

V. BOOK REVIEWS

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BETWEEN WAR AND PEACE

*Eduard SIMION**

Book review of Mircea MALIȚA, *Între război și pace (Between war and peace)*. Editura RAO: ISBN 978-606-006-809-9, București, 2022.

Keywords: *diplomacy, conflicts, actors, international system.*

Volume *Between war and peace*, presented through a trilogy format, is a true plea for diplomacy and the importance of international relations. The author, demonstrating a vast culture and extremely varied knowledge skills, navigates a demonstrative tour of the two historically global antagonistic states: war and peace. The way in which he prepares this creative journey is an ingenious, logical and flowing one with recourse to philosophical, historical, psychological, anthropological, political and of course geopolitical elements.

At the same time, the first chapter is impressive and surprising, where the author identifies the primary springs of human warlike nature, including biological nature. This creates the preamble to the understanding of the conflictual nature at the individual and group level and subsequently of the need for conflict/war that tends to expand uncontrollably in the absence of factors, elements or institutions with a regulating, balancing role (an aspect explained in detail in the following chapters). The author's training as a diplomat survives throughout his creation, relevant being the following conclusion – I quote – *The problem does not lie in combating aggression but in discovering alternative ways of manifestation...* – and further – *The first tool of war (not the mace, not the stone, but the bow and arrow that struck at a distance) has ruined the balance between the potential for destruction, instinct and inhibition mechanism.*

Competition, explained in an evolutionary context from a Darwinian perspective and later historical and sociological, is seen as a determining factor in the nature of conflict/war. However, the author, using a *mirror technique*, constantly creates an alternative to inhibit violence, relevant being the taking of a quote from Montagu – *It is culture that allows people to face the challenges of the environment, not a genetically determined instinct; it is the genetic ability to learn intelligence.*

This technique of alternating presentation is extremely suggestive, finally revealing the diplomatic, pacifist nature of the author, a follower of solutions based on norms, dialogue and negotiation. Incursions into ancient history have the gift of intelligently demonstrating the arguments presented.

The European continent is used as a case study in arguing the nature of great wars. Resorting to an incursion into the main currents of thought of classical theories,



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analyzing wars from the perspective of the balance of power, the theory of cycles, the economic factor, the continuous dialectic of change from a cyclical perspective.

He describes the period after the fall of communism as a preamble to a new global order. The US and its military actions during the war on terror are presented from a realistic perspective, a special note being the disagreement with Huntington's theory of the clash of civilizations placed in a religious key (Islam versus Christianity), all demonstrated with solid scientific arguments.

The rather rhetorical question at the end of subchapter 1 remains relevant - *In a world that has entered the new millennium with dozens of unextinguished fires and others breaking out everywhere, how local will these conflicts remain and how safe will it be to avoid contagion?*

The author presents the risks generated by nuclear weapons at a global level and declares himself a supporter of their non-proliferation as the only way to reduce nuclear accidents. It does so in a reasoned logic using well-documented bibliographic sources.

In the same logic of the spiral of the arms race and the dangers represented by it, the space arms race, the so-called *Star Wars* under its official name *Strategic Defense Initiative*, is inscribed. Based on the case study of the strategic competition between the main global actors with power in the field, the US and Russia the author demonstrates the danger represented by this new military vector, being presented as one perhaps even more dangerous than the nuclear one.

The mythological incursion may seem surprising, but it comes to preface some of the most relevant theories of war inspired by the most important strategists of history: Clausewitz, Sun Tzu, but also famous thinkers who have left their mark in their interpretation, such as: Kautyilia with his description of the *ideal kingdom*, Machiavelli, Thomas Hobbes with his *security* dilemma, Raymond Aron head of the French school of political studies and international relations, Thierry de Montbrial, Edward Lutwak.

The chapter called *Irene the hardworking. The Olympians of civilization* once again uses the modality of mythological analogy to introduce a new analytical perspective of peace (identified as science - irentology) as the supreme goal. Kanti's analysis of peace opens the way to an analysis of European projects destined for the same desire, a distinct subchapter being dedicated to Erasmus, the spokesman of the Renaissance. Voltaire, Rousseau, Montesquieu as promoters of pacifist values are not forgotten either.

