Selected features of planning based on a cross-border infrastructural project
Wybrane aspekty planowania na przykładzie transgranicznego projektu infrastrukturalnego

Abstract: The key stage of investment project management is planning, as it is when the project design, which determines the legitimacy and possibilities of practical implementation of the said project, is developed. In the planning of cross-border projects, a selection of partners and an allocation of tasks and responsibilities is of strategic importance. Another aspect of planning an undertaking is knowledge of guidelines and regulations a given project needs to comply with, if it is to apply for EU grants. Selected aspects of project planning and rules behind its preparation are presented in the article in the form of a case study analysis based on a selected road project prepared by Polish and Ukrainian partners.

Key words: selection of partners, roles and responsibilities, guidelines and conditions

Introduction. The meaning of planning in project management

By definition, projects are new, atypical undertakings, whereas their management involves determining the goals of such undertakings, collecting resources indispensable for their accomplishment, and efficient and effective management thereof.

Project management is the discipline of planning, organizing, securing and managing resources to bring about the successful completion of specific

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project goals and objectives. A project is a temporary activity, having a defined beginning and end undertaken to bring unique results, usually to bring about beneficial change or added value. Six typical development phases of a project are: definition, initiation, planning, executing, monitoring and closing. Planning is the key stage to a successful project. Project planning generally consists of:

- identifying deliverables and the activities needed to complete them,
- creating the work breakdown structure,
- estimating the resource, time and costs,
- developing the budget, schedule and risk plan.

A project is by nature an interdisciplinary undertaking; therefore, the execution of a project requires detailed analyses of various conditions of the undertaking at the planning stage: environmental, legal, institutional, technical, organisational, economic and financial conditions. This, in particular, regards material projects (for example road infrastructure), because such undertakings are highly complex and involve considerable investment. The planning of international projects, which are financed with EU funds and realized through partners on both sides of the border, requires additional attention to detail.

Undoubtedly, project management-related issues were propagated by possibilities of acquiring European Union funds for investment projects. The rules and regulations guiding such project preparation are set out in the “Guidelines”. A well-prepared project needs an exhaustive analysis of guidelines of the programme from which project funding is to be acquired. Amongst key features of international projects that precondition a success of an undertaking is the quality of a partnership, including but not limited to, mutual trust of the entities constituting such a partnership. The basic element of a successful project is a design of a logical, coherent idea in compliance with the underlying rule holding that a project is a response to identified problems.

To illustrate the issues brought up here, the article shall contain a case study analysis of an international investment project completed by both Polish and Ukrainian partners and filed for funds originating from the Cross-border Cooperation Programme Poland-Belarus-Ukraine 2007-2013.

The project’s partnership in Cross-border Cooperation Programme Poland-Belarus-Ukraine 2007-2013

As different undertakings are completed in the course of local / regional development, the value of partnership is more and more often appreciated. The idea of "local/ regional partnership" is defined at the level of actions related to diagnosing and solving socio-economic problems, which are taken up by multiple social partners (the public, private, and non-

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governmental sector), but it can also be applied to the implementation of the European Union structural programmes.

The concept of "local partners" is strictly related to the basic European Union principles and the method of defining "partnership" in structural fund implementation. Under Council Regulation (EC) No. 1260/1999, laying down general provisions on the Structural Funds "in order to ensure significant added value, partnership should be strengthened; whereas this concerns the regional and local authorities, the other competent authorities, including those responsible for the environment and for the promotion of equality between men and women, the economic and social partners and other competent bodies; whereas the relevant partners shall be associated in the preparation, monitoring and evaluation of assistance."  

International partnerships take off as part of a cross-border, cross-national and international cooperation. Cross-border, cross-national and inter-regional cooperation in the years 2007-2013 is realised as part of a separate goal of the EU cohesion policy - the European Territorial Cooperation. Isolating territorial cooperation as an independent objective of the policy of cohesion confirms the great meaning of common undertakings of the EU partners. Poland also allotted some financial means to the cross-border cooperation with non-European Union countries as part of the European Neighbourhood and Partnership Instrument.

