

Vasyl Stefanyk Precarpathian National University

Recommendations for the preparation of international / cross-border projects

(Maksymovych O., Solodzhuk T., Statkevych M.)

materials prepared within the project «*Project and Educational Centre for Innovation Development and Investment Promotion in the Region*» (European Union sector budget support program)



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- increasing the level of innovation and competitiveness of the region's economy
- recipes to strengthen the institutional capacity of the region
- specific information and educational assistance on investment project management.
- preparation of at least one specialist for each UTC in the grant work
- partners for local governments in the implementation of strategies of united territorial communities development, implementation of projects for improving the living conditions of the residents of the region.



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Attention!

The presented materials may be of a general nature and not necessarily meet the requirements of this specific program.

Applicants and beneficiaries must strictly comply with the requirements of the specific program and use the appropriate application forms and formats.



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Content

- 1. Cross-border and international cooperation: definition, legislative regulation, compliance with regional development strategy.*
- 2. International project activity features: key stages of project work, partnership, strategy and tactics, logic of implementation.*
- 3. List of major funds and partners for international / cross-border projects in Ukraine.*
- 4. International / cross-border cooperation in Ivano-Frankivsk region.*



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Cross-border cooperation

(vision of the Law of Ukraine on cross-border cooperation)

Cross-border cooperation projects (program) - a set of activities of subjects and participants of cross-border cooperation of Ukraine aimed at the development of cross-border cooperation.

Cross-border cooperation goal is to form of good neighborly relations and deepening of interaction between the subjects and participants of cross-border cooperation which contributes to the joint local and regional development task solving.

Cross-border subjects - territory communities, their representative bodies and their associations, local executive authorities of Ukraine that interact with territory communities and relevant authorities of neighboring states within the limits of their competence established by the current legislation of Ukraine and agreements on cross-border cooperation.



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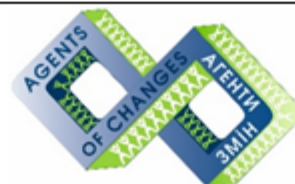
General characteristics of cross-border regions

(according to Dolishniy Institute of Regional Research NAS of Ukraine)

| Indicators / Cross-border regions | List of regions that are part of TCR | Area, sq. km. | List of regions that are part of the TCR | Area, sq. km. | Length of the common state border, km |
|-----------------------------------|-------------------------------------------------------------------------------------------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------------------------------|
| Ukraine-Poland | <i>Ukrainian bordering regions:</i> Volyn, Lviv, Transcarpathian region. | 54720 | <i>Polish bordering regions:</i> Lublin, Picardie Voivodeship. | 42968 | 542,39 |
| Ukraine-Slovakia | <i>Ukrainian bordering regions:</i> <i>Transcarpathian region.</i> | 12777 | <i>Slovakian bordering regions:</i> Kosice, Prešov Region. | 15727 | 97,85 |
| Ukraine-Hungary | <i>Ukrainian bordering regions:</i> Transcarpathian region. | 12777 | <i>Hungarian bordering regions:</i> Medier, Szabolcs-Szatmár-Bereg. | 5936 | 136,7 |
| Ukraine-Romania | <i>Ukrainian bordering regions:</i> Transcarpathian, Ivano-Frankivsk, Chernivtsi and Odesa region. | 68112 | <i>Romanian bordering regions:</i> Satu Mare, Maramures, Suceava, Botovan, Tulcea. | 32760 | 625,4 |
| Ukraine-Moldova | <i>Ukrainian bordering regions:</i> Chernivtsi, Vinnytsia, Odesa region. | 67900 | <i>Moldovian bordering regions:</i> Kalushen, Soroka, Transnistria, Gagauzia, Cahul, Stefan-Voda, Onnitsa, Donduseni, Brichen, Bessarabia, Taraclia. | 14691,77 | 12222 |
| Ukraine-Belorussia | <i>Ukrainian bordering regions:</i> Volyn, Rivne, Zhytomyr, Kyiv, Chernihiv region. | 67900 | <i>Belorussian bordering regions:</i> Brest, Gomel region. | 31156 | 975,2 |



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LEGISLATIVE REGULATION OF PROVIDING AND RECEIVING OF INTERNATIONAL ASSISTANCE

CMU Resolution No. 153 of February 15, 2002 “**On Creating a Unified System for Attracting, Using and Monitoring International Technical Assistance**” provides:

all international technical assistance projects (including border co-operation programs) are subject to mandatory state registration;

state registration is the basis for further realization of the right to receive the relevant privileges provided by the legislation and international treaties of Ukraine;

state registration of projects is conducted by the Ministry of Economic Development and Trade of Ukraine.