The institutional approach and its value in peacekeeping are addressed in the Hague subchapter, the author managing a very convincing historical chronological enumeration of the Peace Conferences held in this area, making intense use of the substrates that generated the important events. Mediation and arbitration are identified as the basic means in international diplomacy, the Hague phenomenon being an indisputable catalyst for the subsequent emergence of the League of Nations and later of the UN, with President Wilson in the foreground. The two international institutions that emerged as a result of the suffering generated by the world wars are x-rayed in their effort to establish peace and capture the element of failure identified as the impossibility of a solid disarmament solution. In Roosevelt we identify the primary intentions of globalization through his effort to continue Wilson's initiative, that of creating a global institution for a lasting peace, for the first time there is talk of collective security

In the chapter *Irene's Sisters. The long road of the humanization of war*, is used as a preamble, again Greek mythology to highlight the multidimensional character of peace and the importance of the jurisprudence of international law and the concept of the right to war (*jus in bellum*).

The role of church and religion is analyzed from a state perspective, demonstrating the beneficial role, a possible conclusion being that in the modern era war tends to proliferate in the absence of a church with real powers in the state.

Peace is x-rayed in a liberalist key, with regimes playing a central role. The lesson of Europe is widely reproduced in the post-war era through the peace solutions identified.

The author captures the defining currents defined by fragmentarism as opposed to regionalism and globalism, Europe being a promoter of the latter, with the advantages deriving from it. The main schools of thought are approached from an antagonistic perspective through the prism of Wallerstein, the systemic ones (liberalism and conservatism), or the antisystemic ones (socialism in all its forms). The North-South competition, so much discussed today, is associated with the southern protest manifested by the proliferation of weapons of mass destruction, emigration or economic boycott, all of which inevitably lead to *several futures*.

The second volume, *Games on the World Stage*, analyzes the nature of conflicts from a complex perspective and proposes innovative solutions for achieving the security balance.

The theory of international relations is mapped by describing the main schools of thought, the concepts held and the currents of thought. War is presented in different forms of manifestation, including new concepts such as intention and credibility along with deterrence, crisis management, the law of war, just/self-defense war, etc.

The UN is seen as the main means of deterring war, the author identifying important legal concepts such as: investigation, good offices, conciliation, arbitration, as well as the role of the International Court of Justice.

The second part is dedicated to the negotiations and their importance. The meticulous nature of this exhaustive presentation as well as the detailed elements approached betray the author's predilection for this type of diplomatic activity. The second part is a veritable manual for those involved in negotiation activities.

The third part of the volume is dedicated to diplomacy, approached in its complexity from a historical perspective and beyond.

The last volume of this trilogy is called *Big and Small* with direct reference to the relations between the states of the world from a geopolitical perspective. The author points out, from a demonstrated historical perspective, the importance of small actors and the way they relate to the great powers, including the policy of smart alliances.

Diplomacy is resumed from the perspective of modern history, from a globalist perspective, by presenting the great figures of diplomacy in European history.

Finally, the author reviews the multiple systemic crisis in which he finds ourselves, the causes that generated it as well as possible approaches to solving them.

The author's final interview with Prof. Dan Dungaciuc focused on the Black Sea issue is inspired and relevant in the current context.

As a concluding remark, I would point out the author's remarkable intellectual effort through his vast research activity, impressive by the diversity and eloquence of the fields studied. His pragmatic approach and perfect logic in arguing his position are impressive.

The volume is shaping up to be a real - must read - for both those who work in the field of international relations, security, diplomacy and, not the last, the general public.

In conclusion, I would like to note the extremely relevant nature of *War and Peace* in terms of the timing of its publication. What better time can be imagined for a

plea for peace than the one we are experiencing today. Global security imbalances are unprecedented since the Second World War. Global tectonic plates are rearranging themselves in a format that we cannot yet anticipate in full format. We can only live with the hope that the global leadership will have the wisdom to keep alive the path of dialogue and negotiation, so much valued by the author of the book.

