CURRENT ISSUES OF INTERNATIONAL AND CROSS-BORDER PROJECTS’ IMPLEMENTATION IN UKRAINE

On the way to the drastic transformation of the Ukrainian socio-economic development model by the priorities of the Association Agreement between EU and Ukraine, our state actively uses all available mechanisms of international assistance attraction to implement mutually beneficial projects with foreign partners. In 2019, international technical assistance projects in Ukraine were implemented, in particular, with the financial support of the United States, German, Swedish, Japanese, Canadian governments, the European Bank for Reconstruction and Development (EBRD), the European Union and the World Bank.

Herewith, the main directions of providing international assistance to Ukraine were: increasing the institutional capacity and transparency of budgetary relations; small and medium enterprises support; gender-oriented budgeting; reforming state-owned banks; support for reforms; support for information technologies development; improving the work of public finance sector in the process of implementing structural reforms and approximation to the standards of the EU [1].

According to the legislative base, international technical assistance (ITA) defined as the financial and other resources and services, provided by donors under international agreements on a free and non-refundable basis to support Ukraine. As the object of assistance could be used any property, which is imported or purchased in Ukraine and is necessary to ensure the implementation of project tasks; works or services; intellectual property rights, and other types of resources not prohibited by law. Such objects could be granted by foreign states, governments, private and public funds, international organizations and enterprises [2].

All assistance provided by foreign donors under ITA projects must comply with Ukraine’s international obligations, the terms of international agreements, medium-term strategies, achieve the Sustainable Development Goals, priorities of Ukraine’s socio-economic development, The Medium-Term Government’s priority action plan.
An effective way to reach common development goals and level the socio-economic situation in the region are project activities jointly by neighboring countries. First of all, we are talking about the use of significant potential of the EU cross-border partnership formats, in which Ukraine has been an active participant for years. Namely, the Euroregions “Bug” (Ukraine, Poland, Belarus), “Carpathian Euroregion” (Ukraine, Poland, Slovakia, Hungary, Romania), “Lower Danube” (Ukraine, Moldova, Romania), “Upper Prut” (Ukraine, Moldova, Romania) and the ENI Cross-border Cooperation Program (Poland-Belarus-Ukraine), Hungary-Slovakia-Romania-Ukraine, Romania-Ukraine.

The term “cross-border cooperation” means bilateral or multilateral cooperation between local and regional authorities, NGOs, private entities that are being carried out in geographically adjacent areas [3]. According to the current European vision, the “philosophy” of cross-border cooperation is that the adjacent border regions cooperate in the process of operating plans and choosing development priorities [4].

International and cross-border projects in their direction can be related to any area of socio-economic life. These programs have pre-defined strategic and thematic objectives, corresponding priorities, quantitative and qualitative indicators targets, and the EU’s universal requirement for such projects is their non-commercial nature.

Among international/cross-border projects, we can find out both typically hard / investment and soft/social projects with goals and priorities of various sectoral areas: education, culture, infrastructure, tourism. For example, the current thematic goals of the cross-border cooperation program “Poland-Ukraine-Belarus” until 2020 include: local culture promotion and historical heritage protection; improving the accessibility of regions, development of reliable and climate-resistant transport, communication networks and systems; common security challenges; improving border management and border protection, security, mobility and migration management [5]. Perspective areas of cross-border cooperation between Ukraine and European partners are defined in the EU budget priorities for the period up to 2027. These are security and defense policy, foreign policy, as well as migration and border management. Like any other project activity, international projects are characterized by such features as uniqueness, risk, complexity, originality, dynamism and limited resources.

Herewith, a typical international project provides for the presence of one or more of the following prerequisites: donors of funds, their beneficiaries and recipients are usually located in different countries; contractors of different nationalities are involved into the project implementation; cooperation in project activities is conducted between several parties; products are introduced to new local markets; implementation of international projects must comply with the legislative base of several states, the requirements of interstate agreements and other regulatory framework [5].

