

Interorganisational collaboration in Networks

*Networks and their differing success factors regarding the
successful integration of Ukrainian newcomers in The
Netherlands, Belgium and Finland.*

by

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Preface

Presented before you is the master thesis “Networks and their differing success elements regarding the successful integration of Ukrainian newcomers in The Netherlands, Belgium and Finland”. It has been written to fulfil the graduation requirements of Public Administration programme at the University of Twente. I was engaged in researching, drafting, writing, and completing this thesis from July to October 2024.

During this thesis process I have uncovered and developed new talents of myself. I am proud of giving myself the headroom to try new approaches in conducting myself as a soon-to-be professional. Numerous lessons of these phase of my life will be positive baggage for my further journey as a public administrator.

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Abstract

The Russian invasion of Ukraine in 2022 triggered a significant displacement of Ukrainian refugees across Europe, posing challenges for European host nations while highlighting the potential of integration policies. This study investigates the role of network governance (NG) in shaping the integration outcomes of Ukrainian newcomers in The Netherlands, Belgium, and Finland. NG, characterized by extensive collaboration among public, private, and civil society actors, was analysed through a comparative case study approach using the Migration Integration Policy Index (MIPEX), OECD comparative integration data, and qualitative relevant documentation.

The findings demonstrate that NG can enhance integration outcomes, but its effectiveness depends on key factors such as a proper match between the type of network and the number of actors active, trust-building, direct communication. Finland excelled in adaptability and resource coordination, while Belgium's fragmented communication limited its progress despite strong trust-building. The Netherlands showed balanced leadership but struggled with achieving goal alignment.

This research highlights the potential of NG to address complex integration challenges, emphasizing the need for participatory governance and equitable resource sharing. While NG improves integration outcomes, gaps in power dynamics and policy coherence remain critical. The study contributes to the understanding of NG's role in crisis-driven migration and offers recommendations for optimizing integration strategies in future migration contexts.

Key words: Network Governance, Integration policy, Europe, The Netherlands, Belgium, Finland, and Ukraine, Comparative Case Study, Public Administration

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List of Abbreviations

A-B-C-D-E-F-G-H-I-J-K-L-M-N-O-P-Q-R-S-T-U-V-W-X-Y-Z

EHO	English Home Office
EU	European Union
IAD Framework	Institutional Analysis and Development Framework
ION	Inter-organisational networks
LOCOV	Longitudinaal Onderzoek Cohort Oekraïense Vluchtelingen
MIPEX	Migrant Integration Policy Index
NG	Network Governance
OECD	Organisation for Economic Cooperation and Development
SU	Soviet Union
TPD	Temporary Protection Directive
UK	United Kingdom

Glossary

A-B-C-D-E-F-G-H-I-J-K-L-M-N-O-P-Q-R-S-T-U-V-W-X-Y-Z

Governance	The process and structure of decision-making and management carried out by various actors (governmental and non-governmental) to achieve collective goals, often beyond the formal authority of traditional governmental frameworks. It emphasizes collaboration and shared responsibility.
Integration	The dynamic and multi-directional process through which newcomers become part of and contribute to their new society,

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	encompassing economic, social, and cultural dimensions, while adapting to and enriching the host community.
Networks	Interconnected structures of multiple organizations or individuals working together to address shared problems or objectives, often characterized by interdependence and collaboration without hierarchical control.
Network Governance	A governance model where multiple actors, including public and private entities, collaborate through structured networks to design, implement, and manage policies and decisions, focusing on shared goals and resources rather than hierarchical authority.
Russian invasion of Ukraine (2022)	The large-scale military attack launched by Russia on February 24, 2022, against the sovereign nation of Ukraine, leading to widespread destruction, civilian casualties, and a significant refugee crisis, with geopolitical implications across Europe and beyond

Chapter 1: Introduction

The first chapter will set the stage for the subsequent framing of the research problem, academic relevance and the execution of the research. This exploration will provide relevant background motives, research questions, societal and academic relevance, and the reading guide of this thesis.

1.1 Background

On February 24, 2022, the Russian Federation staged a large-scale invasion on the sovereign country of Ukraine. This has led to unparalleled damages, (civil and military) casualties, and decrease in living standards within a European context (Ploky, 2023). Moreover, this Russian invasion potentially introduces a new chapter around the European discourse of the ‘cold war’ within the field of international relations (Masters, 2023). But what remains relatively underreported regarding the effects of this event is the demographic shift that might occur. Namely, this invasion has had an effect on Ukraine and the subsequent countries receiving refugees of Ukrainian descent (Diana, 2024; Goujon et al., 2024). Challenges such as pressure on social services, diminishing access to social and affordable housing, and decreased social cohesion could occur in the receiving country (Fóti, 2024; Karasapan, 2022). But there are also valuable opportunities to be found in this demographic shift, such as expertise in (scarce) labour markets and providing new avenues for cultural understanding within the European continent (Cord et al., 2022; Engler et al., 2023; Schneiderheinze & Lucke, 2020; Zhou et al., 2022). By this is meant that a successful integration process of an individual (in which this thesis will focus on Ukrainian newcomers) influences how host countries will view present and future newcomers (Bauloz et al., 2020; IOM, 2018; Jonitz, 2024).

The EU’s policy response has been substantial and well-documented and can be summarized in four interventions. On March 2nd, 2022, the EU for the first time in its history activated the ‘temporary protection directive’ (TPD) together with operational guidelines on external border management¹. Effectively, this means that the EU actively facilitates border crossings at the EU-Ukraine borders (namely between the EU and a non-EU member) (EUR-Lex, 2001; European Commission, 2024b). Six days later, the EU granted twelve months of temporary protection toward individuals that have fled Ukraine out of response of Russian aggression. Interesting to mention is that the TPD could be re-enrolled to grant longer direct protection to these specific

¹ The TPD, which was adopted following the conflicts in former Yugoslavia, was triggered for the first time by the Council in response to the unprecedented Russian invasion of Ukraine on 24 February 2022 to offer quick and effective assistance to people fleeing the war in Ukraine (Europe Commission, 2022).

individuals (European Consilium, 2024a). The next instrumental intervention occurred on September 19th 2023, wherein the European Commission extended the temporary protection up to March 3rd 2025, which directly affects over four million individuals in the EU (European Consilium, 2024b). The current state of affairs is that the Commission has extended the protection of 4.2 million individuals up to March 2026 (Ministerie van Justitie en Veiligheid, 2024b).

Besides the activation of the TPD, many other policies have been approved to help integrate Ukrainian newcomers into EU member states, such as the EU Talent Pool Pilot, setting up the solidarity platform, and monitoring this situation through the EU Migration Preparedness and Crisis Blueprint (EUR-Lex, 2020; European Commission, 2022a, 2022c). It is essential to look at both the implemented policies and their quantifiable effects to understand the larger context of EU integration efforts. A thorough evaluation of the implementation and experiences of integration frameworks in various countries is made possible by this dual focus.

In order to have contextualised the success of the integration policies and outcomes regarding Ukrainian newcomers two indices will be employed, namely (1) the Migration Integration Policy Index (MIPEX) (MIPEX, 2021) which measures the 'favourability' of integration policy towards newcomers and (2) Ndolor-Tah et al's framework (2019) on indicators of integration. This is to effectively review the case studies comparatively across their policy and subsequent outcomes on integration. The case studies have been selected on basis of MIPEX data-availability and comparability together with the OECD's (2023) grouping of national immigration traditions and academic network governance (NG) culture. On the basis of these selection criteria The Netherlands, Belgium, and Finland have been selected.

It is evident that successful integration is not exclusively caused by the favourability of a policy, but also through other (governance) variables. Namely, a serious correlation can be identified between the enactment of effective governance and the level of success and effectivity by its subsequent organisations (Joslin & Müller, 2016; Provan & Kenis, 2008). Herein, NG has gained significant traction in relation to policies and organisations that employ NG to achieve better outcomes (Ateş Özalp, 2015; Bevir, 2013; Clark-Ginsberg et al., 2022; Hay & Richards, 2000; Qvist, 2017).

Integration scholars have stated that numerous different actors outside of the realm of government need to cooperate regarding the design, execution and interpretation of integration policy for Ukrainian newcomers (Groot, 2018; Qvist, 2017; van Bortel et al., 2009). This governance form leads to more comprehensive and tailored integration strategies, due to the

diversification of the expertise within the network (Carlsson & Sandström, 2008). Local and national governments can employ the expertise of other actors within areas where their own expertise is deemed insufficient (Kasperova & Ram, 2023). Moreover, a network approach borrows itself for the pooling of resources, which could to a greater impact of integration efforts and a reduced duplication of efforts, thus leading to improved integration outcomes (Torfing, 2005; Vestlund, 2017). If resource sharing occurs successfully, then the cooperation between these actors could be the basis for repeated collaboration or even working together on different challenges. Through these channels, it can be made feasible that Ukrainian newcomers score higher on integration when NG is properly embedded. Diametrically, it could be assumed that Ukrainian newcomers integrate with more friction when NG has not been implemented accordingly. Within this thesis, 'network governance' exclusively spans the management of cooperation between actors instead of the dynamics of the cooperation itself, this thesis will only focus on this definition of 'network governance'.

1.2 Problem Statement

This thesis was born due to the finding of numerous scholars that favourable integration policies do not causally lead to better integration outcomes (Hooghe & Reeskens, 2009; Ingleby et al., 2019; Ruedin, 2015). This observation is to a certain degree problematic, because the intention of integration policy, which is to improve integration outcomes, does not directly relate to the effect of higher levels of integration outcomes.

Another area of focus within this research nexus is the specific effect that NG carries towards integration policy. Currently NG is primarily focusing on the design and duties of networks within the implementation of policy. Therefore, this thesis takes another direction in focusing on the influence of NG on the integration of Ukrainian newcomers. While these types of studies have been conducted on other policy areas, it is proposed that NG influences the outcomes of other policy fields (Arnardóttir, 2021; Clark-Ginsberg et al., 2022; Groll, 2022; Niehaves & Plattfaut, 2011; van Bortel et al., 2009). Nevertheless, the positive effect of NcG on successful integration has been pointed out sparingly in academic discourse (Groot, 2018).

Lastly, the identification has been made that these academic endeavours fail to incorporate the 'end-users' of the policy interventions. Leading to that, the practical effect and perception of 'end-users' of integration policy are not considered. This is problematic because if Ukrainian newcomers experience certain barriers regarding their integration, these Ukrainian newcomers can be better addressed if the structure of the network is altered. This feedback loop is essential to improve policy, and deemed solvable by attracting different policy partners or

changing the rules within the network (Geldsetzer et al., 2022; Hartling et al., 2017; Neher et al., 2022). This thesis aims to close this feedback-loop by interviewing Ukrainian newcomers from these case studies.

1.3 Research Aim and Gap

This thesis aims to effectively determine whether the alternative variable of NG (partially) accounts for the discrepancy between the favourability of integration policies and the integration outcomes of Ukrainian newcomers. Chapter 2.8 will therefore clearly demarcate what is meant with a Ukrainian newcomer in relation to this thesis nexus. The EU's Temporary Protection Directive (TPD), which grants immediate rights and access to services, and the extraordinary relocation of Ukrainian refugees serve as justifications for the focus on this group. The sudden and massive stream of mostly female and child refugees, along with this special policy backdrop, creates unique issues around integration. Examining this group enables one to investigate how, in these extraordinary situations, network governance affects integration results.

This thesis will not negate that other factors effectuate integration outcomes, but it has been stated that governance structures influence policy performance (Meier & O'Toole Jr, 2007; O'Toole & Meier, 2011). Herein, NG will be construed through two mechanisms, which are:

- 1) NG is a theoretical concept; wherein relevant literature puts forth that NG has a positive effect on policy outcomes.
- 2) NG possesses a practical application within the field of 'governance' as a concept to structure policy design, execution, and evaluation around.

Through these mechanisms, the goal is to unearth whether NG has an influence on the success of integration. So, this research will try to connect the theoretical concept to the practical application of NG which specifically is focused on the integration outcomes of Ukrainian newcomers in the Netherlands, Belgium, and Finland. Adding the relevant background, research problem and – aim together creates the following visualisation of the identified research gap in figure 1. Hence, this thesis is the first review of the effect of NG on Ukrainian newcomer integration scores through the method of a multi-case study with The Netherlands, Belgium, and Finland as cases.

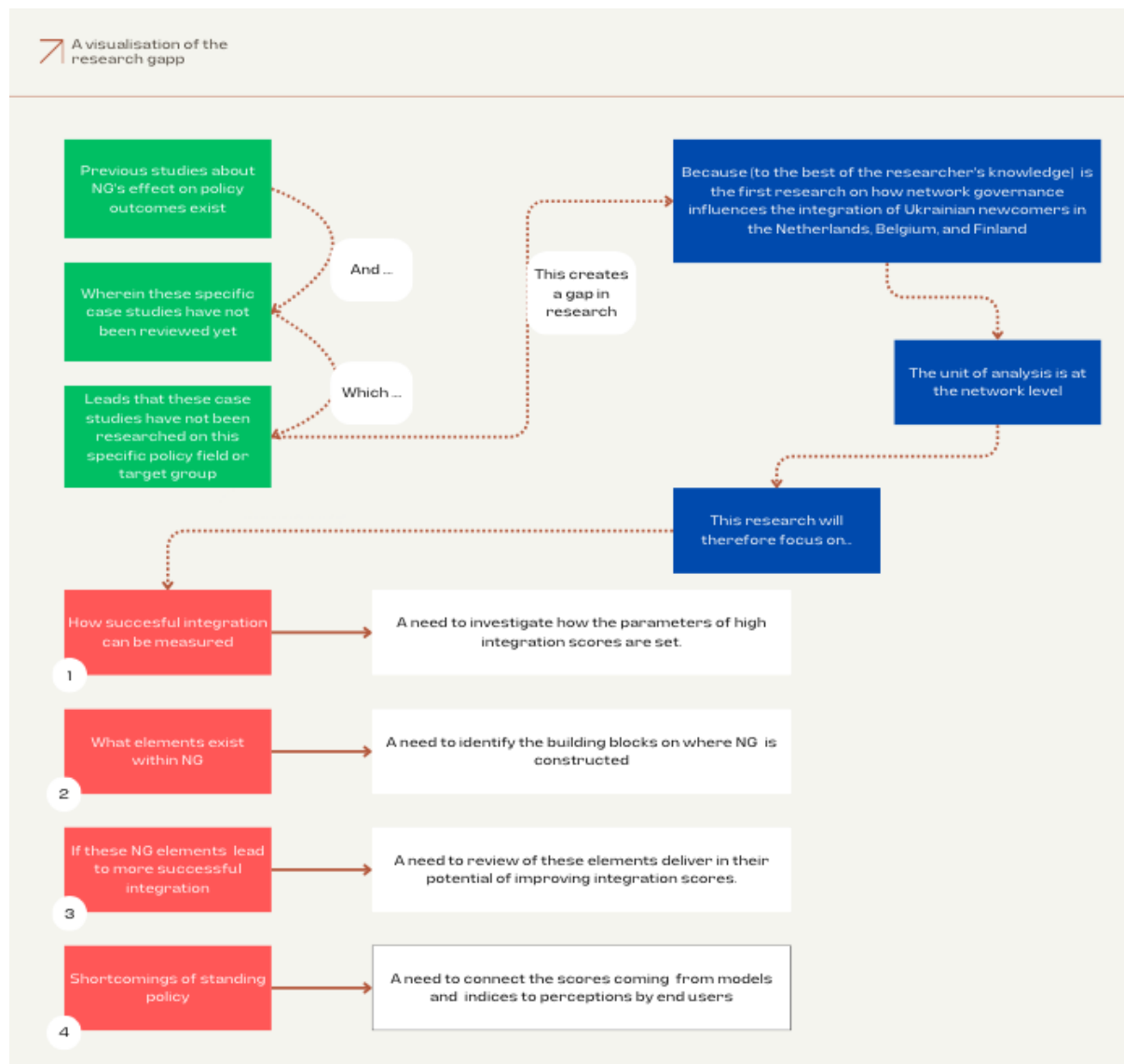


Figure 1 A visualisation of the research gap (Green = research background; Blue = research gap; Red = research concepts)

1.4 Research Questions

Through the problem statement, research goal and gap, the following research question has been formed:

“Does network governance in the Netherlands, Belgium, and Finland lead to more successful integration outcomes for Ukrainian newcomers in relation to their favourability of the integration policy?”

To answer this question that is central to the research the following sub questions have been formed:

SQ1: How can successful integration be measured?

SQ2: What crucial elements does Network Governance consist of?

SQ3: Does the 'number of actors' within the network lead to improved integration outcomes?

SQ4: Does the 'alignment of goals' within the network lead to improved integration outcomes?

SQ5: Does 'trust' within the network lead to improved integration outcomes?

SQ6: Does upgraded 'communication and coordination' between network actors lead to improved integration outcomes?

SQ7: Does organising explicit 'leadership' within the network lead to improved integration outcomes?

SQ8: What currently falls short in integration policy within these networks according to Ukrainian newcomers

1.5 Relevance

1.5.1 Societal relevance

A historically unparalleled shift of Ukrainian newcomers to European states has occurred since the Russian invasion of February 2022 (Goujon et al., 2024). Successfully integrating these individuals is crucial for the well-being and social stability of the host nations on one hand, while being epochal for these individuals regarding their sense of belonging in a new setting on the other (Ager & Strang, 2008; Pozzo & Nerghes, 2020). Namely, effective integration policies could alleviate pressure on social services, defuse potential conflicts, and lower barriers to make newcomers provide valued contributions. This thesis will analyse how effectively NG could improve the integration of Ukrainian newcomers. Through three European countries, this study will try to help integration policies improve, creating new channels of economic sustainability for host countries, and providing an equal playing field for all individuals residing in the EU (European Commission, 2024a; Goodman, 2019).

1.5.2 Academic relevance

The proof of concept on NG effectivity has already been delivered in other policy fields like tourism, humanitarian planning, education, business development, healthcare, urban planning and transportation (Ateş Özalp, 2015; Ball, 2009; Groot, 2018; Groutsis et al., 2015; Lewis et al., 2008; Meier & O'Toole Jr, 2007; Mu & Jong, 2016; Narang & Reuterswärd, 2006; Provan & Kenis, 2008; Tresca, 2016; van Bortel et al., 2009). Nevertheless, integration policy has not been reviewed through this lens since the exodus of Ukrainian newcomers to Europe. As has been underlined before this thesis tackles (1) the effect of NG on integration policy and (2) the possibility that NG can help explain integration scores. Therefore, this thesis adds to the available literature on NG and integration policy

1.6 Thesis Structure

This thesis is structured in such a manner to provide an informed analysis of what NG means for the integration of Ukrainian newcomers in three separate European countries. The following chapter will create a theoretical framework that covers relevant literature regarding networks, governance and NG as a theoretical entity. Furthermore, chapter 3 will form a conceptual framework around the central concepts of this thesis, namely Ukrainian newcomers, integration and it will form a model for effective NG that adheres to the findings from the theoretical governance. Chapter 4 deals with the methodology, wherein the research design, data collection, case selection, operationalisation and data analysis, criteria of measurement quality, and ethical considerations of this thesis will be put forth. Chapter 5 is reserved for the research findings, showing the impact of NG on newcomer integration and where NG falls short regarding the facilitation of successful integration. These results, within the outlined limitations by this study, are interpreted in chapter 6. Central to this chapter is the discussion around the meaning and implications of the research, which includes how the future research endeavours could improve upon this nexus. Lastly, chapter 7 concludes this thesis with a summary of significant results, recommendations, and suggestions for future research.

Chapter 2: Theoretical Framework

This chapter will develop a robust theoretical framework to guide the research. Drawing on established theories and models on networks, governance, and NG. This chapter will function as the academic basis for the remaining thesis. Through clarifying these concepts, the subsequent conceptual framework will be more steadfast.

2.1 Introduction

This thesis is constructed around the research question: "Does network governance in the Netherlands, Belgium, and Finland lead to more successful integration outcomes for Ukrainian newcomers in relation to their favourability of the integration policy?". In relation to the research question the following hypotheses have been formulated:

H0: Effective network governance does not affect the integration outcomes of Ukrainian newcomers in Europe;

H1: Effective network governance does positively affect the integration outcomes of Ukrainian newcomers in Europe;

H2: The favourability of integration policy for Ukrainian newcomers does not causally lead to the integration outcomes of Ukrainian newcomers in Europe;

The form of governance that is applied to design and implement policy has effect on the success of policy (Meier & O'Toole Jr, 2007; O'Toole & Meier, 2011). Through this scope, NG is most fit to help improve Ukrainian newcomer integration results due to the enabling of collaboration between governmental, NGO, and private actors. This governance form offers flexible and adaptive solutions to help solve complex integration challenges. Dissimilar to rigid hierarchical or market models, NG allows for efficient resource sharing and getting a more comprehensive view on the policy-reality (Bevir, 2013; Caplan, 2022). Some other countries (UK and Sweden) have already highlighted that integration policy outcomes can be improved through network governance, making it essential for addressing the diverse, evolving needs of Ukrainian newcomers (Mullins & Jones, 2009; Qvist, 2017).

The purpose of this theoretical framework is to establish the relevance of NG theory and why this specific theory is the most appropriate framework to analyse the integration outcomes of Ukrainian newcomers in Europe. This chapter will provide an overview of relevant theoretical frameworks, key components of NG and their relevance to newcomer integration, empirical evidence paired with case-study specific application, the current critique and gaps in literature,

and to lastly summarize the key arguments found in the theory on why NG is the most relevant theory to apply on the integration outcomes of Ukrainian newcomers in Europe.

2.2 Newcomer integration

Finding an encompassing definition of integration is simply impossible, nevertheless some contemporary attempts have been made to define integration (Ager & Strang, 2004, 2008, 2010; Donato & Ferris, 2020; Phillimore, 2021). But these attempts miss significant concreteness to help measure effective NG in relation to integration. Thanks, through interviewing numerous experts at OpenEmbassy, they put forth a framework from the English Home Office (EHO) (Ndolor-Tah et al., 2019), which they have adapted themselves to use in their own operations (Researcher, personal communication, 2024). Since the EHO was a non-academic entity, the vocabulary and exposition are practically driven, which improves the applicability of this framework for this thesis. In this subchapter the structure, key principles and primary indicators of the EHO's framework on integration will be outlined together with the allure of the application of this framework.

2.2.1 Structure, key principles, and primary indicators of the framework

The framework developed by Ndolor-Tah et al. (2019) is designed to provide a comprehensive understanding and method for measuring the integration of newcomers. It organizes integration into 14 specific domains, grouped into four broad categories: Markers and Means, Social Connections, Facilitators, and Foundation. Each of these categories represents different facets of integration that, together, provide a holistic picture of how well newcomers are integrating into their host societies.

The first category, Markers and Means, encompasses key tangible elements that signify successful integration. These include work, housing, education, health and social care, and leisure. Work, for example, serves as a major indicator of economic self-sufficiency and social contribution. Employment is not just about earning an income but also about establishing a place in society. Housing is equally crucial, as stable and adequate living conditions form the foundation for a newcomer's life, enabling family stability, participation in local communities, and the creation of social networks. Education plays a vital role, particularly in the long-term integration of children and young adults, but it also extends to lifelong learning for adults. Access to health and social care is essential for newcomers to fully engage in their new environment, while leisure activities support social integration by fostering social connections and improving overall well-being.

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The second category, Social Connections, deals with the relationships newcomers form in their new communities. These relationships are divided into three domains: social bonds, social bridges, and social links. Social bonds refer to the close ties within a newcomer's own ethnic or cultural community, including family and others who share similar backgrounds. Social bridges, in contrast, represent the connections made across different cultural or ethnic groups, helping to promote understanding and cooperation across community lines. Social links involve relationships with institutions, such as schools, government agencies, and local authorities, which are crucial for navigating life in a new society.

The third category, Facilitators, highlights the resources and skills that help newcomers overcome barriers to integration. This category includes domains like language, culture, digital skills, safety, and stability. Language proficiency is essential for accessing public services, interacting with others outside one's immediate social group, and fully participating in society. Similarly, understanding the culture of the host community helps newcomers navigate social norms and reduce isolation. In today's digital age, digital skills are necessary to take advantage of information, services, and employment opportunities. The domain of safety addresses the need for newcomers to live in secure environments free from fear, which is vital for fostering active participation in the community. Finally, stability refers to the legal and residential security newcomers need to effectively settle and integrate. The fourth and final category, Foundation, focuses on the domain of rights and responsibilities. Successful integration requires that newcomers not only understand their legal rights but also fulfil their responsibilities as members of the host society. Knowing how to engage civically and exercise these rights helps foster a sense of belonging and active participation in societal life. These domains are not merely theoretical; they are designed to be practical and adaptable for use by practitioners. Each domain contains outcome indicators that can be used to measure progress over time, allowing for the identification of areas where integration efforts may be falling short. This practical dimension makes the framework flexible enough to be adapted to the specific needs and characteristics of different communities, offering a nuanced approach to measuring integration success.

Beyond the structure, Ndolor-Tah's framework is built on several key principles that guide its application. The first principle is that integration is multi-dimensional. It is not a simple, linear process but one that involves multiple factors, including individual characteristics, community dynamics, and the broader societal context (Dager & McCullough, 1982; Phillimore, 2021). These different dimensions interact in complex ways, meaning that changes in one area—such as employment—can influence other areas, like housing or education (Yilmaz & Solano, 2021).

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The second principle is that integration is multi-directional, meaning it requires effort from both the newcomers and the host community. Newcomers need to adapt to their new environment, but the host community must also adjust accommodate them (McGhee, 2006). This mutual process of understanding and exchange helps create an environment where both newcomers and long-term residents can thrive (Ndolor-Tah et al., 2019). As newcomers contribute to the social, economic, and cultural fabric of the community, the host society, in turn, supports their inclusion (Favell, 2022).