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GUIDE FOR DEVELOPMENT OF INTERNATIONAL COOPERATION THE CASE OF BIHOR COUNTY

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Review of: Mircea Brie, Mirela Mărcuț, Istvan Polgar *Guide for development of international cooperation. The case of Bihor County*, Debrecen University Press, Editura Universității din Oradea, 2023, 281p, ISBN 978-063-490-527-1, ISBN 978-606-10-2261-8

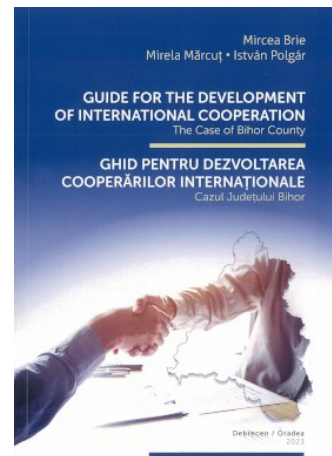
International cooperation is a pillar of the utmost importance for a sustainable development mainly focusing on an integrated strategic vision.

This important new book on development of international cooperation is an original and well-written paper and it explores the legal and institutional framework of regional, interregional, cross-border development and international partnerships, providing templates and standard document examples for cooperation agreements, while showing situations of good practices.

The paper makes a compelling case upon the stage of international cooperation at the level of Bihor county, drawing an analysis mainly upon the cross-border cooperation in recent years of development, in order to propose solutions that allow improving mostly the efficiency of European political capacity in managing development into a very sensitive area such as international cooperation, in a state of utter change firstly because of globalization, but more because of the different international angles of overviewing the perspective of transformations.

The book titled *Guide for the Development of International Cooperation* is a comprehensive resource that explores the legislative, institutional, and practical frameworks necessary for fostering and maintaining international cooperation, particularly from the perspective of Bihor County, Romania. It presents a structured and thorough examination of Romania's integration into the European Union (EU) and how this transformation has reshaped its approach to international partnerships and cooperation.

The book offers a valuable and detailed guide for both practitioners and policymakers involved in international cooperation, especially in regions like Bihor County, which are on the frontier of cross-border and transnational cooperation. Its mix of theoretical analysis and practical examples makes it a useful tool for understanding



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how international partnerships are built, maintained, and evaluated in the context of EU regulations and programs.

The book is structured on five important chapters and the key theme is the development of international cooperation in the case of Bihor County according to its geographical positioning in the border area. The five chapters are: I. Context, Concepts, Legislative, and Institutional Framework, II. Analysis of the stage of International Cooperation at the level of Bihor County, III. Identification, detailed presentation and analysis of examples on the initiation, maintenance and development of international cooperation, IV. Drawing up and grounding of practical recommendations regarding the development of international cooperation and V. Conclusions.

The first chapter of the book provides a historical and political context of Romania's accession to the EU, discussing the shifts in policy and governance required to support international cooperation. The geographic and strategic importance of Bihor County, situated in a cross-border area, is emphasized, serving as a case study of how border regions are uniquely positioned to foster international and cross-border cooperation.

Key concepts such as international cooperation, bilateral cooperation, multilateral cooperation, and cross-border cooperation are analyzed in depth. These frameworks are further contextualized through the European Territorial Cooperation (ETC) program for 2021-2027, focusing on mechanisms like the *Interreg Program* (European Commission, 2020) and *Danube Transnational Program* (European Commission, 2021).

This section highlights the complexity of multilevel cooperation—from regional to European Union initiatives. The explanation of these concepts is particularly useful for understanding the different types of international collaboration Romania engages in, from direct cooperation with neighboring countries to broader multilateral initiatives within the EU.

The first chapter lays a strong foundation by situating Romania's entry into the EU as a pivotal moment for its international cooperation strategies. The book illustrates how Romania's EU membership brought significant changes to its policies and approaches in promoting partnerships, particularly in border regions like Bihor County.

While taking into account European Policies and Programs, the chapter provides a detailed look at the European Territorial Cooperation (ETC) framework for 2021-2027 (European Parliament, 2021), highlighting specific mechanisms such as the *Interreg VI-A Cross-Border Cooperation Program* between Romania and Hungary, as well as the *Danube Transnational Program*. These programs emphasize cooperation in regional development, infrastructure, and cultural exchanges, stressing how Romania benefits from participation in such initiatives. "From a public policy viewpoint, what INTERREG is doing is basically lowering these entry costs, making the first engagement less costly." (Basboga, 2020: 545)

The book further explores the institutional and legislative frameworks that govern regional and international cooperation in Romania. This section is particularly valuable for understanding the structural aspects of cooperation, discussing the national and regional institutions involved in managing EU structural funds and developing cross-border projects. It outlines how Bihor County navigates these frameworks to foster local development and international engagement.