The European Territorial Cooperation Programmes and European Neighbourhood and Partnership Instrument have replaced the undertakings implemented as part of the Community Initiative INTERREG III 2004-2006.

The European Neighbourhood and Partnership Instrument is a European Commission initiative, the main aim of which is cooperation development between the European Union and cooperation partner countries from outside the EU, by ensuring an integrated and balanced regional development. In the new financial perspective, as part of the European Neighbourhood and Partnership Instrument, Poland is participating in and managing two programmes:

- Poland – Belarus – Ukraine,
- Lithuania – Poland – Russia.

The European Neighbourhood and Partnership Instrument is the initiative of the European Commission, aiming at developing cooperation between the European Union and the partner countries by ensuring an integrated and sustainable regional development.

The European Neighbourhood and Partnership Instrument - Cross-border Cooperation Programmes will take as their starting point the four key objectives described in the response strategy, namely:

- promoting economic and social development in regions on both sides of common borders.

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working together to address common challenges, in fields such as the environment, public health and the prevention of and fight against organized crime,

• ensuring efficient and secure borders,

• promoting local cross border “people-to-people” actions.

The Cross-border Cooperation Programme Poland-Belarus-Ukraine 2007-2013, under the European Neighbourhood and Partnership Instrument continues and broadens cooperation in the border zone areas of the three countries, which so far has been developed within the framework of the Neighbourhood Programme Poland-Belarus-Ukraine INTERREG IIIA / Tacis CBC 2004–2006 (Neighbourhood Programme). Despite substantial progress in cross-border cooperation, the level of integration in the programme area needs further improvement in order to realise and utilise the full social and economic potential of the region. All the more so, since the programme area’s economic development is still insufficient, with a comparatively low GDP per capita, a very high unemployment rate on the Polish side of the border, a high share of agriculture in the employment structure, a relatively low innovativeness of SMEs, R&D spending and technical environmental standards.

Cross-border Cooperation Programme Poland - Belarus - Ukraine 2007 2013 was approved by the European Commission on November 6th 2008 – Decision number K(2008)6411. The core objective of the programme is support for cross-border development processes. The programme objectives will be realised through non-commercial projects implemented within the following priorities and measures:

Priority 1. Increasing competitiveness of the border area:

• Measure 1.1. Better conditions for entrepreneurship
• Measure 1.2. Tourism development
• Measure 1.3. Improving access to the region

Priority 2. Improving the quality of life:

• Measure 2.1. Natural environment protection in the borderland
• Measure 2.2. Efficient and secure borders

Priority 3. Networking and people-to-people cooperation:

• Measure 3.1. Regional and local cross-border cooperation capacity building
• Measure 3.2. Local communities’ initiatives

The partners in every project must establish one of the following compositions: Poland-Ukraine or Poland-Belarus or Poland-Belarus-Ukraine. The following entities may act as cooperating partners:

• regional and local authorities; bodies providing public services commissioned by these authorities; other legal entities with the participation of these authorities or acting on their behalf,

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- central bodies, on behalf of regional and local representations responsible for carrying out public tasks at regional/local level,
- regional and local representations of central government, responsible for carrying out public tasks at a regional/local level,
- state organisations/institutions,
- local and regional water management, waste water management, river protection and flood protection public bodies,
- local environment protection agencies,
- public institutions responsible for management of nature protection areas and nature parks and local forestry directorates,
- public road and rail management companies,
- public owned transport providers,
- emergency services,
- non-governmental organisations and non-profit organisations,
- relevant Euroregions.

Reasons for and principles of partnership project preparation

The Cross-border Cooperation Programme Poland - Belarus - Ukraine 2007-2013 includes a diagnosis of the present situation concerning infrastructure and quality of the natural environment. The geographical location of the programme area has advantages in terms of the development potential for transport. The area is situated on the main transit routes between European and Asian networks and this is an important basis for the development of international road and rail transport. Existing transport infrastructure, especially roads, needs to be developed as regards both density and quality. This is a barrier to the utilization of resources in cross-borders areas.