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Current trends in project implementation in the region in accordance with the Strategy of Ivano-Frankivsk region development for the period until 2020: sustainable economic development

- 1.1. Encouragement of investments.
- 1.2. Stimulation of small and medium-sized businesses development.
- 1.3. Assurance of energy efficiency.
- 1.4. Improvement of regional development management.
- 1.5. Assurance of the region ecological security.



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Current trends in project implementation in the region in accordance with the Strategy of Ivano-Frankivsk region development for the period until 2020: tourism and recreational sphere development.

2.1. Increase of tourist and recreational potential.

2.2. Marketing of tourism potential.



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Current trends in project implementation in the region in accordance with the Strategy of Ivano-Frankivsk region development for the period until 2020: rural area and human capital development

3. Rural area development

- 3.1. The increase of added value of agricultural products.
- 3.2. Development of rural areas and periphery around small towns.

4. Human capital development

- 4.1. The increasing of the population adaptability to the needs of the labor market.
- 4.2. The raise of awareness and social activity of region residents.



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Key stages of project work

- *familiarization with the legal context of the chosen topic*
- *search for funding sources*
- *project idea formulation*
- *project preparation*
- *project budgeting*
- *project application*

Source: "Five Successful Steps to a European Project" Publication in the framework of the project "Supporting Local Communities of Ukraine in Attracting European Funds", co-financed by the Ministry of Foreign Affairs of the Republic of Poland under the Polish Aid 2009 Program



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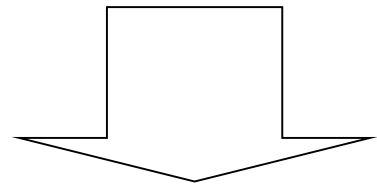
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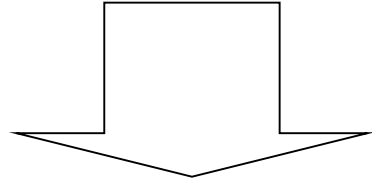
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Funds

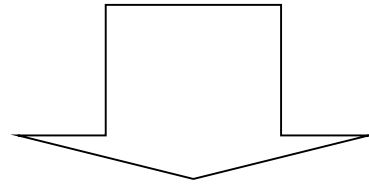
- are international organizations, government agencies, business entities, public non-profit organizations (religious, scientific, etc.), private charities, or individuals who provide non-profit organizations with additional resources of various kinds for purposes that are generally aimed at the good of the whole society.



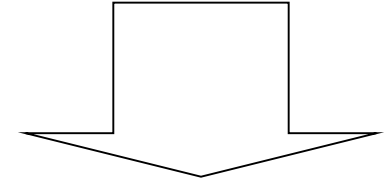
give grants



provide
scholarships



supply with
technology,
equipment etc.



give expert and
advisory
assistance

Побудовано за матеріалами сайту <http://te-rada.org/?id=306>



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Who can be an international funder?*

- **Intergovernmental organizations.** This group of funds includes United Nations agencies (United Nations Development Program (UNDP), UNICEF, World Bank, Community-Based Local Development Project (CBA)) and European Union institutions (European Commission, Council of Europe, OSCE).
- **Governmental funds.** These can be grants from selected foreign authorities (US Agency for International Development (USAID), Canadian Agency for International Development (CIDA), Swedish Agency for International Cooperation and Development (SIDA), etc.), or embassies of foreign countries in Ukraine (USA, Germany, Norway, etc.).
- **Public funds** can be both national (for example, German political party foundations - the K. Adenauer Foundation, the F. Naumann Foundation, etc.) and international (eg PHARE - Democracy Program, International Visegrad Fund). They are developing according to the financial revenues from one or more countries and are required to report to those whose money they have.
- **Private funds.** This category includes donors of varying size and nature of activity - from such large international organizations as the John Soros International Renaissance Foundation and the Rockefeller Foundation to the Small Family Funds Knut Foundation and Alice Wallenberg Foundation, the Rascob Foundation for Catholic Promotion).
- **Corporate funds** are implementing corporate social responsibility programs for large companies ('Monsanto', 'Bayer'), Shell Institute of Unconventional Gas.