A forward-looking analysis of potential changes in international cooperation is presented in this part of the book. It discusses the future of European integration,

Romania's potential accession to the Schengen Area, and the implications of the *New Multiannual Financial Framework (2021-2027)* (European Parliament, 2021) on Romania's international relations.

The strengths of this part of research we consider being the comprehensive analysis because the book offers a thorough examination of the multifaceted nature of international cooperation, particularly within the EU framework. Its detailed approach to breaking down various cooperation mechanisms is particularly helpful for those new to the subject or seeking an in-depth understanding of cross-border partnerships but also by focusing on a specific region, such as Bihor County, the book provides a grounded example of how theoretical frameworks and policies are applied in practice.

Legislative and institutional insight is being considered a value because the guide effectively outlines the intricate relationships between national, regional, and European institutions, offering a clear understanding of how different layers of governance interact in international cooperation.

“The main explanatory factor for the sharp rise in cross-border regions that has been witnessed over the 1990s, when the EU launched its large-scale programmed to promote CBC (Interreg)” (Perkman, 2003:167).

The second chapter dives into a detailed analysis of how Bihor County and its public institutions engage in international cooperation. The typologies of international collaboration, including town twinning, cultural, educational, and socio-economic development projects, showcase the broad scope of cooperative efforts.

The emphasis on *cross-border projects*, particularly with Hungary, underscores the importance of geographic proximity in these partnerships. The analysis is backed by examples of specific projects, agreements, and partnerships, offering a pragmatic view of how international cooperation operates at the local level.

In the *Guide for the Development of International Cooperation*, chapter II provides an in-depth analysis of the stage of international cooperation at the level of Bihor County, Romania, with a focus on both territorial administrative units and public institutions under the authority of the Bihor County Council.

Furthermore, while taking into account the typology of international cooperation we can see that this chapter classifies various forms of international cooperation in which territorial administrative units in Bihor County participate. It highlights different types of cooperative efforts that reflect the region's priorities, geographic positioning, and cultural dynamics, such as international cooperation through the twinning of localities, specific projects of international cooperation and cross-border cooperation, international cooperation agreements, projects for cultural and educational development and projects for socio - economic development.

While mentioning the factors influencing international cooperation the section focuses on identifying the key drivers that affect the success and sustainability of international cooperation at the local level. Factors such as geographic proximity, shared historical and cultural ties, availability of financial resources (including EU funding), and the presence of effective institutional frameworks all play crucial roles in fostering successful international partnerships.

One of the important parts to discuss about is the analysis of international cooperation at the level of public institutions subordinated to the Bihor County Council.

The public institutions under the Bihor County Council engage in a variety of international cooperation mechanisms. These institutions focus on fostering regional and

cross-border development through strategic partnerships, international projects, and formal agreements.

Similar to territorial administrative units, public institutions are influenced by various factors in their international cooperation efforts. Access to EU funding, political support, administrative capacity, and the ability to forge and maintain strong partnerships are essential to the success of international cooperation initiatives. Additionally, the legal and institutional framework provided by both national and European legislation plays a key role in enabling these cooperative efforts.

By analyzing the mechanisms, challenges, and opportunities in international cooperation, the book provides a practical roadmap for local authorities and institutions to navigate and optimize their international relations in a European and cross-border context.

The third chapter identifies and analyzes examples of successful international cooperation at local, regional, national, and international levels. The book showcases practical case studies that highlight the successes and challenges of these projects, which serve as models for future initiatives.

In chapter III of the *Guide for the Development of International Cooperation*, the focus shifts to the identification, presentation, and analysis of real-world examples that showcase effective strategies for initiating, maintaining, and developing international cooperation. The examples are divided into three distinct levels: county, national, and international and is offering a comprehensive understanding of how cooperation is achieved and sustained at various scales.