Measure 1.3. “Improving access to the region” - the aim is to protect infrastructure development. The geographical location of the Programme Area has advantages in terms of the development potential for transport and this might contribute substantially to its economic development, but the existing transport and border infrastructure needs upgrading. Therefore, activities supported within the Measure 1.3 include improvements in the quality and accessibility of the social and economic infrastructure, with a focus on transport, energy, logistic systems, transport safety and water supply. Infrastructure development will improve potential investors’ access to the area, raise the living standards of inhabitants, and boost tourist and economic attractiveness of the border area.

Partnership in the project should be strong. It is to be taken into account that the cross-border partnership and the real involvement of the partners in the project is one of the crucial elements of the project assessment.

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Each project must fulfill at least two of the following criteria. Priority will be given to the integrated projects that will fulfill all of them (all four)\textsuperscript{10}:

- the project has been jointly prepared - e.g. the partners were working together on the preparation of the project proposal e.g. agreed the project idea, the division of tasks and responsibilities and elaborated the full application form with all annexes,
- the project will be jointly implemented - all or most of the project activities will be carried out by partners in close cooperation,
- the project will have shared staff - the implementation of the project activities will be coordinated by the representatives of the partners,
- the project will be jointly financed by at least two partners - the project is co-financed by partners coming from different countries and budget expenditures are proportionally divided between partners.

The partners in every project must establish one of the following compositions:
1. Poland-Ukraine or
2. Poland-Belarus or
3. Poland-Belarus-Ukraine.

There may be more than one partner in the project from any of the above countries and the costs they incur are eligible as those incurred by the lead partner. In order to ensure that the project runs smoothly, all project partners, except for the lead partner (the applicant), have to acknowledge their responsibilities within the project by signing a separate partnership statement. Any application not containing the partnership statements signed, stamped and dated by each partner will be rejected\textsuperscript{11}.

Projects can be of three types:

- integrated projects, where each partner carries out a part of the activities of the joint project on its own territory,
- symmetrical projects, where similar activities are carried out in parallel on both sides of the border,
- simple projects with a cross-border effect, taking place mostly or exclusively on one side of the border but for the benefit of both partners.

The integrated projects and the projects with a balanced budget division between applicant and partner(s) will be prioritized and encouraged. Projects with a negative impact on the environment or not respecting other EU horizontal policy rules cannot receive funding within the programme.

An infrastructure project is defined as:

- each project which requires building permission or its equivalent (e.g. notification of works component – Decision of complex state

execution) according to the national legislation in force for the country where works take place or

- each project including infrastructure activities (defined in the Budget as works line 6) with a total value over 50 000 EUR.

An investment project is defined as:

- a project with supplies of fixed assets (e.g. equipment like: computers, machines, tools etc.) worth more 50 000 EUR.

Other projects not defined as “infrastructure” or “investment” are regarded as soft.

Indicative actions in measure 1.3. “Improving access to the region”

- Investment in the quality and accessibility of the social and economic infrastructure, with a focus on transport, energy, logistic systems, transport safety and water supply,
- Preparation and implementation of feasibility studies for transport systems in the programme area,
- Joint actions by infrastructure owners, cargo owners and traffic operators dedicated to the quality improvement of transport connections and the creation of new links,
- Provision of practical solutions to increase the sustainability and quality of passenger and cargo transport services in the programme area.

Elaboration of project design - a case study

An important element of an effective investment project realisation is respecting the rules set forth in the investment cycle (stages: programming, identifying, formulating, financing, implementing, assessing), which results in the following practical actions:

- identifying deliverables in accordance with the rule that a project solves identified problems,
- analysing different project variants and selecting an optimal one on the basis of the objective and technical, legal, and financial conditions,
- specifying the outcome, results and influence of the projects and selecting adequate indicators for their evaluation,
- estimating capital investment, operating costs, and financial engineering including the eligible costs.

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determining the tasks and responsibilities of individual partners to a project,

developing a schedule of project implementation.

Thus, the planning phase is key to an adequate project formulation and, in turn, its effective implementation. Selected elements of project planning and partnership will be further presented based on a chosen case study.

