

# Inter-organizational network of cross-border cooperation in Podkarpackie Voivodship and Lviv Oblast

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## 1. INTRODUCTION

The analysis aims at reconstructing cross-border cooperation network in the region of Podkarpackie Voivodship and Lviv Oblast. The spatial scope is, however, slightly broader, as it includes also entities important for cooperation but located outside these regions, in other Polish and Ukrainian regions. This approach results from the fact that institutions important for cross-border cooperation can be located outside the cross-border areas (e.g. in capital cities). The analysis, however, concentrates on Lviv Oblast and Podkarpackie Voivodship – only entities from these regions were targeted with the questionnaire, in which it was also clearly indicated that it is not concerned with the whole Polish-Ukrainian cooperation, but only the part pertaining to these regions. Further in the text, for the sake of brevity and avoidance of unnecessary repetitions, we will frequently use the term “Polish-Ukrainian cooperation”. It should be remembered that in the context of the aforementioned approach this term is a shortcut, as actually analysed is the cooperation between entities from Podkarpackie Voivodship and Lviv Oblast, and entities from outside this area are included in the analysis only if they are crucial for cooperation of entities from Podkarpackie Voivodship and Lviv Oblast.

The cooperation network is analysed mostly at the level of individual actors, with particular attention paid to entities crucial for the cooperation (most connected, located in the centre of the network – cf. Kilduff, Tsai 2003; Płoszaj 2011). Moreover, the analysis of cooperation is also presented at the level of localities, which allows for pointing out the centres key for cooperation.

## 2. METHODS AND DATA

Data for this analysis come from questionnaire research conducted in April 2014. The research took place simultaneously in Podkarpackie Voivodship and Lviv Oblast, using two language versions of the questionnaire: Polish and Ukrainian (see attachments 1-3). The selection of respondents was purposive. First, the questionnaire was directed to entities identified as the most important cooperation actors based on past analyses made within EUBORDERREGIONS project. Second – in order to increase credibility of results – the questionnaire was also sent to all commune and powiat offices on the Polish side of the border and local and district authorities on the Ukrainian side, selected NGOs and institutions of secondary and higher education. In order to

obtain the highest number of responses the questionnaire was distributed using several methods. At first, the questionnaire was sent using e-mail. After a week a repeated request was sent, also by e-mail. After another week the questionnaire was sent by fax. The last stage involved phone request to fill in the questionnaire, addressed to a narrow group of entities identified based on the initial analysis of submitted questionnaires (using snowball method) as particularly important for Polish-Ukrainian cross-border cooperation. Moreover a couple of questionnaires were obtained during EUBORDERREGIONS project workshops that took place in Przemyśl in April 2014.

The questionnaire form was kept as short as possible. The aim, on the one hand, was not to take advantage of good will of the respondents, most of whom already filled in a questionnaire earlier within the project. On the other hand this followed considerations connected to the quality of answers. Network analysis requires information about entity's cooperation with other specific entities. In order to obtain such data the respondents must give specific names of cooperating entities, and also have to agree to provide the name of their own organization. Thus the respondents can worry about lack of anonymity, which can translate into difficulties in getting replies from them. One of the key ways of minimizing this risk is limiting the questionnaire to a couple of key questions and not using questions that the respondents can perceive as sensitive. Consequently, the questionnaire contained only questions about the name of the entity and its location as well as a request to indicate the actors most important for cross-border cooperation between Poland (Podkarpackie Voivodship) and Ukraine (Lviv Oblast). Indication of entity was supposed to include its name, location of its head office (name of locality) as well as information whether the respondent's entity (1) currently cooperates with the entity; (2) cooperated in the past, but currently does not cooperate; (3) have never had such cooperation. This approach on the one hand allows for identifying networks of actual cooperation, and on the other hand for capturing respondents' ideas on which actors are the most important for cross-border cooperation.

An important characteristic of this questionnaire was that cross-border cooperation actors were to be indicated in four spatial units: (1) Lviv Oblast; (2) Ukraine outside of Lviv Oblast; (3) Podkarpackie Voivodship; (4) Poland outside of Podkarpackie Voivodship. For each of these four areas it was possible to indicate maximum 3 entities, so in total one could name 12 entities in the questionnaire. Dividing the question about cooperation into four spatial areas prevented respondents from indicating only partners from the other side of the border – which in the case of cross-border cooperation can naturally come to mind first. Such view, however, would be too narrow, as the cooperation with entities from one's own country is frequently necessary for implementing projects with partners from the other side of the border (e.g. institutions distributing funds for such cooperation, etc.). Limiting the number of cooperating entities which respondent could name resulted firstly from necessity to make the questionnaire as short as possible, and secondly from the assumption that respondents were expected to indicate the most important actors. The adopted limitation does not, however, prevent naming of actors cooperating with a very large number of entities, as they could have been indicated as key by a very large number of entities.

Returned were 92 correct and complete questionnaires, of which 47 from the Polish side and 45 from the Ukrainian side. The questionnaire data were introduced into a database. On the basis of entities' names the database was supplemented with their basic characteristics: sector and the

main area of activity. Three sectors were singled out (1) public; (2) private; and (3) NGOs. The fields of activity, on the other hand, were divided into eight groups:

1. Governance / administration / management
2. Business / consulting / business support / regional and local development support
3. Health care / social care and assistance
4. Primary and/or secondary or general or popular education
5. Culture / sports / leisure / religion
6. Research and innovation and/or Higher Education
7. Mass-media / social and public communications (not providers!)
8. Other field

Analysis of data and network visualisations were made using Excel and Netminer programmes (Cyram, 2014. NetMiner v4.2.0.140122 Seoul: Cyram Inc.). All the analyses presented below were conducted on an initially transformed symmetrized network, and all relations were treated as non-directed.

### 3. RESULTS

#### 3.1. Characteristics of cross-border cooperation actors

Based on a questionnaire filled in by 92 entities identified were total of 362 actors of Polish-Ukrainian cross-border cooperation important from the point of view of Podkarpackie Voivodship and Lviv Oblast. 178 of them are entities operating in Ukraine, and 185 in Poland (see Table 1). There was slightly more entities from Ukraine (50.8%), even though there were fewer questionnaires obtained from Ukraine than from Poland (45 against 47). The difference is, however, very small and can result entirely from measurement error. It can be thus said that the identified cross-border cooperation network is balanced in terms of the number of institutions from both countries.

