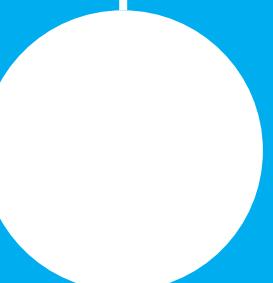
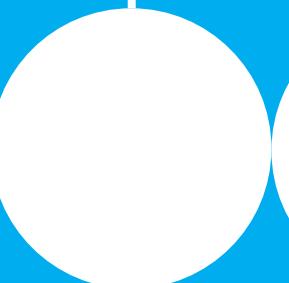
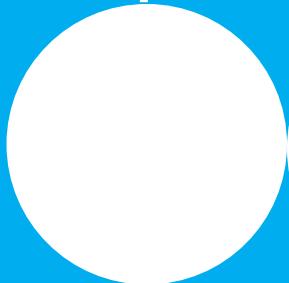


# ASSOCIATION4U SUCCESS STORY

01/2016-06/2019



## **Disclaimer**

The content of this publication is the sole responsibility of the Association4U Experts and do not necessarily reflects the views of the European Union.

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# What is Association4U?

The «Association4U» project can be considered a **EU flagship** among the over 20 horizontal or sectoral projects focused on the implementation of the **Association Agreement** in Ukraine, with funding of **€ 7.7 million** and more than **70,000 expert days** delivered.

The project is **unique and innovative** in its design, in particular because of its **Fellowship Programme**, which directly placed more than **300 Ukrainian experts in the administration**, to work on the implementation of the AA/DCFTA. At the same time, the Programme **built capacities** of these very experts through their daily work on AA/DCFTA implementation and additional technical trainings, and will thereby form **a pool of experts**, highly qualified to support **EU Integration** even after the A4U Project has ended. In addition, **Association4U provided direct targeted support in the areas of legal approximation, quality legal translations, human resource development, policy development and implementation, coordination and monitoring of the EU-UA AA implementation** as well as **raising public awareness about the pace of AA reforms**.

We look back on 42 months of project implementation filled with challenges, problems overcome, adaptations, but first of all, of successful cooperation between the Government of Ukraine, the Delegation of the European Union and the large project team.

## Impact of the Project on the Implementation of the EU-UA Association Agreement

### COMPONENT 1: Legal Approximation and Policy Implementation

The Project team (fellows, short-term experts, key-experts) provided continuous support for Ukrainian governmental institutions in **strengthening legal approximation procedures and practices and developing legislation implementing the EU-Ukraine Association Agreement**. Legal approximation and sectorial policy fellows both at GOCEEI and line ministries significantly contributed to the development of the governmental Action Plan on the Implementation of the Association Agreement, approved by CMU in October 2017 and currently in force. The Plan includes 1943 tasks covering 27 areas and all the period of the Agreement implementation, indicating 106 Ukrainian authorities as responsible for implementation of the tasks. The Project fellows, representing approximately half of GOCEEI staff, have significantly contributed to this process, being *inter alia* responsible for development and application of the «Pulse of the Agreement» monitoring system («scorecards»), analysis of ministries' contributions on quarterly basis and drafting annual AA implementation reports. The A4U fellows at GOCEEI have also supported drafting and the approval process of so called "Road Map" for AA implementation approved in March 2018 by the CMU and the Verkhovna Rada, mentioning 58 draft laws that should have been adopted by the Parliament in 2018 and 2019.



The Project legal approximation and sectorial policy fellows contributed to drafting and analysis of approximately 1600 legal acts and draft legal acts

In terms of Project **contribution to the development of sectorial legislation implementing the AA**, the Project fellows have participated in drafting and analysis of approximately 1600 legal acts and draft legal acts. Also, 13 foreign EU legal experts supported Ukrainian government in legal



## approximation developing and analysing both sectorial and horizontal legislation.

**13 foreign EU law experts supported Ukrainian government in legal approximation developing and analysing both sectorial and horizontal legislation**

To promote best practices in legal approximation and share experience of EU member and candidate states, the Project, together with Rada4Europe Project, drafted and developed comprehensive Guidelines (manual) on Legal Approximation (available both in Ukrainian and English on the European integration portal).