The case study refers to the project: "Łatwiej na Roztocze"\textsuperscript{15}, to be submitted for support from the Cross-border Cooperation Programme Poland – Belarus – Ukraine 2007-2013. The applying party is Powiat Tomaszów, located in Voivodeship Lublin in Poland, and the partners are Gmina Susiec and Gmina Lubycza Królewska situated in Powiat Tomaszów and the District Council of Zhovkva. The District of Zhovkva is located in the Lviv Province in the Ukraine.

The project is principally infrastructural in nature and mainly involves the modernization of road infrastructure and the purchase of equipment for winter and summer road maintenance. The main issue to be solved by this project is the inadequate functioning of the system of road links in Powiat Tomaszów and the District of Zhovkva. This is a big barrier to the possibility of using the strengths of the region, namely tourist attractions. This situation is also important for the quality of life of local communities and results in poorer conditions of social and economic development. The condition and goal for developing the technical infrastructure is one of the main methods of stimulating economic growth. Thus, a failure to resolve the problems of the quality of the road system in the areas close to the peripheral border will result in deepening the social and economic problems of the region.

The effects of the implementation of the project submitted in the first place will benefit the community which will have direct access to the upgraded road infrastructure, the entire local community, tourists and potential investors interested in developing business in Roztocze, as well as people using the roads for private or business trips. The project on the Ukrainian side will of similar size. The target groups are the residents of the villages along the reconstructed road sections and the users of the roads. Among the target groups there is also the District Roads Board in Tomaszów Lubelski, which will be equipped with the road machinery (specialist vehicle, wheel excavator) necessary to effectively carry out the tasks for the maintenance of roads. The target group on the Ukrainian side of the project will be residents of the villages Monastyrok and Zamok and employees of institutions located there (a hospital for people with mental illness, and Mary's Youth Centre).

The above description clearly indicates the cohesion of the project subject matter with the objectives of Measure 1.3. "Improving access to the region", since the project concerns improving the cross-border cooperation of managing the communication system and the project implementation will contribute to the improvement of the road infrastructure, enhancing tourist

\textsuperscript{15} Project: "Łatwiej na Roztocze", Fundacja Centrum Rozwoju Lokalnego, Lublin 2011.
and investment attractiveness and boosting the living standards of the inhabitants.

The overall objective of the project is to improve accessibility and territorial cohesion of the border part of Roztocze in Poviat Tomaszów and the District of Zhovkva.

The general objective of the project fits directly into the objectives of Measure 1.3. "Improving access to the region", the Cross-border Cooperation Programme Poland - Belarus - Ukraine 2007-2013. As a result of the project implementation important road infrastructure and facilities will be reconstructed in Roztocze in Poland and the Ukraine, and equipment used for summer and winter maintenance of roads in the Poviat Tomaszów will be purchased.

The aims of the project are the following:
1) Raising the living standards of the inhabitants
2) Boosting the tourist and economic attractiveness of Roztocze
3) Boosting the investment and economic attractiveness of the areas included in the project

Identifying problems in terms of communication accessibility of the border regions of Roztocze led to the formulation of project objectives and its subject matters. The project is an infrastructure in nature with elements of investment purchases. The following tasks have been planned, and implementing them will offset the existing problems:

I. The Polish side is supposed to perform the following tasks
1) "Reconstruction of district road No. 3546L, section Susiec - Huta Szumy - to the border of the voivodeship (Huta Różaniecka), accompanied by pavement and bicycle paths"
This is an important road due to accessibility to the attractive tourist village of Susiec located in Roztocze and the connection with the Podkarpackie Voivodeship.

2) "Reconstruction of district road No. 3514L, section Lubycza Królewska - Machów - Dyniska"
This road is very important in the communication system of the poviat as it allows for easy access to border crossings, including the border crossing be opened soon in Dołhobyczów. This road connects national road No. 17 in the direction of the provincial road No. 852 and the national road No. 74. The district road No. 3514L will relieve vehicular traffic between Poland and the Ukraine which currently takes place mainly on road no. 17.

3) "Reconstruction of the wooden bridge over the River Tanew in the village of Paary" in Roztocze
Constructing a new bridge will significantly improve road safety, capacity and municipal road 111714L Paary - Huta Szumy, which is located within, i.e. it will generally improve road connections in the region.