**Tab. 1.** Actors of Polish-Ukrainian cross-border cooperation by location

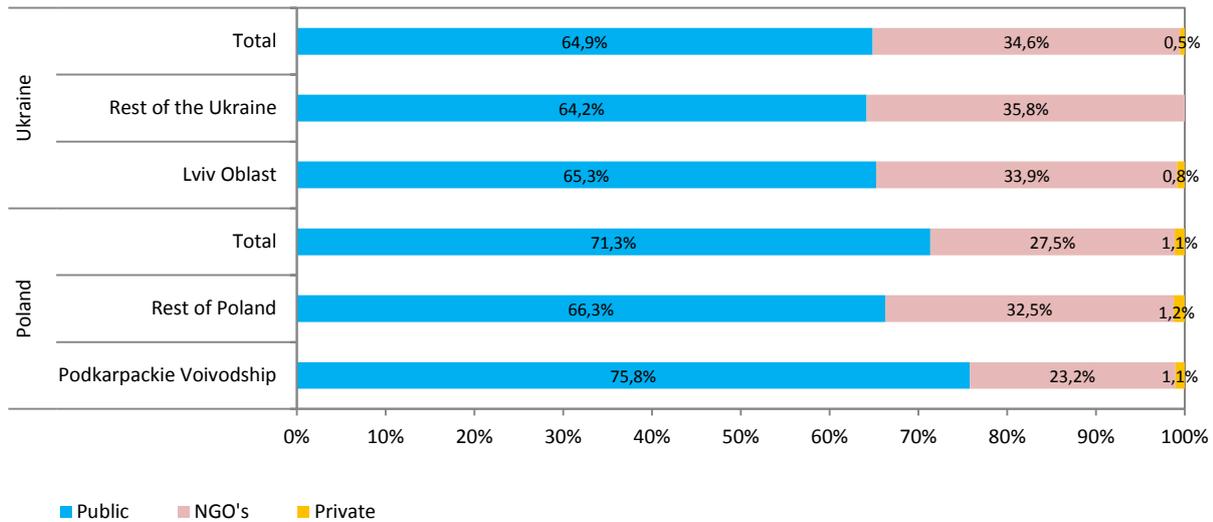
	In the region		Outside of the region		Total
	Number	Percent	Number	Percent	
<b>Poland</b>	95	53,4%	83	46,6%	178
<b>Ukraine</b>	118	63,8%	67	36,2%	185

Source: prepared by the author.

Larger diversification appears between entities located in cross-border region and in other parts of both countries. On the Ukrainian side significantly more entities is located in Lviv Oblast

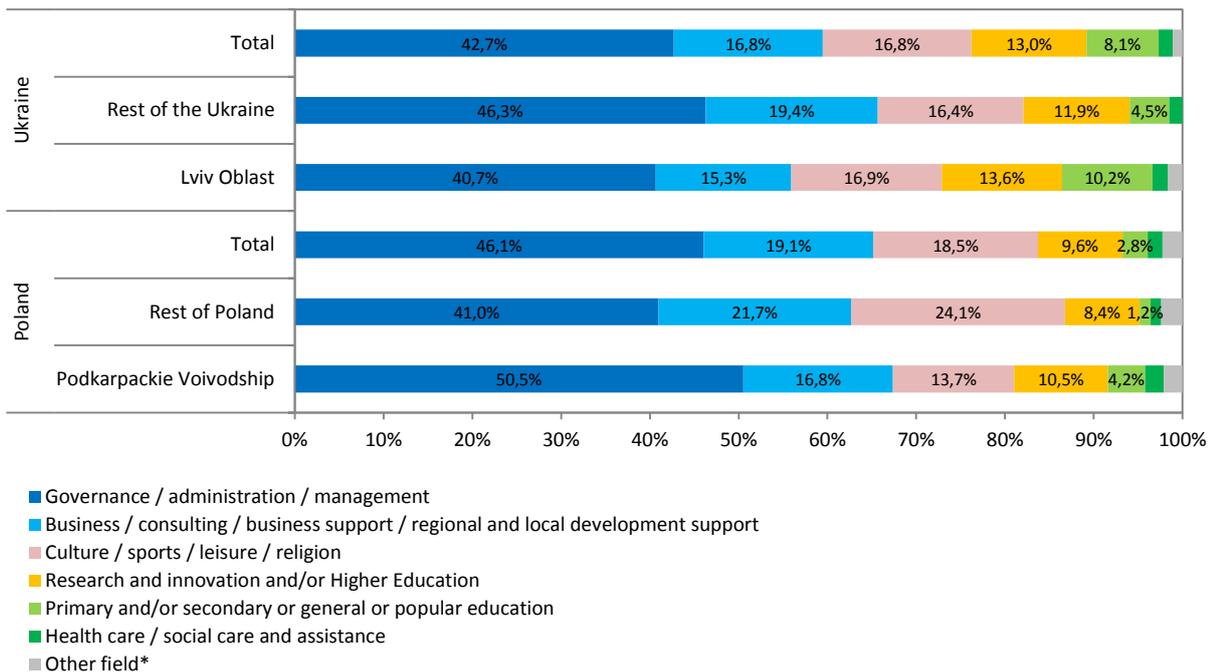
(63.8%) than outside of it. Also on the Polish side the predominance in the number of actors from Podkarpackie Voivodship is visible (53.4%), but it is significantly smaller than in the case of Ukraine. This difference between the countries under consideration can result from the fact that in the case of Ukraine there is one clearly dominant centre of Polish-Ukrainian cooperation, namely Lviv. In the case of Poland, however, there is no such one dominant centre. Rzeszów and Lublin – i.e. cities located in two different regions – are characterised with similar importance for broadly defined Polish-Ukrainian cross-border cooperation (not limited to Podkarpackie Voivodship and Lviv Oblast).

The majority of cross-border cooperation actors are public sector entities, including local authorities and their subsidiaries, such as development agencies, educational facilities, community centres, sports centres, as well as offices of regional authorities and public administration and institutions of higher education. Public sector entities on the Polish side constitute 71% of all identified cross-border cooperation actors. On the Ukrainian side their share is slightly lower and amounts to 65% (see Fig. 1). Public sector entities constitute particularly large group of cross-border cooperation actors in Podkarpackie Voivodship (almost 76%). This can to some extent result from selection of respondents, but on the other hand is consistent with other analyses, showing that cross-border cooperation attracts mostly representatives of the public sector, which is largely connected with funds that they can obtain for this purpose from the European Union programmes (see e.g.: Gorzelak, Zawalińska 2013; Płoszaj, Sarmiento-Mirwaldt 2014). Various types of NGOs and private non-profit entities (e.g. private institutions of higher education) on the Ukrainian side constitute almost 35% of actors of cross-border cooperation, and on the Polish side 27.5%. Moreover, the results of the questionnaire show vary small – even marginal – importance of private entities (companies) for cross-border cooperation. This evidences not so much lack of cooperation between Polish and Ukrainian companies – because such cooperation obviously exists – but rather the fact that respondents do not perceive this type of exchange as cross-border cooperation. Based on that one can suggest that the notion of cross-border cooperation – at least as commonly understood by practitioners engaged in the process on the Lviv-Rzeszów borderland – is likely to be significantly narrowed down to the forms of cooperation directly supported by cross-border European Union programmes.