* according to the website <http://te-rada.org/?id=306>



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EU BUDGET PRIORITIES FOR 2021-2027

/ in the context of potential interests of Ukrainian grantees /

- **Security and Defense Policy (40% costs increase);**
- **Foreign policy** (costs are to be increased up to 123 billion euros, including by 20% (up to 89.5 billion euros) the item of costs on "Neighborhood, Development and International Cooperation Instruments", much of which will concern neighboring countries EU and Eastern European countries;
- **Migration and border management** (cost increase of 2.6 times, up to EUR 35 billion opens up new opportunities for implementation of infrastructure projects in border regions).



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Partnership - basic requirement of cross-border cooperation programs

Why is partnership so important?

The joint work of the project partners is aimed at achieving additional benefits of the project results, namely:

- ❖ to identify common problems and opportunities;
- ❖ to agree on consistent use of the most effective solutions;
- ❖ to exchange of knowledge and experience.

Джерело: <https://tesim-enicbc.eu/>



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Partnership - basic requirement of cross-border cooperation

The partnership structure in the framework of the international cooperation project must meet the requirements of the specific competition for the minimum number of participants from different countries, as well as the basic criteria:

- *Efficiency* (logical and optimal distribution of responsibilities, rights and responsibilities of partners; use of comparative advantages and avoidance of duplication of functions during implementation of specific activities within the project);
- *Common interests* (the achievement of the project objective must be in response to the interests of each partner as well as strengthening the relevant direction of cooperation in the international dimension);
- *Mutual benefit* (concrete benefits must be received by all its participants during the realization of the project)



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Partnership in action: Possible challenges and strategies for overcoming them

Trust is the basis of partnership.

Equal decision-making opportunities: every partner's opinion must be taken into account.

Intercultural communication is much more than just knowing a foreign language

Correct responsibilities division is the key to success!



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Project?

PROJECT – a temporary enterprise that aims to create a unique product, service, or result

Source: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition, 2013, Project Management Institute, Inc.



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Project: extended interpretation

- temporary activity,
- planned for unique conditions of a sequence of interdependent innovation-driven events to create value,
- which is defined by harmonized benefits for all stakeholders due to unique features of the project product,
- within the framework of achieving the mission of the socio-economic system,
- in the face of uncertainty, set time limits, resources and features of operation of the project product

*Source: Rach V. A., Rossoshanska O.V., Medvedeva O.M., 2010. Project Management: Practical Aspects of Implementation
Regional Development Strategies*



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Strategy (stages) of project development

1. Problem analysis
2. Stakeholder analysis
3. Goal setting
4. Strategy defining
5. Implementation logic
6. Risks
7. Indicators
8. Action plan
9. Communication plan
10. Budget

Source: <https://tesim-enicbc.eu/>



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Problem Analysis

What is the problem, what are its symptoms?

Socio-economic, political, legal, technical, cultural context.

The scale and effects of the problem.

Why did the problem appear, what caused the problem?

How does the problem effect stakeholders, target groups?

What has already been done to solve the problem and why was it not possible to achieve the desired results (experience)?

What will happen if the problem is not solved (status quo)?

Source: Project Management Training Course <http://udl.despro.org.ua/>



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Stakeholder analysis, project goal and strategy

Stakeholder project analysis aimed at identifying: first, the **beneficiaries** (including target groups and final beneficiaries), second, the **limitations and risks of the project**.

Goal – a positive statement that describes the outcome of planned and purposeful actions (positive situation or change in the positive).

Project strategy - a way to achieve the desired future, to achieve a specific goal(s) and to contribute to the achievement of the common goal and the solution of the problem.

Source: <https://tesim-enicbc.eu/>



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SMART- objectives setting

Specific

Measurable

Agreed Upon

Realistic

Time - Framed



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Implementation logic and project risks

Project risks (feasibility analysis) - important factors that can affect the progress and success of a project. They cannot be controlled directly by project managers. Such factors, expressed in a negative form, are project risks.