4) "Purchase of a wheel excavator"
5) "Purchase of a specialist vehicle"
These tasks are intended to complete road equipment in the possession of
the District Roads Board in Tomaszów Lubelski. These vehicles will be used
for works associated with winter and summer maintenance of roads in the
poviat. Total length of poviat roads amounts to 702,370 kilometres.

II. The Ukrainian side is supposed to perform the following task:
1) "Reconstruction of the road section Monastyrok – Zamok" located in the
District of Zhovkva in Roztocze Rawskie in the area of the Jaworowski Na-
tional Park buffer zone – a 3-kilometre road will be constructed. This road
leads to "Marusia" which is a well-known throughout the Ukraine source of
mineral waters with medicinal properties (against rheumatic diseases). This
source is a place of Marian worship and hosts numerous pilgrimages.

The project "Łatwiej na Roztocze" is the result of the development of
cross-border cooperation of Poviat Tomaszów and its Polish partners and
the Council District of Zhovkva. Up to now the partners have completed
a large cross-border project and are in the process of implementing the next
one. These projects relate to building a common system of responding effec-
tively to emerging threats to the environment.

The projects are the following:
1) "Improving the effectiveness of a cross-border emergency response to
emerging threats to the environment: Tomaszów Lubelski - Zhovkva
- Sokal" - European Neighbourhood and Partnership Instrument – the
Cross-border Cooperation Programme Poland - Belarus - Ukraine 2007 -
2013 - the agreement was signed on 23 May 2011
2) "The creation of a cross-border system to respond to environmental thre-
ats in Poviat Tomaszów, the District of Zhovkva and Sokal in the Ukraine
(National Programme for Poland 2003 Small Infrastructure Projects Fund

The experience gained during the implementation of these projects
resulted in the concept of cross-border cooperation in another sphere of ta-
asks belonging to the local government - in terms of road infrastructure. The
status of this infrastructure is an important factor of local development. Im-
proving transport accessibility of the border areas of Roztocze on both Pol-
ish and Ukrainian sides, which will be a factor stimulating economic devel-
opment, will at the same time be a good basis for further development of
cross-border cooperation.

How does the project create a basis to develop cross-border co-
operation?
1) Joint project preparation
- At the planning stage the partners jointly identified problems and ne-
eds concerning the improvement of road communication and its
maintenance. By joint findings the most urgent tasks in this area were
identified, which subsequently resulted in the formulation of the pro-
PROJECT, agreeing on the scope of the subject matter, schedule and budget. For this purpose, working meetings and exchange of information took place.

2) Joint project implementation
   - The project will be jointly implemented because similar investments have been planned for partners on both sides of the border. The project set out actions that have been assigned to the project partners who are responsible for their subject matter implementation and funding.

3) Joint project staff
   - The project management will consist of close cooperation of the joint project staff. The project coordinator will be on the Polish side and assistants on the Polish and Ukrainian sides. Individuals will be responsible for carrying out specific tasks.

4) Joint project financing
   - Each partner will contribute financially to the project in order to co-finance the project in proportion to the tasks assigned to that partner. All tasks were assigned to the partners due to the local needs of the construction of municipal infrastructure and institutional, organizational and financial capacity to carry them out.

Project “Łatwiej na Roztocze” is infrastructure in nature, with elements of investment purchases, therefore it has been prepared and will be implemented in accordance with the methodology corresponding to this type of undertakings in which there are: a preparatory phase, investment phase and the phase of the evaluation and settlement of the project.

The preparatory phase consisted of specifying the problems and needs of target groups, defining objectives and selecting subject option of the project, due to its maximum efficiency and appropriateness in the context of the project scope to achieve the expected results.

The investment phase will consist of the construction of infrastructure facilities and purchasing means of transport as provided for in the project. The role of the applicant and partners will be supervision of the execution of works and acceptance of the works and supplies.

The project completion phase includes the project evaluation, financial settlements and reporting.

On the other hand, the partners, in the course of the entire project will conduct organizational and promotional activities as well as ongoing reporting under the regulations of the Programme.

The project management methodology selected by the partners is adequate for this type of project whose principal tangible object is construction works.