**Fig. 1.** Actors of Polish-Ukrainian cross-border cooperation by sector

Source: prepared by the author.

The above observations are confirmed and made more specific by analysis of cooperation actors by their main fields of activity (see Fig. 2). The largest group are units of public administration (43% on the Ukrainian side and 46% on the Polish side). Every fifth entity operates in the field of culture, sports, leisure and religion (these are mostly sports centres, museums, libraries, concert halls, etc.). Also every fifth entity was included into the broad business-related category. However, there are very few typical enterprises here. Dominant are entities supporting business or broadly defined local and regional development, such as development agencies, business associations, chambers of commerce, etc. Every fifth identified cross-border cooperation actor is an institution of higher education or other scientific institution. Very different on both sides of the border is the presence of schools as important cross-border cooperation actors. While on the Ukrainian side they constitute 8.1% of all identified entities, on the Polish side this is only 4.2%. This results perhaps from the fact that from the point of view of Ukrainian schools Poland seems to be an attractive partner, e.g. for youth exchanges. For Polish schools, on the other hand, European Union countries are more attractive, due to significantly easier national borders crossing, to begin with.

**Fig. 2.** Actors of Polish-Ukrainian cross-border cooperation by field of activity

\* the category *other field* includes firefighting units as well as NGOs, in the case of which it is difficult to indicate the main field of activity.

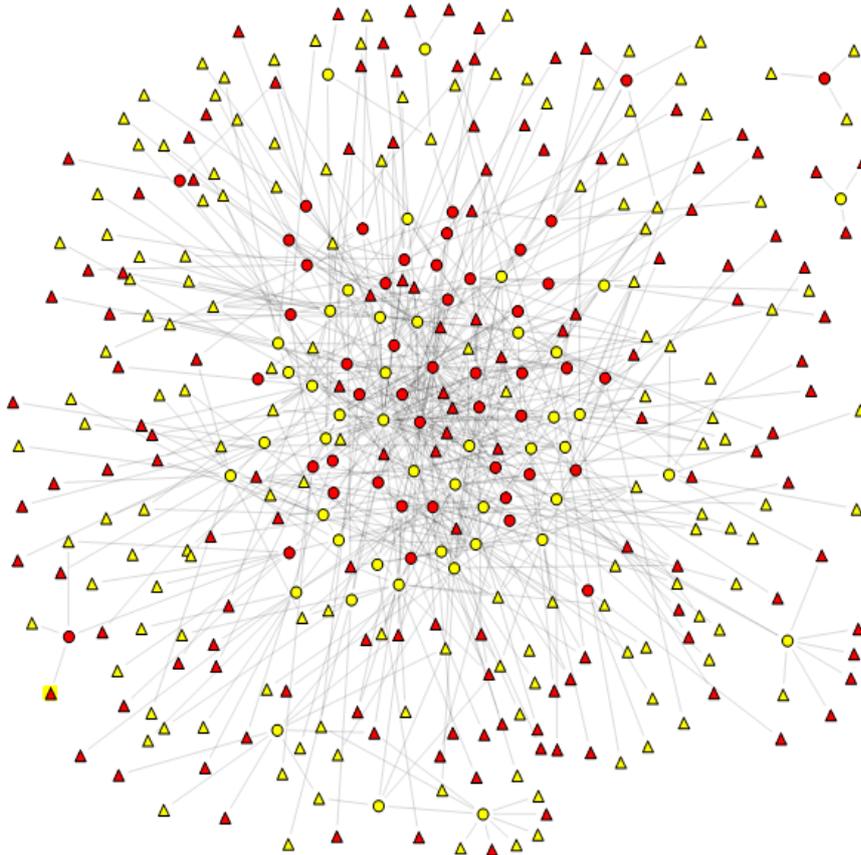
Source: prepared by the author.

### 3.2. Cross-border cooperation actors network

Based on network analysis of the collected data it can be said that the network of actors key for Polish-Ukrainian cross-border cooperation in Podkarpackie Voivodship and Lviv Oblast is coherent. This is confirmed by the fact that the network has one large component – i.e. a group of connected nodes – covering 98% of all identified actors. Apart from this main component identified were two small groups of nodes, each consisting of 4 entities (see Fig. 3; small components are located in the upper right corner of the graph). One should obviously bear in mind that the presented data do not represent all connections on the borderland. There may be more such groups of entities not connected to the main network component. This, however, does not change the general conclusion that the identified cooperation network is coherent and quite well internally connected. Between 355 nodes of the main component identified were 641 relations (i.e. less than two relations per node), which translates into low network density amounting to 1% (the ratio of the observed relations between nodes to the total number of relations possible for this number of nodes, expressed in percents). This shape of the analysed network obviously results from the methodology used (opinions of a limited number of entities plus quite restrictive upper limit of the number of indicated entities) and cannot provide a basis for conclusion that the network is too sparse. This is confirmed by the fact that the average number of actors of cross-border cooperation that respondents mentioned in the questionnaires amounted to 7.1. A vast majority of the identified cross-border cooperation actors are entities with which respondents cooperated in the period of filling in the questionnaire (58.4%) or cooperated

in the past (23.5%). Only 18.1% are entities that respondents indicated as important actors of Polish-Ukrainian cross-border cooperation, but simultaneously claimed that the organization they represented did not cooperate with them.

**Fig. 3.** Network of Polish-Ukrainian cross-border cooperation actors by interviewed and not interviewed



### Legend

Yellow: Ukraine, Red: Poland.