Together with 3 other EU funded Projects the Project team developed the concept note *Implementing the Association Agreement: analysis of existing legislative procedure in Ukraine, its weaknesses and proposals for improvement.*

The Project team repeatedly supported the Members of the Verkhovna Rada European Integration Committee and the GOCEEI Management in the long drafting process of the *Draft Law on the principles of European integration public policy* eventually registered in the parliament in April 2019.

In terms of EU acquis and Ukraine legal acts and related documentation foreseen under the implementation of the AA/DCFTA, the A4U Project has designed and launched the institutionalised translation system based on EU Member State best practices.



**Governmental translation procedure drafted by A4U Project legal and translation fellows in cooperation with GOCEEI, which is approved by the resolution of CMU in May 2017**

**The Governmental internal translation procedure was drafted by A4U Project legal and translation fellows in cooperation with GOCEEI and approved by the resolution of CMU in May 2017.** The resolution introduced annual planning of EU acquis translations for governmental needs, obligation of ministries and agencies to revise the technical terminology

in translations delivered by GOCEEI and entrusted GOCEEI with powers to approve EU acquis translations as final («certified») on behalf of the CMU. As no budget had been foreseen for EU law trans-



**All planned and ad hoc translations for AA implementation under GOCEEI coordination were done by Association4U project, totalling approximately 30 000 pages**

lations by GOCEEI for 2017-2019, all planned and ad hoc translations under GOCEEI coordination were performed by the A4U Project, totalling approximately 30 000 pages of different documents. 160 translations of EU legal acts (approx. 5000 pages) were approved by GOCEEI as final and are publicly available.



160 translations of EU legal acts (approx. 5000 pages) approved by GOCEEI as final and publicly available



112 Ukrainian translators and proof-readers, trained and worked for Association4U, accumulating valuable experience in institutionalized translation system

112 Ukrainian translators and proof-readers, mostly freelancers and university staff were recruited, trained and worked as Project Translation Fellows accumulating valuable institutionalized translation system. All of the translators received comprehensive induction training on MemoQ translation software, EU law peculiarities, use of EUR-lex database, field-specific resources in translation, translation requirements and practices. As a result, the Project compiled a database of freelance translators specializing in EU law/legal translations.

**A glossary of EU terms** based on approved translations of EU acquis was developed by A4U Project and published on the European integration portal. This glossary at present has almost **1400 entries** and is available for any future needs and further development.



Developed a glossary of EU terms based on approved translations with almost 1400 entries

**The use of high-end translation software allowed to accumulate unique translation memory.**



First in Ukraine international conference on EU law translation

To promote and transfer the knowledge and experience of reputable EU practitioners and researchers as well as A4U translation fellows, the Project organized, for the first time in Ukraine, a 2-days international conference on EU law translation with the support and participation of DG Translation with approx. 200 participants – EU Translated.

To strengthen capacities of Ukrainian civil servants, whose task is to ensure

the EU law compliance and verify the levels of compliance of proposed legislation with the EU-Ukraine Association Agreement, the Project experts have developed guidelines and supportive tools: «Methodology on EU law compliance check and tables of compliance drafting», «Review of the EU Court of Justice Case Law relevant to the EU legal acts covered by the Association Agreement» and «Manual on EU legal databases».



**Organized and co-organized 6 International conferences, numerous workshops, seminars on EU law and legal approximation**

The Project organized or coorganized 6 International conferences on EU law and legal approximation.



**36 issues of monthly bilingual newsletter Review of EU Law and EU legal approximation developments prepared & distributed to more than 300 recipients**

To increase the EU law related knowledge and skills, and to raise the awareness of existing Internet based EU Law resources and tools, as well as to promote developments in EU law, including case-law and in legal approximation, the Project team launched monthly bilingual

newsletter **«Review of European Union Law and EU legal approximation developments and analyses** 36 issues were prepared for the Project duration and **distributed to more than 300 recipients** and launched **specialized bilingual Twitter account on developments in EU law and legal approximation: [twitter.com/EULaw4Ukraine](https://twitter.com/EULaw4Ukraine)**, currently having more than **3800 entries & more than 400 followers**.



**Specialized bilingual Twitter account on developments in EU law and legal approximation with more than 3800 entries & more than 400 followers**

## COMPONENT 2: Human Resource Development

Through its Fellowship Programme, the project effectively supported the implementation of EU/AA/DCFTA, by filling the human resources gap within key project beneficiaries – GOCEEI and OVPM and priority AA implementing Line Ministries, as well as to simultaneously groom a new generation of cadres on EU integration and build-up capacity support institutions also outside the government.