The third principle emphasizes shared responsibility. Integration is not solely the responsibility of newcomers or governments; it involves various actors, including civil society, local institutions, and public service providers (Moriarty, 2016). Newcomers need to actively engage with their new surroundings, while governments must provide the necessary infrastructure and services—such as education, healthcare, and housing—to facilitate integration. Policymakers, too, play a role by creating conditions that minimize barriers to entry for newcomers (Ndolor-Tah et al., 2019).

Finally, the framework underscores the context-specific nature of integration. There is no one-size-fits-all approach, as local conditions, community dynamics, and individual characteristics like age, gender, and immigration status vary. As a result, integration strategies must be tailored to the specific needs of each community. These strategies should also be flexible enough to evolve as the community itself changes over time, ensuring they remain responsive and effective.

In terms of indicators, the framework includes a set of primary indicators that reflect how well integration is progressing in each of the 14 domains (Ndolor-Tah et al., 2019). These indicators are drawn from the OECD report on comparative integration data from the three case studies (OECD, 2023a).

In this thesis, these indicators will be adapted to reflect the specific contexts of the Netherlands, Belgium, and Finland. For instance, employment rates, educational attainment, access to healthcare, and levels of civic engagement will be measured to assess how Ukrainian newcomers are integrating into these countries.

In conclusion, Ndolor-Tah's framework offers a comprehensive, adaptable approach to understanding and measuring the integration of newcomers. By organizing integration into four broad categories—Markers and Means, Social Connections, Facilitators, and Foundation—it provides a multi-dimensional view that reflects the complexities of the integration process. The

framework's principles of multi-dimensionality, multi-directionality, shared responsibility, and context-specificity ensure that integration strategies are both inclusive and flexible. Through this lens, the integration of Ukrainian newcomers from the case studies will be assessed, using tailored indicators to measure success across different domains.

2.2.2 Application of the framework within the nexus

Applying Ndolor-Tah et al.'s (2019) framework on newcomer integration to help contextualize Ukrainian newcomers integration in these three case studies offers a comprehensive tool to illustrate their complex needs. Thanks to this specific approach, Ndolor and Tah (2019) safeguards that integration is not exclusively measured through economic means but takes health, housing, education, culture, and psychological well-being into account. Moreover, this holistic perspective is crucial because it underlines that Ukrainian newcomers often deal with trauma, which can only be successfully resolved in a new setting through these broad means of integration (Figueiredo et al., 2024; Karstoft et al., 2024; Lushchak et al., 2024). Another unique benefit is the focus on social connection – through the channels of social bonds, - bridges, and links – which fits the narrative of NG, namely the reliance on coordination between different categories of actors. This social capital is especially significant for newcomers affected by war trauma, because of the benefit of strong in-group support while also providing the means so that these individuals can build capital in the host society. NG can furthermore, function as a vehicle that tracks and manages these processes in a coordinate and appropriate manner, through the facilitation of essential services.

Additionally, the facilitators of Ndolor-Tah's framework (2019) addresses the practical barriers of integration which other frameworks tend to neglect. NG supports this broad category of integration ensuring that Ukrainian newcomers overcome these practical hurdles to subsequently access employment and services. Parallely, Trauma-sensitive and flexible delivery of these programs can further enhance their efficacy for this vulnerable group (McConnico et al., 2024; Normand et al., 2008). The 'rights and responsibilities' domain underlines that civic participation under newcomers is improved when their legal rights are properly explained (Barreto et al., 2022). Understanding rights and responsibilities helps empower newcomers with fostering a sense of control and belonging and social standing ground to combat possible exploitation (Ballard, 2017). Through the intermingling of actors within NG can function as a vital vehicle for promoting these rights wherein newcomers can engage equitably in their host societies. Lastly, should it be reiterated that Ndolor-Tah's framework (2019) principle on multi-directionality aligns with the essence of NG. Being cognizant of the shared responsibility regarding integration by different sectors and actors, NG

safeguards that Ukrainian newcomers receive comprehensive support, while the host community reaps the social, cultural and economic benefits.

In sum, applying Ndolor-Tah's framework to address the effect of NG on the integration process of Ukrainian newcomers. Through this specific framework, the social, economic and psychological aspects of integration are properly embedded, leading to a better measurement to review the upside of the potential of NG in relation of integration outcomes.

2.3 Overview of Theoretical Governance Models

In the introduction of this chapter, the existence of different governance structures was mentioned. To further interpret the academic constructs of these governance structures the *Institutional Analysis and Development Framework* (IADF) is employed (Ostrom, 1986, 1994; Polski & Ostrom, 1999). The Institutional Analysis and Development Framework (IADF) analyses governance structures, including these governance structures, by focusing on interactions between actors in "action arenas." (Klok & Denters, 2002; van Heffen & Klok, 2000). In these arenas, actors with different preferences, resources, and decision-making processes interact, make decisions, and allocate resources based on available information and a cost-benefit analysis (Klok & Denters, 2002; van Heffen & Klok, 2000).

The IADF takes three factors into consideration when interpreting the 'action arena', which are (1) the characteristics of the physical world, (2) cultural context, and (3) and the 'rules' that organise interactions (Polski & Ostrom, 1999; van Heffen & Klok, 2000). The three governance models that will be reviewed are 1) hierarchical, (2) market, and (3) network (Esmark, 2009; van Dijk & Winters-van Beek, 2009; Yu, 2022).

The key characteristic of each model's dynamic is top-down (hierarchy), bottom-up (market), or interdependent (network) (Esmark, 2009; Niehaves & Plattfaut, 2011; van Dijk & Winters-van Beek, 2009). Hierarchical models focus on a strong state, formalism, close supervision and tight control (Yu, 2022). Yu (2022) formulates that deregulation, privatisation, prudent (and minimal) governance intervention, and steering through incentivisation are main focuses for market-oriented governance. Lastly, NG revolves around public-private partnerships, coalition building through these partnerships and self-regulation of the partaking actors (Bevir, 2013; Ebers & Oerlemans, 2016; Greany & Higham, 2018). The last indicator that will be reviewed is the assumptions these models have to make to effectively employ their method of governance. These assumptions are vital to test theories and frame phenomena within these models (Mitroff & Bonoma, 1978; Nkwake, 2013). Hierarchical models assume that a strong state is desirable and that the state possesses the capability to govern as required (Ebers & Oerlemans, 2016;

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Esmark, 2009; Yu, 2022). Antipodally, market models pose that this ‘strong’ state is undesirable and unnecessary (Bevir, 2013; van Dijk & Winters-van Beek, 2009). Network models assume that the state has been hollowed out, that self-regulated partnerships are desirable and that the actors within this partnership participate equally (Esmark, 2009; Yu, 2022). Yu (2022) created a succinct overview of these three different governance structures:

	Hierarchical	Market-orientated	Network
Time period	Pre-1970 ²	Since 1970s	Since 1980s
Key characteristic	Top-down	Bottom-up	Interdependence
Focus	<ul style="list-style-type: none"> • Strong state • Top-down formalistic governance • Close supervision and tight control, often through bureaucratic structures, laws or regulation 	<ul style="list-style-type: none"> • Deregulation • Privatisation and minimum state involvement • Prudent government • From control to steering through goals setting or incentives 	<ul style="list-style-type: none"> • Public and private partnership and coalition • Self-regulation
Assumptions	<ul style="list-style-type: none"> • Strong state governance is desirable • State is capable to govern as required 	<ul style="list-style-type: none"> • Strong state is undesirable and unnecessary 	<ul style="list-style-type: none"> • State is hollowed out • Partnership and self-regulation are desirable • Equal participation
In response to		<ul style="list-style-type: none"> • Hierarchical governance failure • Increasing popularity of neo-liberalism • Increasing popularity of New Public Management movement 	<ul style="list-style-type: none"> • Market governance failure • Increasing interaction between state and society • Technology accelerates interdependence

Table 1 Different governance models (Yu, 2022)

NG refers to a governance model where multiple actors, such as public institutions, NGOs, and private entities, collaborate to design, implement, and manage policies, focusing on aligned goals rather than hierarchical control or market mechanisms. In this thesis, NG is central to understanding the integration of Ukrainian newcomers, because this governance model allows for flexible, cross-sector cooperation to address the complex challenges of integration (Groot, 2018; Hardiman, 2006; E. H. Klijn, 2008; Robins et al., 2011; Wang & Ran, 2023). This collaborative approach fosters resource-sharing, better coordination of services, and the development of tailored solutions, which are essential for effective integration policies in the context of diverse and rapidly changing migration needs (Carlsson & Sandström, 2008; Knox & Arshed, 2022; Niehaves & Plattfaut, 2011; Ostrom, 1994).

NG has gained traction and has a significant place in the structuring of institutions, allocation of resources and development of organisations. As (hopefully) shown previously NG goes beyond traditional measures of markets, hierarchies, and public-private partnership dynamics (Bevir, 2013; Klijn & Teisman, 2000; Molin & Masella, 2016). Other academic endeavours have pointed out that NG is beneficial to secure community involvement and cater to multi-stakeholdership in fields such as improving housing conditions (McLavery, 2002; Van Bortel, 2016; Van Bortel & Mullins, 2009). Furthermore, Jarończyk (2021) and Hardiman (2006) have exhibited that the inherent flexibility of NG provides capabilities that other modes of governance cannot.

Decentralisation has been one of the most impactful reforms in post-modern European institutions, this specific reform benefits from the employment of NG above other governance models (Dedeurwaerdere, 2005; Schrank & Whitford, 2015; Secco et al., 2017). This observation is especially relevant in light of the chosen case studies, because the Netherlands, Belgium and Finland are all in the 60th percentile or above regarding their score on the decentralisation index for European States (European Committee of the Regions, 2024). This linkage becomes even more evident when the available literature on NG within these case studies is reviewed, because over 20 relevant academic articles have already been published on NG employment in these countries often using the argument of improved inclusivity, flexibility and/or decentralisation as a presumption of their rationale to review NG.

2.4 Key Components of NG and their relevance to newcomer Integration

This subchapter will delve into the three key components that NG possesses over other governance models. All these components enjoy the unique characteristics of inclusivity, flexibility, and decentralisation as put forth before. These components are (1) greater stakeholder and expert involvement, (2) improved resource distribution, pooling and access to services, and (3) possessing the adaptability to change according to needs.

One of the primary features of NG is the inclusion of a wide spectrum of (public, private, and civil society) stakeholders and experts (Courtney, 2018; Hendriks, 2008; Luckhurst, 2019; Maron & Benish, 2022). This multi-stakeholder approach plays a pivotal role in shaping successful newcomer integration. The reason for this is that a wider spectrum of knowledge on the barriers and opportunities of successful integration gets provided (Carboni et al., 2017; Molin & Masella, 2016; Sørensen & Torfing, 2007). Regarding Ukrainian newcomers, partnerships between private, public and civil society stakeholders have been flourishing in providing services for these specific individuals within the context of the case studies

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(Koptsyukh & Svyarenko, 2024; Leviäkangas et al., 2015; Otten et al., 2023; Shaidrova et al., 2022; van Woerkom, 2023). Ahvevainen et al (2023) have pointed out that in South Ostrobothnia (Finland), these partnerships which have been smithed through a new (NG-influenced) model have led to successfully welcoming Ukrainians. Stakeholder and expert involvement are essential to understand integration outcomes, since this approach better connects to the complex needs of newcomers compared to what an individual-actor-approach could achieve.

Secondly, NG helps towards enhancing the distribution and pooling of resources, which subsequently improves the access to services (such as language training, employment opportunities, and specific benefits) of these newcomers (Agrawal et al., 2013; Mullins & Jones, 2009; Poocharoen & Sovacool, 2012; Rhodes, 2017; Vestlund, 2017). Through fostering collaboration across sectors, resource allocation is done more efficiently, which ensures that Ukrainian newcomers have a fair and sufficient level of critical services available to these individuals (Biesiada et al., 2023; IOM, 2023; WHO, 2023). Trifoni (2024) proposes that integrating the Finnish governmental resources with these of relevant NGOs and private entities, could enhance the Finnish ability to provide Ukrainian newcomers with the services needed to successfully integrate. Furthermore, Trifoni (2024) concludes that the Finnish government should affirm policy integration attempts, so that social and economic integration outcomes are improved, and that social marginalisation is minimized. This notion has inspired the hypothesis that 'effective NG does positively affect the integration outcomes of Ukrainian newcomers in Europe', through the argument that effective NG covers the effective and equitable allocation and pooling of resources.

The last key component that has been identified of NG in relation to integration is the adaptability it provides for the changing needs of newcomers over time and demographic composition. Dissimilar to rigid hierarchical and perverse market models, NG allows for rapid adjustments to new and/or unforeseen challenges of these groups. Identified in the selected case studies is that NG has adapted its structured partnerships to cater to their service beneficiaries (Cramer, 2020; Evers et al., 2021; Folke et al., 2006; Mullins & Rhodes, 2007; Rondelez, 2018; van Duijn et al., 2022; Verweij et al., 2013). This component of adaptability is essential for approaching the Ukrainian migration to European states, especially in relation to the 'Temporary Protection Directive' (TPD). The TPD provides Ukrainians with privileges not seen in other refugee groups but with the trade-off that the TPD could be suspended which means that these Ukrainian individuals must leave *en masse* (Europe Commission, 2022). Consequently, this continuous temporary status could negatively Ukrainians ability to integrate (Wagner, 2024). This unpredictable judicial reality for Ukrainian newcomers across Europe

underlines that governance models intended to provide safety and wellbeing for these individuals must be adaptable and flexible. Kapucu and Hu (2020) point out this adaptability and flexibility is encapsulated in the fundamentals of NG.

2.5 Empirical Evidence and Case Specific Application

This subchapter examines the specific context of Ukrainian newcomers in the Netherlands, Belgium and Finland, where these cases experienced a significant influx of Ukrainians newcomers in which local authorities, NGOs, and private actors have all collaborated on addressing integration challenges. These challenges range from lack of sufficient housing, employment, social capital, and/or language skills (Baalbergen et al., 2023; Koptsyukh & Svyrenenko, 2024; Morreel et al., 2024; OECD, 2023b; Otten et al., 2023; Tasbas, 2022; van Woerkom, 2023).

The key components of collaboration, resource forming, and adaptability is highly prevalent in these case studies. Especially on a local level, where many civil society organisations have sprouted that cooperate with private and public partners to help integrate Ukrainian refugees (European Economic and Social Committee, 2022; European Union, 2022; Ministry for Foreign Affairs of Finland, 2022; Soldatiuk-Westerveld, 2024; Tarasenko, 2023). These successful collaborations show that NG upholds these key components, which leads to anticipated effective integration outcomes. These empirical examples agree with the literature on NG, thus backing the argument that NG helps providing the fundament to create effective integration outcomes for Ukrainian newcomers.

2.6 Critique and Gaps in the NG-integration literature nexus

NG-driven literature is vigorous, nevertheless are there still critiques and gaps present. Previously studies either (1) focus on more ‘mature’ and stable migration patterns or (2) absence of data on this specific group due to the ‘immaturity’, and do not properly account for the urgent and complex needs of Ukrainian newcomers in Europe. Due to this literature gap, the linkage of NG to integration outcomes remains unclear, this thesis explores this crucial gap. Through this research new insights will be offered on what NG means to integration outcomes and how this governance model can be structured to be even more effective to other future crisis-driven migrants.

A challenge that occurred repeatedly in the literature was the unequal distribution of power and resources between stakeholders, which has led to inefficiencies and/or delays within the arrangement of services (Biesiada et al., 2023; Bryson, 2004; IOM, 2023; Maron & Benish, 2022).

Moreover, the over-reliance on NGOs and civil society has strained the service capacity, whilst local governments have battled to effectively coordinate humanitarian efforts across sectors (Shaidrova et al., 2022; Silvia, 2011; van Duijn et al., 2022; Winkler, 2006). These limitations underline the need for governance mechanisms that safeguard these key components of equitable participation of actors, fair distribution of resources and preservation of flexibility to cater to changing needs. Through critically engaging with the literature, this thesis attempts to challenge the notion that non-NG models does not possess valid critique and gaps in knowledge in relation to their application on newcomer integration, deriving that more formalized structures could be needed to help guide the successful integration of newcomers.

2.7.1 A model for (effective) NG

NG outputs of a public institution can be evaluated through Provan and Milward model (2001), which is provided on figure 2. Provan and Milward (2001) put forward that to establish the effectiveness of a network, possesses three components, (1) a community level analysis, (2) a network level analysis, and finally (3) an organisation/participant level analysis. Together these three analysis structures cover all relevant parts of the network. Especially, the interrelation and coordination between the three different levels finally lead to effective NG. Parallely, these three levels review all different sorts of stakeholders, namely principals, clients, and agents (Provan & Milward, 2001; Provan & Kenis, 2008; Provan & Lemaire, 2001).

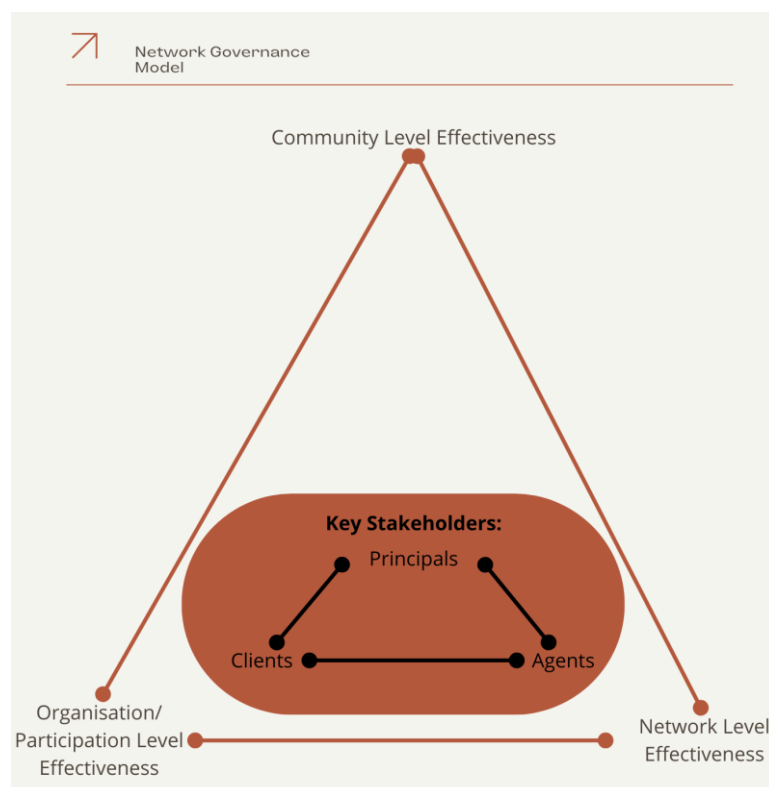


Figure 2 Author's conceptualisation of a NG-model derived from Provan & Milward's model (2001)

This model on NG-effectiveness is employed because the posed question regards whether NG has a distinguishable effect on the outcomes of integration policy. So, to be differentiable, the assumption that networks are not static entities has to be enforced. Furthermore, networks that are more effective, thus also hold improved policy outcomes. So, to fortify this assumption regarding NG-effectiveness, Provan and Kenis' (2008) definition will be borrowed which dictates as "the attainment of possible network outcomes that could not normally be achieved by individual participants acting independently". Therefore, this model goes further than simply underlining interconnectedness between relevant elements and actors but sets forth that due to the parts present it can be distilled if NG is effective.

Moreover, Klijn (2008) proposes that there are three different scopes to analyse governance networks through, these are the analysis of (1) partaking actors, (2) the game and subsequent dynamics, and (3) the network itself. Provan and Milward's model (2001) focus on these three scopes too, but only through the participant level effectiveness (actors), stakeholder interaction (game), and network level effectiveness (networks). This is another achievement of this model regarding its use in this thesis. In the next subchapter, the relevant elements of a (effective) NG-model will be reviewed.

2.7.2 Elements of (effective) NG

In the previous subchapter, the importance of effectiveness in NG has been conveyed through Provan and Milward's model (2001), this subchapter will focus on the individual elements for NG to be effective. Thanks to Groot (2018), a framework has already been developed on this specific concept regarding which combination of specific elements need to be in place for effective NG. Table 2 is an extrapolation of Groot's framework (2018) to identify the most important elements of NG to create a narrower frame for this thesis. Through exclusively focusing on these elements, the goal becomes to identify linkages between NG effectiveness and successful integration. In table 2, the horizontal axis lists the authors that have identified elements of effective NG, who have been identified through numbering them on authorship and date of publication. The primary prerequisite is that the academic works have explicitly mentioned elements of effective NG. Provan and Kenis (2008) have influenced the vertical axis, through their three levels of model analysis. An 'X' represents if the author has deemed this element as important for effective NG. Lastly, the 'total' resembles the number of times, academic authors mentioned this specific element. The number of times is used as a proxy on the indication of how important the element is for effective NG. Groot's (2018) table is over six years old, so this thesis actualized this table up to July 2024.

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Network Governance Model																																	
Authors/ Elements	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total		
Community level																																	
Covert community	X																	X														2	
Building social capital	X			X	X	X	X		X		X					X	X	X							X								11
Public perception (non-related)	X																X												X				2
Network level																																	
Alignment of goals	X	X	X		X	X	X	X	X	X	X	X	X	X	X			X	X					X	X						X	X	20
Number of actors	X	X	X	X	X	X	X	X	X			X	X					X	X	X	X	X	X	X		X	X	X	X	X	X	X	24
Trust building	X	X	X	X	X	X		X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	27
Type of Network organization	X		X		X	X	X				X					X	X					X	X	X	X			X		X	X	X	16
Consensus/ coordination	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	24
Maturity of the network (in history)	X		X	X	X		X		X				X																				8
Commitment	X			X	X					X	X		X	X					X									X					9
Task complementarity	X	X	X		X						X				X																		8
Learning			X	X	X		X			X	X	X				X		X	X			X							X				12
Accountability			X	X	X	X		X	X	X			X		X	X		X	X	X	X								X			X	10
Mutual dependency (resource)			X		X	X	X			X	X	X	X	X				X				X									X		12
Organizational/ Participant Level																																	
Build legitimacy	X	X		X				X	X	X	X		X			X	X		X	X	X		X										14
Manage conflict	X			X				X		X														X									6
Leadership	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X			X												19
Access to network	X	X		X													X						X								X	6	
Cost of services	X		X	X		X	X																	X	X					X			8

Table 2 Elements that possess the ability to influence the effectivity outcomes of NG²

This table provides an overview of the most employed elements in NG herein five elements are identified being the most important when it comes to effectuating NG effectiveness, these are:

² 1. Provan and Milward (2001); 2. Provan and Kenis (2008); 3. Ojo, Janowski and Estevez (2011); 4. Klijn and Koppenjan (2016); 5. Agranoff and McGuire (2001); 6. Scharpf (1994); 7. Meier and O’Toole (2007); 8.

- 1) Alignment of goals;
- 2) Number of actors;
- 3) (Building of) Trust;
- 4) Communication and coordination;
- 5) Leadership;

Therefore, these five elements will be adopted to review the effect of NG on successful integration. Table 2 gives an overview of the elements regarding their definition and academic importance; the following paragraphs will focus on the formulated definition of each element.

2.7.2.1 Number of Actors

The number of actors within the governance network determines its effectiveness (Caplan, 2022; Kapucu & Demiroz, 2011; Sørensen, 2002; Van Dijk, 2015; van Duijn et al., 2022).

Managing activities, needs, and goals of numeral actors becomes increasingly complex when the total number of actors increases (Kim, 2006; Parent et al., 2017; Sørensen, 2002; Span et al., 2011). There does not exist a 'golden mean' of the ideal number of actors, nevertheless, it remains crucial to identify and incorporate necessary participants while minimising opposition from actors that obstruct the initiative (Dal Molin & Masella, 2015; Jones et al., 1997; Wang & Ran, 2023) (Dal Molin & Masella, 2015; Jones et al., 1997; Kalimullah et al., 2014; Mueller, 2012; Wang & Ran, 2023) Because if a network has too many actors, sub-groups may form which possess distinct interests, which makes the network more difficult to manage and govern (Acevedo & Common, 2004; Carlsson & Sandström, 2008; van Buuren & Klijn, 2007).

Provan and Kenis (2008) also put forth that the effectiveness of a network depends on the relationship between the number of actors and the structure of the network. Large networks (usually more than 10 actors) regularly implement a broker organisation, such as a lead organisation or a NAO to effectively manage this network. Diametrically, smaller networks (less than 10 actors) tend to be more effective through a participant-led governance model. Thus, the structure in relation to the size of the network must be considered to help operate the network effectively and achieve their objectives with as little resources as possible (Carlsson & Sandström, 2008; Provan & Kenis, 2008; van Duijn et al., 2022).

Bryson (2004); 9. Bryson, Crosby and Stone (2006); 10. Christensen and Laegreid (2006); 11. Emerson et al. (2011); 12. De Vries, Bekkers and Tummers (2016); 13. Rhodes (n.d.); 14. Johnson et al. (2003); 15. Drost and Pfisterer (2013); 16. Kapucu & Hu (2020); 17. Carlsson & Sandstrom (2008); 18. Kim (2014); 19. Wang & Ran (2023); 20. Kalimullah et al. (2014); 21. Caplan (2022); 22. Jones et al. (1997); 23. Mueller (2012); 24. Kapucu et al. (2014); 25. Van Buuren & Klijn (2006); 26. Kapucu & Demiroz (2014); 27. Common & Acevedo (2004); 28. Van Dijk (2015); 29. Span et al. (2011); 30. Lecy et al. (2013);

2.7.2.2 Alignment of Goals

To achieve effective collaboration in NG, aligning the goals of actors with the larger goals of the complete network is vital (Clauss & Ritala, 2023; Lecy et al., 2013; Wang & Ran, 2023). Provan and Kenis (2008) underline that better performance is achieved when goal consensus and shared network understanding is reached. Firstly, one should create a coherent problem definition, which does not exclusively focus on the nature of the problem but also on the methods to solve the problem at hand (Provan & Kenis, 2008). The primary hurdle arises when multiple unique actors are 'forced' to cooperate while possessing differing views on the methodology (Ziggers et al., 2010).