Target groups / beneficiaries in the project are not active participants in the implementation phase of the project, but they will be users of the infrastructure available to them.

The organizational structure of the project is planned adequately for
the scope and nature of the tasks that will be executed in the project management. The position of coordinator in the Poviat Office of Tomaszów Lubelski and two assistant positions - one on the Polish side, the second in the District Council of Zhovkva are included in the project.

The task of the coordinator and assistants in the project will include: organization and supervision of the execution of activities planned in the project and promoting and representing the project on the outside.

Other functions such as financial accounting, preparation and conducting public procurement procedures, IT support, etc. will be performed by employees in the Poviat Office of Tomaszów Lubelski, offices of gminas involved in the project and the District Council of Zhovkva (treasurers, lawyers, etc.) as part of their duties (the costs of their salaries are not assigned to the project).

**Logical framework for the project**

A remarkably crucial element of project planning is attention to coherence maintenance between project objectives and the planned project activities. The stage of project formulation is completed by developing a logical framework of the project. The logical framework is in the form of a chart that presents the major principles of the project and depicts intervention logic assumed therein. Its purpose is to summarise the analytic-planning part of the project through a concise tabulation and verification of the correctness of the cause and effect relations assumed in the project\(^\text{16}\).

**Table 1. Example of logical framework for the project**

<table>
<thead>
<tr>
<th>Overall objectives</th>
<th>Intervention logic</th>
<th>Objectively verifiable indicators of achievement</th>
<th>Sources and means of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving transport accessibility and cross-border territorial cohesion in the part of Roztocze in Poviat Tomaszów and the District of Zhovkva</td>
<td>What are the overall broader objectives to which the action will contribute?</td>
<td>What are the key indicators related to the overall objectives?</td>
<td>What are the sources of information for these indicators?</td>
<td>Factors that may adversely affect the achievement of the objectives at the level of impact is the economic recession, the difficulty of crossing the Polish-</td>
</tr>
<tr>
<td>Quality objectives to be achieved by the project can be measured by the following indicators: a) intensification of tourism b) economic recovery, increase of the entrepreneurial rate c) increase in the</td>
<td>The sources of information to assess the impact of the project will be statistics and measurements conducted by Poviat of Tomaszów and partners in the project</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Specific objective</th>
<th>Expected results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of building plots</td>
<td>Value of building plots</td>
</tr>
<tr>
<td>d) reducing migration of the population</td>
<td>The results achieved are the following products: 1) Reconstructed district road No. 3546L, section Susiec - Huta Szumy - to the border of the voivodeship (Huta Różaniecka) 2) Reconstructed district road No. 3514L, section Lubyczna Krokewska - Machów – Dyniska</td>
</tr>
<tr>
<td>What are the specific objectives of the action intended to achieve to contribute to the overall objectives?</td>
<td>The results of completing the Project are the following products: 1) Reconstructed district road No. 3546L, section Susiec - Huta Szumy - to the border of the voivodeship (Huta Różaniecka) 2) Reconstructed district road No. 3514L, section Lubyczna Krokewska - Machów – Dyniska</td>
</tr>
<tr>
<td>Which indicators clearly show that the objective of the action has been achieved?</td>
<td>What are the indicators to measure whether and to what extent the action achieves the expected results? (enumerate them)</td>
</tr>
<tr>
<td>What are the sources of information that exist or can be collected?</td>
<td>What are the sources of information for these indicators?</td>
</tr>
<tr>
<td>Which factors and conditions outside the beneficiary’s responsibility are necessary to achieve that objective? (external conditions). Which risks should be taken?</td>
<td>What external conditions must be met to obtain the expected results on schedule?</td>
</tr>
</tbody>
</table>

- population benefitting from the infrastructure - number of tourists using the infrastructure - the area of Roztocze of increased investment and economic attractiveness - length of roads covered by winter and summer maintenance - number of reconstructed roads - number of reconstructed / constructed bridges and road infrastructure objects - length of reconstructed roads - length of pavements and bicycle routes - number of purchased transport - number of reconstructed roads - number of reconstructed / constructed bridges and road infrastructure objects - length of reconstructed roads - length of pavements and bicycle routes - number of purchased transport |