**The A4U Fellowship Program engaged in total 329 Fellows. It became both, training platform & stepping stone for them future career in the Civil Service/NGO/EU initiatives & private sector**

The Programme engaged **329 Fellows** to work at the government institutions.

Fellows assigned to Ukrainian government institutions actively contributed to the implementation of the EU-UA Association Agreement in the areas of legal approximation, including compliance check, legal translations, sectoral policy development, coordination and monitoring of the EU-UA AA implementation, public communication and outreach.

The project team developed and delivered a comprehensive package of basic and advanced training modules on EU integration and implementation of AA/DCFTA targeting various policy/decision makers of almost all Ukrainian government institutions, involved either in implementation or in coordination of the EU-UA implementation.



**Developed and delivered a comprehensive package of basic and advanced training modules on EU integration and implementation of AA/DCFTA to policy/decision makers**



**A comprehensive package of 4 training courses (Learning Lines) varying difficulty level modules have been developed and include:**

**Developed 4 Learning Lines, two of them - on AA/DCFTA and Evidence Based Public Policy Making - are parts of LMS of the EUI web portal**

1. AA/DCFTA, including EU integration, EU institutions & processes; legal approximation, common market, DCFTA, Common policies;
2. Evidence Based Public Policy Making, including public policy making, coordination, RIA, policy implementation planning and strategic planning;

3. Public Administration Management and Leadership; including scenario planning and public leadership;
4. Professional Skills Development, negotiations, organizing meetings, influencing change, drafting notes and papers.

These training modules will be handed over to the Ukrainian School of Governance to be systematically used by the school for training of civil servants. **The key Learning Lines – on AA/DCFTA and Evidence Based Public Policy Making – are parts of Learning Management System incorporated into the EUI web portal.**



**Developed English-Ukrainian and Ukrainian-English Glossary on Public Policy related terminologies**

**An English-Ukrainian and Ukrainian- English Glossary on Public Policy related terminologies has been developed in close cooperation with the National Academy of Public Administration.**

**Online Learning Management System (LMS) based on AA/DCFTA and evidence-based policy making learning lines were developed.** The LMS is accessible via the EUI web-portal. Interactive courses, with self-assessment elements are provided on AA/DCFTA, legal drafting and Evidence Based Public Policy Making. Upon request of the NAUCS the Evidence based policy making course has been adjusted to better fit their requirements and translated into Ukrainian.

As part of the capacity building efforts of the project, **a dedicated training team has been hired** and trained to ensure regular consultations with stakeholders on AA/DCFTA training needs. **This allowed the Project Team to train all recruited Fellows (induction trainings) before their placement within the beneficiary institutions.**



**Provided 262 training events for 3401 participants Fellows and Civil Servants**

Furthermore, **all fellows have been granted with additional opportunities to participate in a number of professional trainings & workshops (improving both, profile knowledge and soft skills)**, delivered by international experts and knowledgeable senior/associate fellows.

**Association4U Fellows significantly contributed to improved results of Ukrainian governmental institutions** in monitoring the implementation

of the AA, drafting compliance check tables for Ukrainian law, provision of certified translations, organisation of information campaigns and profile sectoral public events, reporting on AA implementation, development of sectoral policies, preparation of the strategic planning on EU integration issues between AA implementation coordinating and implementing state bodies, development of internal monitoring system for AA implementation (including regular fill in of scorecards).



**Created pool of experts  
to support EUI/AA/DCFTA  
in areas of legal approximation  
& translations, sectoral policy &  
communication**

**Created a pool of experts ready to support EUI/AA/DCFTA** in the areas of legal approximation, including compliance check, legal translations, sectoral policy development, coordination and monitoring of the EU-UA AA implementation, public communication and outreach.

## **COMPONENT 3: Policy Development, Coherence and Coordination under AA Implementation**

The Association4U Project contributed to essential institutional reforms within the public administration, mainly those having direct impact on the pace of AA/DCFTA implementation as well as influencing the coordinative and substantive capacities of the Beneficiary (GOCEEI), key inter- and intra-ministerial coordinative bodies (governmental committees, Directorates General) and line ministries. Project experts and senior fellows provided regular, methodological and operational advice on any procedural and institutional changes in the European policy coordination system, including inter- and intra-ministerial cooperation on AA-implementation, designing and development of AA implementation monitoring system (“Pulse of the Agreement”).