In the section of county level (local and regional) there are presented case studies from Bihor County and surrounding regions that exemplify successful local and regional international cooperation efforts. These examples demonstrate how local authorities, municipalities, and regional organizations have managed to establish and maintain productive international relationships, particularly through cross-border and twinning projects.

Romania's participation in EU-funded programs, such as the **Interreg** and **Danube Transnational Programs**, has been instrumental in fostering cooperation across borders. These programs help create a framework for collaborative projects aimed at regional development, infrastructure, and environmental sustainability.

Mainly being part of different regional projects, "the countries of Eastern Europe and particularly the new Member States of EU, experienced a remarkable economic boom" (Gorzela, Bachtler, Smętkowski, 2010: 30), which is also the case of Romania.

The book provided examples of large-scale national projects that focus on research, innovation, and economic development, supported by partnerships with EU institutions or neighboring countries. These initiatives illustrate the importance of leveraging national capabilities to build strong international partnerships.

"Romania's overall strategic objective based on international commitments in development cooperation is to contribute to the eradication of extreme poverty by promoting security and prosperity through effective partnerships with the beneficiary countries, in order to support their own development goals" (Guvenul României, 2022).

The fourth chapter of the book provides well-reasoned and practical recommendations aimed at improving the efficiency and effectiveness of international cooperation efforts. Recommendations for the planning, initiation, maintenance, and evaluation of partnerships are particularly valuable for public authorities and institutions looking to expand their international relations.

There is a strong focus on responsibility and sustainability in using resources for international cooperation, encouraging thoughtful and long-term planning. Draft models and standard document forms provided in this section add a practical dimension, allowing institutions to apply the book's insights directly into their processes.

In the fourth part of the *Guide for the Development of International Cooperation*, the focus is on providing practical recommendations to improve the effectiveness of international cooperation. These guidelines are grounded in the analysis of current experiences, best practices, and the needs of local and regional actors in fostering productive partnerships.

This chapter emphasizes the importance of building on existing expertise and knowledge in international cooperation. It suggests leveraging prior experiences to refine processes, improve communication, and enhance collaborative efforts. Recommendations include both knowledge sharing, training and development but also institutional memory referring to documenting and preserving institutional knowledge.

To strengthen international cooperation, the guide suggests refining the planning and analysis stages of partnership development. Practical steps include needs assessment, strategic planning and stakeholder involvement.

Based on examples of good practices, the guide offers suggestions to improve the implementation of international cooperation activities, focusing on efficiency, coordination, and sustainability. Recommendations include clear objectives and timelines, collaborative frameworks, and sustainable partnerships.

Monitoring and evaluation are crucial for ensuring the success and sustainability of international partnerships. The guide recommends performance indicators, regular reporting and feedback mechanisms.

The part of the book with recommendations regarding responsibility in the use of resources and tools for international relations provides guidelines for fostering responsible attitudes in the use of resources and tools that support international cooperation. It highlights the need for accountability and transparency in managing these resources.

The sixth part of this chapter with draft models and standard document forms for international cooperation concludes by offering practical tools and templates that can be used during different stages of international cooperation, ensuring a standardized approach across municipalities and institutions.

The fifth chapter emphasizes the conclusions on following the objectives and the research questions and it defines the five conclusions accordingly.

The review finds the topic announced in the title of the book, to be important and the results of the research to be meaningful and interesting. We believe that the subject does have enough arguments for the professionals and the specific readers. The paper reflects a lot of scientific research against common arguments in the topic area and provides enough comparison documentation and acknowledgment of sources, but is also showing the difference between real facts and great expectations. The author tries to gain attention of the subject and end up in revealing the problems in the three dimensions mentioned above looking thoroughly at the cooperation level.

The book of Mircea Brie, Mirela Mărcuț and Istvan Polgar is mainly focusing on cooperation having the input of a postmodern concept and its role in influencing the international relations. The work is not only increasing the importance of existing body of professionals in the field of studies, but also support the innovation and institutional development.

Conclusions

The *Guide for the Development of International Cooperation* is a valuable resource for policymakers, regional authorities, and scholars interested in the mechanics of cross-border cooperation, especially in the context of Romania's EU integration. Its detailed analysis of legislative and institutional frameworks, along with its exploration of European programs like Interreg and the Danube Transnational Program, provides a robust foundation for understanding international partnerships. However, its highly technical language and focus on Romania may limit its utility for a broader audience outside of academic or professional fields.