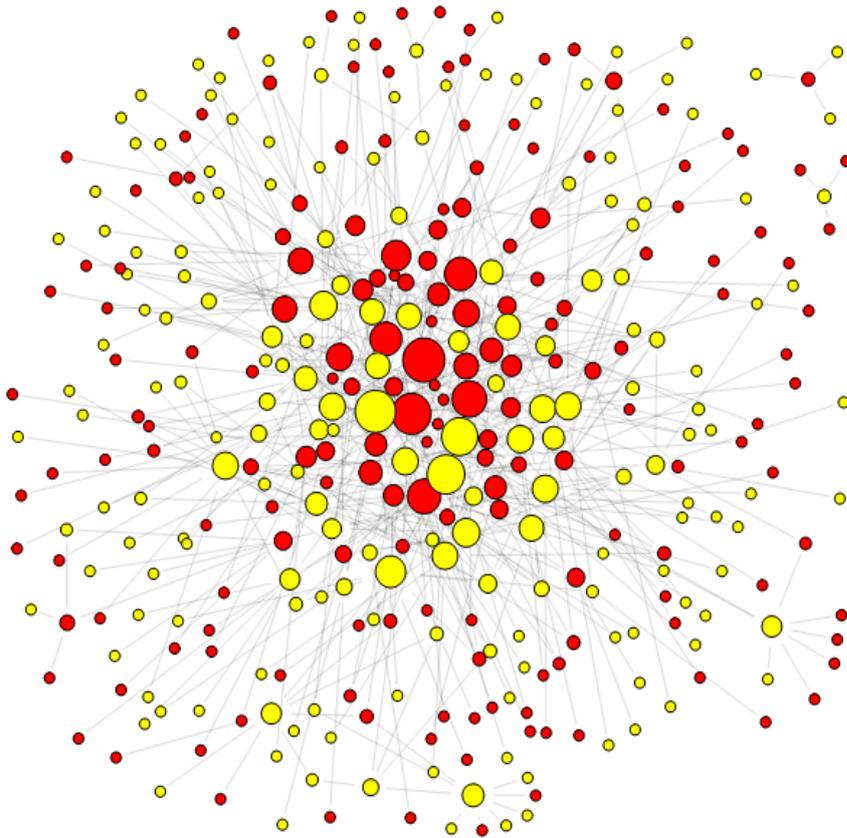
Circle: interviewed, Triangle: not interviewed.

Source: prepared by the author.

The graphs presented in this part were created using algorithm which places in the centre the nodes having the strongest connections with other nodes. It can be assumed that nodes located in the centre of a network visualised in this way are more important for its functioning than those in its peripheries. If also characteristics of the nodes (their attributes) are taken into account, the following general conclusions can be arrived at. First, the actors key for functioning of the network are located both on the Polish and the Ukrainian side (Fig. 4). This characteristic of cooperation network can be assessed as undoubtedly positive, as it can confirm that the distribution of forces within the network is balanced and neither side significantly dominates (controlling the flow of resources, communication within network, etc.). Secondly, the most

important institutions are located in Podkarpackie Voivodship and Lviv Oblast. The entities located in Poland, but outside of the Podkarpackie Voivodship also have quite large importance for cooperation network, while Ukrainian actors from outside of the Lviv Oblast are significantly less important (they appear almost entirely outside the network's centre) (Fig. 5). Thirdly, public administration institutions are crucial for functioning of the cross-border cooperation network. Central in the network, however, are also nodes representing institutions supporting business and regional development and – even though to a lesser extent – institutions of higher education and scientific institutions. Noteworthy is the presence at the peripheries of the network's centre of a couple of entities active in the field of education; these, however, are not schools (which are usually located at the peripheries of the network), but NGOs conducting and supporting educational and training activity (mostly Ukrainian). Also at the periphery of the network's centre we can see a couple of entities active in the field of culture, sports and recreation (mostly from Ukraine). On the other hand entities operating in the field of health care are decisively located outside the network's centre. Nodes centrality analysis is not, however, clear-cut; in each group (except for health care) there are entities located more centrally and those located at the peripheries of the network (Fig. 6).

**Fig. 4.** Network of Polish-Ukrainian cross-border cooperation actors by country of origin

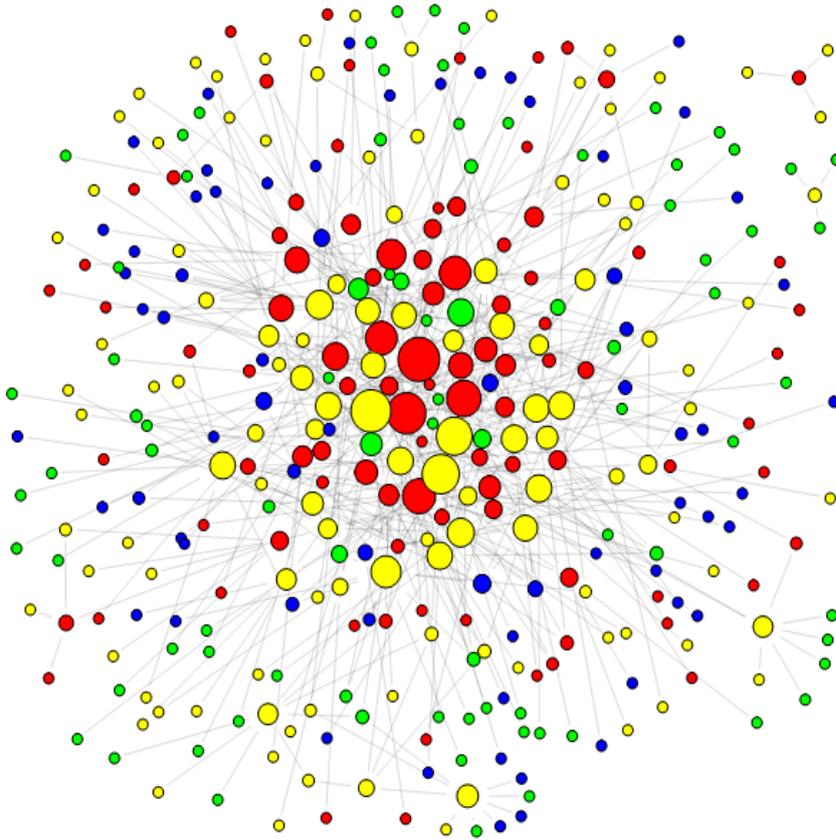


**Legend**

Yellow: Ukraine, Red: Poland.  
Size of the circle: node degree.

Source: prepared by the author.