**Contributed  
to the development of the  
“Pulse of the Agreement,  
an internal monitoring tool  
to measure the EU-UA  
AA Implementation by all  
responsible Line Ministries  
and state agencies**

International experts presented specific dedicated proposals for institutional or legal solutions in terms of their impact on the planning and implementation of Ukrainian European policy, based on EU Member State experiences, in particular:

- Several proposals and concepts intended to enhance the coordinative competencies and performance of the main inter-ministerial AA/DCFTA implementation coordination bodies. Special attention was devoted to the GOCEEI regulation transforming the Office into one of five DGs within the SCMU.
- Several initiatives were developed aimed at enhancing the coordinative role, capacity and position of the GOCEEI and the Governmental Committee on European, Euro-Atlantic integration, international cooperation and regional development (GC-EEI) within the system of European policy coordination, resulted in *“Position Paper – Weaknesses of the Ukrainian AA/EI coordination system – Problem description, Consequences and Proposed Solutions and/or Measures for improvement”*.

- Several sets of comments and recommendations on the draft amendments to the Budget Code focusing on the potential links/impacts on the implementation of AA/DCFTA.
- Substantive support in the process of reorganization of a group of pilot ministries and institutions in order to strengthen policy analysis, strategy development and European policy, resulting in a more coherent policy making and provided several analytical papers, institutional and legal recommendations supporting structural and substantive changes in the group of pilot line ministries.
- Special emphasis has been put on coordinative Directorates of Strategic Planning and European Integration – available regulations on newly created DGs were analyzed and their assessment presented to Ukrainian partners.
- Supporting the strategic planning capacities of GOCEEI and line ministries/executive agencies, resulting in a more coherent policy making (the support of institutional development and improvement of coordination mechanisms was implemented in parallel with the review and optimization of the policy making framework).
- Participation in the works and detailed comments and recommendations to the draft law on “*The principles of EU integration public policy*”.

The Project team supported the GOCEEI in its continued monitoring, evaluation and reporting on the AA/DCFTA implementation. As a result, monitoring of progress in AA implementation was strengthened both methodologically and institutionally by supported introduction, promotion and implementation of the scorecard monitoring system in order to feed in and store AA implementation data and replace the previous system of monitoring.



**Contributed  
to the development  
of Governmental Resolution  
N447 on the Planning,  
Monitoring and Evaluation  
of AA Implementation**

Project experts contributed to a wide scope of key strategic initiatives of SCMU, GOCEEI, OVPM and government institutions (line ministries, NAUCS, NAPA etc.) as well as the expected gradual building up of a new generation of public managers and



**Prepared 26 DCFTA Studies  
and business consultation  
documents, 19 Reviews,  
7 concepts & a numbers  
of training materials**

civil servants often recruited among Project Fellows, including training sessions for the newly appointed state secretaries and directors general on policy making and coordination of AA/DCFTA implementation.



**Prepared 26 DCFTA Studies and business consultation documents, 19 Reviews, 7 concepts & a numbers of training materials**

The Project team provided targeted training for the management and staff of the new DGs on policy making and European policy issues in which expert staff of A4U have prominent expertise and experience. Held regular mentoring and coaching sessions to selected Directors General by utilizing practical experience and expertise of former or present senior governmental officials. Major topics

of the consultation included: AA/DCFTA, sector specific policies and legislation, European best examples, EU institutions and systems, EU law, EU internal market, EU legal approximation in Ukraine, coordination of implementation of AA in Ukraine, monitoring of AA Implementation, EU sectoral policies as well as PA and PAR. Training sessions and consultations with State Secretaries representing line ministries and central institutions have targeted the highest level decision makers of the ministries. The main topics related to the managerial aspects included interrelations between political and civil service management, relations with subordinated directors/deputy directors, cooperation among State Secretaries, co-management of administrative and substantive departments/DGs and other practicalities influencing efficient management and supervision of line ministries. These sessions took into account the special institutional role of State Secretaries in the PAR and shaping the expected organization of ministerial structures and proceedings – especially those having direct impact on AA/DCFTA implementation.



