Cross-border cooperation (CBC) projects are essential for both sustainable development and creating an environment for entrepreneurship and investment. There is a strong correlation between the successfulness of implemented projects and the sustainable development of border regions. Because of the One Belt One Road (OBOR) initiative, the management of cross-border projects is becoming increasingly important, as Kazakhstan is located at the intersection of transcontinental corridors between Europe and China. A feature of cross-border interaction is that projects are implemented by different countries together, increasing the risks of cross-border projects. In this regard, it was essential to analyze successful examples of CBC projects to understand better how they affect and contribute to regional development and, based on the information collected, build a successful model of the cross-border and infrastructure projects. This paper explores the issues to build the model to manage cross-border projects successfully. In so doing, the study contributes to the search for critical success factors that underpin the model. There are two contributions to cross-border project management knowledge. The first contribution is in revealing the critical success factors. The second contribution demonstrates how the success model has been built. Our findings are a call for more research connecting the OBOR and project management issues.