**Fig. 5.** Network of Polish-Ukrainian cross-border cooperation actors by the four analytic regions



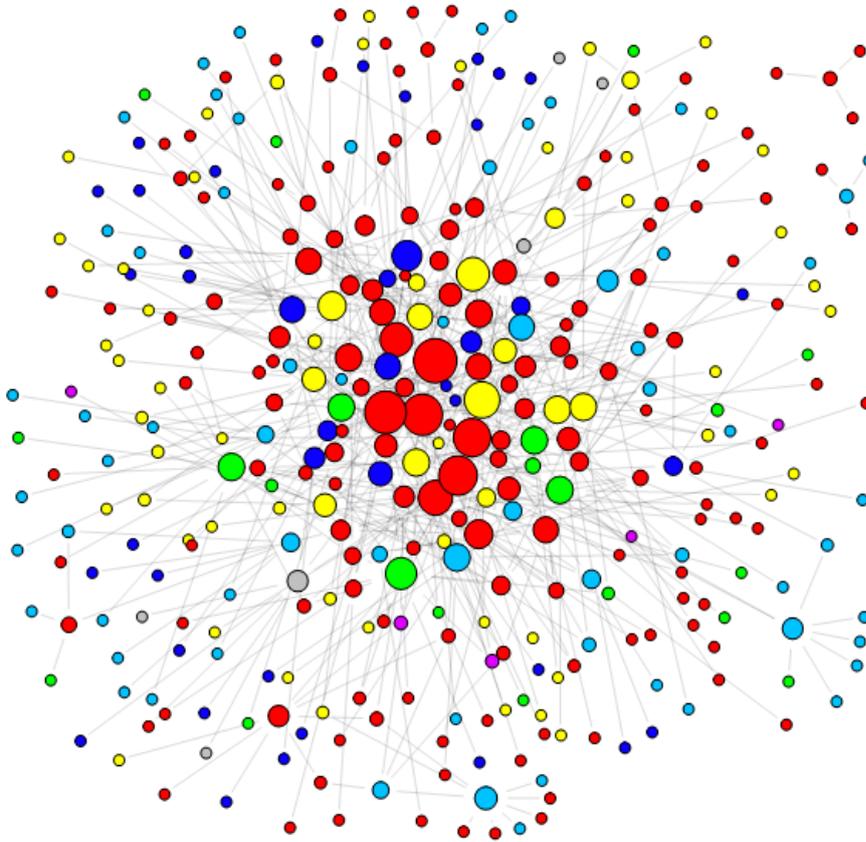
**Legend**

Yellow: Lviv Oblast, Blue: Rest of the Ukraine, Red: Podkarpackie Voivodship, Green: Rest of Poland.

Size of the circle: node degree.

Source: prepared by the author.

**Fig. 6.** Network of Polish-Ukrainian cross-border cooperation actors by field of activity



### Legend

Red: Governance / administration / management

Yellow: Business / consulting / business support / regional and local development support

Grey: Health care / social care and assistance

Green: Primary and/or secondary or general or popular education

Light blue: Culture / sports / leisure.

Dark blue: Research and innovation and/or Higher Education

Purple: Other field

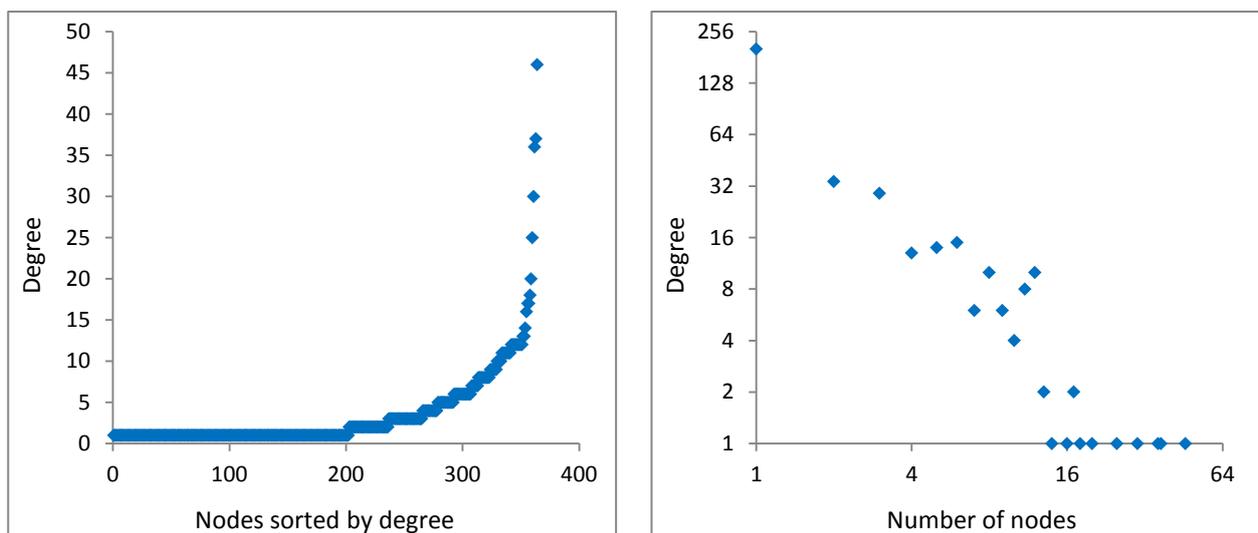
Size of the circle: node degree.

Source: prepared by the author.

Another method of determining importance of network nodes is analysis of their centrality. The simplest measure of centrality is so called degree centrality. The degree measure specifies how many relations a given node has. It can be assumed that the more connections a given node has – and thus higher degree – the more important it is in the network (Wasserman, Faust 2007). In the analysed cross-border cooperation network the degree variable assumes values from 1 (one connection) to 46. It should be noted here that nodes with small number of connection constitute

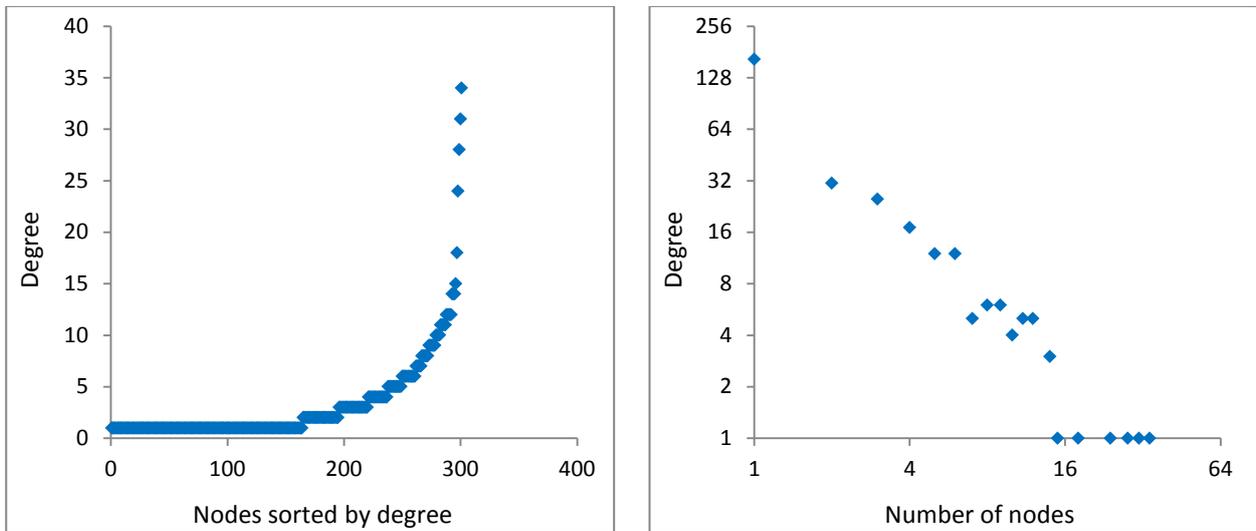
a vast majority (55.5% of all nodes has only one connection), and high degree values are possessed only by a couple of entities (see Fig. 7). Such network characteristics conform to expectations, as the majority of actually existing networks are characterized with exponential distribution of the number of connections (see e.g. Ball 2004; Fronczak, Fronczak 2009) – as opposed to non-network phenomena, which very frequently are characterized by normal distribution. Based on the collected data the degree value can be analysed for various types of relations, according to the questionnaire questions: current cooperation, cooperation in the past, and indication of importance of a given entity, but without cooperation neither currently nor in the past. For the purpose of the present analysis it seems reasonable to analyse all relations (the degree values presented above pertain specifically to this case) and to analyse only cooperation relations (current and finished cooperation). In the latter approach the maximum degree values are – for obvious reasons – lower: the maximum degree is 34. Also this network variant, however, is characterised with exponential distribution (Fig 8). Moreover, it should be added that degree values for both network variants have very high mutually correlation (at the level of 0.95).