**10 Guidelines, 18 Position Papers and a number of trainings, workshops. Helped GOCEEI to proactively coordinate line ministries on AA implementation**

The Project supported the GOCEEI in monitoring, evaluation and reporting on the AA/DCFTA implementation. As a result, monitoring of progress in AA implementation was strengthened both methodologically and institutionally. Implementation reports were adjusted in order to facilitate the measuring of progress against the planned targets, provide a clear overview of resources utilized and increase the management level awareness regarding problems and risks.

The Project developed a dedicated “*Questionnaire*” on coordination and structural issues to further identify AA/DCFTA implementation relevant issues from the perspective of line ministries, used as an instrument verifying and completing the knowledge, creating in addition a reliable source of managerial and substantive information for the GOCEEI and line ministries.

An analytical series “*Consultations with business*” was developed.



**Contributed to the development of the Governmental Action Plan for AA implementation**

The Project developed several dozen studies on DCFTA, including i.e. on *removing technical barriers to trade and improving Ukraine's quality infrastructure; remaining tariffs limiting UA exports; accession of Ukraine to PEM; fashion industry, sustainable trade development, governmental, business and civil society consultations, analyses of stakeholders and creative industries.*



**Assisted to GOCEE in launching of a new format of public reporting about AA implementation**

The Project actively supported the active participation of Civil Society Organizations in co-shaping European policy and its implementation. Special attention was paid to the EU – Ukraine Civil Society Platform (CSP), which is an instrument of bilateral dialogue established in accordance with the AA to ensure public control for AA implementation.

Developed a dedicated “*Handbook for Association4U Fellows re Policy Development & Coordination Guideline*” summarizing the best policy development related principles of public administration as well as the key findings of the SIGMA (Ukrainian) “*Baseline Measurement Report 2018*” and the key A4U recommendations – all these documents are consolidated in one Handbook (Guide), disseminated among or fellows and civil servants.

## COMPONENT 4: Public Communication & Outreach

To start with and to understand how to better apply the team's resources, we studied existing communication capacities and got the picture of lacking human resources and skills required to comprehensively communicate to public an impact of AA reforms. This work resulted in: Report on Current Communication Capacities (*Annexed to PR2*), enriched with the Training Needs Analysis and Communication Guidelines for government institutions.

Training Needs Analysis allowed us to understand which communication fellows we are to hire and supply to the communication units of 6 priority AA implementing Line Ministries (*Ministry of Economic Development & Trade, Ministry of Ecology & Natural Resources, Ministry of Agrarian Policy & Food, Ministry of Infrastructure, Ministry of Energy & Coal Industry*), 2 offices coordinating AA implementation (*Government Office for Coordination of European & Euro-Atlantic Integration & Press-Office of Deputy Minister for European & Euro-Atlantic Integration*) and 1 Ministry responsible for information policy (*Ministry of Information Policy*) and what kind of targeted trainings for we have to deliver to achieve expected Results.

Communication Team has assisted the aforementioned priority AA Implementing state executive bodies with the development of an indicative communication plans, thanks to which the Ministries got AA Communication plans, connected to AA Implementation Plan, outlining priority communication topics.



Developed EUI/AA communication plans for 6 Line ministries, based on their AA implementation plans & contributed to plans realization



Developed, budgeted, organized and delivered 116 training events

Within the project duration, the Communication Team has prepared and delivered 11 targeted 1-2 days trainings and 52 workshops, out of which 6 – specifically to develop content for helpdesks (all in all trained about 1000 people trained).

### Learning Line 5 on Public Communication

consisting of 10 thematic videos developed by the Ministry of Information Policy, supported with corresponding presentations and tests on each topic, has become the part of the EUI web portal and its Learning Management

System, allowing communication specialists to continue their professional education with same professional support of the Association4U Communication Team.



Developed Learning Line on Communication (10 videos, presentations, tests) part of LMS at EUI web portal

To raise public awareness about the EU-UA Association Agreement implementation impacts, Association4U Communication Team has carried on three waves of Ukraine-wide journalistic competition on the best material about European Integration. This competition, called "The Way of Changes", is held under the patronage of the Vice Prime Minister for European and Euro-Atlantic Integration of Ukraine, assuring ownership & sustainability. As the result, **370 materials on the EUI/AA reforms published on different regional resources.**



Organized and carried on Ukraine wide competition for regional journalists on the best material about EUI.  
**370 materials received**

The Team has delivered 50 trainings in regions for 1658 journalists, covering almost all oblast and partially rayon centers of Ukraine. Developed as the result of regional trainings and our day to day communication with media is a data base of media contacts.