Source: <https://tesim-enicbc.eu/>



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MAIN EVALUATION CRITERIA OF THE PROJECT APPLICATION: FORMAL / ADMINISTRATIVE / REQUIREMENTS

- **Compliance with the application form and submission of all necessary documents in full and in due time;**
- **Formal compliance with program priorities, eligibility requirements, funding ratios.**



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MAIN EVALUATION CRITERIA OF THE PROJECT APPLICATION: QUALITY REQUIREMENTS

Strategic:

- **Project content** (importance, argumentation / rationale for the problem, goals, objectives);
- **Partnership quality** ("value added" from the cooperation, effectiveness of the partnership structure to achieve the goal);

Operating:

- **Quality of management** (project management structure);
- **Quality of communication plan** (interaction with key target groups and stakeholders);
- **Quality of work plan** (realistic, consistent and coherent);
- **Quality of budget** (cost savings and cost-effectiveness).



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Some resources for international and cross-border cooperation projects in Ukraine:



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Some resources for international and cross-border cooperation projects in Ukraine: WORLD BANK (WB) / International Bank for Reconstruction and Development (IBRD)

During 26 years of cooperation the World Bank has implemented over 70 projects in Ukraine totaling over \$ 12 billion.

Currently, the International Bank for Reconstruction and Development (IBRD) portfolio of projects in Ukraine consists of eight investment projects totaling approximately \$ 2.5 billion and one \$ 500 million guarantee.

The World Bank and the Ukrainian authorities are implementing the Partnership Concept with Ukraine for 2017-2021. Since 2014, the World Bank has provided support to the population of Ukraine in the form of two series of development policy loans (PPDs), seven new investment projects and guarantees totaling around USD 5.5 billion aimed at improving the quality of the most important public services, assistance with reform, and stimulation of private sector development.



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Some resources for international and cross-border cooperation projects in Ukraine: **WORLD BANK (WB) / International Bank for Reconstruction and Development (IBRD)**

WB-supported reform measures are aimed at promoting good governance transparency and accountability in the public sector as well as banking sector stability; reducing the cost of doing business the efficient use of scarce public resources to provide quality public services in the crucial period.

The World Bank's investment projects are aimed at improving the main public and utility services: district heating, water and sanitation, health and social protection, as well as government infrastructure, including power transmission systems and highways.

In addition to financing private sector projects, **the International Finance Corporation (IFC) is launching a large-scale consulting program in Ukraine** aimed at simplifying regulation, improving the investment climate and energy efficiency, enhancing the competitiveness of local food producers, facilitating the opening of new markets and increasing access to finance.



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Some resources for international and cross-border cooperation projects in Ukraine: WORLD BANK (WB) / International Bank for Reconstruction and Development (IBRD)

Agriculture is an important sector in which business is started and many entrepreneurs are involved in the production of food, furniture, footwear and clothing.

To receive funding from this project, Ukrainians need to explain and defend their ideas and business plans.

In addition to financing, new entrepreneurs receive professional support and advice in the implementation of their projects.

If a participant becomes an employer of at least two low-income individuals or war veterans, financial assistance is provided on an irrevocable basis.



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Some resources for international and cross-border cooperation projects in Ukraine: European Bank for Reconstruction and Development (EBRD)

In Ukraine the EBRD has implemented 418 projects totaling \$ 13.14 billion. Today, the EBRD's investment portfolio in our country is over \$ 3.7 billion. 43% of the bank's loan portfolio is in the private sector.

The Bank builds its operations on a managed growth strategy based on strict adherence to sound banking principles.

The EBRD operates only on a commercial basis. Gives only targeted loans for specific projects to private and public entities for the needs of economic development. 60% of loans are directed to the private sector and 40% to the public sector. In addition to targeted loans the EBRD makes direct investments and provides technical assistance (consultations, training courses for bankers and managers, assistance in organizing food distribution systems).



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Some resources for international and cross-border cooperation projects in Ukraine: USAID /United States Agency for International Development/

In 1992, a bilateral agreement between Ukraine and USAID on humanitarian, technical and economic cooperation was concluded.