**Fig. 7.** Node degree distribution (right figure: log-log plot) – all relations included



Source: prepared by the author.

**Fig. 8.** Node degree distribution (right figure: log-log plot) – current or previous cooperation relations



Source: prepared by the author.

Analysis of values for particular nodes confirms the conclusion from visual network analysis regarding crucial importance of public administration entities (see Tab. 2). However, in this perspective more important turns out to be the role of institutions located on the Polish side of the border, as the entities with the highest degree are 6 entities from Poland (Rzeszów and Przemyśl), and only three from Ukraine (all from Lviv). High position of the identified actors is easy to explain and conforms to expectations. First, these are entities coordinating and funding cross-border cooperation (Podkarpackie Voivodship Marshall Office, Lviv Oblast Public Administration, Carpathian Euroregion in Rzeszów, and Carpathian Euroregion in Lviv). Second, these are the authorities of the most important cities from the cross-border region (Lviv Marshall Office, Rzeszów Marshall Office, Przemyśl City Hall), and two important regional development agencies (from Rzeszów and Przemyśl).

**Tab. 2.** The most important actors in the cooperation network – entities with the highest degree values\*

Name	Country	City	Degree (all)	Degree (only current or past cooperation)
Podkarpackie Voivodship Marshall Office)	Poland	Rzeszów	46	31
Lviv Oblast Public Administration	Ukraine	Lviv	37	34
Carpathian Euroregion Association in Rzeszów	Poland	Rzeszów	36	28
Lviv City Hall	Ukraine	Lviv	30	15
Carpathian Euroregion in Lviv	Ukraine	Lviv	25	24
Agency for Regional Development in Rzeszów	Poland	Rzeszów	20	18
Rzeszów City Hall	Poland	Rzeszów	18	14
Przemyśl City Hall	Poland	Przemyśl	17	14
Agency for Regional Development in Przemyśl	Poland	Przemyśl	17	14

\* Included are all entities for which degree in both variants exceeded the value of 12. Adoption of this threshold is connected with the maximum number of relations that could have been indicated in the questionnaire, amounting precisely to 12. This limit allows for excluding entities which claimed to have a broad cooperation range (12 relations) but were not named even once by any other respondent.

Source: prepared by the author.

Analysis of average nodes degree values by 4 geographical areas confirms the conclusions from visual network analysis. Of key importance are entities located in Podkarpackie Voivodship and Lviv Oblast (see Tab. 3.). Importance of entities located outside the border region is significantly smaller.

**Tab. 3.** Average degree values by geographical location of the entity

Region	Degree – all	Degree – only current or past cooperation
Podkarpackie Voivodship	5,1	3,8
Rest of Poland	1,7	1,1
Lviv Oblast	4,7	3,9
Rest of the Ukraine	1,6	1,1

Source: prepared by the author.

Analysis of average degree by the entities' area of activity indicates the key role of public administration (see Tab. 4). Also the sector of business supporting organizations stands out, as well as regional and local development and schools and educational institutions. High average degree values pertain also to the category "other", but because of a small number of entities included in it this result does not allow for drawing reliable conclusions. Clearly noticeable, in comparison with the above visual analysis, is less prominent role of institutions of higher education and scientific institutions.

**Tab. 4.** Average degree values for entities by their field of activity

Field of activity	Degree – all	Degree – only current or past cooperation
Governance / administration / management	4,3	3,2
Business / consulting / business support / regional and local development support	3,3	2,7
Health care / social care and assistance	2,5	1,5
Primary and/or secondary or general or popular education	3,7	2,4
Culture / sports / leisure / religion	2,4	1,9
Research and innovation and/or Higher Education	2,9	2,2
Other field	3,5	2,8

Source: prepared by the author.

### 3.3. Locality level

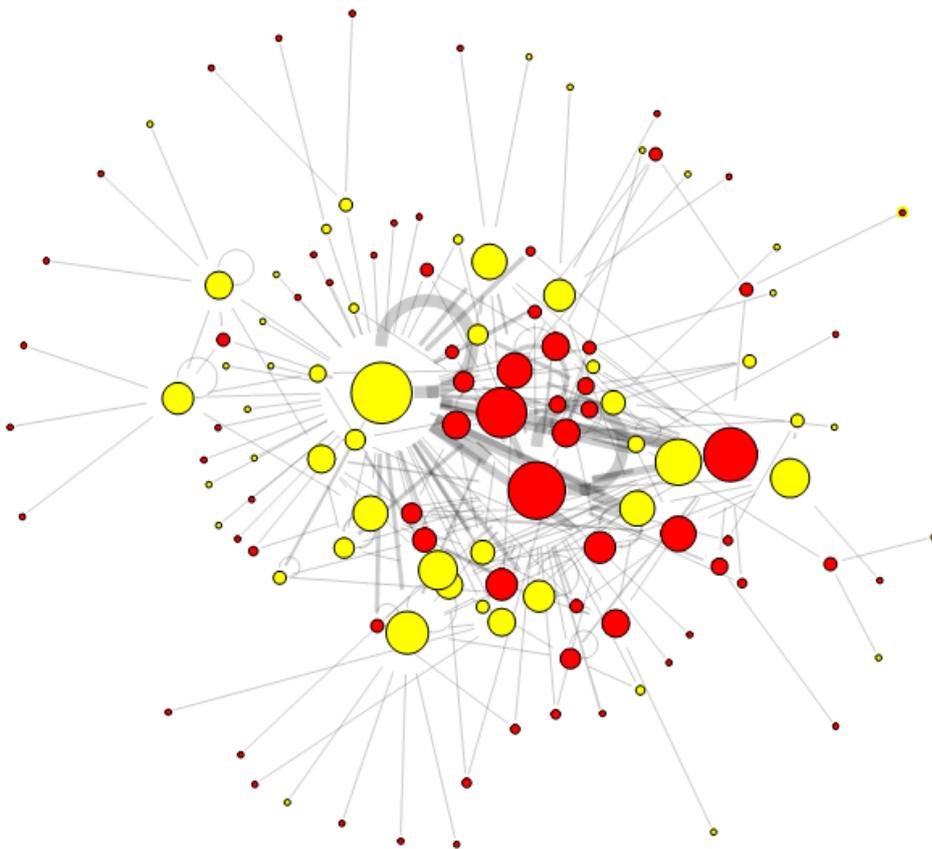
Institutional cooperation network can be aggregated at the level of localities. This can allow for obtaining a network in which nodes are cities, and relations represent cooperation between organizations operating in them. Based on such analysis identified was a total of 122 localities in which Polish-Ukrainian cross-border cooperation actors were operating. In this group there is slightly more localities from Poland (57.4%) than from Ukraine (42.6%). 34 localities are located in Podkarpackie Voivodship, 36 in the rest of Poland, 31 in Lviv Oblast and 21 in the rest of Ukraine. Based on this it can be said that cross-border cooperation between Lviv Oblast and Podkarpackie Voivodship in the case of Ukraine is more spatially concentrated than in the case of Poland. This can be explained by significance of Lviv as undoubtedly the centre of the western Ukraine. On the other hand on the Polish side of the border the urban network is more polycentric, without clear dominance of one centre. In Podkarpackie Voivodship an important cross-border cooperation centre is Rzeszów, but Przemyśl also plays an important role. Moreover, a very important Polish-Ukrainian cross-border cooperation centre is Lublin (located outside of Podkarpackie Voivodship).

