongue	Share of people who speak Estonian as their mother tongue: 66.7% (2020) Share of people who use Estonian: 91%* (2021) *preliminary data	Share of people who speak Estonian as their mother tongue: 66.6% (2021) Share of people who use Estonian: -	Share of people who speak Estonian as their mother tongue: ≥67% Share of people who use Estonian: > 91%
Share of people who consider Estonia safe	92% (2020)	-	≥94%
Perceived risks (OECD risks that matter)	Becoming ill or disabled: 60.7% Struggling to meet all expenses: 48.4% Losing a job: 47.6% (2018)	Becoming ill or disabled: 52.3% Struggling to meet all expenses: 57.2% Losing a job: 55.3% (2020)	Becoming ill or disabled: ≤60.7% Struggling to meet all expenses: ≤48.4% Losing a job: ≤47.6%
Gender equality index (EIGE Gender Equality Index)	60.7 value points out of 100 (2020)	61.6 value points out of 100 (2021)	70.7 value points out of 100
Net emissions of greenhouse gases in CO ₂ equivalent tonnes (incl. the LULUCF sector)	14 million t CO ₂ eq (2019)	-	8 million t CO ₂ eq
Estonia's rank in the Global Sustainable Development Goals Index	10 (2020)	10 (2021)	≤10

Person

Smart, active and caring for one's health

Indicator	Baseline	Current level	Target level
Healthy life years	men 54.1; women 57.6 (2019) county difference compared to the Estonian average: men -12.13, women -10.31 (2019)	men 55.5; women 59.5 (2020) county difference compared to the Estonian average: men -13.71, women -9.49 (2020)	men 63.0; women 64.5 county difference compared to the Estonian average: men <5, women <5
Participation in the labour market, culture, sports, and volunteer work (active person indicator)	22.3% (2021)	–	35%
Participation rate in lifelong learning activities among adults (25–64) (incl. informal studies)	In formal and non-formal learning: 17,1% (2020) In informal education – the indicator will be measured in 2023	In formal and non-formal learning: 18,4% (2021) In informal education – the indicator will be measured in 2023	In formal and non-formal learning: 25% In informal education – the indicator will be measured in 2023, the target is added after that

Society

Open, caring and cooperative

Indicator	Baseline	Current level	Target level
The indicator of caring and cooperation	61%* (2021) <i>*preliminary data</i>	–	> 61%
Contacts between different groups in society	Contacts of people of other nationalities with Estonians: 2.0 (2020) Contacts of Estonians with people of other nationalities: 1.7 (2020)	–	Contacts of people of other nationalities with Estonians: 3 Contacts of Estonians with people of other nationalities: 2
Rate of persistent relative poverty	1.7% (2018)	1.8% (2019)	≤15.6%

Economy

Strong, innovative and responsible

Indicator	Baseline	Current level	Target level
R&D expenditure in the private sector	0.89% of GDP (2019)	1.01% of GDP (2020)	2%
Labour productivity as a share of the EU average	77.9% (2019)	80.8% (2020)	110%
GDP per capita created outside Harju County compared to the EU-27 average	52.5% (2019)	53.4% (2020)	67%
Resource productivity	0.65 euros / kg (2019)	0.63 euros / kg (2020)	0.90 euros / kg

Living environment

Considerate towards everyone's needs, safe, and high quality

Indicator	Baseline	Current level	Target level
Satisfaction with the living environment (satisfied or rather satisfied)	84,54% (2020) regional differences (difference between the local governments with the highest and lowest decile): 29 percentage points	–	> 85% regional differences (difference between the local governments with the highest and lowest decile) – ≤29 percentage points
Environmental trend index	68.75 (2020)	–	87
Number of people who have died due to accidents, poisonings, and injuries per 100,000 residents	57.96 (2019)	71.01 (2020)	≤31.7

Governance

Innovative, reliable and people-centred

Indicator	Baseline	Current level	Target level
Worldwide Governance Index	Government Effectiveness: 1.2 Regulatory Quality: 1.6 Voice and Accountability: 1.2 (2019)	Government Effectiveness: 1.3 Regulatory Quality: 1.5 Voice and Accountability: 1.2 (2020)	Government Effectiveness: ≥1.2 Regulatory Quality: ≥1.6 Voice and Accountability: ≥1.2
Trust towards state institutions (Eurobaromeeter)	Local governments: 56% Government of the Republic: 43%, The Riigikogu: 40% (2019)	Local governments: 58% Government of the Republic: 46%, The Riigikogu: 44% (2020)	Local governments: 60% Government of the Republic: 50%, The Riigikogu: 50%
Position in the global presence index table (Elcano)	89 (2019)	85 (2020)	≤89
Share of local government expenditure among the administrative sector expenditure	25.45% (2019)	23.26% (2020)	> 25.24%

Skills and the labour

Indicator	Baseline	Current level	Target level
Share of adults (25–64) with professional and vocational education	74.1% (2020)	73.5% (2021)	80%
Labour force participation rate (15–74)	72.1% (2020) Difference between the Estonian average and the county with the lowest indicator: 15,5 percentage points (2020)	71.1% (2021) Difference between the Estonian average and the county with the lowest indicator: 11,6 percentage points (2021)	≥72% Difference between the Estonian average and the county with the lowest indicator: ≤10 percentage points
Gender pay gap	17.1% (2019)	14.9% (2021)	5%
Share of people with tertiary education aged 25–34	43.1% (2020)	43.2% (2021)	45%

Sustainability of the population, health and social protection

Indicator	Baseline	Current level	Target level
Income quintile share ratio	5 (2019)	5 (2020)	≤6
Percentage of overweight people	50.7% (2018)	51.6% (2020)	≤50%
Share of people aged 16 and over with a high care burden (20 and more hours per week)	2.1% (2019)	2.3% (2021)	1.3%

Economy and climate

Indicator	Baseline	Current level	Target level
Number of researchers and engineers in the private sector per 1000 people	1.53 (2019)	1.65 (2020)	4.53
IMD (International Institute for Management Development) World Competitiveness Index	26 (2021)	–	10
Circular material use rate	15.6% (2019)	17.3% (2020)	30%
Share of renewable energy in final energy consumption	31.7% (2019)	30.1% (2020)	>55%

Space and mobility

Indicator	Baseline	Current level	Target level
Accessibility indicator	33.1% (2020)	–	>33.1%
Percentage of people who consider their neighbourhood safe	96% (2018)	92% (2020)	≥94%
Greenhouse gas emissions in the transport sector	2 453.31 kt of CO ₂ eq (2018)	2 394.75 kt of CO ₂ eq (2019)	CO ₂ 1700 eq
Share of people commuting via public transport, cycling or walking	38.7% (2019)	33.9% (2021)	55%
Energy consumption of residential and non-residential buildings	16.5 TWh (2019)	16.5 TWh (2020)	14.5 TWh

Governance

Indicator	Baseline	Current level	Target level
Satisfaction with public services	Satisfaction with public digital services among private individuals: 75% (2021) Satisfaction with local government services: due to the new methodology, the baseline will be determined at the end of 2022	– Satisfaction with local government services: due to the new methodology, the baseline will be determined at the end of 2022	Satisfaction with public digital services among private individuals: 90% Satisfaction with local government services: due to the new methodology, the target level will be determined in 2023
Share of people with a doctoral degree among 25–64-year-olds	0.87% (2019)	0.9% (2021)	1.5%

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