Another database is the **database of EUI experts**, developed with the establishing of the EUI Expert network. Both databases are being actively used by communication teams of the line ministries, especially when an independent opinion or briefing of key speakers on specific issues are needed.

Within the project lifetime, the Communication Team of the project **developed the key messages based on profile EU Directives for 11 Line Ministries.**



Key Messages developed for 11 Line Ministries (based on EU Directives)



Prepared & held 20 thematic meetings on EUI/AA topics for different target audiences

Thematic explanatory meetings have also become a valuable contribution to better understanding of the EUI path and AA reforms impacts among Ukrainians.

**Communication Team prepared and held 20 thematic meetings on different topics for different target audience** with the participation of the Vice Prime Minister for European & Euro-Atlantic Integration and Deputy Ministers on EUI.



**Prepared 80 EUI Digests & 20 weekly ECO-Digests**

Joint Association4U/OVPM/GOCEEI Communication Team, **prepared 80 EUI Digests** being regularly disseminated to more than **2,000 of subscribers**. Set of **20 weekly ECO-Digests** is the result of joint communication efforts of the Association4U & Ministry of Ecology & Natural Resources of Ukraine.

Developed by the Communication Team **25 booklets & leaflets on EUI/AA/DCFTA topics** have been actively disseminated by both, the project and its beneficiaries among their target audiences.



**Developed 25 booklets and about 250 infographics on EUI/AA/DCFTA issues**



**Contributed to implementation of a nation-wide communication campaign “European Integration: Power of Opportunities”**

Communication Team of the project together with the Office of the Vice Prime Minister for European & Euro-Atlantic Integration of Ukraine, has launched a national raising awareness campaign “European Integration: Power of Opportunities. The campaign has been followed by the number of publications on success of stories of the campaign heroes, exporting to EU entrepreneurs.

During the whole lifecycle of the project, its Communication Team implemented several short (one-three months sectoral information campaigns, complementing our info products with info graphics (about **250 infographics** developed within the framework of the project, including separate explainers and parts of AA reports and analytical articles).



It's absolutely necessary to be where your target audience is. And we are, in social media with the Association4U Facebook, Twitter, Youtube, Instagram and LinkedIn accounts, actively promoting AA reforms agenda.

**Contributed to the promotion of EUI/AA reforms via social media: Facebook, Twitter, Youtube Instagram, LinkedIn**



**Developed “Communication Toolkit for public servants”, actively used by communication staff of Line Ministries**

Developed and presented to public **“Communication Toolkit for Public Servants”** and **“Communication Toolkit Annexes”**, additionally distributed among the beneficiary institutions. Both, the Toolkit & its Annexes, available for public and free download from the

EUI web portal and the official web-site of the Ministry of Information Policy.

**The Project developed and publicly launched the EUI portal [eu-ua.org](https://eu-ua.org) on May 18/2018.** Developed according to the ToR, approved by the beneficiary it focuses on the main aspects of the Association Agreement. From the moment of its launch, the EUI web portal has become a focal point of information about the EU Integration.



Developed and publicly launched EUI web portal  
<https://eu-ua.org>



**Contributed to the development of the "Communication Strategy on EUI issues for 2018-2021" and assisted with its implementation**

The new concept of reporting has been proposed and supported by GOCEEI team.

In close cooperation with the project key beneficiaries, the joint team prepared 3 annual AA implementation progress reports and organized 3 supporting reports' presentation public events.

Project addressed to the idea to implement concept of Helpdesks as a digital 24/7 assistant for Line Ministries. The work in this area resulted in **developed the content for helpdesk for 4 pilot Line Ministries, and publicly launched full functional helpdesk (both, content & IT solution) for the Ministry of Economic Development & Trade of Ukraine and its Export Promotion Office (<https://epo.org.ua/helpdesk-dlya-eksporteriv/>).**



Developed helpdesk content for 4 pilot Line Ministries. Publicly launched full functional helpdesk of MEDT