1) Improper execution of construction works 2) Defects in supplies and services delivered 3) Improper execution of construction works

1) Sudden change of supplies and services prices 2) Extended procedure of public procurement 3) Failed timing of realising supplies and construction works
| Activities | 3) Reconstructed bridge over the River Tanew in the village of Paary  
4) Reconstructed the road section Monastyrok – Zamok  
5) Purchased wheel excavator and specialist vehicle | Means:  
What are the key activities to be carried out and in what sequence in order to produce the expected results? (group the activities by result) | What are the sources of information about action progress?  
 Costs  
What are the action costs?  
How are they classified? (breakdown in the Budget for the Action) | What pre-conditions are required before the action starts?  
What conditions outside the Beneficiary’s direct control have to be met for the implementation of the planned activities? |
|---|---|---|---|---|
| Activities:  
1) Pre-investment stage: obtaining building permits, preparing and conducting tenders  
2) Investment implementation stage: implementation of the subject scope of the project: the purchase of a wheel excavator and specialist vehicle, construction works  
3) Closing stage of investment - technical acceptance and the settlement of infrastructure construction  
4) Current project management, promotion, reporting, settlements | The involvement of proper human, financial and physical resources | The value of project eligible expenditure: EUR 4,400,000  
The funding value: EUR 3,960,000 | The funds for the project have been secured in the budget of the applicant and partners. Activities involving the construction of road infrastructure do not have building permits. The task of "Reconstruction of the wooden bridge over the River Tanew in the village of Paary" has a building permit. |

The logical framework is a complex tool applied to the stage of planning project activities and to the subsequent project management. The underlying objective of the construction of the logical framework is to expand the idea of the project and make it operational. The matrix determines intervention logic (if actions are undertaken, the results will be achieved, and so will the project objectives later on etc.) and describes major assumptions and risks found at the base of logics. This ensures verification of project feasibility.\(^{17}\)

The importance of partnership for effective project implementation

**Summary**

"Local partnership" should be described as a grass-roots cooperation initiative of subjects - representatives of the public, non-governmental and private sectors, created for promoting sustainable development of the whole region. The representative of the said sectors cooperate with one another in order to form a better quality of development on a local and regional scale.\(^{18}\)

This concept also accommodates undertaking cooperation by partners from across borderlands, regions on the opposite sides of the border, to accomplish common projects.

A value of partnership is an interconnected mutual trust, clear division of joint benefits, common goals, long-term engagement, coordination and flexibility of actions that suit all partners, proper communication, fair allocation of risk and understanding of partner needs.\(^{19}\)

Another challenge, and opportunity, shared across all the EU’s external borders is that of promoting people-to-people cooperation, enhancing contact between civil-society groups on both sides of the border. This is clearly of great importance on Europe’s Eastern borders, where traditional economic, social and cultural links give a firm basis for building (or rebuilding) strong civil-society links, and where educational, social and cultural cooperation can play an essential role in breaking down barriers and promoting democratic reform.\(^{20}\)

For the land-border programmes, it is expected that the programmes will inter alia create:\(^{21}\)

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\(^{18}\) Partnerstwo na rzecz zrównoważonego rozwoju [Global partnership for sustainable development], Białystok 2005, p. 17.


long-term co-operation ties between the partners through combined addressing of issues relating to the four key objectives,
effective and balanced joint project actions on both sides of the borders,
improved potential to address local priority issues,
increased ownership and commitment among partners from both sides of the border in the implementation of cross-border activities,
reduced isolation of border regions with improved socio-economic development of the border area.

The planning stage of project management, including partner selection, is of key importance for its future success. The conditions of a well-prepared EU project are:

Knowledge of objectives and grant allocation procedures of a selected programme (types of projects, entities eligible to file motions),
Correct identification of vital needs and problems to be solved in the context of project stakeholders,
Determination of resources necessary for project accomplishment and its schedule,
Selection of partners and an agreement reached with regards to partnership rules,
Development and agreement regarding project idea summarised by a project logical framework
Verification of project feasibility by designing an attainable study for the project, where its organisational and institutional, environmental, technical and technological, and financial and economical feasibility will be verified.

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