USAID and the Government of Ukraine have identified three strategic goals: formation of a market economy on a social base, promoting the development of a democratic political system with wide participation of citizens.

With the assistance of USAID, 1.8 million Ukrainian citizens have received land ownership state acts.

USAID remains at the forefront of the fight against tuberculosis and HIV / AIDS and supports the improving of maternal and child health.

The agency is concerned about improving the business climate and attracting foreign investments; support is also provided in reforming the pension system, financial sector developing and improving the energy efficiency of the economy.

Equally important are USAID's initiatives to help fight corruption and cross-border human trafficking .



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Some resources for international and cross-border cooperation projects in Ukraine: SIDA /The Swedish International Cooperation and Development Agency/

The Swedish International Cooperation and Development Agency (SIDA) is the organizer of international training programs aimed at improving the management and technical skills of partner countries. These short-term programs cover areas that are strategically important for economic and social development. Among the projects are a support for Ukraine's accession to the WTO, projects in the field of market economy development, culture, social protection system, environmental protection, education.

Priorities are as following: to provide advisory assistance to the Ministry of Finance of Ukraine in reforming the budget process and managing assistance. Settlement of labor disputes in Ukraine. Reducing the risks of radon and natural radiation. Quality assurance and control in medical radiology.



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Some resources for international and cross-border cooperation projects in Ukraine: GIZ /Gesellschaft für Internationale Zusammenarbeit/

GIZ – a state agency founded in 1975 under German law. The main purpose of the GIZ is to promote international cooperation, to ensure a consistent global political, economic, environmental and social development.

Financing priorities: sustainable economic development; public administration reform; energy efficiency; the fight against HIV / AIDS.



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Some resources for international and cross-border cooperation projects in Ukraine: The Delegation of the European Commission to Ukraine

EU assistance focuses on supporting democratic development and good governance, regulatory reform and strengthening of administrative capacity, infrastructure development and nuclear security. The EU pays considerable attention to projects and programs that promote people-to-people contacts, particularly for young people.

The Joint Program of the European Union and the Council of Europe "Strengthening the Information Society in Ukraine" invites for cooperation non-profit organizations, namely non-governmental organizations, mass media, think tanks, research institutes, charitable organizations, educational institutions.



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Some resources for international and cross-border cooperation projects in Ukraine: UNDP /United Nations Development Program/

Activity priorities: rural poverty reduction by implementing effective models of social and economic and environmental development and also by supporting democratic processes, institutions and networks.

Accelerating progress towards the Millennium Development Goals in Ukraine: poverty reduction, quality lifelong education, gender equality, reducing child mortality, improving maternal health, limiting the spread of HIV, AIDS and tuberculosis, sustainable environmental partnership development.



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Some resources for international and cross-border cooperation projects in Ukraine: United Nations Democracy Fund

UNDEF supports projects aimed at strengthening the voice of civil society, promoting human rights, and involving all groups in democratic processes. The bulk of UNDEF funding goes to local civil society organizations, both in the transition to democracy and in consolidation. UNDEF plays an innovative and significant role, complementing other UN activities - working with governments - to strengthen democratic governance around the world.

The projects are scheduled for two years and should apply to one or more of the six main areas: society development, rule of law and human rights, democratization tools, women's and youth empowerment, freedom of the media, increased engagement with government.



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Some resources for international and cross-border cooperation projects in Ukraine: US Embassy in Ukraine

Assistance priorities: democratization of management spheres, economic development and social assistance. Assistance in agricultural trade between Ukraine and the US, promoting cooperation between Ukrainian and US business communities. Cultural and educational exchange programs.

Programs of technical assistance in law enforcement and other issues in the area of the law rule in Ukraine, US-Ukrainian cooperation and combating international crime.

The Embassy for Democracy and the Media Development Fund also operate and provide grant assistance within the Embassy.



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Some resources for international and cross-border cooperation projects in Ukraine: German Embassy in Ukraine

Financial support for five short-term micro-projects (max. 6 months) aimed at better meeting the basic needs of the poor and the poorest with a long-term impact.

Activity Priorities: Support organizations / institutions in the implementation of their projects through participation in funding, if they are unable to implement their project independently.