The implementation of cross-border projects is an important supporting factor in the effective implementation of relevant local socio-economic development strategies. In this context, local communities should harmonize local goals and priorities with relevant counterparts of cross-border cooperation programs. All activities within the framework of cross-border projects should directly or indirectly contribute to the socio-economic development of the participating states or regions and strengthen mutually beneficial international cooperation between them.

An important task of international technical assistance projects is to ensure socio-economic development, which is characterized by progressive changes within its three components:

- social – focused on human development, maintaining the stability of social and cultural systems, reducing the number of conflicts in society;
- economic, which involves the optimal use of limited resources and the use of natural-, energy- and material-saving technologies to create a flow of aggregate income or preserve total capital;
- ecological, which aims to ensure the integrity of biological and physical natural systems, their viability.

It should be noted that the general (strategic) priorities for the implementation of international assistance programs generally meet the expectations of donors and potential recipients. At the same time, the understanding and vision of socio-economic development issues in developed Western countries and countries in the process of post-Soviet transformation are somewhat different. Therefore, at the level of detailing the priorities of international/cross-border cooperation, there is a potential for harmonization of mutually beneficial goals of such cooperation to bring them in line with the urgent needs and interests of recipients.

Today, Ukrainian local communities are going through a difficult period of simultaneous implementation of several reforms that address the whole range of issues of their lives. These are, first of all, administrative-territorial reform, budget innovations, a transformation of health care, and education systems. In these conditions, the "philosophy of survival" objectively comes to the fore, which determines the urgent needs of development, which are addressed through the mechanisms of international cooperation. In this context, Ukrainian communities might be interested in increasing the infrastructure and investment components of international assistance programs; all types of activities aimed at creating new jobs; implementation of projects aimed at creating mutually beneficial cooperation with foreign partners in the areas of small business and modern technologies transferring. Existing concepts of international aid aimed at exchanging experience on a wide range of general issues, as well as significant grant investments in the development of various institutions and functions of civil society, partially lose their value in the eyes of potential Ukrainian recipients of international aid.

Besides, the over-regulation of requirements for potential participants in international programs and bureaucratization of the whole process significantly limits the ability of local communities to participate in international cooperation programs without gaining specific experience. Consulting support and support of project activities in the recipient countries is becoming a kind of business. The extent to which this situation is in line with the donors’ declared philosophy of international partnership remains a matter for open discussion.

References:
In the conditions of economic crisis the questions of practical application of modern forms of management of labor resources that will allow to increase social and economic efficiency of any enterprise acquire special value. The success of the organization is ensured by the employees who work in it. Therefore, the modern concept of management of the organization (enterprise) from a large number of functional areas distinguishes the management of personnel policy. The basis for personnel management are the laws and patterns studied by various sciences related to management (economic cybernetics, management theory, management, etc.). However, the management of labor resources of the enterprise is subject to the laws inherent only in this process.

The problem of determining the effectiveness of enterprise management and finding ways to improve it is difficult, because the company is an open system and operates within the influence of many factors. Some factors pose a threat to the existence of the enterprise, others, on the contrary, provide new opportunities, the use of which allows to increase the efficiency of management (the latter can interact with each other).

Factor analysis of the impact on the efficiency of enterprise management should be investigated from two positions:
- the influence of the external environment (micro- (immediate environment) and macroenvironment) of the enterprise;
- the internal environment of the enterprise (organization).

The macroenvironment may include factors that do not have a rapid and direct impact on the efficiency of the enterprise. However, they can have an indirect effect.

The factors of the macroenvironment include military conflicts, economic crises, political processes in the country, legal regulation, the state of the economy in general, the level of scientific and technical (technological) processes, the state of the environment and more.

Figure 1 shows the most common methods of collecting information to track the state of the environment.

SWOT - analysis (strength - strength, weakness - weakness, opportunities - opportunities, threats - threats) is one of the methods of analysis of the environment, which involves identifying strengths and weaknesses, threats, opportunities, later establishing chains of links between them and use in further the latter in order to form the strategy of the organization.