The book offers a detailed breakdown of how Bihor County engages in international cooperation, both at the level of local administrative units and through public institutions under the County Council. It outlines the various types of cooperation that are vital for the region's socio-economic and cultural development, including town twinning, cross-border projects, and international agreements. Additionally, it explores the factors that influence the success of these collaborations, offering valuable insights into the complexities of regional and international partnerships.

The Guide provides a valuable collection of examples at the local, national, and international levels, showcasing effective practices for fostering international partnerships. By analyzing these cases, the book highlights the importance of cooperation in areas such as cross-border projects, cultural exchange, bilateral agreements, and participation in European and global initiatives.

These examples serve as practical models for other regions or countries looking to develop and enhance their international cooperation strategies. Through these case studies, the guide offers insights into the best practices for initiating, maintaining, and expanding international cooperation across various levels of governance and institutional involvement.

The paper is a practical toolkit for enhancing the effectiveness of international cooperation at the local, regional, and national levels. By providing concrete recommendations for planning, implementing, monitoring, and evaluating cooperation initiatives, the guide helps local authorities and institutions optimize their efforts in fostering international partnerships. The use of draft models and standard documents further simplifies the administrative processes, allowing for smoother initiation, maintenance, and development of international relations.

The researchers show originality of thought and creativity on topics of interest as international cooperation, outlining the project's main objectives clearly and thoroughly underlining the changings that took place after Romania joined EU. The research provides an adequate documentation and acknowledgment of sources while focusing on the main ones.

The authors treat topic of international cooperation in a sound manner and provides adequate conceptualization, they also demonstrate a logical and sufficient methodology and presents a logical and sufficient rationale regarding cooperation. The paper reflects knowledge of relevant literature in the topic area and provides adequate documentation and acknowledgment of sources.

The researchers are introducing a subject of interest to a large segment of readership, the audience targeted by the author is evident and the work is truly useful for the readers, having an important contribution in the field of international cooperation domains of interest showing the difficulties in developing the problematic and implementing it in different situations. The book is relevant to education and community

engagement and has a pedagogical value in teaching and civic engagement, contributing to future research and hybrid topics.

The authors present the material concisely, and in the same time they are clearly and logically communicating important information about the topic in times of many transformations and they are doing this a bilingual context which is a highly plus value for the readers. The book contains appropriate examples for illustration of concepts and is underlining the strengths and weaknesses, opportunities and threats regarding the tool showing possibilities for further product improvement. The research is also readable and written so as to maintain reader's interest in the area of international relations.

The research results presented in the book are a valuable source of knowledge and information not only for cooperation subjected area but for general. There is an important issue to be observed here: the cooperation between experts in the field of international relations.

We congratulate the authors for the hard work and commitment while doing the research. The book is valuable and is focusing on problematics of main interest, dealing with the concepts, legislative and institutional framework, stage of international cooperation, standard document forms, best practices and practical recommendations for monitoring and evaluating international cooperation. We recommend the book to be used by professional and in general, being not only well structured but also using a critical approach in the area of international cooperation with the possibility of enlarging the sphere of interest for many European models.

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MANAGING THE EUROPEAN FUNDS AND INTERNATIONAL PROJECTS. INTRODUCTIVE GUIDING LINES

Anca OLTEAN*

Review of: Istvan Polgar, *Guide for European Funds and International Project Management*, Debrecen/Oradea, 2023, ISBN 978-963-490-528-8, ISBN 978-606-10-2264-9.

The book of Istvan Polgar, *Guide for European Funds and International Project Management* is an exhaustive analysis of the discipline of project management seen from a practical perspective, as a tool to help researchers and managers to develop new projects having a theoretical background, viable objectives and aims and excellent project writing skills.

In the introduction part, Polgar Istvan defines a project as a “a modern activity that implies a <<new vision>> concerning its needs and reuse of its results” (Polgar, 2023:9).