This means that in any case, the applicant's own contribution must be made (possibly non-financial, such as labor costs, workforce, premises, etc.).

Partial financing by third parties is also possible. The maximum grant amount is usually € 8,000.



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Some resources for international and cross-border cooperation projects in Ukraine: Visegrad Fund

Visegrad Scholarship Program (VSP) - a special program of the Visegrad Fund, created to facilitate academic exchanges by providing financial assistance to students and researchers-citizens of the member countries of the Visegrad Group such as Czech Republic, Poland, Slovakia, Hungary, as well as to foreign citizens to study in the Visegrad countries .

The program is open to: bachelor's degree students from Armenia, Albania, Belarus, Azerbaijan, Bosnia and Herzegovina, Georgia, Kosovo, Macedonia, Moldova, Montenegro, Serbia, Ukraine, Russia, Czech Republic, Hungary, Poland, Slovakia.

Scholarship: € 2,300 / semester + travel expenses.

Applicant Requirements:

- applicants must have completed the bachelor's degree or, if the bachelor's and master's levels are not divided, the applicant must have completed at least 3 years of study;
- the applied institution and the university where the applicant is studying (working) must be different;
- the applicants must be citizens of the following countries: Armenia, Albania, Belarus, Azerbaijan, Bosnia and Herzegovina, Georgia, Kosovo, Macedonia, Moldova, Montenegro, Serbia, Ukraine, Russia, Czech Republic, Hungary, Poland, Slovakia.



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Visegrad Scholarship Program is aimed at supporting:

- **students with the highest scores.** The scholarship is intended for Ukrainian students of any specialty who have completed at least 4 semesters at a higher education institution located in Ukraine (Scholarship Program for Ukrainian Students).
The amount of scholarship to be paid will be € 2,500 per semester to the scholar and € 1,500 per semester to the university where the he/she will study;
- **young scientists from the Visegrad Four countries** with a Master's degree who are not yet 35 years old on the day of application (Intra-Visegrad Scholarship);
- **young scientists from the Visegrad Four countries with a Master's degree**, who are not yet 35 years old on the day of application and who wish to study at universities in Albania, Belarus, Bosnia and Herzegovina, Croatia, Georgia, Macedonia, Moldova, Montenegro, Russia, Serbia and Ukraine (Out-going Scholarship).
- **The amount of scholarship to be paid will be € 2,500 per semester to the scholar and € 1,500 per semester to the university where the he/she will study;**
- **young scientists under 35 from Albania, Belarus, Bosnia and Herzegovina, Croatia, Georgia, Macedonia, Moldova, Montenegro, Russia, Serbia and Ukraine who plan to study or to conduct research at one of the universities in the Visegrad Four Countries** (*In-Coming Scholarship*).

The amount of scholarship to be paid will be € 2,500 per semester to the scholar and € 1,500 per semester to the university where the he/she will study;



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International / Cross-border cooperation of Ivano-Frankivsk region



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Cross-border cooperation of Ivano-Frankivsk region: «Poland - Belorussia - Ukraine»

<http://www.pbu2020.eu/ua>

Priorities:

- promotion of local culture and preservation of historical heritage;
- improving the accessibility of regions, developing reliable and climate-friendly transport, communication networks and systems;
- common security and safety challenges
- improving border management and border protection, security management, mobility and migration.

BUDGET: MORE THAN 183 MILLION EUROS



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Cross-border cooperation of

Ivano-Frankivsk region: «Hungary – Slovakia – Romania – Ukraine»

<http://www.huskroua-cbc.net/ua/>

Priorities:

- promotion of local culture and preservation of historical heritage;
- environmental protection, mitigation of climate change;
- improving the accessibility of regions, developing reliable and climate-friendly transport, communication networks and systems;
- common security and safety challenges.

BUDGET: ABOUT 74 MILLION EUROS



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Cross-border cooperation of Ivano-Frankivsk region: «Romania – Ukraine»

<http://www.ro-ua.ro-ua-md.net/uk/>

Priorities:

- support for education, research, technological development and innovation;
- promotion of local culture and protection of historical heritage;
- improvement of accessibility of regions, development of transport and communication networks and systems;
- common security and safety challenges.

BUDGET: 60 million euros



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**THANK YOU FOR YOUR ATTENTION
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