Alignment can be facilitated when NG engages strategies like relationship management with actors that possess the same goals and methodologies, integrating various (sub)objectives, and using innovation as a channel to solve a possible impasse (Winkler, 2006). Furthermore, can alignment be constructed through more tactical measures such as integrated designs of cooperation, negotiating package deals, and/or optimizing the scope in which cooperation occurs (Clauss & Ritala, 2023; Xie et al., 2016; Ziggers et al., 2010). Aligning goals anchors that all network actors understand the importance of cooperation in solving the identified problem, which leads to reassured commitment of actors towards objectives on a network-level (Mueller, 2012; Span et al., 2011). High levels of goal alignment are characterised by network effectiveness and outcome success (Bradford et al., 2004; Jones et al., 1997; Kim, 2006; Winkler, 2006; Xie et al., 2016).

2.7.2.3 Trust (Building)

It should be reiterated that trust serves as the foundation for NG, thoroughly impacting the effectiveness and efficiency of the network (Calton & Lad, 1995; Imperial, 2005; Kapucu & Demiroz, 2011; Kapucu & Hu, 2020). Trust reduces transaction costs, because all network actors possess exchangeable and reliable information and resources within the network (Kim, 2006; E.-H. Klijn & Edelenbos, 2007; Provan & Kenis, 2008; van Buuren & Klijn, 2007). Trust also functions as a cohesion material between network actors, leading to enhanced cooperation and decreased opportunistic behaviour (Kapucu & Demiroz, 2011; Keast et al., 2006; E. H. Klijn et al., 2016; Mueller, 2012). This specific context of trust is characterised by a 'willingness to accept vulnerability based on positive expectations of other actors' intention and behaviour' (McEvily et al., 2003). Significant risk is involved in accepting that other actors will not exploit your vulnerabilities. The predictability of network actor behaviour is the main determinant of the development of trust within the network (Hermansson, 2016).

Herein, Klijn, Steijn, and Edelenbos (2010) recognised several indicators that correlate with effective network performance: (1) agreement trust, (2) benefit of the doubt, (3) reliability, (4) absence of opportunistic behaviour, and (5) goodwill trust. Trust is therefore a multifaceted concept in which a high level of trust among network actors leads to higher network effectiveness (Klijn et al., 2016). Furthermore, Provan and Kenis (2008) propose that trust should be pervasive across the network. Broad and stable relationships between network actors provide a fruitful foundation for cooperation (Calton & Lad, 1995; Keast et al., 2006; Klijn et al., 2010). Therefore, a basic level of trust being present in the network is a prerequisite for effective collaboration, which turns into positive policy outcomes.

2.7.2.4 Communication and Coordination

Effective communication and coordination is another critical element within NG (Carlsson & Sandström, 2008; Johnson et al., 2003; Kapucu & Hu, 2020; Lecy et al., 2013; Provan & Kenis, 2008). These two specific sub-concepts are essential to align the activities, needs, and goals of the network actors (Isett & Provan, 2005). More specifically, good communication fosters relationships, helps assign roles, builds consensus, and ensures information access and engagement (Kapucu & Hu, 2020; Moynihan, 2009; Mueller, 2012; Tresca, 2016). The structure and organisation of the network influences how communication is dispersed (Provan & Brinton Milward, 2001). Literature has shown that broker or lead organisations usually coordinate communication in formal (leaning) and public-sector networks (Caplan, 2022; Jones et al., 1997; Robins et al., 2011). Strategies of effective communication found in the literature are (1) sufficient pre-planning, (2) creating mechanisms to involve key actors in the decision-making processes, (3) frequent updates and direct communication, (4) build personal relationships with the network actors (as a lead or participatory actor) (Emerson et al., 2012; Imperial, 2005; Johnson et al., 2003). Research puts forth that a high frequency of interactions among network actors leads to better common understanding and higher effectivity. (Robins et al., 2011). In addition, just as important is the quality of communication, wherein effective communication involves (1) active listening, (2) room for addressing and resolving issues, and (3) an inclusive dialogue with all actors (Emerson et al., 2012). These channels promote conflict resolution and help optimize the network at large (Carlsson & Sandström, 2008; Kapucu et al., 2014; Kapucu & Demiroz, 2011). To conclude, regular and high-quality communication coordination is a key element for effective NG.

2.7.2.5 Leadership

The last significant element within NG is leadership, which influences the network's ability to innovate and perform effectively (Hidle & Normann, 2013; Johnson et al., 2003; Kapucu & Hu, 2020; Ricard et al., 2017; Tummers & Knies, 2013). The abilities to facilitate cooperation, manage cooperation, actor mediation, and promote innovative solutions is typically used to define leadership within NG (Imperial et al., 2016; Ricard et al., 2017; Silvia, 2011).

Nevertheless, Ricard et al. (2017) highlights several forms of leadership (namely transactional, transformational, interpersonal, entrepreneurial, and NG leadership). Herein, NG leadership focuses on facilitation, process management, and fostering collaboration (Caplan, 2022; Skogstad, 2003; Tummers & Knies, 2013).

Furthermore, are (1) strong communication skills, (2) stakeholder management, (3) problem solving abilities, and (4) possessing a long-term perspective the most important qualities that a NG leader can possess (Bryson, 2004; Bryson et al., 2006; K. Emerson et al., 2012; Imperial et al., 2016; Johnson et al., 2003; Skogstad, 2003). Also, a NG leader should be able to be neutral towards solutions and preferences, therefore ensuring a focus on collective goals rather than individual interests (Klijn et al., 2010; McGuire & Agranoff, 2011). Effective leadership through this scope parallelly focuses on motivating network actors, through positive or negative incentives (Emerson, 2023). Lastly, leaders need to be skilled in mobilizing resources, working collectively with (opposed) actors, and providing insights to navigate the complexities of the network (Caplan, 2022; Imperial et al., 2016; Kapucu & Hu, 2020). Through a capable and engaged leader, networks can overcome complex challenges to help the network to stay relevant and effective.

To summarize, effective NG is reliant on the alignment of goals, number of goals, building of trust, coordination of communication and responsive leadership. Together these elements contribute to the effectiveness of the network which subsequently leads to the achievement of the policy objectives of said network. Through focusing on these specific elements, NG could be more successful and sustainable within complex and multi-actor environments.

2.7.2.6 Conclusion

NG provides the best fitting theoretical framework within this specific research angle for understanding Ukrainian newcomer integration outcomes because of providing unique potential through its collaborative, flexible, and decentralized synergy. Diametrical to hierarchical or market-based models, NG allows for potential more efficient resource-sharing and multi-stakeholder inclusivity, which are critical for addressing the complex and shifting

needs of Ukrainian newcomers. The Netherlands, Belgium, and Finland illustrate that NG can produce successful integration via partnerships between governmental, NGOs, and private actors, aligning with the RQ that effective NG positively impacts integration outcomes.

Penultimately, through NG unique suitability for crisis-driven migration through the components of 'adaptability' and 'coordination of resources', asserting the important role left for NG in successful integration processes. Lastly, this chapter has provided an exposition on a model and subsequent of effective network governance.

2.8 Ukrainian newcomers

To accurately define the Ukrainians arriving in the chosen case studies attention must be given to the reason why Ukrainians are even fleeing, which is due to the Russian invasion of Ukraine. The inception of this invasion can be found in 2014, when due to anti-government protests (aptly named the Euromaidan protests and the revolution of dignity) against Viktor Yanukovich in 2013-2014 (Reznik, 2016; Shveda & Park, 2016; Zelinska, 2017). Which has subsequently led to the return of the ratified constitution of Ukraine (of 2004), establishment of a pro-western government, and the preliminary skirmishes of the Russo-Ukrainian war through the invasion of Crimea and Donbas region by pro-Russian militias (Galeotti, 2019; Mitrokhin, 2021). In reaction to the invasion of these two Ukrainian territories, the Minsk agreements were established to create a ceasefire between Russian separatist forces and the Ukrainian army, this was to no effect and the invasion of Russia prolonged on Ukrainian soil (Åtland, 2020; Wittke, 2019).

The invasion escalated in February 2022, when Russia started a large-scale invasion into Ukrainian territory, alleging Ukraine is the aggressor and frightened that Ukraine becomes a NATO member. (Katchanovski, 2022; Mearsheimer, 2014). The invasion has led to numerous war crimes and a disproportionate amount of civilian casualties in these Ukrainian regions (UNHRM, 2024; UNHRO, 2023). Nevertheless, should it be mentioned that Ukraine maintains a dependent relationship with the West regarding supplies and support, which has led some authors to believe that the ongoing conflict resembles a proxy war wherein Ukraine does the bidding for the West, and especially the US (Karabulut & Oğuz, 2018; Kutsa, 2024). These different viewpoints are logical in such a devious and complex situation, therefore Katchanovski (2022) should be cited regarding this invasion, namely: "The [Ukrainian] war combines elements of an interstate war between Russia and Ukraine, a proxy war between the West and Russia, and a civil war in Ukraine."

The Russian invasion has led to a significant internal and external displacement of Ukrainian nationals, which has led to many eastern Ukrainian provinces and cities being practically

completely depopulated (Albrecht & Panchenko, 2022). Per February 2024, the UNHCR (2024a) has reported that 3.7 million Ukrainians are internally displaced, 6.5 million Ukrainian refugees have been recorded globally, and roughly 14.6 million Ukrainian individuals need humanitarian assistance. This is respectively 8.4, 14.8, and 33.3 per cent of the pre-invasion Ukrainian population, effectively putting it on par with the Afghani and Syrian refugee totals (UNCHR, 2024b). Furthermore, should it be added that around 80 per cent of externally displaced Ukrainian are adult females, adolescents, or children; reason here for is that male adults (between 18-60) are restricted from leaving the country and are conscripted to defend Ukraine (Emerson, 2023; Parente et al., 2023). The last hurdle within this contextualisation regards how many Ukrainians have fled to the chosen case studies which will be expounded in another subchapter. Eurostat (2024) has monitored this specific topic closely, stating that in April 2024, 4.218.120 registered Ukrainian newcomers located in the EU.

Concluding, the Russian invasion has led to a significant internal and external displacement of Ukrainian nationals, which has resulted in millions seeking refuge within EU member states. *The focus of this thesis is specifically on Ukrainian newcomers who fled to the selected case studies—The Netherlands, Belgium, and Finland—under the provisions of the Temporary Protection Directive (TPD), activated in response to the full-scale Russian invasion of Ukraine on February 24, 2022.*

Chapter 3: Methodology

This chapter outlines the methodological approach of the thesis, focusing on the multi-case study design used to explore the role of network governance in the integration of Ukrainian newcomers in three European contexts. It details the research design, data collection methods (including semi-structured interviews and document analysis), and case selection criteria, emphasizing the use of the European data sources to ensure relevance and comparability. The chapter also covers the operationalization of key theoretical concepts, qualitative data analysis through coding, and cross-case comparison. Lastly, it addresses the criteria for research quality—validity, reliability, and generalizability—and the ethical considerations that guided the study, ensuring adherence to research standards and participant welfare.

3.1 Research Design

A research design serves as a framework that guides the entire research process, from the collection of data to the analysis and interpretation of findings (Roller & Lavrakas, 2015; Yin, 2009). In particular, a multi-case study design is an ideal approach for a thesis aiming to gain an in-depth understanding of complex phenomena within their real-life context, such as the influence of NG on integration policy within a Dutch, Belgian, and Finnish context regarding Ukrainian newcomers (Hunziker & Blankenagel, 2021; Stake, 2013). This approach allows for the examination of multiple cases that share certain characteristics but vary in key outcomes, enabling researchers to explore and compare different contexts (Hunziker & Blankenagel, 2021; Pauwels & Matthyssens, 2004). By applying a replication logic, where theoretical rather than statistical generalizations are sought, a multi-case study design enhances the robustness of the study's findings, making it well-suited for research questions that are context-specific and exploratory in nature (Czosnek et al., 2022; Halkias & Neubert, 2020). The multi-case study design offers several advantages, particularly in terms of validity and reliability. Through allowing analytical generalizations across cases, even if statistical generalization is not possible strengthens external validity (Woolcock, 2013). Clearly defining concepts and developing operational measures that align with the research goals improve the construct validity (Singh, 2014). Internal validity is maintained through analytical tools such as pattern-matching and explanation-building, which help to establish causal relationships between variables (Almeida et al., 2020; Meijer et al., 2002). Additionally, by meticulously documenting each step of the research process, reliability is ensured, making the findings replicable (Bass et al., 2018).

In summary, the multi-case study design is a robust methodological approach that allows for a comprehensive exploration of complex issues, offering valuable insights that are both theoretically sound and practically relevant (Czosnek et al., 2022; Gustafsson, 2017; Hunziker & Blankenagel, 2021).

Despite its strengths, the multi-case study design has some downsides. It can be time-consuming and resource-intensive, as managing data across multiple cases requires significant effort (Gustafsson, 2017). The complexity of comparing cases also increases the risk of inconsistencies, due to basing case selection on data availability (Yamashita & Moonen, 2014). Additionally, while analytical generalizations are possible, statistical generalization remains limited (Greene & David, 1984). Researchers may struggle with balancing the unique details of each case, risking oversimplification or overcomplication (Flyvbjerg, 2011; Stake, 2013). Finally, synthesizing diverse findings can lead to interpretation difficulties, especially when outcomes differ across cases (Halkias et al., 2023).

3.2 Data Collection

This is a qualitative thesis meaning that the process of collecting and analysing data overlaps and does not cascade wherein analysis automatically occurs after collection (Bachiochi & Weiner, 2008). While multi-case study research is not limited to a particular research method, methods such as in-depth interviews and document analysis are employed more often (Gustafsson, 2017; Liamputtong, 2009; Stake, 2013; Yin, 2009). Through this simultaneous analysis, the researcher has to maintain neutrality (Merriam & Tisdell, 2016). It should be reiterated that this analysis examines the differences between networks by examining three cases. Comparing multiple cases enables an analysis with each situation and across different situations (Gustafsson, 2017). Wherein three different European countries have been chosen, namely The Netherlands, Belgium and Finland. This examination of different cases is aligned with governance innovation through best practice assessment (Brannan et al., 2008).

Collection of the data has taken place from March through October 2024.

To properly understand NG in relation to newcomer integration, fourteen semi-structured interviews with open-ended questions have been conducted to collect empiric data. The interview guide (added in appendix A) inspired by Wu (2014) served as a framework for the interviews, wherein the expertise of the interviewee was sought. This interview guide, because of the type of interview, could adjust follow up questions which were dependent on the answer provided. The construction of this interview guide took some prototyping and altering, wherein the shape (namely, the guide creates an open conversation with an inviting and lively tone) and

content (namely, do the questions correlate to the actual problem and help answer the questions posed) are leading.

A well-structured interview guide leads that the findings coming forth from the semi-structured interviews are credible, confirmable, and dependable, which increases the quality of overall research (Kallio et al., 2016). The guide has two primary sections, which is the introductory – and thematic part. In the first section, a connection is sought with the interviewee, to then follow up with thematic questions that (partly) help fill in the research gap. Esaiasson et al. (2012) points out that the primary goal of these follow-up questions is to produce more ‘content-rich’ answers if the open questions did not suffice. Interviewees possess either managerial, coordinating or executive levels, plus experts within each domain were interviewed too. Through conducting interviews with experts, policy designers, and - implementers and contribute towards a holistic view of all elements of NG. All interviews conducted had permission to be adopted in this thesis. Extensive notes have been made about the interviews, which subsequently have been anonymized. The conducted interviews range from 26 to 96 minutes, wherein the colloquial language was either Dutch or English, still all interview transcripts have been written down in English for sake of continuity. To respect the anonymity of the interview respondents and the subsequent answers they have given, these individuals will be references as ‘Respondent A1, A2, ..., A15’ within this thesis

To effectively select cases for this multi-case research design, an existing matrix will be wielded, this will be the “Migrant Integration Policy Index” (or MIPEX). Groot (2018) also employed this index in her thesis, and added the criticism that the MIPEX is prone to possessing a normative function and representing a European ‘ideal’ of how ‘good’ integration policy should be designed. Withholding all this, MIPEX data has been deemed reliable due to multiple tests (Goodman, 2015, 2019; S. Gregurović & Župarić-Iljić, 2018; Ruedin, 2015; Tatarko et al., 2021). An important consideration to employ the MIPEX is because it is the most complete available dataset which concerns itself with favourable integration policy scores. Therefore, this dataset will be employed to research if a country scores positively on integration policy in relation to NG. To apply this dataset for analysis, four different streams of data will be consulted, namely: (1) academic literature, (2) publicly available documents, (3) internal policy documents, and (4) interviews with relevant actors. Relevant actors provided documents through e-mail or LinkedIn, all consulted documents, actors, and data is divided per country in Appendix C.

This thesis follows other qualitative multi-case study designs, wherein multiple content analyses have been executed of these aforementioned documents and interviews from institutions of the selected case studies (Akhavan & Pezeshkan, 2014; Alkaabi, 2021; Uiboleht et al., 2016). Regarding the measurement of NG in these cases, every established element, which has been put forth in the theoretical framework, will be operationalized in subchapter 4.4. In areas where MIPEX lacks, Ndolor-Tah et al. framework (2019) will add relevant matrices, if the cases have similar data matrices. Lastly, a concise NG illustration is rendered of the three cases to provide an overview of the structure and interpretation of the networks in these countries. These three modes of analysis coming forth out of these four data collection channels enacts if a certain element is present in each case, through the scope of the operationalization of the elements in the next subchapter. All the literature assessed for this case study must be published after the start of the Russian invasion into Ukraine (so since 24th of February 2022). Relevant literature was selected on basis of comprehensive findings on works regarding NG and Ukrainian newcomers.

Lastly, multiple variation sampling has been employed to obtain and execute interviews to provide a wide spectrum of respondents that are participating in the integration of Ukrainian newcomers. The appendix G and I provide a complete overview of who has been reached and how ended up being interviewed. All actors from appendix I were emailed regarding their availability for an interview, if the prospective participant agreed to an interview, a subsequent interview date was scheduled. In total, 14 in-depth interviews have been conducted through this sampling method, leading to a wide range of interviewees, representing different sectors and European countries.

3.3 Operationalization and Data Analysis

This subchapter will undertake the operationalization and analysis of data to answer the research questions of this thesis. It should be stated that not all NG elements were discussed in every interview, since interviewees possess different roles within each network. Moreover, shall the interviews be coded in multiple sessions with QualCoder, this to minimise human error, recognize patterns easier, and underline relationships. Operationalisation transforms an abstract and theoretical concept into a concrete, observable, and measurable phenomena in an empirical research project (Scott & Marshall, 2009). In this subchapter, the five elements of NG that were put forth earlier will be made operational, these are (1) alignment of goals, (2) number of actors, (3) trust (building), (4) communication and coordination, (5) leadership. As Groot (2018) correctly brings to bear will this operationalisation start with the number of actors,

since a clear overview of the involved actors, cascades into an improved basis to investigate the four other elements of NG.

Due to the qualitative nature of the thesis, this research will make use of qualitative coding. Since the remaining components of NG are difficult to quantify using precise and tangible indicators, this thesis links these findings on the existing literature, public papers, and policy documents using qualitative coding with the tool of QualCoder establish the underlying context (Feinerer & Wild, 2007; Gray & Densten, 1998)³.

Effectively leading, that the analysis highlights the existence or lack of these elements. Moreover, through evaluating the available documents, together with the indicators of the interviews, will further anchor the existence of the NG elements. This analysis will be followed for all elements except the number of actors, to enforce homogeneity in the result each element will be categorized in three levels, namely a high -, medium -, or low level of existence of a certain NG element.

Lastly, it should be put forth that the usage of public (and even internal) documents comes with the usage of proxies regarding elements such as 'trust', 'communication and leadership'. Reason is that these documents do not discuss these concept 'head-on' (Kapucu & Hu, 2020; Silvia, 2011). To combat this challenge, not only codes from the original operationalization are employed, but also new codes during the coding process are created from the analysed documents (Bachiochi & Weiner, 2008). Through the hygienically reviewing of the five elements of NG, no overlap can occur between the elements which could lead to hidden effectuation of the elements. This results that exclusively direct leadership activities will be accounted for, while other elements that hint on leadership are not considered (Groot, 2018).

3.3.1 Number of Actors

The principal notion to discover within this element is to determine, whether the governance network is either participant-governed or possesses a broker organization, next in order is to distinguish how many actors are involved in the policymaking – and implementation process. Based on the available documentation and interview insights together with the theoretical framework that help assessing the type of governance network together with the quantity of actors, the codes in table 3 have been created. Again, through latent coding this study will find these codes. To contextualize the operationalization of this element, the literature will be used as guidance, wherein (1) a participant-governed network provides a positive effect when less

³ A complete overview of all the documents, divided by case study, is provided in appendix C

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than 10 actors partake and (2) a broker organization brings positive added value when 10 or more actors take part in the governance network (Drost & Pfisterer, 2013; Groot, 2018; Parent et al., 2017; Scharpf, 1994; van Duijn et al., 2022).

Evaluation Actors and Network			
Code	Meaning	Type	Matching outcomes
Mentioning	How many actors are mentioned in the interviews and available documents?	10 or more actors = High; Between 5 and 9 actors = Medium; 4 actors or less = low	There is a high match identified between a participant-governance (broker organisation) network and a small (large) governance network
Platforms	Through which platforms does cooperation take place?	When cooperation is (1) centralized, (2) organised by one actor and (3) that one actor determines the organisation of the network, than a broker organisation is identified	There is a medium match identified between a participant-governance (broker organisation) network and a small (large) governance network
Organisation Platforms	Does one actor exclusively dictate whether cooperation is inter-personal or in group-form?	When this is not the case then a participant-governed network is identified	There is a low match found between a participant-governed (broker organisation) network and a small (large) governance network
Initiation	Does one actor initiate cooperation organisation?	Idem	
Centralisation	Is the network centralised?	Idem	

Table 3 Operationalisation of element 'Number of Actors'

3.3.2 Alignment of Goals

To operationalize 'the alignment of goals' element, codes have been put forth in table 4. These codes are 'goals', 'problem statement', 'process', 'solution', and 'process', again this research will be identified through latent coding. The scores are distributed over three conclusions, namely 'high alignment of goals', 'medium alignment of goals', and 'low alignment of goals'. Herein, the literature shows that the alignment of goals within a governance network positively affects the integration policy outcomes (Groot, 2018; Winkler, 2006; Ziggers et al., 2010).

Category	Code	Meaning	Evaluatic	Conclusion
Alignment of Goals	Goals	Do the goals among actors not greatly differ?	Binary, Yes/No	If score is 3/4 or 4/4 equals high alignment of goals
	Problem Statement	Does the problem statement largely differ between actors?	Idem	When score is 2/4, an intermediate alignment of goals is detected
	Solution	Seek actors different solutions?	Idem	
	Process	Do actors possess different opinions on how to achieve the set solution	Idem	If score is 0/4 or 1/4, then a low alignment of goals is found

Table 4 Operationalisation of element 'Alignment of Goals'

3.3.3 Trust (Building)

Trust has been operationalized through a sixfold of codes, which are 'history', new cooperation', 'agreement trust', 'benefit of the doubt', 'absence opportunistic behaviour', and 'goodwill'. The scoring system for this element is formed through the indication of a 'high', 'medium', and 'low' level of trust. To properly review this element, the literature is followed in that a certain level of trust during cooperation has a positive effect on integration policy outcomes (Calton & Lad, 1995; Groot, 2018; E. H. Klijn et al., 2016; McEvily et al., 2003).

Category	Code	Meaning	Evaluatic	Conclusion
Trust	History		Yes/No	
	New Cooperation		Yes/No	For a 5/6 or 6/6 score then a medium level is established
	Agreement Trust		Yes/No	For a 3/6 or 4/6 score then a medium level is established
	Benefit of the Doubt		Yes/No	Score regarding trust is 0/6, 1/6, 2/6: then a low level of trust is established
	Absence Opportunistic		Yes/No	
	Goodwill		Yes/No	

Table 5 Operationalisation of element 'Trust (Building)

3.3.4 Communication and Coordination

Table 6 provides the codes regarding the operationalization of the element of 'communication and coordination', the codes of 'involvement', 'direct communication', 'open & inclusive', and 'frequency' categorised. Furthermore, three components have been created to distribute whether the network has a 'high, medium, or low' level of communication and coordination. The literature proposes that involved, direct, inclusive and frequent communication within a network has a positive effect on the outcome of policy (Czosnek et al., 2022; Dal Molin & Masella, 2015; Daugbjerg & Fawcett, 2017; Groot, 2018; Scharpf, 1994).