The discipline „project management”, explains the author, appeared in the XXth century (Polgar, 2023:10) and implies interdisciplinarity, involving knowledge from disciplines such as „sustainable development”, „law”, „economy”, „finance”, „accountancy”, „marketing”, „marketing”, „psychology”, „information technologies”, etc. (Polgar, 2023:10).

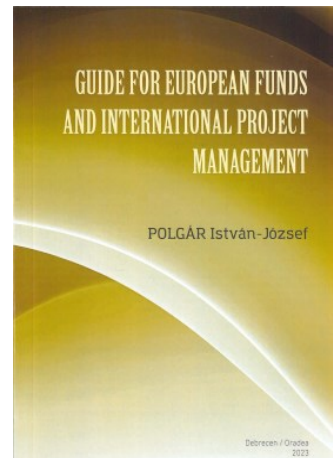
Starting with the European integration phenomenon, the project management had become a tool for promoting the policies of European integration process.

In the chapter I, *The Project. Concept and features*, the author intends to present „the fundamental concepts, specific to the field of project management” (Polgar, 2023:15).

The societies are in a changing process, and at the origins of a change there is always a project, considers the author (Polgar, 2023:15). The author mentions that projects can be carried on in different directions of research: „industry”, „health”, „economy”, „politics”, „IT”, „education”, „law”, etc.

Globalization, considers the author, determines the project managers to have skills or knowledge other than theoretical (Polgar, 2023:16), the author expressing his intention that his book to help project managers to develop more projects.

The author provides details regarding the development of projects. Thus they can be implemented at all organization levels, they can involve a person or a team while the



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organization must develop an organisational culture to favor the implementation of different projects.

The author explains the etymology of the word „project” that was inherited from Latin language „projectum”, deriving from the verb „projecere” that means „to put something forward” (Polgar, 2023:18). The author provides several definitions of the project as defined by different experts.

The projects are defined, in the opinion of the Istvan Polgar, by „uniqueness of results”, „the finite duration”, „the size of the project”, „the degree of innovation and the complexity of the projects”.

The author Polgar Istvan offers a classification of the projects according to their extent, field of activity and size. According to their extent, the author identifies several types of projects: international, national, regional, local, organizational (Polgar, 2023:26). According to their field of expertise, the author identifies several types of projects: industrial, social, commercial, cultural, environmental protection projects, scientific/ research, educational, management. According to their size, the author identifies small projects, medium projects, large projects. A second classification of projects provided by the author Istvan Polgar is according to their theoretical division. We have bread and butter type projects focusing on improvement of goods and services; pearl type projects intending to make a revolution in the commercial field, Clam projects targeting towards technological advances, White Elephant Projects – searching for visibility, but lacking sustainability.

The author makes distinction between projects and programs, a program including several projects.

The author Istvan Polgar emphasizes the importance of the function of planning the projects.

The author identifies several types of programs that can be defined as such: „international programs, national programs, regional or local programs, programs at the organizational level as internal programs of administrative institutions, commercial companies, non-governmental organizations” or by financing source (programs with external funding and programs with internal funding).

The financing instrument of the programs, explains the author, is European Union.

The objective of the programs are financed by structural instruments: The European Regional Development Fund (ERDF) that helps less developed regions in the field of economy, infrastructure, local development, education, health, The European Social Fund that helps the social policy of the European Union, The Cohesion Fund that helps the member states to implement projects in the field of infrastructure development. The European Agricultural Fund for rural development is designed to support common agricultural policy of EU. The European Fund for Fisheries and Maritime Affairs which implements the policy of community in the field of fishery.

Chapter II is entitled *Project management*. The author intends to explain terms such as „structural organization and strategic management” of the projects. The author defines project management in the view of authors such as Harold Kernzer, Dennis Lock, Larry Richman or Romanian authors (Simona Iovănuț, Constantin Opran, Mocanu M., și Schuster C). He defines project management „as the process by which the project manager plans and controls the stages and activities of a project, and the resources that a public or private entity makes available to the project” (Polgar, 2023:53).