The role of particular cities in cooperation network can be evidenced by the number of other centres they have cooperation relations with (degree) and how strong those relations are (weighted degree – a sum of all cooperation relations between actors in city pairs). This approach confirms the key role of Lviv. The city has 249 relations with entities located in 70 localities. The capital city of Lviv Oblast in this respect is clearly ahead of Rzeszów, which has relations with 164 entities located in 49 cities. Distinctive is also the position of Przemyśl (57 relations with 20 localities). An important role is also played by Warsaw and Kiev, and the capital city of Poland has more connections (57 relations with 20 cities/towns) than the capital city of Ukraine (31 relations with 13 localities). Generally speaking in the cooperation network identified were 10 localities that had 20 or more relations – see Tab. 5 and Fig. 9.

**Tab. 5.** Key Polish-Ukrainian cross-border cooperation centres

No.	City / town	Country	Degree (no of connected cities)	Weighted degree (sum of connections)
1	Lviv	Ukraine	70	249
2	Rzeszów	Poland	49	164
3	Warsaw	Poland	20	57
4	Przemyśl	Poland	16	56
5	Kiev	Ukraine	13	31
6	Lublin	Poland	9	31
7	Sanok	Poland	8	22
8	Ustrzyki Dolne	Poland	9	21
9	Yavoriv	Ukraine	8	20
10	Drohobych	Ukraine	11	20

Source: prepared by the author.

**Fig. 9.** Polish-Ukrainian cross-border cooperation network cities and towns

### Legend

Yellow: Ukraine, Red: Poland.

Size of the circle: node degree.

Node numeration as in Table 5.

Source: prepared by the author.

#### 4. CONCLUSIONS

Cross-border cooperation network in Podkarpackie Voivodship and Lviv Oblast is coherent and quite well connected. Vast majority of nodes belongs to one large component, i.e. a group of mutually connected nodes. This component contains a distinct centre of the network. It is formed mostly by public administration units (regional and local authorities) and entities managing cross-border cooperation (euroregions). Besides public administration an important role in the network is also played by regional development agencies. In the analysed network particularly noticeable is the high position of development agencies from Przemyśl and Rzeszów, but other similar entities also attain high positions, both in Poland and Ukraine. The actors with central location in the cooperation network are of key importance for its functioning not only due to their management roles, but also because of their largest influence on flow of resources and knowledge in the network. Central location in the network structure translates into easier access to information and contacts aggregated in the network, and also allows for mediating between entities that do not have direct connections with each other.

Quite surprising characteristic of the analysed cooperation network is almost complete lack of “ordinary” enterprises. The few exceptions are consulting enterprises, which either implement cross-border projects financed from public funds themselves, or help beneficiaries in their implementation. Production, trade and services enterprises (except for consulting ones), on the other hand, remained almost entirely unindicated. To some extent this probably results from the methodology used – the questionnaire was not distributed to this type of entities. The respondents, however, were absolutely not limited in naming important cross-border cooperation actors. Still, they mentioned almost no businesses. It is, however, known from other sources that in the cross-border regions there are companies that cooperate with partners from the other side of the border (mostly in foreign trade). The result of the survey research can thus be interpreted in two ways. Firstly, it can confirm marginal role of cross-border relations between companies in the analysed area. Secondly, it can be explained by a peculiar, limiting, view the respondents had on cross-border cooperation, according to which cross-border cooperation mostly means implementation of projects funded from European Union cross-border programmes and other forms of cooperation between public sector entities, usually within partner cities agreements (cooperation within the latter is also very frequently connected with obtaining funds from European Union cross-border cooperation programmes). Both explanations point out to the existence of deficits in cross-border cooperation in the analysed border region. The first deficit concerns too low intensity of cooperation between enterprises located on both sides of the border. The second is overlooking – also by the main cross-border cooperation actors – the role of enterprises in cross-border cooperation. It should be noted, however, that cooperation between businesses is one of the most important aspects of cross-border cooperation and can be viewed as its higher level (integration). Consequently, a recommendation can be made to take into account – to a significantly greater extent than presently – the role of enterprises and actions directed towards them in the future cross-border programmes and initiatives on the Polish-Ukrainian border.

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**6. ATTACHMENTS**

**6.1. English questionnaire**

**6.2. Polish questionnaire**

**6.3. Ukrainian questionnaire**

**QUESTIONNAIRE:****CROSS-BORDER COOPERATION NETWORK: PODKARPACIE VOIVODSHIP – LVIV OBLAST**

1. Institution's name::

2. Location:   
(please provide the name of the commune or city/town)

3. What organizations in **Podkarpackie Voivodship** are important actors of cross-border cooperation with Ukraine (Lviv Oblast)? *Please name not more than three most important organizations.*

Organization's name <small>(Please provide full name of the institution, eg.: Podkarpackie Voivodship Marshall Office)</small>	Location <small>(Name of the location in which the organization has its head office)</small>	Have you cooperated with this organization in the area of cross-border relations with Ukraine?		
		Yes, we currently cooperate	Yes, we cooperated, but not any more	No
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. What organizations **from Poland outside of the Podkarpackie Voivodship** are important actors of cross-border cooperation with Ukraine (Lviv Oblast)?