Category	Code	Meaning	Evaluatic	Conclusion
Communication	Involvement	Are actors involved in decision-making?	Yes/no	When score is 3/4 or 4/4: A high level of communication is found
	Direct Communication	Does communication take place through mail and meetings	Yes/no	When score is 2/4: A medium level of communication is found
	Open & Inclusive	Every actor may provide their opinion?	Yes/no	Score is 0/4 or 1/4: A low level of communication is found
	Frequency	Is there frequent communication between actors?	Yes/no	

Table 6 Operationalisation of element 'Communication and Coordination'

3.3.5 Leadership

The last element of 'leadership' has been operationalized in table 7, the codes that have arisen 'leaders', 'facilitation', 'mobilisation', 'process', 'ground rules', 'commitment', and 'long-term perspective'. The scores of these conclusions are divided into 'high -, medium - and low level of leadership'. Herein, the literature has been followed in that a governance network which has a leader that engages in leadership activities has a positive outcome on integration policy (Groot, 2018; Hidle & Normann, 2013; Ricard et al., 2017; Silvia, 2011; Winkler, 2006).

Category	Code	Meaning	Evaluation	Conclusion
Leadership	Leaders	Does one and the same organisation lead?	Yes/no	6/8 or more yes: A high level of leadership is established
	Facilitation	Does this leader facilitate cooperation?	Yes/no	
	Mobilisation	Does the leader mobilize actors?	Yes/no	Between 3/8 and 5/8 yes: A medium level of leadership is
	Process	Does this leader arrange the process of cooperation?	Yes/no	
	Ground rules	Does this leader set ground rules?	Yes/no	2/8 or less yes: A low level of leadership is found
	Commitment	Is the leader highly committed?	Yes/no	
	Long-term Perspective	term perspective regarding cooperation?	Yes/no	

Table 7 Operationalisation of element 'Leadership'

3.4 Introduction of the case studies (The Netherlands, Belgium, and Finland)

3.4.1 Selection of the case studies

For the selection of relevant case studies in this research, MIPEX-scores together with inclusion – and exclusion criteria were employed. It should be underlined that MIPEX evaluates and compares favourability of migrant integration policies across nations. Through this scope, a quantitative measure on policy effectiveness is provided in numerous areas. The assumption is that MIPEX enables the identification of best practices and subsequent implementation of improvements. To select case studies, numeral criteria have been applied to provide consistency, relevance, and reliability of data.

The first inclusion criteria are that exclusively countries within the EU-28 are filtered, reason is that all these countries share a common legal – and policy framework through the channel of EU-mandates. This criterion provides a consistent supranational context fit for a multi-case study.

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Secondly, exclusively countries that possess a higher MIPEX-score than the Netherlands, the rationale behind this choice is that the highest-ranking countries are chosen to maximise the best practices to be distilled. These MIPEX-scores are provided in an overview in figure 3, together with the average MIPEX-score of the EU-28. Only selecting these eleven countries could provide improvements and best practices that could improve the current Dutch situation. Relevant exclusion criteria were implemented in the form of (1) sufficient data availability and (2) high MIPEX-score consistency. Both exclusion criteria help ensure a stable, thorough, and reliable analysis.

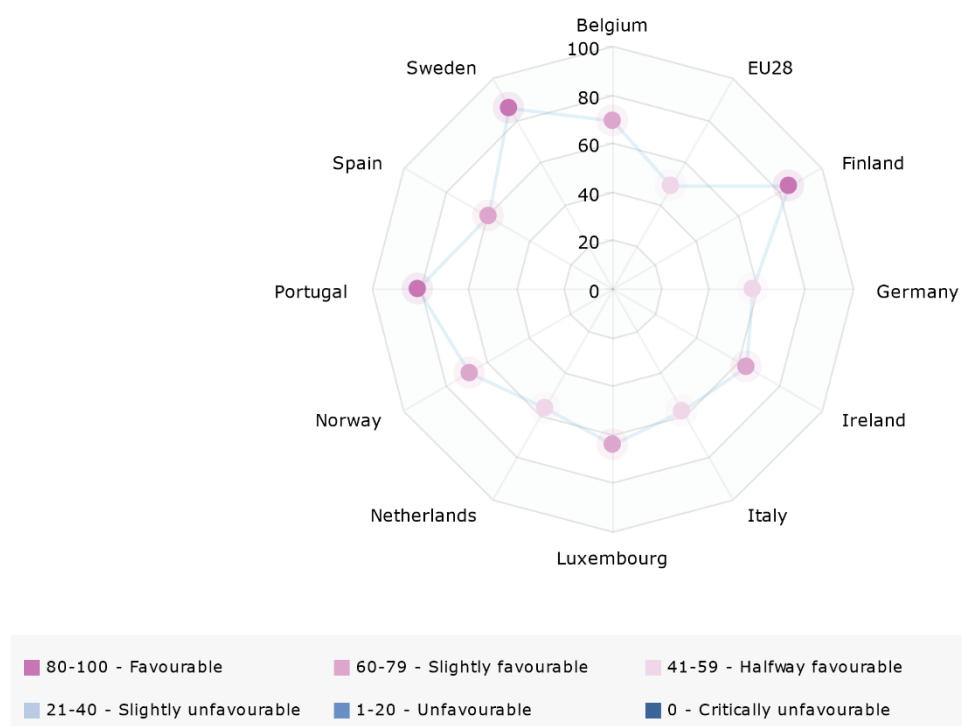


Figure 3 MIPEX-scores of the eleven countries (and EU28)

The selection process narrows the case studies down to eleven countries that meet all established criteria, ensuring a robust foundation for a comparative multi-case study. This approach allows for (1) benchmarks are provided, (2) common integration challenges are identified, and (3) issues being identified that are invisible on national data. While this reduction represents significant progress, the number of countries remains too extensive for in-depth analysis. So, to further trim down the case studies, all case studies will be reviewed on their implementation of NG in their governance structure and then especially within the realm of newcomer integration. This criterion is intuitive through the notion that NG is primarily adopted to deliver services and policy formulation, together with the importance of social capital is crucial for efficacy of NG (Huppe et al., 2012; Ojo & Mellouli, 2018). While reviewing academic

articles that employ or review NG within the scope of the remaining countries, which are Finland, Italy, Netherlands, Norway, Portugal, Sweden and Belgium.

The last exclusion criterion regarded selecting cases on the similarity of historical patterns of migration. Through the OECD's rapport (2023) named 'Indicators of Immigrant Integration', herein the OECD distinguishes the groups of '*Long-standing European destinations of Migration*' and '*Emerging destinations with recent significant humanitarian migration flows*'. When overlapping these OECD groups with the remaining group from this thesis, three countries remain namely (1) The Netherlands, (2) Belgium and (3) Finland. Hooghe and Reeskens (2009) point out that these case studies on grounds of EU country clustering and integration policy design possess high similarities with each other. Therefore, these countries will be taken as case studies for this thesis to help gaining insights into this research nexus.

3.4.2 (Dis)similarities of the case studies (The Netherlands, Belgium and Finland)

This subchapter will take on the (dis)similarities between the chosen case studies, whilst trying to provide a comparative framework to understand the integration of Ukrainian newcomers in these countries. This will be done through four paragraphs. Firstly, the demographic and socioeconomic profiles of Ukrainian newcomers in the separate case study will be formed. By using both relative and absolute data, patterns of sameness and disparity. Secondly, the migration histories of these countries are examined, implying that past experiences with migration have shaped current policies regarding migration and integration. Thirdly, the differing governance outcomes based on migration policy across the three countries. To accomplish this goal, disaggregated MIPEX-data will be employed on every relevant subset. Fourth and lastly, the public opinion will be reviewed, because societal attitudes can influence the policy regarding newcomers. Combining these paragraphs conceivably provides insights on how each country's unique context shapes the ongoing integration outcomes for Ukrainian newcomers.

The influx of Ukrainian newcomers across Belgium, Finland and the Netherlands since the Russian invasion into Ukraine highlights both the absolute and relative number of Ukrainian beneficiaries of the TAP status. Belgium currently hosts 80.420 Ukrainian newcomers which translates to 0.69% of its total population that encompasses 11.7 million individuals. Therefore, Belgium come in second in their relative and absolute influx. Furthermore, Finland has welcomed 63.850 Ukrainians, which comprises 1.14% of Finland's total population (5.6 million), this makes Finland the highest relative influx but the lowest absolute influx. Lastly, the Netherlands accommodate 115.845 Ukrainian newcomers, accounting for 0.64% of its total

population (18.2 million). Thus, the Netherlands scores the lowest on the relative aspect but the highest on the absolute influx. It should be measured that on an EU-wide scale, the absolute influx of Ukrainian newcomers is 4.32 million which accounts for 0.96% of the EU’s total population of 449 million. In the table 8, an overview is made of this data, hereunder some national available data and insights will be provided.

Case studies	Ukrainian beneficiaries of TAP-status	Population of Case Studies	% Beneficiaries on total population	Below or above EU-average
Belgium	80.420	11.738.763	0.69%	
Finland	63.850	5.617.310	1.14%	
The Netherlands	115.845	18.228.742	0.64%	
European Union (27 countries)	4.322.355	449.200.000	0.96%	

Table 8 Ukrainian beneficiaries of TAP-status relative to the total population of the case studies

In Finland, a significant portion of the Ukrainian population is employed in sectors such as cleaning, agriculture, and forestry, with about 10,900 employed by mid-2024. The municipality of residence had received 26,500 Ukrainians by July 2024. In the Netherlands, the Ukrainian population saw a rapid rise after the Russian invasion, reaching 100,050 by October 2023. Most refugees are women and children, reflecting the impact of the Ukrainian military draft, and there is a high proportion of university-educated individuals among them (Bärlund, 2022). Belgium's Ukrainian population is similarly composed, with 59% women and a large adult cohort (69%), mirroring broader trends of gender and age distribution among Ukrainian refugees across Europe. Despite these demographic differences, Ukrainian newcomer populations in the case studies possess common socioeconomic traits, which are: most are women, many are well-educated, and many were employed in skilled professions before the invasion, this may influence their integration trajectories in the labour markets in host countries (Bärlund, 2022; CBS, 2024; EUAA, 2024).

The Belgian, Dutch, Finnish history on migration possess numeral similarities and differences. For instance, post-WWII migration in the Netherlands and Belgium is characterised by labour demands in the host country and decolonisation (Petrovic, 2012; Zorlu & Hartog, 2001). Belgium received an influx of Southern European and Northern African migration, in which the centre of gravity lays within the 1960s labour migration agreements (Akgündüz, 2012). Equivalently, the Netherlands experienced a similar post-war labour migration (Elferink & Smits, 2014). Both countries housed individuals from former colonies that became independent from that time (i.e. Congo, Surinam, and Indonesia). Notwithstanding, by the

1970s, both countries have adapted their migration policies to being more restrictive, primarily focusing on family reunification and asylum seekers (Entzinger, 2003; Meeteren, 2014).

Contrarily, Finland has a shortened history of immigration, because up to 1990s, Finland was predominantly an emigration country, with few migrants (OECD, 2018). A critical juncture passed when the Soviet Union (SU) collapsed, which led to significant migration from Russia and Estonia, but also from former Yugoslavia and Somalia (OECD, 2018).

Finland's migration policy has been relatively reactive, like the other case studies, through adaption in response to the increase of asylum applications through the 2015 refugee crisis (OECD, 2018). Another common thread astride these case studies is that policy has shifted to successful integration and addressing the challenges underlined by rising migrant populations. Yet, the difference lays in the scale and timing of migration. Wherein Belgium and the Netherlands have been immigration hubs since the 1950s, while Finland has been a migration destination since the fall of the SU which leads that these three countries are in different phases of integration policy.

Governmental (Dis)similarities of the Case Studies

Laying the integration policies of Belgium, Finland, and the Netherlands parallel to the integration domains of Ndolor-Tah's integration domains (2019) and MIPEX scores (2021), these indicators reveal a mix of shared strengths and unique differences (see figure 4). Herein, Finland performs the best across numerous domains, especially in education, health, political participation, and reunion of family, scoring substantially better than the other case studies, and the EU28 average. This result provides an indicator that Finland provides a more inclusive approach, being more favourable to offering newcomers opportunities for social integration and civic engagement. Another insight is provided in the form that Belgium excels in the policies around anti-discrimination and permanent residence but sincerely lacks in the fields of family reunion and securing a stable future for newcomers. Lastly, the Netherlands show strong results within the mobility of the labour market but provides sub-optimal results in indicators like permanent residence and protection of basic rights, scoring significantly below Belgium and Finland. Even through these disparities, the case studies generally show above average results within policy when compared to the EU28, with each country providing unique profiles, subsequently reflects the different policy priorities and approaches.

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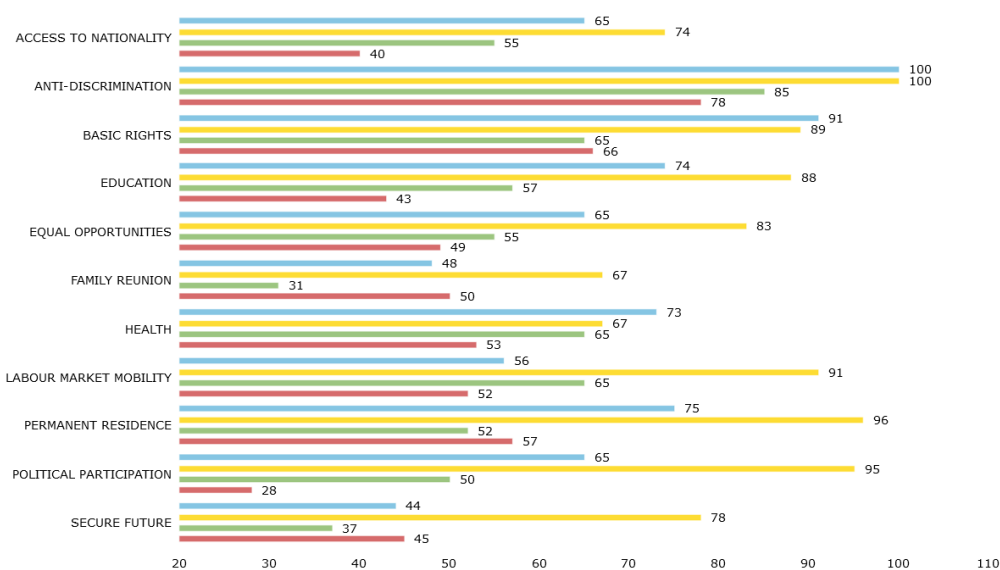


Figure 42 MIPEX-scores for Belgium (Blue), Finland (Yellow), The Netherlands (Green) and EU28 (Red)

Public opinion on newcomer integration in the case studies unveil both similarities and distinctions. Here the European Commission has conducted a comparative review of the public opinion on the integration of newcomers in 2021, these results will be repeatedly cited in this subchapter.

33% of Belgians see immigration as a problem, while 39% underlines it as equals parts problem as opportunity. Within the same survey, 68% considers integration a two-way process. Interesting is that 15% of the polled Belgian population has immigrant family members, which is the highest percentage in the EU. Moreover, should it be mentioned that Belgian support for Ukraine has decreased 10 pp since the start of the invasion (Wesolowsky, 2023). Though concerns regarding heightened risks on terrorism do exist, therefore is Belgium critical of the EU's handling of the refugee crisis.

Finland provides a balanced perspective, with 45% of the respondents seeing immigration as a challenge and opportunity. Finland is unique in their high levels of social 'closeness' to newcomers, reporting that 57% have immigrant friends. However, the research nexus significantly influences the public opinion, with 80% of Finns being worried about conflict escalation and 68% fearing an aggressive Russian attack (Directorate-General Communication, Public Opinion Monitoring Unit, 2024). Parallel to Belgium, Finland is also concerned about the security threats linked to immigration.

The Netherlands is substantially more positive on the integration of immigrants, where 42% view immigration as problem and opportunity, while 81% are convinced that integration is a shared process. Aswell, public support for Ukrainians remains strong, where over 60% support

the special labour market status (Directorate-General Communication, Public Opinion Monitoring Unit, 2024). Despite also being concerned about terrorism, 85% of polled Dutch are comfortable with having social relations with immigrants. Wherein the Dutch also report high levels of media engagement with immigration issues, wherein 79% (second highest in the EU) use traditional media as primary information source.

All the case studies recognise that immigration is a challenge and opportunity, with Finland and the Netherlands being more optimistic than Belgium. It can also be observed that the Ukrainian newcomers (largely) positively shape public opinion, because the EU has a higher relevant warmth towards Ukrainians compared to other newcomers (see figure) (Bansak et al., 2023).

3.5 Criteria of measurement quality

In the research design (chapter 3.1) the validity and reliability of the thesis was already shortly discussed, but this subchapter will elaborate on the validity and reliability of the thesis's operationalization, through the criteria of measure quality. Herein four indicators can be distinguished into (1) content validity, (2) external validity, (3) internal validity and (4) reliability. Content validity focuses on the measures' ability to answer the research question, this; appears to be sufficiently tackled because this operationalization was designed to answer (sub)questions posed in the thesis, wherein through triangulation of interviews and document analysis key concepts are addressed in multiple case studies. Although, respondents misunderstand questions regarding NG, which consequently leads to imprecise or misrepresented information.

External validity in its turn focuses on the generalizability of the research findings. This thesis employs a purposive sampling strategy, which may lead to an application only relevant for the selected respondents, thus limiting broader applicability. Thirdly, the internal validity concerns itself with the causal relationship between variables. While this thesis considers alternative factors during the data analysis, these factors will be beyond the scope of the research due to time constraints. Lastly, reliability revolves around the consistency of the method(s) of research. The employed semi-structured interviews are dependent on the role of the interviewee, leading to different interview dynamics (negatively) affecting reliability. But on the other hand, employing a coding table and interview guide improves reliability, aiming to standardize the interview techniques through which interpretation alteration decreases. Regrettably, this thesis does not possess intercoder reliability, because only one researcher codes the interviews, and this could lead to decreased reliability of the insights.

3.6 Ethical considerations

When conducting an academic work with this specific nexus and form, the author must critically reflect on the process and circumstances. Merriam and Tisdell (2016) have significantly influenced the measures taken to ensure ethically entrenchment through the notions of beneficence, veracity, accountability, and fidelity. Firstly, all respondents were given the opportunity to alter and comment on their transcript. Moreover, respondents were assured that withdrawal is always permitted, answering questions is fully voluntary, and that interviewed individuals will be anonymized. To add, the ethical committee of BMS of the University of Twente approved the ethical considerations of this thesis, carrying the request number of 241172.

This aspect bolsters the procedural aspects of ethical research. Additionally, through a respectful, dignified, and courteous treatment of willing participants, the relational aspect of ethical research was dealt with. When dealing with unanticipated circumstances, situational ethics will be applied to manage any situation with the grace it deserves. Ethical considerations are of vital importance when conducting this type of research. It should be stated that multi-case study has repeatedly been defined as a non-standard research design, therefore there has been minimal reporting on how to deal with unforeseen circumstances (Yin, 2009). To mitigate this, custom made solutions have been made during the data-analysis. No actor sponsored this research, this thesis is based on intellectual rigour, professional integrity, and methodological competence.

Chapter 4: Results

This chapter will unveil the empirical findings derived from the research endeavour. Through a systematic presentation and interpretation of data, key patterns, trends, and relationships will be elucidated, providing empirical substantiation for the study's hypotheses and research questions.

4.1 Network Governance outcomes

4.1.1 Alignment of Goals

4.1.1.1 Goals

Belgium

The goals among Belgian actors exhibit a degree of alignment, focusing broadly on the integration and support of Ukrainian refugees. However, Belgium's complex federal system, involving federal, regional (Flanders, Wallonia, Brussels), and local actors, creates inconsistencies (IOM et al., 2023; Rondelez, 2018). For instance, actors in Flanders and Wallonia sometimes differ in prioritizing employment versus social support services (IOM, 2023; IOM et al., 2023). The Belgian system's reliance on regional autonomy often results in diverging goals due to local government priorities, which can fragment efforts and dilute national alignment in integration policies (Respondent A9, 2024; IOM et al., 2023; Strihan, 2008).

Conclusion: No, there are notable differences in goals due to regional fragmentation.

Finland

In Finland, the alignment among actors is relatively strong, with a unified goal of promoting Ukrainian refugee integration (Ahvenainen et al., 2023; Respondent A10, 2024; Ssynarenko & Koptsyukh, 2022). Finnish actors (including municipal governments, NGOs, and government agencies) commonly emphasize the importance of housing, employment, and mental health support (Finnish Red Cross, 2024c; Ovaska et al., 2021; Toikka, 2011). Although some minor differences exist—for example, NGOs might focus more on community-building while municipalities prioritize job placement—the overarching goal remains consistent (Ahvenainen et al., 2023; Finnish Red Cross, 2024b; Respondent A8, 2024). Regular coordination and the relatively small scale of Finland's refugee response aid in maintaining this alignment (Ahvenainen et al., 2023).

Conclusion: Yes, goals are largely aligned with minor divergences.

The Netherlands

Dutch actors show some alignment, especially regarding the need for immediate integration support in areas like housing and employment (Bulder et al., 2023; Evers et al., 2021; van Buuren et al., 2007; Verweij et al., 2013). However, goals vary based on specific interests; municipalities often emphasize housing and local welfare resources, while national agencies focus on employment and long-term societal integration (Respondent A11; Respondent A12, 2024; GGD GHOR Nederland, 2023; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023). Additionally, some local actors advocate for stronger immediate language support as a prerequisite for integration, which can lead to misalignment with those prioritizing direct employment opportunities (Respondent A13, 2024; Respondent A14, 2024).

Conclusion: No, there are varying emphases and approaches among actors.

4.1.1.2 Problem Statement

Belgium

Problem statements in Belgium differ significantly, as actors within different regions face varying integration challenges. For example, Flanders has prioritized workforce integration, given its labour shortages, while Wallonia's focus is often on social support and housing (Respondent A9, 2024; IOM et al., 2023; Schuerman & Bogaerts, 2024). Additionally, some Belgian actors perceive integration challenges as being influenced by broader issues in the federal structure, such as resource allocation and inter-regional cooperation (De Rynck & Voets, 2003; Respondent A9, 2024). Consequently, regional actors may define the “problem” differently based on specific local needs, leading to a less cohesive national approach (IOM et al., 2023).

Conclusion: Yes, regional discrepancies lead to varied problem statements.

Finland

Finnish actors generally align in their understanding of the integration problem, framing it around stable housing, access to employment, and addressing psychological needs (Respondent A8, 2024; Respondent A15, 2024; Trifoni, 2024). While there might be some variance in emphasis—municipalities may highlight housing shortages more than NGOs—there is a consensus on core issues such as mental health support and overcoming language barriers (Toikka, 2011; Trifoni, 2024). This unified problem statement reflects a coordinated national approach to integration, facilitated by Finland's centralized policy frameworks (Respondent A8, 2024).

Conclusion: No, there is a cohesive understanding of the integration problem across actors.

The Netherlands

Dutch actors exhibit some divergence in problem statements, especially around housing (Otten et al., 2023; Respondent A6, 2024; Vereniging van Nederlandse Gemeenten, 2022). Local governments, dealing directly with housing shortages, often frame the problem as a lack of immediate housing, while national bodies may focus more broadly on the need for employment and language acquisition (Ministerie van Justitie en Veiligheid, 2023; Respondent A13, 2024; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023). This discrepancy reflects a challenge in aligning perspectives, as immediate housing pressures for municipalities differ from the national government's emphasis on long-term integration (Respondent A13, 2024; Respondent A14, 2024; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023). Thus, while both levels are committed to integration, they approach the problem from different vantage points.

Conclusion: Yes, the problem statement varies, particularly between local and national levels.

4.1.1.3 Process (*Alignment of Goals*)

Belgium

Opinions on processes in Belgium differ significantly, largely due to the decentralized nature of governance. Flanders and Wallonia may adopt different processes for achieving integration, with Flanders often leaning toward employment-based strategies while Wallonia focuses on welfare support and social inclusion (Schuerman & Bogaerts, 2024). Additionally, the Belgian multi-level governance structure introduces complexity, where local governments may resist or modify national directives based on local resources and needs (De Pourcq et al., 2018; De Rynck & Voets, 2003). These process differences highlight the challenges of achieving alignment in integration initiatives.

- Conclusion: Yes, different opinions on process impact alignment efforts.

Finland

Finland's actors generally share a cohesive process for achieving integration, with coordinated efforts between municipalities, NGOs, and state agencies (Respondent A8; Respondent A10, 2024). The process often involves strategic planning sessions, collaborative goal-setting, and integrated resource-sharing to address evolving refugee needs (Finnish Red Cross, 2024b; Trifoni, 2024). While there may be minor operational differences—such as how local NGOs prioritize psychological support versus employment—the process is consistently collaborative, which aids in goal alignment across the network (Finnish Red Cross, 2024c; Respondent A8, 2024).

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Conclusion: No, there is significant alignment in the integration process.

Netherlands

In the Netherlands, opinions on the process vary among actors, particularly between those advocating for fast-tracked employment opportunities and others emphasizing gradual integration with language support (Hendriks, 2008; Respondent A1, 2024; Respondent A11, 2024). Municipalities, facing immediate social pressures, may prioritize rapid housing solutions, while national actors focus on ensuring long-term societal integration through education and employment (Ministerie van Justitie en Veiligheid, 2024a; Respondent A2, 2024; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023). These differing perspectives on the appropriate process reflect both a need for local flexibility and a challenge in achieving cohesive integration strategies (Hajer & Versteeg, 2005; Vereniging van Nederlandse Gemeenten, 2022).

Conclusion: Yes, differing opinions on the process create alignment challenges.

4.1.1.4 Solution

Belgium

In Belgium, actors pursue various solutions depending on regional priorities and available resources. Flanders, for instance, often emphasizes employment solutions, given regional labour shortages, while Wallonia prioritizes welfare and social support (IOM et al., 2023; Schuerman & Bogaerts, 2024). These differing approaches can result in fragmented solutions, as each region addresses integration based on local policy frameworks (Fedasil, 2024; Rondelez, 2018). Although there are efforts to unify approaches, resource disparities and divergent priorities hinder fully cohesive solutions (Crivits et al., 2018; Schuerman & Bogaerts, 2024).