The author tries to define the principles of project management that are simple principles involving tens or hundreds of activities that depend on each other. Thus he mentions the principle of commitment that implies that between the financier and the institution who wants to carry on the project that must be a fair commitment before the activity begins. The second principle is the principle of predefined success which mentions that the rules for a project of success must be defined from the very beginning. The third principle established by the author is the principle of efficiency/ internal consistency/ interdependence that, „refers to the interdependence relationships that exists between the scope of the project, the allocated time, the established budget and the projected quality of the final product” (Polgar, 2023: 56). The fourth principle is the principle of strategy that mentions that all projects must have at their base a strategy. The fifth principle mentioned by the author is the principle of control and monitoring policies. The sixth principle is the principle of communication channel which mentions that between financier and project manager must be an information channel that to communicate the vital informations. The last principle is the principle of stimulating work environment. For implementing a project, it takes a competitive team of people and a stimulating working environment.

The second part of the second chapter is named *The structural Organization of Project Management* which is based on 3 coordinates: “project coordination”, “matrix organization of project management” and the “independent organizational structure of project management” (Polgar, 2023: 58).

Chapter III is entitled *Planning of the project* and it tries to explain the topic „by formulating objectives, results, benchmarks, with its technical requirements and limits” (Polgar, 2023: 82). The author defines the planning process as a „management function necessary to facilitate understanding of complex issues involving interacting factors, and the project manager is the person who is the key to successful planning” (Polgar, 2023: 82).

Planning is important in order to reduce uncertainty, to improve efficiency to understand the goals, to improve efficiency to understand the goals, to improve monitorization and evaluation of projects (Polgar, 2023: 82). The documentation of the project is also important thus the project manager can foresee the costs and supervise the performance of each step of the project (Polgar, 2023: 83).

Polgar Istvan defines the structure of activities that determines „how long it will take and what the costs will be” (Polgar, 2023:84). It must be realistic so that managers can have realistic perspectives and estimations.

Polgar Istvan underlines that to attract funds by means of the project is a decisive activity carried in the stage of conception of the project (Polgar, 2023: 88-89).

Chapter IV has the name *The process of regional development* which makes a debate and an analysis of the issue of „regional development” from the theoretical and practical perspective, intending to see the evolution in time of growth, processes depending of the evolution of societies and economies (Polgar, 2023:103). The author analyses different theories of regional development. These theories of regional development are placed in the context of theories of economic development and the issue (process) of European integration.

The word „region” was a subject of interests during the past for sociologists, economists, historians, geographers and the origins of the discipline of regional development resides in the German school (Friedrich Ratzel, Karl Ruppreht) and in the French school represented by Paul Vidal.

Regional development theory evolved in three stages: the time of classical theory, the time of neoclassical theory and the period of recent regional theories (Polgar, 2023:105).

In his work, Polgar Istvan tries to define concepts such as: „region”, „regionalism”, „regional development policies”, „decentralization”, „sustainable development”, „strategic and territorial management”, „planning instruments”, „financial instruments” (Polgar, 2023:106).

For defining types of regions is not sufficient the geographical dimension of this term because the regions are „human constructs” implying also a social approach. The author shorts to its readers how the regions differenciate according to their size, to the national belonging, in terms of internal structuring of the relations between the comprising entities of a region (Polgar, 2023: 117).

Chapter V has the title *Implementation of the project*. The implementation of the project is the most important step of the project, following the project development phase, a passage from document phase of the project to implementation. The author defines the process of implementation „Therefore, implementation is that stage in the project lifecycle wherein the works are actually carried on, the objectives are met and the results are achieved” (Polgar, 2023:124). The author focuses on this chapter on project documentation phase. The debut stage states Istvan Polgar is marked by kick-off meetings when partners meet for the first time and decide together upon important elements of the project. The author Polgar Istvan considers that „the purpose of the documentation is to check how and what was proposed to be achieved in the project application form was carried out or not” (Polgar, 2023:127).

The author mentions an important component of project management that is the financing contract that “represents the legal framework of the project” (Polgar, 2023:129). Contractual relations must be managed by the coordinator of the project. Last but not least, chapter VI with the title *Valorization of the project results* that focuses on dissemination of results and sustainable accomplished goals.

The present book worths reading for describing the main steps of conceiving and organising responsible a project and its tasks focusing on theoretical knowledge of the management of projects discipline. The language of work is specific to the approached domain, being used terms of speciality and a proper vocabulary. The introductive notions in the management of projects are comprised in an organised and synthetised structure.

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