Organization's name <small>(Please provide full name of the institution, eg.: Podkarpackie Voivodship Marshall Office)</small>	Location <small>(Name of the location in which the organization has its head office)</small>	Have you cooperated with this organization in the area of cross-border relations with Ukraine?		
		Yes, we currently cooperate		
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. What organizations **from Lviv Oblast** are important actors of cross-border cooperation with Poland (Podkarpackie Voivodship)?

Organization's name <small>(Please provide full name of the institution, eg.: Podkarpackie Voivodship Marshall Office)</small>	Location <small>(Name of the location in which the organization has its head office)</small>	Have you cooperated with this organization in the area of cross-border relations with Ukraine?		
		Yes, we currently cooperate		
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What organizations **from Ukraine outside of the Lviv Oblast** are important actors of cross-border cooperation with Poland (Podkarpackie Voivodship)?

Organization's name <small>(Please provide full name of the institution, eg.: Podkarpackie Voivodship Marshall Office)</small>	Location <small>(Name of the location in which the organization has its head office)</small>	Have you cooperated with this organization in the area of cross-border relations with Ukraine?		
		Yes, we currently cooperate		
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**ANKIETA:****SIĘĆ WSPÓŁPRACY TRANSGRANICZNEJ WOJEWÓDZTWO PODKARPACKIE – OBWÓD LWOWSKI**

1. Nazwa instytucji:

2. Lokalizacja:   
(proszę wpisać nazwę gminy lub miasta)

3. Jakie organizacje w województwie podkarpackim są ważnymi aktorami współpracy transgranicznej z Ukrainą (obwodem lwowskim)? Proszę wymienić maksymalnie trzy najważniejsze organizacje.

Nazwa organizacji <small>(Proszę wpisać pełną nazwę instytucji, np.: <i>Urząd Marszałkowski Województwa Podkarpackiego</i>)</small>	Miejscowość <small>(Nazwa miejscowości, w której organizacja ma siedzibę)</small>	Czy współpracowali Państwo z tą organizacją w zakresie relacji transgranicznych z Ukrainą?		
		Tak, współpracujemy obecnie	Tak, współpracowaliśmy, ale już nie współpracujemy	Nie
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Jakie organizacje z Polski poza województwem podkarpackim są ważnymi aktorami współpracy transgranicznej z Ukrainą (obwodem lwowskim)? Proszę wymienić maksymalnie trzy najważniejsze organizacje.

Nazwa organizacji <small>(Proszę wpisać pełną nazwę instytucji, np.: <i>Urząd Marszałkowski Województwa Podkarpackiego</i>)</small>	Miejscowość <small>(Nazwa miejscowości, w której organizacja ma siedzibę)</small>	Czy współpracowali Państwo z tą organizacją w zakresie relacji transgranicznych z Ukrainą?		
		Tak, współpracujemy obecnie	Tak, współpracowaliśmy, ale już nie współpracujemy	Nie
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Jakie organizacje z obwodu lwowskiego są ważnymi aktorami współpracy transgranicznej z Polską (województwem podkarpackim)? Proszę wymienić maksymalnie trzy najważniejsze organizacje.

Nazwa organizacji <small>(Proszę wpisać pełną nazwę instytucji, np.: <i>Urząd Marszałkowski Województwa Podkarpackiego</i>)</small>	Miejscowość <small>(Nazwa miejscowości, w której organizacja ma siedzibę)</small>	Czy współpracowali Państwo z tą organizacją w zakresie relacji transgranicznych z Ukrainą?		
		Tak, współpracujemy obecnie	Tak, współpracowaliśmy, ale już nie współpracujemy	Nie
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Jakie organizacje z Ukrainy poza obwodem lwowskim są ważnymi aktorami współpracy transgranicznej z Polską (województwem podkarpackim)? Proszę wymienić maksymalnie trzy najważniejsze organizacje.

Nazwa organizacji <small>(Proszę wpisać pełną nazwę instytucji, np.: <i>Urząd Marszałkowski Województwa Podkarpackiego</i>)</small>	Miejscowość <small>(Nazwa miejscowości, w której organizacja ma siedzibę)</small>	Czy współpracowali Państwo z tą organizacją w zakresie relacji transgranicznych z Ukrainą?		
		Tak, współpracujemy obecnie	Tak, współpracowaliśmy, ale już nie współpracujemy	Nie
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## АНКЕТА:

## МЕРЕЖА ТРАНСКОРДОННОГО СПІВРОБІТНИЦТВА Львівська область – Підкарпатське воєводство

1. Назва організації

2. Місцезнаходження:   
(місто, районний центр, село)

3. Які організації (інституції) Львівської області є важливими учасниками транскордонної співпраці з Польщею (Підкарпатським воєводством)? Прошу вказати три основні, на Вашу думку, організації.

Назва організації (Прошу подати повну назву інституції, наприклад, Жидачівська міська рада)	Розташування (Населений пункт у якому знаходиться інституція)	Чи довелось вам співпрацювати з даною інституцією в рамках транскордонної співпраці?		
		Так, зараз ми співпрацюємо	Співпрацювали раніше, але співпраця завершена	Ні
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Які організації (інституції) з-поза меж Львівської області є важливими учасниками транскордонної співпраці з Польщею (Підкарпатським воєводством)? Прошу вказати три основні, на Вашу думку, організації

Назва організації (Прошу подати повну назву інституції, наприклад, Жидачівська міська рада)	Розташування (Населений пункт у якому знаходиться інституція)	Чи довелось вам співпрацювати з даною інституцією в рамках транскордонної співпраці?		
		Так, зараз ми співпрацюємо	Співпрацювали раніше, але співпраця завершена	Ні
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Які організації (інституції) Польщі, Підкарпатського воєводства є важливими учасниками транскордонної співпраці з Україною (Львівською областю)? Прошу вказати три основні, на Вашу думку, організації.

Назва організації (Прошу подати повну назву інституції, наприклад, Жидачівська міська рада)	Розташування (Населений пункт у якому знаходиться інституція)	Чи довелось вам співпрацювати з даною інституцією в рамках транскордонної співпраці?		
		Так, зараз ми співпрацюємо	Співпрацювали раніше, але співпраця завершена	Ні
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Які організації (інституції) Польщі, з-поза меж Підкарпатського воєводства є важливими учасниками транскордонної співпраці з Україною (Львівською областю)? Прошу вказати три основні, на Вашу думку, організації.

Назва організації (Прошу подати повну назву інституції, наприклад, Жидачівська міська рада)	Розташування (Населений пункт у якому знаходиться інституція)	Чи довелось вам співпрацювати з даною інституцією в рамках транскордонної співпраці?		
		Так, зараз ми співпрацюємо	Співпрацювали раніше, але співпраця завершена	Ні
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>