Conclusion: Yes, solutions vary by region, leading to fragmentation.

Finland

Finnish actors generally pursue aligned solutions focused on creating supportive integration frameworks through housing, employment, and mental health services (Leviäkangas et al., 2015; Ovaska et al., 2021). National and local actors have developed similar solutions due to consistent goals and strong communication channels (Trifoni, 2024). Regular assessments and feedback loops help Finnish actors adapt solutions as needed, reinforcing a cohesive approach that benefits from Finland's centralized policy alignment for refugee support (Finnish Red Cross, 2024c; Respondent A8, 2024).

Conclusion: No, solutions are largely unified and well-coordinated.

Netherlands

In the Netherlands, solutions differ across regions and levels, with some actors advocating for immediate job placement and others focusing on language training and cultural orientation as prerequisites (Respondent A1, 2024; Respondent A2, 2024; Respondent A6, 2024; Shaidrova et al., 2022). For example, municipalities facing housing pressures (of temporary and definite nature) may push for faster placement in local housing, while national agencies prioritize structured integration that includes educational components (Respondent A13, 2024; Ministerie van Justitie en Veiligheid, 2023; Shaidrova et al., 2022). This variation in solutions reflects both the diverse pressures faced by actors and a need for flexible yet coordinated integration strategies.

Conclusion: Yes, actors pursue different solutions based on their specific challenges and priorities.

4.1.1.5 Theory-Practice reflection

The findings on the alignment of goals within network governance (NG) across Belgium, Finland, and the Netherlands reveal the varying applicability of theoretical concepts from the framework. Finland exemplifies the theoretical ideal of NG, where goal alignment is facilitated by centralized policy structures and collaborative processes (Emerson et al., 2012; Secco et al., 2017). The strong coordination among municipal governments, NGOs, and state actors reflects the framework's emphasis on inclusivity, communication, and shared responsibility (Provan & Kenis, 2008; Ndolor-Tah et al., 2019). In contrast, Belgium demonstrates how regional autonomy and decentralization, while theoretically advantageous for local adaptation, can hinder national alignment due to fragmented goals among its federal, regional, and local actors (Governance for Development, 2018; Rhodes, 2017; Strihan, 2008; Wang & Ran, 2023). This divergence undermines the theoretical assumption that decentralized NG inherently promotes flexibility and effectiveness (Bevir, 2013; Dedeurwaerdere, 2005). Similarly, in the Netherlands, while some alignment exists, competing priorities between local municipalities and national agencies—such as housing versus employment—highlight the challenges of managing diverse actor interests within NG (Kim, 2006; Provan & Milward, 2001). These findings suggest that while NG's adaptability and stakeholder inclusivity are critical for integration, its success heavily depends on the structural and cultural coherence of the governance system. Where these factors are absent, as in Belgium, fragmentation challenges theoretical expectations, emphasizing the importance of robust coordination mechanisms to mitigate misalignment.

4.1.2 Communication and Coordination

4.1.2.1 Direct Communication

Belgium

Communication in Belgium occurs through various direct channels, including regular meetings, emails, and virtual coordination among national, regional, and local actors (IOM et al., 2023). The Ukraine Coordination Cell facilitates this exchange, organizing regular sessions with key stakeholders (public services, NGOs, municipal authorities) to discuss and adapt strategies as needed (IOM et al., 2023; Morreel et al., 2024). However, differences in communication frequency and structure between Flanders and Wallonia add challenges to streamlined coordination (IOM et al., 2023).

Conclusion: Yes, but communication structures vary regionally.

Finland

Finnish actors rely heavily on direct communication methods like bi-weekly meetings and email updates to maintain alignment across organizations involved in refugee integration (Respondent A8, 2024; Svyrenko & Koptsyukh, 2022). The Finnish Ministry of the Interior and municipal partners actively facilitate direct communication, which is supplemented by ad-hoc calls and virtual channels in urgent cases (Ministry of the interior in Finland, 2024). These measures ensure that information flows effectively, even though over-reliance on email for updates sometimes leads to delays in response times (Finnish Red Cross, 2024c; Svyrenko & Koptsyukh, 2022).

Conclusion: Yes, with strong reliance on structured communication.

Netherlands

Dutch actors engage in both formal meetings and email communications, with municipalities, NGOs, and the national government coordinating through frequent digital and in-person meetings (Respondent A7, 2024; Respondent A11, 2024; Tasbas, 2022). However, some local actors express frustration over inconsistent meeting schedules and reliance on email, which can create bottlenecks when rapid updates are required (Respondent A12, 2024; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023).

Conclusion: Yes, but with occasional coordination gaps.

4.1.2.2 Frequency

Belgium

In Belgium, communication frequency is relatively high at the national level, with weekly meetings among core actors at the onset of the crisis (Respondent A9, 2024; IOM et al., 2023). Over time, this shifted to bi-weekly or monthly meetings depending on the crisis stage and

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region (IOM et al., 2023). However, communication frequency can decrease between regional entities like Flanders and Wallonia, which hinders continuous alignment (IOM et al., 2023).

Conclusion: Yes, but frequency varies by region and actor involvement.

Finland

Finnish networks maintain frequent communication, with bi-weekly meetings as a standard, supplemented by urgent updates when necessary (Respondent A8, 2024; Respondent A10, 2024; Toikka, 2011). This consistency supports prompt response to changing integration needs and enhances actor alignment (Trifoni, 2024). Nevertheless, smaller NGOs sometimes struggle to keep pace with the communication schedule, which can occasionally affect their engagement (Respondent A15, 2024)

Conclusion: Yes, with frequent and structured meetings.

Netherlands

Communication frequency in the Netherlands is moderate, with national and regional actors meeting weekly to monthly (Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023; Shaidrova et al., 2022; van Duijn et al., 2022). Some municipalities feel the need for increased frequency, particularly in regions facing housing and employment challenges (Respondent A5, 2024; Shaidrova et al., 2022). Overall, the frequency is considered adequate but could benefit from a more adaptive schedule to address urgent issues more quickly.

Conclusion: Yes, though certain local actors seek more frequent engagement.

4.1.2.3 Involvement

Belgium

In Belgium, involvement in decision-making is robust, with actors from federal, regional, and local levels contributing to integration policies through coordinated task forces (De Rynck & Voets, 2003; IOM et al., 2023; Respondent A9, 2024). The Ukraine Coordination Cell enables stakeholders like municipalities and NGOs to input on implementation strategies (IOM et al., 2023; Respondent A9, 2024). Despite this, some actors at the local level feel their input is overlooked by higher levels, especially in resource allocation decisions (Ministry of the interior in Finland, 2024; Respondent A9, 2024).

Conclusion: Yes, but local actors sometimes feel underrepresented.

Finland

Finnish actors enjoy a high degree of involvement in decision-making, with government agencies, NGOs, and municipalities collectively crafting policies (Ministry of the interior in Finland, 2024; Respondent A8, 2024). Decisions on funding, resource allocation, and strategic

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priorities are made in a collaborative format, and stakeholders feel their perspectives are valued (Ahvenainen et al., 2023; Kettunen, 2009; Respondent A8, 2024; Respondent A10, 2024). However, logistical constraints occasionally limit the participation of smaller NGOs (Leviäkangas et al., 2015).

Conclusion: Yes, with inclusive decision-making.

Netherlands:

Dutch actors have structured involvement in decision-making, with regular consultations allowing input from national to local levels (AIDA, 2024; Bulder et al., 2023; Shaidrova et al., 2022; Verweij et al., 2013). While most actors feel represented, some local NGOs express concerns about limited influence on policy adjustments, particularly concerning local resource constraints (Hendriks, 2008; Respondent A1, 2024; Respondent A2, 2024; Respondent A3, 2024; Shaidrova et al., 2022).

Conclusion: Yes, but with some feedback on limited local influence.

4.1.2.4 Open & Inclusive

Belgium

Belgian networks aim to be open and inclusive, allowing a broad spectrum of actors to provide input during regular coordination meetings (IOM et al., 2023; Morreel et al., 2024). However, inclusivity is more limited in Wallonia than Flanders, where openness to external perspectives is higher (Crivits et al., 2018; De Rynck & Voets, 2003). Some smaller NGOs express concerns that discussions are sometimes dominated by larger institutional actors (IOM et al., 2023).

Conclusion: Yes, but inclusivity varies regionally.

Finland

Finnish networks emphasize openness, encouraging all actors, including small NGOs and community groups, to share insights during coordination sessions (Svynarenko & Koptsyukh, 2022; Trifoni, 2024). This inclusivity has fostered a strong sense of commitment among stakeholders (Finnish Red Cross, 2024c; Ministry of the interior in Finland, 2024). Minor issues arise around the logistical limits for smaller NGOs, who sometimes struggle to attend all sessions but generally feel supported and valued (Respondent A8, 2024; Respondent A10, 2024).

Conclusion: Yes, with high inclusivity.

Netherlands

Dutch integration networks generally promote inclusivity, allowing actors from various levels and sectors to provide input (Ministerie van Justitie en Veiligheid, 2024b; Respondent A2, 2024).

However, some local actors report feeling that their contributions are less influential compared to larger organizations (Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023; Respondent A5, 2024; Vereniging van Nederlandse Gemeenten, 2022). Despite this, efforts are ongoing to ensure feedback is incorporated across decision-making processes.

Conclusion: Yes, though inclusivity could improve at local levels.

4.1.2.5 Theory-Practice reflection

The findings on communication and coordination highlight Finland's strong alignment with network governance (NG) principles, demonstrating how structured, frequent, and inclusive communication fosters effective collaboration across stakeholders, as emphasized by Provan and Milward (2001) and Emerson et al. (2012). While minor logistical issues for smaller NGOs exist, Finland's cohesive communication reinforces NG's theoretical focus on adaptability and transparency.

Belgium, however, struggles with regional disparities in communication frequency and inclusivity, particularly between Flanders and Wallonia. This fragmentation challenges the theoretical assumption that NG promotes seamless coordination, showing the limitations of decentralized systems without robust unifying mechanisms (Carlsson & Sandström, 2008). Local actors feeling underrepresented further underscores gaps in inclusivity, a core NG tenet (Ndolor-Tah et al., 2019).

In the Netherlands, communication is generally well-structured but occasionally hindered by inconsistent meeting schedules and bottlenecks in urgent updates. While inclusivity is promoted, local actors often report limited influence, highlighting the need for stronger mechanisms to fully realize NG's emphasis on collaborative and adaptive communication. These cases reveal that NG's success in fostering communication and coordination is heavily influenced by the governance context and institutional frameworks.

4.1.3 Leadership

4.1.3.1 Commitment

Belgium

The leadership shows a high level of commitment to the integration of Ukrainian refugees (Crivits et al., 2018). It establishes a two-pronged approach, addressing both urgent needs and longer-term integration requirements (IOM et al., 2023). This is evident through actions like personalized service provision for vulnerable groups and a strong focus on optimizing

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information dissemination to help refugees navigate their integration trajectories independently.

Conclusion: Yes, but somewhat fragmented

Finland

Leaders demonstrate significant commitment through resource-sharing agreements among network members (Ahvenainen et al., 2023; Respondent A15, 2024). Although each organization operates independently, they are mutually committed to achieving common integration goals, which fosters a collaborative environment (Ovaska et al., 2021). However, the document notes some challenges in terms of sustained resource allocation, which may impact long-term commitment.

Conclusion: Yes

Netherlands

Commitment to Ukrainian refugee integration appears less formalized, with limited references to specific leadership actions or resource dedication directly supporting integration outcomes in a structured manner (GGD GHOR Nederland, 2023; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023). This suggests a moderate to low level of commitment from the leadership.

Conclusion: No

4.1.3.2 Facilitation

Belgium

Belgian leadership strongly facilitates cooperation through structured agreements, particularly in healthcare (De Pourcq et al., 2018; IOM et al., 2023). These agreements aim to reduce fragmentation and improve service distribution across organizations (Adriaenssens et al., 2019; Morreel et al., 2024). The leadership's facilitation role extends to managing inter-organizational networks, which enhances collaboration between various stakeholders with unified integration objectives (Respondent A9, 2024).

Conclusion: Yes

Finland

In Finland, facilitation is achieved through building trust among organizations, although this facilitation appears less formalized than in Belgium (Leviäkangas et al., 2015; Trifoni, 2024). Leadership emphasizes coordination rather than direct control, relying on mutual accountability among network participants (Koptsyukh & Svynarenko, 2024; Respondent A8,

2024). This method is generally effective but may face scalability challenges due to limited formal facilitation mechanisms.

Conclusion: Yes

Netherlands

Facilitation of cooperation is less prominently discussed in the Dutch context, indicating a potentially weaker role in actively organizing or supporting collaborative efforts (Baalbergen et al., 2023; Respondent A6, 2024; Respondent A7, 2024; Shaidrova et al., 2022). There is limited evidence of centralized facilitation initiatives that drive cooperation in refugee integration.

Conclusion: Yes, but just partially

4.1.3.3 Ground Rules

Belgium

Leadership in Belgium establishes clear ground rules within networks, particularly in healthcare and integration services (IOM et al., 2023). These rules define participation, responsibilities, and financial agreements among service providers (De Pourcq et al., 2018; IOM et al., 2023). The approach ensures that network governance is formalized, creating structured roles for each participant to improve integration outcomes.

Conclusion: Yes

Finland

While Finland's networks also set ground rules, these rules are described as more adaptable and negotiable, tailored to specific needs of the network participants (Kettunen, 2009; Ovaska et al., 2021). This flexible approach can be advantageous in fostering collaboration but may reduce clarity and consistency across integration efforts (Ahvenainen et al., 2023; Trifoni, 2024).

Conclusion: Yes, but partially

Netherlands

Evidence of formal ground rules for cooperation is limited in the Netherlands. This could suggest a less structured approach to governing integration networks, which may hinder coordinated action if there are no shared rules guiding organizational roles and contributions (AIDA, 2024; Ministerie van Justitie en Veiligheid, 2023; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023; Shaidrova et al., 2022).

Conclusion: No

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4.1.3.4 Leaders

Belgium

Belgium demonstrates a centralized stewardship model with a network administrative organization that coordinates refugee integration processes (IOM et al., 2023). This lead organization, or “network administrative organization,” takes primary responsibility for setting strategies and guiding participating organizations, ensuring a cohesive response to integration needs (De Rynck & Voets, 2003; IOM et al., 2023).

Conclusion: Yes

Finland

Finland's approach to leadership is more distributed, where several organizations share responsibilities without a single, designated lead organization (Ahvenainen et al., 2023; Finnish Red Cross, 2024a; Respondent A8, 2024). This model provides flexibility but might lack unified strategic direction, potentially impacting the overall efficiency of integration efforts.

Conclusion: No

Netherlands

The Dutch approach to leadership within integration networks appears decentralized, with no clear single organization responsible for leading integration initiatives (Evers et al., 2021; Respondent A5, 2024; Respondent A11, 2024). This lack of a designated lead organization could limit consistency and efficiency in refugee integration outcomes.

Conclusion: No

4.1.3.5 Long-term perspective

Belgium

Belgian leadership takes a proactive, long-term perspective on integration, focusing not only on immediate support but also on sustainable solutions for mid- and long-term accommodation and social integration (Crivits et al., 2018; IOM et al., 2023; Respondent, A9, 2024). This forward-looking approach helps build resilience in the integration process by addressing future needs beyond the immediate crisis.

Conclusion: Yes

Finland

Finland's leadership also demonstrates a commitment to long-term integration perspectives, albeit in a less structured way than Belgium (Ovaska et al., 2021; Trifoni, 2024). While there are initiatives supporting sustained integration, the document suggests that specific policies

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addressing long-term issues may still need further development (Ahvenainen et al., 2023; Coordinator humanitarian NGO, personal communication, 2024; Trifoni, 2024).

Conclusion: Yes, partially

Netherlands

There is limited reference to a long-term perspective on refugee integration within the Netherlands (Respondent, A1, 2024; Respondent A6, 2024; Respondent A12, 2024; Respondent A14, 2024; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023). This suggests that integration efforts may primarily focus on short-term solutions, with less emphasis on sustainable, future-oriented strategies.

Conclusion: No

4.1.3.6 Mobilisation

Belgium

Belgian leaders actively mobilize actors by coordinating government agencies, NGOs, and local organizations (Crivits et al., 2018; IOM et al., 2023). Frequent collaboration and engagement with stakeholders through formal meetings help maintain momentum in integration efforts, ensuring that all relevant actors are involved in providing refugee support.

Conclusion: Yes

Finland

Finnish leaders also mobilize actors, but resource limitations and organizational constraints are noted as challenges that could impact the sustained engagement of stakeholders (Respondent A10, 2024; Trifoni, 2024). While engagement is encouraged, the extent of mobilization is somewhat restricted compared to Belgium's extensive coordination.

Conclusion: Yes

Netherlands

Mobilization efforts in the Netherlands appear more fragmented, with fewer organized efforts to bring together various stakeholders in a structured manner (Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023; van Duijn et al., 2022). This could lead to limited engagement from potential supporting organizations in the refugee integration process.

Conclusion: No

4.1.3.7 Process (leadership)

Belgium

In Belgium, leadership arranges a structured process for cooperation, clearly outlining the roles and responsibilities of each network participant (Morreel et al., 2024; Respondent A9,

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2024). This formal process promotes a coherent and integrated approach to refugee support, allowing stakeholders to coordinate their actions effectively toward shared goals.

Conclusion: Yes

Finland

Finland's leadership also arranges processes for cooperation, though the model is decentralized and emphasizes a more informal, trust-based coordination (Ahvenainen et al., 2023; Respondent A10, 2024; Toikka, 2011). This approach fosters collaboration but may lack the same level of formal organization as Belgium, potentially affecting the network's efficiency.

Conclusion: Yes, but partially

Netherlands

Process arrangements within the Netherlands are less distinctly outlined, suggesting a more ad hoc approach to managing refugee integration efforts (Hajer & Versteeg, 2005; Respondent, A5, 2024; Respondent A13, 2024) The lack of a structured, centrally coordinated process may reduce the overall effectiveness of leadership in organizing cooperation.

Conclusion: No

4.1.3.8 Theory-Practice reflection

The findings on leadership across Belgium, Finland, and the Netherlands reveal varied adherence to theoretical expectations of network governance (NG). Belgium demonstrates a strong alignment with NG principles, characterized by structured leadership processes, a centralized stewardship model, and active facilitation and mobilization of actors. This approach reflects Provan and Kenis's (2008) emphasis on formal coordination and goal alignment, effectively balancing immediate and long-term integration needs. However, regional fragmentation still presents challenges, illustrating the need for robust mechanisms to ensure cohesion across decentralized systems.

Finland's leadership embodies a more distributed and trust-based model, fostering collaboration and mutual accountability among actors (Ahvenainen et al., 2023). While this approach aligns with NG's flexibility and inclusivity (Emerson et al., 2012), it lacks formalized structures seen in Belgium, which may hinder scalability and long-term sustainability. Finland's partial alignment with NG concepts, such as a long-term perspective and mobilization, underscores the importance of balancing adaptability with clear strategic direction.

The Netherlands demonstrates weaker adherence to NG leadership principles, with decentralized and ad hoc processes limiting cohesive action. The absence of a clear lead organization or formal ground rules challenges NG's core tenets of structured coordination and

effective mobilization (Provan & Milward, 2001). Leadership efforts appear fragmented, with limited emphasis on long-term integration strategies, highlighting the need for stronger central coordination to align with theoretical expectations. These findings suggest that NG's effectiveness depends on balancing formal leadership structures with adaptive and collaborative practices tailored to the governance context.

4.1.4 Number of Actors

4.1.4.1 Centralisation

In Belgium, centralized efforts are observable, especially with dedicated agencies like the Agency for Integration and Civic Integration in Flanders and structured coordination cells in Wallonia (De Rynck & Voets, 2003; EUAA, 2024). This indicates centralization but with regional variations—decentralized in Wallonia and more centralized in Flanders (IOM et al., 2023). In Finland, cooperation seems less centrally arranged, with a reliance on local municipalities, volunteers, and private entities, which reflects a decentralized governance model (Ahvenainen et al., 2023; Respondent A15, 2024; Toikka, 2011). In the Netherlands, centralization appears more robust in terms of initial reception, though long-term integration activities may involve local municipalities and NGOs (AIDA, 2024; Ministerie van Justitie en Veiligheid, 2023; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023; van Duijn et al., 2022). Critically, Belgium and the Netherlands lean towards centralization, while Finland remains less centralized, aligning with participant-governed networks.

4.1.4.2 Initiation

Belgium shows cases where specific initiatives, like the BE with U project, are supported by designated authorities, indicating a strong central actor initiating and coordinating responses (Director national service, personal communication, 2024; EUAA, 2024; Fedasil, 2024; IOM et al., 2023). Finland, however, showcases a more grassroots approach, where initiatives can stem from local actors or collaborative networks without a single authority spearheading the cooperation (Finnish Red Cross, 2024c; Project manager, personal communication, 2024). In the Netherlands, central hubs for initial reception imply a centralized initiation point, but ongoing cooperation in municipalities might involve multiple stakeholders without a single initiator (AIDA, 2024; Ministerie van Justitie en Veiligheid, 2024a; Researcher, personal communication, 2024a; Shaidrova et al., 2022). Critically, Belgium displays a higher tendency for single-actor initiation, contrasting Finland's decentralization, with the Netherlands positioned in between.

4.1.4.3 Mentioning

Documentation shows a varied actor landscape: Belgium's centralized systems still involve numerous regional and local bodies, suggesting a medium to high actor presence (Director national service, personal communication, 2024; Strihan, 2008). In Finland, decentralized networks involve a broad mix of public, private, and volunteer organizations, with an extensive network involved in integration, indicating high actor involvement (Koptsyukh & Svyrenko, 2024; Svyrenko & Koptsyukh, 2022). The Netherlands appears to have fewer active actors mentioned at the central level, with broader involvement at the municipal level (Bulder et al., 2023; GGD GHOR Nederland, 2023). Based on these patterns, Belgium and Finland both indicate high actor involvement, while the Netherlands might range medium to high, depending on the governance level.

4.1.4.4 Organisation Platforms

In Belgium, regional agencies in Flanders and structured coordination groups in Wallonia could indicate a tendency toward single-actor control over cooperation form, though Wallonia's decentralized model allows more flexibility (De Rynck & Voets, 2003; IOM et al., 2023). Finland's decentralized structure implies that no single actor dictates cooperation forms, supporting a participant-governed approach (Finnish Red Cross, 2024b; Ovaska et al., 2021; Respondent A8, 2024). The Netherlands shows instances of central agency influence in initial stages, but longer-term cooperation might involve more participant-governed dynamics within local municipalities (GGD GHOR Nederland, 2023; Ministerie van Justitie en Veiligheid, 2023; Vereniging van Nederlandse Gemeenten, 2022). Critically, Belgium, particularly Flanders, shows tendencies for single-actor dominance, while Finland exemplifies flexible, decentralized cooperation.

4.1.4.5 Platforms

Belgian networks use centralized digital platforms and in-person meetings for integration, especially in structured regions like Wallonia, though decentralized elements remain (IOM et al., 2023; Rondelez, 2018). Finland emphasizes digital platforms like the integration platform used by the Finnish Red Cross, facilitating multi-actor coordination without strong central control (Finnish Red Cross, 2024b; Koptsyukh & Svyrenko, 2024; Ovaska et al., 2021; Respondent A10, 2024). In the Netherlands, municipal digital platforms and service hubs play roles, but a central platform seems more limited to the initial stages (Respondent A7, 2024; Respondent A11, 2024; Respondent A13, 2024; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023). Critically, Belgium leans towards centralization on platforms, Finland promotes decentralized platforms, and the Netherlands uses a mixed approach.

As put forth in the methodology, this theme does not conform to a binary evaluation of the other codes. Herein, Belgium leans towards a centralised governance, whilst Finland demonstrates a more participant-governed, decentralised model. Lastly, the Netherlands often falls in between both models, with original centralized approach transitioning towards a decentralised municipal cooperation.

4.1.4.6 Theory-Practice reflection

The findings on the number of actors and their governance structures highlight distinct approaches in Belgium, Finland, and the Netherlands, each aligning differently with theoretical expectations of network governance (NG). Belgium leans towards centralization, particularly in Flanders, where structured agencies like the Agency for Integration oversee integration efforts, aligning with the NG principle that centralization can enhance coordination and resource allocation in large networks (Provan & Kenis, 2008). However, regional variations, especially in Wallonia, challenge cohesive governance, illustrating the tension between centralized control and regional autonomy.

Finland exemplifies a highly decentralized, participant-governed model, with local municipalities, private actors, and volunteers playing significant roles in initiating and organizing integration activities. This aligns with NG's emphasis on inclusivity and adaptability but highlights potential drawbacks, such as the absence of a central actor to streamline efforts and provide overarching strategic direction (Carlsson & Sandström, 2008).

The Netherlands occupies an intermediary position, with centralized coordination in the initial reception phase transitioning to decentralized municipal-led efforts for long-term integration. While this mixed approach balances centralized efficiency with local adaptability, it risks coordination gaps if central oversight diminishes too quickly, a key challenge in maintaining NG effectiveness (Provan & Milward, 2001).

Platforms also reflect these dynamics: Belgium utilizes centralized digital systems to coordinate actors, Finland emphasizes decentralized, multi-actor platforms to foster collaboration, and the Netherlands adopts a hybrid model. These findings underline that while NG thrives on inclusivity and multi-actor engagement, the balance between centralization and decentralization significantly influences effectiveness, depending on the governance context.

4.1.5 Trust (building)

4.1.5.1 *Absence Opportunistic Behaviour*

Belgium

In Belgium, networks aimed at integration face challenges related to opportunistic behaviour, largely due to the complexity of its multi-layered governance structure (Adriaenssens et al., 2019). Centralized agency roles and organizational resistance create friction. While efforts are made to foster a collaborative environment, opportunistic behaviour sometimes arises due to fragmented oversight and varying priorities among network participants (Crivits et al., 2018). For example, actors within the network may resist central decisions if they conflict with local interests or autonomy.

Conclusion: Yes, but partially

Finland

Finnish networks place high value on interorganizational trust, seeing it as essential for network governance (Respondent A8, 2024) Finland tends to avoid opportunistic behaviour through consistent communication and transparency, which promotes goodwill (Toikka, 2011). However, sensitivity in direct inquiries about trust can create a barrier to fully verifying compliance across all actors (Svynarenko & Koptsyukh, 2022). While Finland's approach avoids overt opportunism, there is a degree of caution when addressing trust openly due to the nuances of intergovernmental relations.

Conclusion: Yes, showing the strongest approach to mitigate this behaviour

Netherlands

In the Netherlands, the trust landscape varies by hierarchical level. High-level officials express trust and advocate for cooperation, while lower levels reveal more scepticism, especially when financial incentives or policy disagreements arise (Evers et al., 2021; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023) . This disparity sometimes fosters opportunistic behaviour, particularly when trust-building practices, like regular meetings, fail to cascade down effectively (AIDA, 2024; Shaidrova et al., 2022). Trust within Dutch networks is thus somewhat conditional and not uniformly robust across all levels.

Conclusion: Yes

4.1.5.2 *Agreement Trust*

Belgium

Trust in agreement adherence within Belgian networks is variable due to its highly decentralized political environment (Adriaenssens et al., 2019). Agreement compliance is hindered by the distinct responsibilities spread across federal, regional, and local

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governments, which delay consensus. While mandated networks aim to enforce cooperation, conflicting mandates often disrupt agreement trust (Respondent A9, 2024). The result is that while agreement compliance is present in some areas, it is not consistent across the board, particularly in high-stakes or politically sensitive matters.

Conclusion: Yes

Finland

Finland's networks emphasize transparency and trust, often utilizing informal communication to bridge any potential gaps in compliance (Respondent A10, 2024). Bottom-up initiatives are encouraged, and the scientific community recognizes Finland's approach to good governance, which includes participation and trust (Respondent A8, 2024; Respondent A15, 2024). Although some variations exist, the Finnish network generally upholds a strong culture of agreement trust, reinforcing compliance through transparent mechanisms and consistent engagement across actors.

Conclusion: Yes

Netherlands:

Dutch networks face challenges in agreement compliance, especially with high levels of miscommunication and mistrust at certain points in the network (AIDA, 2024; Van der Voort et al., 2019). While higher-level agreements are often made, informal interactions create "noise" and confusion, complicating efforts to maintain consistent compliance across all stakeholders (Hajer & Versteeg, 2005; Ministerie van Justitie en Veiligheid, 2024a). Despite efforts, Dutch networks struggle with maintaining full adherence, as informal discrepancies undermine official agreements.

Conclusion: Yes

4.1.5.3 *Benefit of the Doubt*

Belgium

In Belgium, benefit of the doubt is often extended conditionally, depending on close relational ties within networks (Adriaenssens et al., 2019). This selective trust can hinder cross-organizational trust-building, as mutual understanding is often limited to known established relationships or available data. Consequently, actors may exhibit scepticism when dealing with newer or less familiar stakeholders, reducing the network's flexibility to adapt to new partnerships.

Conclusion: No

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Finland

Finnish actors tend to extend the benefit of the doubt more readily, particularly to Ukrainian refugees, who generally report high levels of satisfaction with Finnish services (Toikka, 2011; Trifoni, 2024). The network's openness and Finnish society's positive reception of newcomers foster an environment where actors trust each other's intentions, contributing to a strong foundation of benefit-of-the-doubt trust (Ahvenainen et al., 2023; Svyrenko & Koptsyukh, 2022). Finnish authorities appear committed to inclusivity and transparency, reinforcing this aspect of trust across the network.

Conclusion: Yes

Netherlands

The benefit of the doubt is inconsistently extended within Dutch networks. The general assumption by many Dutch stakeholders is that Ukrainian newcomers would only stay temporarily, which has impacted the extent to which trust and resources are allocated (AIDA, 2024; van Duijn et al., 2022; Respondent A7, 2024; Respondent A13, 2024). Consequently, while benefit of the doubt is sometimes granted, it tends to fluctuate based on organizational culture and the perception of short-term versus long-term needs of refugees (Ministerie van Justitie en Veiligheid, 2023).

Conclusion: Yes

4.1.5.4 Goodwill

Belgium

The extensive coding did not uncover any explicit goodwill within the relevant networks, therefore will this code for Belgium be flagged with a Non-applicable due to the lack of findings in the analysed literature and interviews.

Conclusion: N/A

Finland

Goodwill is a prominent feature within Finnish networks, as openness and inclusivity are actively encouraged (Toikka, 2011; Respondent A8, 2024). Finnish networks emphasize an environment where actors are comfortable sharing ideas and trusting one another's intentions, particularly in relation to Ukrainian newcomers (Respondent A15, 2024). There is a visible commitment to goodwill as a core principle, and trust-building is consistently highlighted as crucial to network success.

Conclusion: Yes

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Netherlands

In the Netherlands, while goodwill is assumed at higher levels of governance, mixed levels of trust at lower organizational tiers imply that goodwill is not universally perceived (Shaidrova et al., 2022; Vereniging van Nederlandse Gemeenten, 2022). This uneven trust foundation limits the belief in universal goodwill and results in occasional conflicts or misinterpretations, particularly in multicultural settings or when services intersect with sensitive issues.

Conclusion: Yes

4.1.5.5 History

Belgium

Belgian networks possess a significant history of government-led initiatives, particularly centralized under the Agency for Integration and Civic Integration in Flanders (IOM et al., 2023). However, the legacy of strong centralization, corporatism, and a political culture of clientelism has hindered historical collaborative flexibility, making it difficult for networks to pivot toward more integrated, decentralized cooperation (De Rynck & Voets, 2003).

Conclusion: No

Finland

Finland has a well-established history of collaboration, which is reflected in its networks' supportive structures and historical ties (Koptsyukh & Svyrenko, 2024; Leviäkangas et al., 2015). Finnish actors report a longstanding cooperative spirit, which includes both national and local stakeholders who work together to address diverse issues, contributing to the consistency and stability in cooperation for Ukrainian integration (Respondent A8, 2024; Respondent A15, 2024)

Conclusion: Yes, partially

Netherlands

The Netherlands has some experience with interorganizational collaboration and also has a cohesive history of cooperation in this context (GGD GHOR Nederland, 2023; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023). Past collaborations were not always positive, and recent experiences often involve individual organizations working independently, rather than building on a history of collective problem-solving (van Buuren et al., 2007; L. Van Gorsel, personal communication, 2024). Nevertheless, it is often shared between organisations to share experiences.

Conclusion: Yes, partially

4.1.5.6 *New Cooperation*

Belgium

Belgian networks have not shown a strong trend toward initiating new cooperative activities specific to the Ukrainian context. Instead, Belgian networks focus on reinforcing existing structures rather than experimenting with or expanding into new forms of cooperation. This conservative approach limits the adaptability and responsiveness of Belgian networks to new challenges presented by Ukrainian integration needs.

Conclusion: No

Finland

Finnish networks actively engage in creating new partnerships and initiatives, especially in areas directly beneficial to Ukrainian newcomers, such as language and mental health support (Respondent A8, 2024; Respondent A10, 2024; Respondent A15; 2024). Finland's proactive stance fosters ongoing collaboration, leveraging fresh perspectives to address integration issues and enhance service provision.

Conclusion: Yes, partially

Netherlands

The Netherlands engages in some new cooperation activities, although much of this is built on adapting existing frameworks rather than establishing innovative or entirely new partnerships (GGD GHOR Nederland, 2023; Van der Voort et al., 2019; L. Van Gorsel, personal communication, 2024). Dutch networks face practical limitations in forming new collaborations, with a preference for retooling existing systems to meet evolving needs (Ministerie van Justitie en Veiligheid, 2023; Rijksorganisatie voor Ontwikkeling, Digitalisering en Innovatie, 2023; Vereniging van Nederlandse Gemeenten, 2022).

Conclusion: Yes, partially

4.1.5.7 *Theory-Practice reflection*

The findings on trust-building across Belgium, Finland, and the Netherlands show varying alignment with network governance (NG) principles. Finland excels in fostering trust through transparency, goodwill, and extending the benefit of the doubt, aligning well with NG's emphasis on trust as essential for collaboration (Provan & Kenis, 2008). Finland's proactive approach to new cooperation further supports NG's flexibility and adaptability.

Belgium, while effective in enforcing agreement trust and mitigating opportunistic behaviour, struggles with selective trust and a conservative approach to new partnerships, reflecting historical constraints that hinder NG's inclusivity and adaptability (Adriaenssens et al., 2019).

The Netherlands shows conditional trust, with higher levels exhibiting goodwill but lower levels facing scepticism and communication issues. Their preference for adapting existing frameworks rather than forming new partnerships limits NG's relational cohesion (Klijn et al., 2010). These differences highlight that trust-building in NG requires tailored strategies to address each country's specific governance context.

4.1.6 Summarization

Table 9 provides a summary of the NG-outcomes of Belgian, Finnish, and Dutch networks preoccupied with the integration of Ukrainian newcomers. It should be noted that orange implies that only partial qualitative evidence has been found for this specific code.

Case studies / Themes and Codes	Belgium	Finland	The Netherlands
<i>Alignment of Goals</i>			
Goals	Red	Green	Red
Problem Statement	Green	Red	Green
Process (Alignment of Goals)	Green	Red	Green
Solution	Green	Red	Green
<i>Communication and Coordination</i>			
Direct Communication	Green		Green
Frequency	Green		Green
Involvement	Green		Green
Open & Inclusive	Green	Green	Orange
<i>Leadership</i>			
Commitment	Orange	Green	Red
Facilitation	Green	Green	Orange
Ground rules	Green	Orange	Red
Leaders	Green	Red	Red
Long-term Perspective	Green	Orange	Red
Mobilisation	Green	Green	Red
Process (Leadership)	Green	Orange	Red
<i>Number of Actors</i>			
Centralisation	Grey	Grey	Grey
Initiation	Grey	Grey	Grey
Mentioning	Grey	Grey	Grey
Organisation Platforms	Grey	Grey	Grey
Platforms	Grey	Grey	Grey
<i>Trust (building)</i>			
Absence Opportunistic Behaviour	Orange	Green	Green
Agreement trust	Green	Green	Green
Benefit of the Doubt	Red	Green	Green
Goodwill	Grey	Green	Green
History	Red	Green	Green
New Cooperation	Red	Orange	Orange

Table 93 Overview of NG outcomes of the case studies

4.2 Integration outcomes

As previously mentioned, there does not appear to be any data on the integration of Ukrainian newcomers that are comparatively generalizable. So, to overcome this challenge, Eurostat was therefore consulted through the 'migrant integration and inclusion' dataset⁴. This dataset does not specify integration for Ukrainian newcomers but gives the means to comparatively analyse the integration of individuals across different European states. These integration outcomes will be analysed across five themes, namely labour market -, education -, social inclusion -, housing -, and health data. The primary criteria used in this subchapter is the percentual point difference (PP diff) which provides the difference between the native and newcomer population of the case studies (and the EU-27 for providing a functional baseline) within these five themes. Lastly, should it be noted that not all data will be discussed in detail, but all data will be provided in appendix J.

4.2.1 Labour market data

When examining labour market data for newcomers, The Netherlands, Belgium, and Finland all perform below the EU average in key indicators such as labour force participation, employment, and unemployment rates. These results highlight systemic challenges for newcomers entering the workforce in these countries, which are (partially) taken away by the TPD for Ukrainian newcomers (European Consilium, 2024b). Despite this, newcomers in these nations face a lower prevalence of overqualification compared to the EU-27 average, suggesting a closer alignment between newcomer qualifications and job requirements in these specific labour markets.

The Netherlands distinguishes itself by being the only country with below-average labour market slack, providing signals that this country utilises labour resources and potential efficiencies in labour allocation effectively. Conversely, temporary employment rates for newcomers in all three countries fall below the EU average, whilst these three countries are scoring average or above-average on the total percentage of individuals being in involuntary temporary employment (Lehner et al., 2024). This mix of challenges and opportunities reveals the nuanced barriers newcomers face in gaining meaningful and secure employment in these nations.

⁴ Eurostat has designed a special dashboard specifically for this dataset:
<https://ec.europa.eu/eurostat/cache/dashboard/migrant-integration-inclusion/>

4.2.2 Education data

Education data paints a complex picture of integration outcomes across the three countries. All case studies fall below the EU average for tertiary educational attainment among newcomers, reflecting potential barriers to accessing higher education. This sentiment is not fully applicable for Ukrainian newcomers, because numeral European countries have introduced novel and specific measurements for Ukrainian newcomers (Eurydice, 2022). However, they perform at or above the EU average in minimizing early school leavers, suggesting effective measures to ensure newcomer youth remain in the education system, while having trouble committing newcomer groups to remain in school up to tertiary education.

Adult learning participation is a strong point across all three countries, with scores well above the EU average. This reflects robust opportunities for newcomers to enhance their skills and adapt to local labour market needs after arriving in their new setting. Similarly, newcomer youth in all three countries are less likely to fall into the NEET (Not in Employment, Education, or Training) category than the European average, further underscoring the effectiveness of policies aimed at fostering engagement in education and employment.

4.2.3 Social inclusion data

Social inclusion data reveals notable disparities between the three countries. Belgium exceeds the EU average in poverty and social exclusion rates, wherein sources point to persistent challenges in supporting vulnerable newcomer populations (BAPN, 2020; National Bank of Belgium, 2020). Conversely, The Netherlands and Finland perform below the EU average, indicating comparatively stronger social safety nets which are accessible for newcomers. When examining severe material and social deprivation, Belgium again scores well above the EU average, while Finland and The Netherlands remain below, highlighting divergent experiences of material and social hardship.

Median income (per PPS) data further underscores these differences. Belgium and The Netherlands perform significantly above the EU average, suggesting greater financial disparities between the natives and newcomers, whereas Finland possesses a smaller financial gap. However, Finland is steady across the other two in terms of low work intensity and in-work at-risk-of-poverty rates, reflecting better employment quality and income stability for its newcomer population. Diametrically, the Netherlands scores by far the worst on the indicator of 'in-work at risk of poverty' within the case studies but also on a European level. Regarding these two last indicators Belgium roughly scores on an EU-average level.

4.2.4 Housing data

Housing integration outcomes show some common trends among the three countries, as all perform below the EU average in newcomer home ownership rates. This likely reflects systemic financial or policy barriers preventing newcomers from acquiring property and capital (European Commission, 2016, 2024b). Differences emerge, however, in housing cost overburden, where Belgium scores average, The Netherlands performs above average, and Finland remains below average, indicating varying levels of affordability challenges.

In terms of overcrowded housing, Belgium fares poorly, with results above the EU average in a negative sense, while Finland and The Netherlands are positively below average, reflecting better living conditions in the latter two countries. These results highlight the potential role of housing policies in shaping newcomer integration experiences. How this experience will unfold for Ukrainian newcomers remains largely opaque, because the majority is still in governmental arranged shelter.

4.2.5 Health data

Health data highlights some of the smallest percentage differences between native and newcomer populations across the three countries. Finland emerges as a positive outlier, with newcomers reporting above-average self-perceived health. Conversely, newcomers compared to the native population in The Netherlands and Belgium report below-average perceptions of their health.

Interestingly, newcomers in all three countries report fewer unmet medical needs than their native counterparts. Despite this, Finland displays high overall percentages of unmet medical needs for both groups, reflecting broader systemic challenges in healthcare access. Similar trends are observed for long-standing limitations, where Finland again performs better, and The Netherlands and Belgium remain below the EU average. A significant amount of academic work has been done on meeting Ukrainian (physical and mental) medical needs, and what interventions are needed to achieve these needs (Figueiredo et al., 2024; Kumar et al., 2022; Parente et al., 2023).

4.2.7 Theory-Practice reflection

The integration outcomes across Belgium, Finland, and the Netherlands reveal varying degrees of alignment with network governance (NG) principles. In the labour market, all three countries face challenges such as low labour force participation and temporary employment, but the lower prevalence of overqualification suggests policies tailored to the local labour market, aligning with NG's emphasis on flexibility and resource-sharing (Bevir, 2013). Education

outcomes show strong adult learning participation and low early school leavers, especially in Finland, reflecting NG's focus on inclusivity and adaptability in education (Sørensen & Torfing, 2007).

Social inclusion data reveals significant disparities, with Belgium facing higher poverty rates. This reflects NG's idea that governance effectiveness is influenced by broader systemic issues, as seen in Belgium's regional fragmentation (De Rynck & Voets, 2003). Finland's centralized model appears more effective in addressing these challenges, aligning with NG's coordinated approach to social policies (Carlsson & Sandström, 2008).

Housing data shows common barriers to homeownership across the three countries, but better housing conditions in Finland and the Netherlands highlight the importance of adaptive housing policies, as supported by NG theory (Baalbergen et al., 2023; European Commission, 2024b; Mullins & Rhodes, 2007). Health data indicates Finland's success in newcomer health outcomes, underscoring the need for coordinated healthcare responses, a key principle of NG (Ostrom, 1994). Overall, the findings highlight NG's value in fostering adaptive, inclusive policies, but their effectiveness is shaped by the specific governance context of each country.

4.2.8 Conclusion

Integration outcomes for newcomers across The Netherlands, Belgium, and Finland reveal varied challenges and strengths. Labour market integration remains a shared obstacle, with low participation and high unemployment rates, though temporary employment and overqualification data provide some positive insights. Educational outcomes show promise, particularly in early school leaver reduction and adult learning participation, but barriers to following tertiary education persist.

Social inclusion data underscores stark differences, with Belgium facing significant challenges in poverty and deprivation, while Finland demonstrates stronger overall stability and lower risks of poverty. Housing remains a shared challenge, particularly in home ownership, though Finland and The Netherlands excel in limiting overcrowding. Health outcomes reveal relatively small disparities, with Finland emerging as the most favourable case for newcomer well-being but possess an overall higher-level of unmet medical needs for natives and immigrants alike.

Overall, while each country exhibits unique strengths, persistent gaps in labour market, education, and housing outcomes highlight the need for targeted, context-specific interventions to foster more equitable integration outcomes.

Chapter 5: Discussion

Unique observations

The main question posed in the thesis is as follows: “Does network governance in the Netherlands, Belgium, and Finland lead to more successful integration outcomes for Ukrainian newcomers in relation to their favourability of the integration policy?” Herein the specific aim of this thesis is to effectively distinguish if NG (partially) accounts for the discrepancy between The favourability of integration policy for Ukrainian newcomers and subsequent outcomes in relation to Ukrainian newcomers. To address these aims, interviews with relevant policymakers, policy experts and street-level bureaucrats on the topic of network governance in relation to Ukrainian newcomers integration were held together with analysis relevant documentation on the network governance culture and the initial outcomes of Ukrainian integration in the case studies of Belgium, Finland, and the Netherlands. These interviews and documentation were then systemically qualitative coded with Qualcoder while using an established framework on the different themes of successful NG.

Disparities in Refugee Treatment: Ukrainians vs. Other Groups

The treatment of Ukrainian newcomers in the European Union since the activation of the TPD due to the invasion of Russia, varies starkly with other migrant groups. This contrast is primarily reflected through the significant disparities in integration policies and public attitudes. Ukrainian newcomers have (rightfully) benefitted from the large amount of solidarity and support which is translated through policy instruments of national tailored programs and the overarching TPD, wherein the access to (affordable) housing, employment, and education has been expedited. Contrastingly, Middle Eastern or African newcomers often face limited access to resources, bureaucratic processes, and being (re)viewed through a different public lens. This difference in newcomer reception and integration underscores how racial, cultural, and geopolitical factors shape the pathways which are available to different groups of newcomers. This inconsistency in Europe’s commitment regarding equitable support to disenfranchised individuals, which consequentially leads to inconsistent future integration outcomes. These disparities possibly reveal deeper structural biases within newcomers governance networks and – policies that could seriously hinder integration across different newcomer groups in these countries. Lastly, should it be noted that this thesis did not uncover that Ukrainian newcomers should be cut in solidarity and support, just that other future newcomer groups will try to be provided with the same institutional support.

Ending Annual Renewals of Temporary Protection

Secondly, to improve the integration position of Ukrainian newcomers, European and national policymakers should move away from the annual renewals of the TPD. Thus, making European integrated policy (to minimize legal inequality of newcomers) to create a more stable and long-term oriented residency framework is key. The current renewal process creates uncertainty, because it actively deters long-term planning such as employment, education, and community engagement. This uncertainty hinders the integration in two ways, on the individual Ukrainian level but also on the public support for this specific group of newcomers. Through providing clarity on the prospects of newcomers regarding permanent residency and/or citizenship, host countries can embolden newcomers to engage deeper with their newer communities. Besides, quitting with the yearly renewals of the TPD will lead to a reduced administrative burden which gives governments the opportunity toward more robust integration services. These integration efforts will therefore hopefully be more sustainable and impactful when these newcomers decide where to further deploy their potential.

Actualising existing frameworks within the research nexus

Numerous existing frameworks on NG and integration have been actualised to review complex dynamics of Ukrainian newcomer integration within this thesis. Special recognition should be given to Groot (2018), MIPEX (2024), and the OECD (2024), because primarily frameworks from these sources have been employed within this thesis. For instance, table 2 (which determines what elements influence the effectivity outcomes of NG) has not been actualised since 2018, through this thesis, this table is completely up to date. Combining these frameworks of Groot, MIPEX, and OECD on itself creates a new framework wherein integration outcomes are (partially) explained.

Contextualizing Asylum Crises: A Comparative-Historical View

Fourthly, this thesis provides the means to contextualising different asylum crises across time and geography. While the influx of Ukrainian newcomers have largely been met with a favourable reception and policies in Europe (European Commission, 2022c). Historically and politically, this thesis sheds light on the fact that this specific migration stream resembles the migration initiated by the Yugoslav wars the most. Therefore, should it be underlined that the relevant literature points out that the return rate of former Yugoslavian newcomers conservatively fluctuates between 66 and 75 percent (Bahar et al., 2024; PACE, 1999; United States Institute of Peace, 1999). Integration and return pathways are obviously shaped by geopolitical, socio-economic, and humanitarian factors, which makes an ideal comparison between these two newcomer-groups unworkable. Nevertheless, the Yugoslavian proxy in

relation to the Ukrainian newcomers maintains comparative-historical merit and should be studied to further improve integration policies for this unique group of newcomers.

Early Integration and the Compounding Effect on Outcomes

Ukrainian newcomer integration is still in its infancy, even though the Russian invasion of Ukraine is approaching three years already. Although the results of integration will often show themselves in the future, the process of integration starts from the moment individuals (willingly or unwillingly) settle themselves in a new community. Therefore, should there be more of an (academic or policy) emphasis on the compound interest effect within integration, especially in relation to the long-term benefits of early educational inclusion of Ukrainian children. Like financial compound interest, the sooner these children are participatory members of their 'new' educational system, the larger the cumulative social-economic advantages will be of their integration. Early school integration does lead to a greater language acquisition, cognitive and socio-emotional development, social connections, cultural understanding which subsequently lead to a larger sense of belonging in their new setting (Block et al., 2014; Dryden-Peterson, 2015; European Commission, 2022b; Morland et al., 2016; Morland & Levine, 2016). By promoting early schooling of Ukrainian children on a European level, a positive feedback loop could be activated, wherein initial investments into school enrolment leads to significant increasing benefits over time. In short, this thesis hopes that further policy will be implemented to make education attainable for these newcomers in their new communities.

Integrating AI for Enhanced Code Saturation

Another novel contribution from this thesis is that qualitative code saturation has been met thanks through integrating Artificial Intelligence into the coding process, which has enhanced the coding process. Initially, First, QualCoder has been deployed to manually code all the documents and interviews, which created an in-depth and nuanced understanding of the data, which helped find the key themes and patterns of this thesis. Through this manual process a solid foundation was created that the coding structure was paying dividends. Second, an AI-tool from QualCoder has been deployed to 'diagonally' code the data to find additional interesting findings⁵. This AI-assisted approach helped further refine and extend the patterns and insights found, while not doing any concessions on the consistency or depth of the manual coding phase. Through incorporating this form of coding assistance, code saturation has been achieved with more confidence. Saturation has been reached since the AI-tool will 'endlessly'

⁵ The creator of this AI-tool (Kai Droge) for QualCoder has created a guide and demonstration on how to use this tool: <https://www.youtube.com/watch?v=FrQyTOTJhCc>

propose findings for a specific code/theme. Nevertheless, after a certain number of proposed findings will lose relevance and saturation is effectively reached. Thus, by interweaving the manual and AI coding processes, a more comprehensive coverage of the research topics has been provided.

Future directions

Whilst conducting my research, numerous areas within my thesis could greatly benefit from more time and clarity. These areas will be put forth in this subchapter, this to adequately reflect on my process as an academic researcher.

Future Research on Ukrainian Integration: A Gap Waiting to Be Explored

The singular most significant gap in the existing literature on this research nexus is the lack of available comparative data on the integration experience in host countries. This gap becomes more glaring when contrasted against the available data on (1) Ukrainian migration since the Russian invasion and (2) the integration experiences of Middle Eastern and African newcomers. Compared to these other research avenues, the integration processes of Ukrainian refugees remain largely uninvestigated. Firstly, the Dutch *Longitudinaal Onderzoek Cohort Oekraïense Vluchtelingen* (LOCOV)⁶ could be formatted up to a European research level, the ELOCOV for instance. ELOCOV could provide critical insights into the different integration trajectories across the European Union. Building on the LOCOV framework, this study would track refugees' housing, employment, and well-being over time, comparing outcomes across countries and with other refugee groups. The ELOCOV would support evidence-based policymaking across diverse European contexts. Secondly, comparative research on the social integration processes of Ukrainian newcomers on indicators such as 'using the new language in social traffic', 'building social links with the new community' and 'feeling discriminated against by the new community' still deserves to be explored. A more nuanced examination on these areas could improve the understanding of integration as a complex and continuous process.

MIPEX-Data: A Reflection of Shifting Political Landscapes

MIPEX data has been valuable in assessing the favourability of migrant integration policies, but this data is currently shifting considerably because the overall European political landscape is moving to the right. This change in political discourse, especially around the frame of migration and asylum, is bound to change since host countries are reevaluating and/or reversing integration-friendly policies (M. Gregurović, 2021; Konemund, 2016). This change in political

⁶ More information about the LOCOV: <https://www.wodc.nl/onderzoek-in-uitvoering/welk-onderzoek-doen-we/3399---longitudinaal-onderzoek-cohort-oekraïense-vluchtelingen-locov>

discourse is likely to influence the design, reception, and implementation of the migrant policies, which in turn affects the scores of the MIPEX indicators.

If the current European frame on promoting exclusionary and/or restrictive policies continues to persist, then the MIPEX data will reflect this alteration (Varma & Roehse, 2024).

Nevertheless, there is still future research needed, whether this political shift is reflected in the MIPEX-scores. Moreover, an analysis would be in place to extrapolate what effects these changing policies have on future migration towards the European Union. Another interesting research angle is if this political shift also affects Ukrainian newcomers specifically when compared to newcomers of other nationalities.

The Concept of 'Trust': A Deeper Exploration Required

A central theme in this thesis has been the concept of 'trust', despite that its identification within the analysed documents remains cursory to properly understand the complex dynamics within the concept of trust. Making the depiction of trust nearly binary, either that there is trust or mistrust present within the network. Within this study, this narrow portrayal of trust within the qualitative coding of the documentation does not properly capture the complexities of how trust is built and/or eroded within the networks preoccupied with Ukrainian newcomer integration.

Future academic work could explore how to exposition the multidimensionality of trust within NG, and how trust alters when the characteristics of the network change. These changes could revolve around the composition of the network, whether actors are governmental or private, and what rules are established in the network. Within this nexus, the role of trust could facilitate or hinder integration, therefore making it an interesting area of further study.

Language Barriers and Coding Discrepancies

A noteworthy challenge in this thesis was the existence of language barriers, especially when coding documents written in different languages (i.e. French, Ukrainian, and Finnish). The discrepancies that have arisen from translating and interpreting these documents can result in the loss of critical nuances, leading to inconsistencies in how information is coded and analysed. Namely, the chosen case studies do not just apply different definitions and connotations on central concepts such as 'integration', 'newcomers', and 'network governance' in a *lingua franca*, but these concepts diverge even further when specific linguistic contexts are applied. To combat this barrier, all documents and interviews have been translated or conducted in English, but specific idioms and nuances will certainly lose some meaning.

The Absence of Interviews with Ukrainian Newcomers: A Missed Opportunity

Finally, another limitation of this thesis is that no interviews with Ukrainian newcomers have been conducted, albeit knowing that these individuals could have provided valuable direct experiences into their personal experiences. While the research relied on secondary data and interviews with organizations working with newcomers, the absence of direct testimony from the newcomers themselves is a significant gap. Initially, the reason for not conducting these interviews is that the researcher felt it lacked the needed skills to properly engage with the sensitive subject matter of their experiences while not unintentionally causing distress. However, this gap presents an exciting opportunity for future research. In-depth interviews with Ukrainian refugees, conducted with the necessary cultural sensitivity and ethical considerations, could illuminate personal stories of integration that go beyond the scope of policy analysis as the LOCOV have recently conducted. Future LOCOV-interviews could offer critical insights into the psychological and emotional dimensions of integration, including trauma recovery and the rebuilding of social capital.

Concluding remarks

In summary, this thesis had shed light on the integration of Ukrainian newcomers in relation to network governance and the favourability of migration policy. This thesis shows that there is still plenty academic reflection and labour to be done on how the integration of Ukrainian newcomers will unfold. Comparative research could be done across different newcomer groups in a single country, or more research regarding the integration processes across other/more European countries.

Chapter 6: Conclusion

In this last chapter, the primary findings and contributions to knowledge will be provided. By revisiting the previous chapters, the conclusion will reflect on the extent to which the thesis has achieved its intended outcomes. This thesis has put forth that there does not exist a causal relationship between The favourability of integration policy for Ukrainian newcomers and the achievement of successful integration. Moreover, favourable integration policy does not exclusively explain the success of integration with Ukrainian newcomers. Interjecting the fact that NG has provided a positive effect on other fields of policy, together with the notion that existing challenges of integration could be obviated by NG. Therefore, this thesis aimed to explore whether NG influences the success of integration. In line with the problem statement, research aim, identified gap, and research design, the subsequent research question is set up:

“Does network governance in the Netherlands, Belgium, and Finland lead to more successful integration outcomes for Ukrainian newcomers in relation to their favourability of the integration policy?”

To answer this overarching research question, the following sub-questions were established to effectively structure this thesis:

SQ1: How can successful integration be measured?

SQ2: What crucial elements does Network Governance consist of?

SQ3: Does the ‘number of actors’ within the network lead to improved integration outcomes?

SQ4: Does the ‘alignment of goals’ within the network lead to improved integration outcomes?

SQ5: Does ‘trust’ within the network lead to improved integration outcomes?

SQ6: Does upgraded ‘communication and coordination’ between network actors lead to improved integration outcomes?

SQ7: Does organising explicit ‘leadership’ within the network lead to improved integration outcomes?

SQ8: What currently falls short in integration policy within these networks according to Ukrainian newcomers

Herein, SQ1 and SQ2 has been answered in the theoretical framework of this thesis. While SQ3 through SQ7 have been analysed and reported in the results chapter. This chapter interlinks the results regarding integration outcomes and NG-indicators.

Whether NG positively affects integration results effectively means that better outcomes of integration are found in the case studies where NG is deployed successfully. To put forward a

coherent answer whether this is affirmed, this conclusion will not solely review the individual NG-themes but also the aggregate of these themes together. The reason is that only the combination of all NG-themes can properly review the complexity of network governance. Thereafter and finally, will SQ8 be answered on the current shortcomings that have been identified while completing this thesis.

Conclusion ‘number of actors’

Table 10 summarizes the following conclusion that can be drawn from the analysis of the ‘number of actors’ and the subsequent ‘type of network’ that these specific networks portray.

Country	Evaluation Analysis 'Number of Actors'	Evaluation Analysis 'Type of Network'	Conclusion Analysis Match 'Number of Actors' and 'Type of Network'	Favourability of integration Policy	Successful Integration Indicator
Belgium	High	Lead-organisation	Low	Medium	Low
Finland	High	Participant-governed	High	High	High
The Netherlands	High	Lead-organisation	Medium	Low	Medium

Table 10 Conclusion on 'Number of Actors'

This table could indicate that a participant-governed network leads to more successful integration outcomes and favourable integration policy when the number of actors is high in the same network. The two other networks possess a lead-organisation, while also having a high number of actors. Nevertheless, do these lead-organisation networks produce a lower favourability and worse integration outcomes.

Conclusion ‘alignment of goals’

Table 11 summarizes the following conclusion that can be drawn from the analysis of the NG-theme ‘alignment of goals’ within these specific networks.

Country	Favourability of integration Policy	Conclusion 'Alignment of Goals' level	Successful Integration Indicator
Belgium	Medium	High	Low
Finland	High	Low	High
The Netherlands	Low	High	Medium

Table 11 4 Conclusion on 'Alignment of Goals'

When looking at table 11, the impression is created that the alignment of goals does not improve the success of integration outcomes. The reason for this impression is that integration

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outcomes do not improve when theme of the 'alignment of goals' is high. Glaring in this trend is Finland, this specific case study scores the best on integration outcomes and policy favourability, nevertheless Finland scores the worst on goal alignment but this fact is not reflected in the other variables.

Conclusion 'trust (building)'

Table 12 summarizes the following conclusion that can be drawn from the analysis of the NG-theme 'trust' within these specific networks.

Country	Favourability of integration Policy	Conclusion 'Trust' level	Successful Integration Indicator
Belgium	Medium	Low	Low
Finland	High	High	High
The Netherlands	Low	High	Medium

Table 12 Conclusion on 'Trust'

As stated in the theoretical framework, Provan and Kenis (2008) assert that a fundamental degree of trust inside a network does result in a stable foundation of cooperation that allows a network to function efficiently, but that deep trust is not required. Considering this and using table 12 as support, it can be said that a lack of trust can have a detrimental impact on integration and that, as a result, at least a moderate degree of trust is required to preserve or even enhance the results of successful integration.

Conclusion 'communication and coordination'

Table 13 summarizes the following conclusion that can be drawn from the analysis of the NG-theme 'communication and coordination' within these specific networks.

Country	Favourability of integration Policy	Conclusion 'Communication and Coordination' level	Successful Integration Indicator
Belgium	Medium	High	Low
Finland	High	High	High
The Netherlands	Low	Medium (High)	Medium

Table 13 Conclusion on 'Communication and Coordination'

When following the scores of Finland and The Netherlands in this sub-conclusion than there seems to be correlation between the success of integration and communication and coordination present in the network. Contradictory is the Belgian outcome in this NG-theme

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due to their high score in this theme while scoring worse on integration outcomes than on the favourability of this exact policy. Therefore, this theme provides mixed signals when it comes to providing successful integration outcomes.

Conclusion 'leadership'

Table 14 summarizes the following conclusion that can be drawn from the analysis of the NG-theme 'leadership' within these specific networks.

Country	Favourability of integration Policy	Conclusion 'Leadership' level	Successful Integration Indicator
Belgium	Medium	High	Low
Finland	High	Medium	High
The Netherlands	Low	Low	Medium

Table 14 Conclusion on 'Leadership'

When analysing table 14, this NG-theme also seems to have had a minimal impact on positive integration outcomes. All three case studies seem to not improve their integration outcomes when the NG-theme of 'leadership' scores higher or similar as the favourability of their policy.

Conclusion 'Shortcomings'

Insights from individuals who collaborate closely with Ukrainian newcomers highlight several critical gaps in current integration policies within these networks. One prominent issue is the need to streamline and optimize the range of actors involved in these networks. At present, the inclusion of too many parties leads to inefficiencies, miscommunication, and a lack of coherent strategies. Refining and focusing on a more coordinated group of actors could significantly enhance the effectiveness of these networks.

Additionally, there is a clear shortfall in transitioning from emergency reception to long-term integration. While the immediate focus on providing shelter and basic needs was necessary during the initial stages of displacement, there has been limited progress in implementing structured pathways to help newcomers establish themselves and thrive within their host communities. This gap leaves many Ukrainian newcomers navigating uncertain and often fragmented support systems.

Finally, a crucial element missing from current governance discussions is the recognition that as the Russian invasion persists, the likelihood of Ukrainian newcomers settling permanently in their host communities increases. This long-term reality calls for a shift in policy focus, moving

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beyond temporary solutions to building sustainable frameworks for integration that consider employment, education, social inclusion, and housing.

It is essential to note that these observations are based on second-hand insights rather than direct interviews with Ukrainian newcomers. Nonetheless, they provide valuable reflections on the challenges within integration policy and highlight areas where improvement is urgently needed.

Conclusion 'Theory-Practice gap'

The results of this thesis highlight how network governance (NG) might influence how well Ukrainian immigrants integrate. These results do, however, also draw attention to some weaknesses in the theoretical frameworks that were covered. Although NG's literature highlights its flexibility, inclusivity, and capacity for collaboration, it frequently fails to address the difficulties brought on by crisis-driven migration, such as the urgent need for trauma-sensitive strategies or quick changes to policies under temporary protection statuses. The Netherlands, Belgium, and Finland are the focus of this study, which shows that although NG makes coordination and resource sharing easier, the variety of ways it is used indicates that more detailed theories that take into consideration regional variations and real-world limitations are needed. The study also notes that power disparities and the operational burden on NGOs are not given enough attention in the literature, even though these factors have a significant impact on integration results. This research's particular context emphasizes the necessity of broadening NG theory to better comprehend the intricacies of refugee integration and provide a nuanced view of how governance can be modified in response to crises.

Aggregate conclusion

To provide a traceable overview table 15 scores all NG-themes and equate an average, this to provide a singular level of NG adequacy. Herein, this NG-average is set against the other important variables of this thesis, namely (1) integration policy favourability and (2) successful integration outcomes. This table shows that the adequacy of NG corresponds directly to the success of integration outcomes for Finland and the Netherlands. The case for Belgium is slightly different because it scores similarly to the Netherlands on NG adequacy while scoring worse on integration outcomes.

<i>Countries (Horizontal axis) / Conclusions (Vertical axis)</i>	Belgium	Finland	The Netherlands
Conclusion 'Match'	Low	High	Medium

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Conclusion 'Alignment'	High	Low	Medium
Conclusion 'Trust'	Low	High	High
Conclusion 'Communication'	High	High	Medium (High)
Conclusion 'Leadership'	High	Medium	Low
Average adequacy of NG	Medium	Medium-high	Medium
Favourability of policy	Medium	High	Low
Successful Integration	Low	High	Medium

Table 15 Overview of the conclusions regarding NG, policy favourability, and integration outcomes

To conclude, the individuals elements of NG and NG seems to (partially) influence successful integration up to a certain extent. This thesis seems to point out that certain NG-themes clearly contribute to the effectivity and efficiency of the network in terms of successful integration of Ukrainian newcomers, which in this case was the NG-theme of ‘match’, ‘trust’, and (partially) ‘direct communication and coordination’ within this specific research nexus. Therefore, the argument could be made that hypothesis H1 and H2 hold, which are:

H1: Effective network governance does positively affect the integration outcomes of Ukrainian newcomers in Europe;

H2: The favourability of integration policy for Ukrainian newcomers does not causally lead to the integration outcomes of Ukrainian newcomers in Europe;

Statement of Originality

By signing this statement, I hereby acknowledge the submitted thesis (hereafter mentioned as “product”), titled:

Networks and their differing success factors regarding the successful integration of Ukrainian newcomers in The Netherlands, Belgium and Finland.’

to be produced independently by me, without external help.

Wherever I paraphrase or cite, a reference to the original source (journal, book, report, internet, etc.) is given.

By signing this statement, I explicitly declare that I am aware of the fraud sanctions as stated in the Education and Examination Regulations (EERs) of the BMS

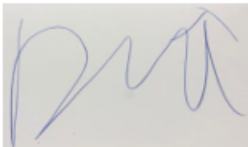
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Appendices

Appendix A – Interview guides (English and French)

Interview Guide 1.0

Topical area 1: Background

- 1) Please tell me a bit about your background with being involved with helping Ukrainian newcomers 'land' and getting integrated.
 - a. *Probe:* Get sense of how long they have been involved; what type of involvement; personal interest.
 - b. How did you get involved with your organisation? (*bigger picture how did you get involved with helping Ukrainian newcomers*)
 - i. *Probe:* Educational and occupation background/history
 - ii. *Prompt:* How did you get to this point in your career?
- 2) Please tell me a bit about your organisation [that you work for]?
 - a. *Probe:* mission, mandate, values
 - b. *Probe:* Size, type, sector, membership of the organisation?
 - c. *Probe:* sources of funding?
 - d. *Probe:* Role within said organisation.
 - e. *Probe:* Extent of involvement/cooperation in networks

Topical area 2: Values

- 3) Before we discuss in-depth the integration of Ukrainian newcomers, I would like to first set a certain baseline
 - a. Recognizing the relevant European and national legislation regarding Ukrainian newcomers and the integration thereof, I would like to ask the following questions
 - i. What constitutes an 'Ukrainian' newcomer?
 - ii. When is integration deemed successful for this
 - iii. What is a network and how does it work in your opinion
 1. *Prompt:* What circumstances spurred its development? What elements/dynamics facilitated it develop?
 - iv. What was the "core" problems/issues could arise with this implemented legislation?
 1. *Prompt:* Which network partners does it affect, and which does it benefit?
 2. *Prompt:* Who wrote, advised and reviewed this legislation? And by whom?
- 4) To what extent were you required to work/interact with other stakeholders? People? Organisations?
 - a. *Probe:* Impact of collaborative principles and interactions on the working group.
 - b. *Probe:* Example using another organisation and/or stakeholder.
 - c. *Probe:* Nature of the interactions between the various stakeholders involved.
 - i. *Prompt:* was collaborating effective? Ineffective?
 - d. *Probe:* With so many different types of people and groups, how does this work/not work?

- 5) How do you see your role (and your greater organisation) within this specific avenue?
 - a. *Probe: NG!*(... Implicitly of course)

Topical area 3: Strategy making process (the making of...)

- 6) Experience with the Integration Strategy
 - a. What was your experience working on the integration strategy for Ukrainian newcomers?
 - i. *Probe:* To what extent were you involved in this process?
 - ii. *Prompt:* Based on your experience, what do you think are the critical elements of successful integration strategy development?
 - b. Who were the key players and stakeholders involved in this integration strategy?
 - i. *Prompt:* What was your role as a stakeholder in developing and/or implementing the strategy?
 - c. Resources for Strategy Development
 - i. What resources were needed to develop the integration strategy?
 - ii. *Prompt:* Could you talk about the sharing of resources, ideas, and funding?
 - iii. *Note:* Allow them to first explain what they think was brought to the table before asking specifically about resources.
 - d. What barriers or challenges were encountered in developing the integration strategy?
 - i. *Probe:* How were these barriers addressed?
 - ii. *Prompt:* Can you provide examples?
 - e. Where did the funding for the integration strategy come from?
- 7) Given that the work of integrating Ukrainian newcomers might involve various sectors, what is your view on the role of each sector (nonprofit, for-profit/commercial, public) in this process?
 - a. Did the public sector (government) have any involvement in the strategy-making process?
 - i. *Probe:* If yes, in what capacity? If no, do you know why the public sector didn't take the lead in developing the strategy?
 - ii. *Prompt:* Do you think the public sector and the nonprofit sector have different or similar views on the importance of an integration strategy? How?
 - iii. *Probe:* What was the level of interest from and the relationship with federal agencies?
 - b. To your knowledge, has the private/commercial sector been involved in the development or implementation of the strategy in any capacity?
 - i. *Probe:* Could you discuss any collaborations or funding (e.g., sponsorships)?
 - c. How much input came from the grassroots or community level? Were community members encouraged to participate? How?
 - i. *Probe:* Could you elaborate on stakeholder consultations?

Topical area 4: Next Steps

- 8) What was your experience working on the integration strategy for Ukrainian newcomers?
 - a. *Probe*: To what extent were you involved in this process?
 - b. *Prompt*: Based on your experience, what do you think are the critical elements of successful integration strategy development?
- 9) Who were the key players and stakeholders involved in this integration strategy?
 - a. *Prompt*: What was your role as a stakeholder in developing and/or implementing the strategy?
- 10) What resources were needed to develop the integration strategy?
 - a. *Prompt*: Could you talk about the sharing of resources, ideas, and funding?
 - b. *Note*: Allow them to first explain what they think was brought to the table before asking specifically about resources.
- 11) What barriers or challenges were encountered in developing the integration strategy?
 - a. *Probe*: How were these barriers addressed?
 - b. *Prompt*: Can you provide examples?
 - c. Where did the funding for the integration strategy come from?
- 12) Between now and the next significant milestone or presentation, are you still actively working on anything related to the integration of Ukrainian newcomers?
 - a. Has implementation of the integration strategy begun yet?
 - i. *Prompt*: How will this strategy improve the integration process for Ukrainian newcomers?
 - b. What successes have been realized to date?
 - i. *Prompt*: What elements or dynamics have contributed to these successes?
 - c. Are you aware of any challenges encountered in implementing the strategy?
 - i. *Prompt*: If so, how have these challenges been addressed?
 - d. To your knowledge, is the integration strategy being monitored or evaluated at this point?
 - i. *Prompt*: How will you know that the strategy is successful?
- 13) Given that the work of integrating Ukrainian newcomers might involve various sectors, what is your view on the role of each sector (nonprofit, for-profit/commercial, public) in this process?
 - a. Did the public sector (government) have any involvement in the strategy-making process?
 - i. *Probe*: If yes, in what capacity? If no, do you know why the public sector didn't take the lead in developing the strategy?
 - ii. *Prompt*: Do you think the public sector and the nonprofit sector have different or similar views on the importance of an integration strategy? How?
 - iii. *Probe*: What was the level of interest from and the relationship with federal agencies?
 - b. To your knowledge, has the private/commercial sector been involved in the development or implementation of the strategy in any capacity?
 - i. *Probe*: Could you discuss any collaborations or funding (e.g., sponsorships)?
 - c. How much input came from the grassroots or community level? Were community members encouraged to participate? How?
 - i. *Probe*: Could you elaborate on stakeholder consultations?

Wrap-up questions

- Is there anything about the interview that you would like to add or clarify?
- Do you have any final thoughts you would like to share?
- Would you be open to me following up with you at a future time should anything relevant come up in later interviews or upon my analysis of data?

Guide d'entretien 1.0

Thème 1 : Contexte

1. Parlez-moi un peu de votre expérience en matière d'aide à l'intégration des nouveaux arrivants ukrainiens.
 - a. Sondez : Obtenir une idée de la durée de l'implication, du type d'implication, de l'intérêt personnel.
 - b. Comment vous êtes-vous impliqué dans votre organisation? (dans une perspective plus large, comment vous êtes-vous impliqué dans l'aide aux nouveaux arrivants ukrainiens?)
 - i. Sondez : Historique des études et de la profession
 - j. Incitation : Comment êtes-vous arrivé à ce stade de votre carrière ?
2. 2) Parlez-moi un peu de votre organisation [pour laquelle vous travaillez].
 - a. Sonde : mission, mandat, valeurs
 - b. Sondez : Taille, type, secteur, membres de l'organisation ?
 - c. Sonder : sources de financement ?
 - d. Sonder : Rôle au sein de ladite organisation.
 - e. Sondez : Degré d'implication/de coopération dans les réseaux

Thème 2 : Valeurs

3. Avant de discuter en profondeur de l'intégration des nouveaux arrivants ukrainiens, j'aimerais d'abord établir une certaine base de référence
 - a. Compte tenu de la législation européenne et nationale relative aux nouveaux arrivants ukrainiens et à leur intégration, j'aimerais poser les questions suivantes
 - i. Qu'est-ce qu'un nouvel arrivant « ukrainien »?
 - ii. Quand l'intégration est-elle considérée comme réussie dans ce cas ?
 - iii. iQu'est-ce qu'un réseau et comment fonctionne-t-il selon vous?
 1. Invitation: Quelles sont les circonstances qui ont favorisé son développement? Quels sont les éléments/dynamiques qui ont facilité son développement?
 - iv. Quels étaient les principaux problèmes/questions susceptibles de se poser dans le cadre de la mise en œuvre de cette législation ?
 1. Incitation : Quels sont les partenaires du réseau affectés par cette législation et quels sont ceux qui en bénéficient ?
 2. Invitation : Qui a rédigé, conseillé et révisé cette législation ? Et par qui ?

4. Dans quelle mesure avez-vous dû travailler/interagir avec d'autres parties prenantes ?
Des personnes ? Des organisations ?
 - a. Sondage : Impact des principes de collaboration et des interactions sur le groupe de travail.
 - b. Sondage : Exemple avec une autre organisation et/ou partie prenante.
 - c. Sondage : Nature des interactions entre les différents acteurs concernés.
 - i. Invitation: la collaboration a-t-elle été efficace? Inefficace ?
 - d. Sondage : Avec autant de types de personnes et de groupes différents, comment cela fonctionne-t-il/ne fonctionne-t-il pas ?
5. Comment voyez-vous votre rôle (et celui de votre organisation) dans cette voie spécifique ?
 - a. Sondage : NG ! (... Implicitement bien sûr)

Domaine thématique 3 : Processus d'élaboration de la stratégie (l'élaboration de...)

6. Expérience de la stratégie d'intégration
 - a. Quelle a été votre expérience de travail sur la stratégie d'intégration des nouveaux arrivants ukrainiens ?
 - i. Sondage : Dans quelle mesure avez-vous été impliqué dans ce processus ?
 - ii. Incitation : D'après votre expérience, quels sont, selon vous, les éléments essentiels à l'élaboration d'une stratégie d'intégration réussie ?
 - b. Quels ont été les principaux acteurs et parties prenantes impliqués dans cette stratégie d'intégration ?
 - i. Invitation : Quel a été votre rôle en tant que partie prenante dans l'élaboration et/ou la mise en œuvre de la stratégie ?
 - c. Ressources pour l'élaboration de la stratégie
 - i. Quelles ressources ont été nécessaires à l'élaboration de la stratégie d'intégration ?
 - ii. Invitation : Pourriez-vous parler du partage des ressources, des idées et du financement ?
 - iii. Note : Permettez-leur d'expliquer d'abord ce qu'ils pensent avoir été apporté à la table avant de poser des questions spécifiques sur les ressources.
 - d. Quels obstacles ou défis ont été rencontrés lors de l'élaboration de la stratégie d'intégration ?
 - i. Sondage : Comment ces obstacles ont-ils été surmontés ?
 - ii. Incitation : Pouvez-vous donner des exemples ?
 - e. D'où provient le financement de la stratégie d'intégration ?
7. Étant donné que le travail d'intégration des nouveaux arrivants ukrainiens peut impliquer différents secteurs, quel est votre point de vue sur le rôle de chaque secteur (à but non lucratif, à but lucratif/commercial, public) dans ce processus ?
 - a. Le secteur public (gouvernement) a-t-il participé au processus d'élaboration de la stratégie ?
 - i. Sondage : Si oui, à quel titre ? Si non, savez-vous pourquoi le secteur public n'a pas pris la tête du développement de la stratégie ?

- ii. Incitation : Pensez-vous que le secteur public et le secteur à but non lucratif ont des points de vue différents ou similaires sur l'importance d'une stratégie d'intégration ? Comment ?
 - iii. Sonde : Quel a été le niveau d'intérêt et les relations avec les agences fédérales ?
 - b. A votre connaissance, le secteur privé/commercial a-t-il été impliqué dans le développement ou la mise en œuvre de la stratégie à quelque titre que ce soit ?
 - i. Sondez : Pourriez-vous évoquer des collaborations ou des financements (par exemple, des parrainages) ?
 - c. Quelle est l'importance de la contribution de la base ou de la communauté ? Les membres de la communauté ont-ils été encouragés à participer ? De quelle manière ?
 - i. Sondez : Pourriez-vous donner des précisions sur les consultations des parties prenantes ?

Thème 4 : Prochaines étapes

- 8. Quelle a été votre expérience en matière de stratégie d'intégration des nouveaux arrivants ukrainiens ?
 - a. Sondez : Dans quelle mesure avez-vous été impliqué dans ce processus ?
 - b. Invite : D'après votre expérience, quels sont, selon vous, les éléments essentiels au développement d'une stratégie d'intégration réussie ?
- 9. Quels ont été les principaux acteurs et parties prenantes impliqués dans cette stratégie d'intégration ?
 - a. Invitation : Quel a été votre rôle en tant que partie prenante dans l'élaboration et/ou la mise en œuvre de la stratégie ?
- 10. Quelles ressources ont été nécessaires pour développer la stratégie d'intégration ?
 - a. Invitation : Pourriez-vous parler du partage des ressources, des idées et du financement ?
 - b. Note : Permettez-leur d'expliquer d'abord ce qu'ils pensent avoir été apporté avant de poser des questions spécifiques sur les ressources.
- 11. Quels obstacles ou défis ont été rencontrés lors de l'élaboration de la stratégie d'intégration ?
 - a. Sondez : Comment ces obstacles ont-ils été surmontés ?
 - b. Inciter : Pouvez-vous donner des exemples ?
 - c. D'où provient le financement de la stratégie d'intégration ?
- 12. D'ici la prochaine étape ou présentation importante, travaillez-vous encore activement sur des sujets liés à l'intégration des nouveaux arrivants ukrainiens ?
 - a. La mise en œuvre de la stratégie d'intégration a-t-elle déjà commencé ?
 - i. Invitation: Comment cette stratégie améliorera-t-elle le processus d'intégration des nouveaux arrivants ukrainiens?
 - b. Quels sont les succès obtenus à ce jour ?
 - i. Invitation : Quels éléments ou dynamiques ont contribué à ces succès ?
 - c. Avez-vous connaissance de difficultés rencontrées dans la mise en œuvre de la stratégie ?

- i. Invitation : Si oui, comment ces défis ont-ils été relevés ?
 - d. À votre connaissance, la stratégie d'intégration fait-elle l'objet d'un suivi ou d'une évaluation à ce stade ?
 - i. Invitation : Comment saurez-vous que la stratégie est couronnée de succès ?
 13. Étant donné que le travail d'intégration des nouveaux arrivants ukrainiens peut impliquer différents secteurs, quel est votre point de vue sur le rôle de chaque secteur (à but non lucratif, à but lucratif/commercial, public) dans ce processus ?
 - a. Le secteur public (gouvernement) a-t-il participé au processus d'élaboration de la stratégie ?
 - i. Sondez : Si oui, à quel titre ? Si non, savez-vous pourquoi le secteur public n'a pas pris la tête du développement de la stratégie ?
 - ii. Incitation : Pensez-vous que le secteur public et le secteur à but non lucratif ont des points de vue différents ou similaires sur l'importance d'une stratégie d'intégration ? Comment ?
 - iii. Sonde : Quel a été le niveau d'intérêt et les relations avec les agences fédérales ?
 - b. A votre connaissance, le secteur privé/commercial a-t-il été impliqué dans l'élaboration ou la mise en œuvre de la stratégie à quelque titre que ce soit ?
 - i. Sondez : Pourriez-vous évoquer des collaborations ou des financements (par exemple, des parrainages) ?
 - c. Quelle est l'importance de la contribution de la base ou de la communauté ? Les membres de la communauté ont-ils été encouragés à participer ? De quelle manière ?
 - i. Sondez : Pourriez-vous donner des précisions sur les consultations des parties prenantes ?

Questions récapitulatives

- Y a-t-il des éléments de l'entretien que vous aimeriez ajouter ou clarifier ?
- Avez-vous des réflexions finales que vous aimeriez partager ?
- Seriez-vous disposé à ce que je vous recontacte ultérieurement si quelque chose de pertinent devait être soulevé lors d'entretiens ultérieurs ou lors de mon analyse des données ?

Appendix B – Case Selection: MIPEX score

Network Collaboration in Newcomer Integration

Ndolor-Tah's Integration Domains	MIPEX Score in relation to Ndolor-Tah's Domains	Country, Immigrant/native/score/integration	Favourable integration policy - average: comparatively to EU28
Work	Labour Market Mobility/Equal opportunities	Belgium (56, 65); Finland (91,83); Netherlands (65, 55); EU28 (52, 49)	All countries are above average
Housing	NA		
Education	Education	Belgium (74); Finland (88); Netherlands (57); EU28 (43)	All countries are above average
Health and Social Care	Health	Belgium (73); Finland (67); Netherlands (65); EU28 (53);	All countries are above average
Leisure	NA		
Social Bonds	Family reunion	Belgium (48); Finland (67); Netherlands (31); EU28 (50);	Belgium and Netherlands are below average; Finland is above average
Social Bridges	NA		
Social Links	Political Participation	Belgium (65); Finland (95); Netherlands (50); EU28 (28);	All countries are above average
Language	NA		
Culture	NA		
Digital Skills	NA		
Safety	Anti-discrimination/ Permanent residence	Belgium (100, 75); Finland (100, 96); Netherlands (85, 52); EU28 (78, 65)	All scores are above average, except for 'permanent residence' in the Netherlands
Stability	Secure Future/Access to nationality	Belgium (44, 65); Finland (78, 74); Netherlands (37, 55); EU28 (45, 40)	All scores are above average, except for 'secure future' in Belgium and The Netherlands;
Rights and Responsibilities	Basic Rights	Belgium (91); Finland (89); Netherlands (65); EU28 (66)	Basic rights' in the Netherlands is below average

Appendix C – Oversight of documents analysed: all case studies (Belgium, Finland, The Netherlands and misc.)

Author	Document Name	Year	Type Document
Groot	Network Governance in Integration Policy: The cases of The Netherlands, Sweden and Denmark	2018	Thesis
Cramer	How network governance powers the circular economy: Ten guiding principles for building a circular economy, based on Dutch experiences	2020	Study
De Vries	Effective Network Governance: an analysis of a Dutch Health Care Network	2023	Thesis
Den Ouden	A contribution to the understanding and strengthening of network governance	2015	Thesis
Van Bortel	Network governance in action: the case of Groningen complex decision-making in urban regeneration	2020	Journal article
Van Duijn et al.	Working Toward Network Governance: Local Actors' Strategies for Navigating Tensions in Localized Health Care Governance	2022	Journal article
Verweij et al.	What makes governance networks work? A fuzzy set qualitative comparative analysis of 14 Dutch spatial planning projects	2013	Journal article
Hajer and Versteeg	Performing governance through networks	2005	Journal article
Van der Voort et al.	Network governance of Dutch intensive care units: state of affairs after implementation of the Quality Standard	2020	Journal article
Bulder et al.	The influence of COVID-19 on modes of governance for climate change—Expert views from the Netherlands and the UK	2022	Journal article
Van Buuren et al.	Interactive Governance in the Netherlands: The Case of the Scheldt Estuary	2007	Journal article
Evers et al.	Illuminating the Black Box of the Government to Governance Transformation Thesis: The Case of Dutch City Deals	2020	Journal article
Baalbergen et al.	Governance Networks and Accountability Patterns in the Provision of Housing for Migrant differing Dutch refugee policies in shaping the socio-economic integration of Syrian and Ukrainian refugees	2023	Journal article
van Woerkom	The integration challenges of Ukrainian refugees in the Netherlands: What's next?	2023	Thesis
Tasbas	Situational Report	2022	Policy brief
Shaidrova et al.	Situational Report	2022	Policy brief
AIDA	Country report: The Netherlands	2024	Report
AIDA	Annex: Temporary Protection Netherlands	2024	Annex
Otten et al.	The socio-economic position and living conditions of Ukrainian refugees	2023	Report
Adviesraad Migratie	De prijs van tijdelijkheid. Perspectief voor Oekraïense ontheemden in Nederland	2023	Report
Numeral	Knipsekrant	2024	Report
Rijkswaterstaat	Network Governance	2010	Newsarticle
Hendriks	On inclusion and Network governance: The democratic disconnect of Dutch energy	2015	Journal article
GGD GHOR	Oekraïense ontheemden in Nederland	2023	Factsheet
Ministerie van Justitie en	Naslagwerk Gemeentelijke Opvang Oekraïners (GOO)	2024	Naslagwerk
Vereniging van Nederlandse Gemeenten	Ontwikkelingen Oekraïne	2022	Document
Ministerie van Justitie en	Vreemdelingenbeleid; Situatie in Oekraïne	2023	Brief
DG Oekraïense ontheemden	Nota: Beleidskeuzes financiële verstrekkingen ontheemden uit Oekraïne (herziening)	2023	Nota
Ontwikkeling, Digitalisering en Innovatie	Steeds de juiste maatvoering weten te vinden	2023	Report

Network Collaboration in Newcomer Integration

Document Name	Year	Type Document
A Network-based Approach to Regional Borders: The Case of Belgium	2008	Journal article
Governance networks and area-based policy: the end or the new future of representative democracy? "The case of Ghent, Belgium"	2003	Conference paper
Governing Cyber Security through Networks: An Analysis of Cyber Security Coordination in Belgium	2018	Journal article
Hospital networks: how to make them work in Belgium? Facilitators and barriers of different governance models	2018	Journal article
The Belgian Evidence-Based Practice Program network governance to improve efficiency and effectiveness of evidence-based practice uptake	2019	Short communications
Discursive Representation within the Institutional Void: The Rise and Fall of a Governance Network on Sustainable Food in Belgium	2017	Journal article
Experiences and observations from a care point for displaced Ukrainians: a community case study in Antwerp, Belgium	2024	Journal article
BE with U: Good Practices Report; Technical support to Public Services; Final Report Summary; Rapport over Noden-analyse Belgium	2023	Report
Fedasil	2022	Report
Tewerkstelling van Oekraïense nieuwkomers	2024	Rapport

Document Name	Year	Type Document
In Between New Public Management and Network Governance in Austria, Finland and Scotland: F	2022	Journal article
Governance Theory as a framework for empirical research - A case study on local environmental policy-making in Helsinki, Finland	2011	Dissertation
Governance Theory as a framework for empirical research - A case study on local environmental policy-making in Helsinki, Finland	2024	Journal article
Ukrainians in Finland who fled the war: their registration in municipalities of residence and their future plans	2024	Report
The situation of Ukrainians in Finland who fled the war: survey results	2022	Technical report
Settlement of Ukrainians Receiving Temporary Protection in South Ostrobothnia	2023	Report
Toimenpideohjelman Ukrainasta paenneiden auttamiseksi vuosille 2024-2027	2024	Report
Selvitys tilapäistä suojelua saavista työvoimapalvelujen asiakkaina ja työmarkkinoilla	2023	Report
Network Governance Arrangements and Rural-Urban Synergy	2021	Journal article
Regional Policy-Making in Finland: Governance of Networks or Just Top-Down Steering	2009	Journal article
Organisation and governance - Finland	2023	Report
Slice or the whole cake? Network ownership, governance and public-private partnerships in Finland	2013	Conference paper
Integration Platform for Organisations	2024	Form
Instructions for filling in and processing the integration platform	2024	Document
Starttipaja initiates cooperation between different operators to promote integration	2024	Document

Document Name	Year	Type Document
Indicators of Immigrant integration, Settling in	2023	Report
Working Together, Skills and Labour Market Integration of Immigrants and their Children in	2016	Report
Indicators of Immigrant integration: Introduction and Overview	2015	Report
Making Integration Work, Family Migrants	2017	Report
Working towards dual intent integration of Ukrainian refugees	2023	Report

Appendix D – Timetable

When	What
Week 28	Defend other thesis and conduct interviews
Week 29	Baby vacation
Week 30	Setting up structure + start with theoretical framework
Week 31	Finish theoretical framework + start conceptual framework
Week 32	Finish conceptual framework + start methodology
Week 33	Finish methodology + start results
Week 34	Finish results + start discussion
Week 34	Finish discussion + conclusion

Week 35	Proofread + adding references + checking appendices
Week 36	Emergency week
Week 37	Emergency week
Week 38	Emergency week
Week 39	Emergency week
Week 40	Emergency week

Appendix E – The code book

The complete code book is attached in the thesis excel book.

Appendix F – Techniques employed for quality/trustworthiness⁷

Criteria for quality/trustworthiness	Methods/processes used to achieve
Worthy topic	Relevant (explores a current refugee integration strategy); Current political context (Neoliberalism); Questions taken-for-granted assumptions (Rule of law, good governance and governmentality); Underresearched topic (network governance in context of refugee integration)
Rich rigor	Requisite variety' (comprehensive analysis and findings of a complex topic); Due diligence (Substantial, sufficient, and thorough data collected and analysed); Face validity (case study reflected appropriate "case")
Sincerity	Self-reflexivity (integrated reflexive excerpts); Transparency (in research design and of challenges encountered)
Credibility	Thick description (rich analysis supported by representative quotations); Triangulation (three sources of data collection); Communicated tacit knowledge (of taken for granted government processes)
Resonance	Transferability or naturalistic generalisations (through use of an instrumental case study); Communicative validity (findings open for discussion and refutation); Aesthetic merit (academic-aesthetic balance in writing)
Significant contribution	Theoretically significant (contributes to and extends current understanding of network governance); Significant (findings have implications for new social movements, nongovernment action)
Ethical	Procedural ethic (research approved by ethics board; use of informed consent); Relational ethics (self-consciousness, genuine and respectful interactions with participants)
Meaningful contribution	Research addressed stated purpose and research questions; Appropriate method employed (instrumental case study that explored emerging discourse of network governance); Literature appropriately situated and integrated throughout findings

⁷ Table adopted from Corley (2004) and Wu (2014); contents based on Tracy (2010)

Appendix G – Participant Background Information

Participant (Pseudonym)	Years of (relevant) work experience	Work History	Work location (province and country)
Writer, Researcher, Communication strategist, moderator	12	Ukrainian refugees; Needs Assessor, Solution developer;	Amsterdam, NL-NH
Coordinator Ukrainian house & foundation founder	7	Ukrainian refugees; Public health; NGO's Public Governance	Rotterdam, NL-ZH
Researcher	5	Refugeeship; migration; integration	Amsterdam, NL-NH
Teacher, programme manager,	27	Refugeeship; migration; integration	Utrecht, NL-UT
Director, Chairperson	25	Refugeeship; migration; integration	Leiden, NL-ZH
Researcher, Policymaker,	17	Ukrainian refugees; Public health; NGO's Public Governance	Den Haag, NL-ZH
Researcher and Lecturer	4	Entrepreneurship, integration, Ukrainians refugees	Espoo, FI-UU
Policymaker, strategic advisor	8	Education, Justice, and Safety	Utrecht, NL-UT
Translator, Policy advisor	3	Ukrainian refugees, integration	Amsterdam, NL-NH
Policy advisor	6	Asylum, integration, and inclusion	Den Haag, NL-ZH
Policymaker	3	Justice and Safety	Den Haag, NL-ZH
Manager	1	Social services for newcomers	Den Haag, NL-ZH
Board Chairperson	3	Refugees, integration	Amsterdam, NL-NH
Professor, academic	24	Migrants, Integration, and discriminative	Rotterdam, NL-ZH

Project Manager	2	Entrepreneurship, integration, Ukrainians refugees	Helsinki, FI-UU
Coordinator large NGO	10	Crisis response, integration, Ukrainian refugees	Helsinki, FI-UU
Director	16	Integration of refugees	Liege, BE-LG

Appendix H-1,2,3: Information and informed consent form (English, Dutch, French and Ukrainian)

Information and Informed Consent Form

Date: 08-09-2024

Project Title: Interorganisational collaboration in Networks, Networks and their differing success factors regarding the successful integration of Ukrainian newcomers in The Netherlands, Belgium and Finland

MA candidate: Dani Jeremy Michael Smith

Supervisor: Dr Elifcan Karacan

Faculty of Behavioural, Management and Social Sciences (BMS)

Programme of Public Administration

University of Twente

d.j.m.smith@student.utwente.nl

Invitation

You (the reader) are invited to participate in a study that involves qualitative research. The purpose of this study is to understand network governance through the case study of the Netherlands, Belgium, and Finland regarding the integration of Ukrainian newcomers that have fled since the invasion of Russia on February 24th, 2022.

What's involved

As a participant, you will be interviewed (in-person, telephone, or via another channel) based on your experiences and wisdom on this specific research topic. You will be asked to answer a series of open-ended questions relating to three topical areas: 1) general background information, 2) the design and workings of (effective) network governance, and 3) how the integration process of Ukrainian newcomers has unfolded.

You will be asked to reflect on your past and present experiences on the integration of Ukrainian newcomers and any other insights. With your permission, the interview will be transcribed for the purpose of data analysis. Participation will take approximately 60 minutes of your time.

Potential benefits and risks

Possible benefits of participation include that future integration policy and networks are created, and furthermore provide the ability to voice your opinion and views in a safe and controlled environment. A possible anticipated risk is that traumatic memories could be triggered during the interview, sufficient measures have been taken to help deal with these potential risks.

Confidentiality

All information you provide will be kept confidential. Your name will not appear in any report resulting from this study. With your permission however, anonymous quotations may be used. Following the completion of the interview, you will have the opportunity to add, clarify, or strike any statements.

Data collected during this study will be stored on a secured laptop computer. Access to this data will be restricted to the graduate researcher and faculty supervisor.

Voluntary participation

Participation in this study is voluntary. If you wish, you may decline to discuss any topic and ask questions of the researcher at any point during the research process. Further, you may decide to withdraw from this study at any time and for any reason. There is no compensation for participating in this study.

Publication of results

Results of this study will contribute to a thesis project that will be submitted for completion of a Master of Arts (MA) – Public Administration.

Future analysis of findings

The data and findings of this study may be analysed as a part of future academic publications or presentations as well as professional reports

Contact information and ethics clearance

If you have any questions about this study or require further information, please contact Dani Smith using the contact information provided above. This study has been reviewed and approved by the University of Twente BMS Ethics Commission (241172).

Thank you for your involvement and contribution in this study. Please keep a copy of this form for your records.

Consent form

I agree to participate in the study described above. I have made this decision based on the information I have read in the Information-Consent Form. I have had the opportunity to receive any additional details I wanted about the study and understand that I may ask questions in the future. I understand that I may withdraw this consent at any time.

Name:

Signature:

Date:

Appendix J-2: Information and Informed Consent Form (Dutch)

Information and Informed Consent Form

Date: 08-09-2024

Project Title: Interorganisational collaboration in Networks, Networks and their differing success factors regarding the successful integration of Ukrainian newcomers in The Netherlands, Belgium and Finland

MA candidate: Dani Jeremy Michael Smith

Supervisor: Dr Elifcan Karacan

Faculty of Behavioural, Management and Social Sciences (BMS)

Programme of Public Administration

University of Twente

d.j.m.smith@student.utwente.nl

Uitnodiging

U (de lezer) wordt uitgenodigd om deel te nemen aan een kwalitatief onderzoek. Het doel van deze studie is om netwerkgovernance te begrijpen aan de hand van een casestudy van Nederland, België en Finland met betrekking tot de integratie van Oekraïense nieuwkomers die gevlucht zijn sinds de invasie van Rusland op 24 februari 2022.

Betreft wat

Als deelnemer wordt u geïnterviewd (persoonlijk, telefonisch of via een ander kanaal) op basis van uw ervaringen en wijsheid over dit specifieke onderzoeksonderwerp. U wordt gevraagd een reeks open vragen te beantwoorden met betrekking tot drie actuele onderwerpen: 1) algemene achtergrondinformatie, 2) de opzet en werking van (effectief) netwerkbestuur, en 3) hoe het integratieproces van Oekraïense nieuwkomers zich heeft ontwikkeld.

U wordt gevraagd te reflecteren op uw vroegere en huidige ervaringen met de integratie van Oekraïense nieuwkomers en eventuele andere inzichten. Met uw toestemming zal het interview worden getranscribeerd ten behoeve van data-analyse. Deelname zal ongeveer 60 minuten van uw tijd in beslag nemen.

Potential benefits and risks

Mogelijke voordelen van deelname zijn dat toekomstig integratiebeleid en netwerken worden gecreëerd, en bovendien de mogelijkheid bieden om uw mening en standpunten te uiten in een veilige en gecontroleerde omgeving. Een mogelijk risico is dat traumatische herinneringen

kunnen worden opgehaald tijdens het interview, er zijn voldoende maatregelen genomen om deze potentiële risico's het hoofd te bieden.

Vertrouwelijkheid

Alle door u verstrekte informatie wordt vertrouwelijk behandeld. Je naam zal niet verschijnen in een rapport dat voortvloeit uit dit onderzoek. Met uw toestemming kunnen echter anonieme citaten worden gebruikt. Na afloop van het interview krijgt u de gelegenheid om uitspraken toe te voegen, te verduidelijken of te schrappen.

De gegevens die tijdens dit onderzoek worden verzameld, worden opgeslagen op een beveiligde laptop. Alleen de onderzoeker en de faculteitsbegeleider hebben toegang tot deze gegevens.

Vrijwillige deelname

Deelname aan dit onderzoek is vrijwillig. Als u dat wilt, kunt u op elk moment tijdens het onderzoek weigeren een onderwerp te bespreken en vragen stellen aan de onderzoeker. Verder kunt u op elk moment en om welke reden dan ook besluiten om u terug te trekken uit dit onderzoek. Er is geen vergoeding voor deelname aan dit onderzoek.

Publicatie van resultaten

De resultaten van dit onderzoek zullen bijdragen aan een thesisproject dat zal worden ingediend ter afronding van een Master of Arts (MA) - Bestuurskunde.

Toekomstige analyse van bevindingen

De gegevens en bevindingen van dit onderzoek kunnen worden geanalyseerd als onderdeel van toekomstige academische publicaties of presentaties en professionele rapporten.

Contact informatie en ethische goedkeuring

Als u vragen heeft over dit onderzoek of meer informatie wilt, neem dan contact op met Dani Smith via bovenstaande contactgegevens. Dit onderzoek is beoordeeld en goedgekeurd door de ethische commissie van de Universiteit Twente (241172).

Hartelijk dank voor uw betrokkenheid en bijdrage aan dit onderzoek. Bewaar een kopie van dit formulier voor uw administratie.

Toestemmingsformulier

Ik ga akkoord met deelname aan het hierboven beschreven onderzoek. Ik heb deze beslissing genomen op basis van de informatie die ik heb gelezen in het informatie-toestemmingsformulier. Ik heb de gelegenheid gehad om alle gewenste aanvullende informatie over het onderzoek te ontvangen en begrijp dat ik in de toekomst vragen mag stellen. Ik begrijp dat ik deze toestemming op elk moment kan intrekken.

Naam:

Handtekening:

Datum:

Appendix J-3: Information and Informed Consent Form (Ukrainian)

Форма інформації та інформованої згоди

Дата: 08-09-2024

Назва проекту: Міжорганізаційна співпраця в мережах, мережі та їх різні фактори успіху щодо успішної інтеграції українських новоприбулих в Нідерландах, Бельгії та Фінляндії

Кандидат на здобуття ступеня магістра: Дані Джеремі Майкл Сміт

Науковий керівник: Д-р Еліфджан Караджан

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Programme of Public Administration

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Запрошення

Вас (читача) запрошуємо взяти участь у дослідженні, яке передбачає проведення якісного дослідження. Метою цього дослідження є розуміння мережевого управління на прикладі Нідерландів, Бельгії та Фінляндії щодо інтеграції українських переселенців, які втекли після вторгнення Росії 24 лютого 2022 року.

У чому полягає участь

Як учасник, ви пройдете інтерв'ю (особисте, по телефону або через інший канал), яке базуватиметься на вашому досвіді та знаннях щодо цієї конкретної теми дослідження. Вам буде запропоновано відповісти на низку відкритих запитань, що стосуються трьох тематичних напрямків 1) загальна довідкова інформація, 2) структура та функціонування (ефективного) управління мережею та 3) як розгортався процес інтеграції українських новоприбулих.

Вас попросять поміркувати над вашим минулим і теперішнім досвідом інтеграції українських новоприбулих, а також поділитися будь-якими іншими ідеями. З вашого дозволу інтерв'ю буде записано з метою аналізу даних. Участь в опитуванні займе приблизно 60 хвилин вашого часу.

Потенційні переваги та ризики

Можливі переваги участі включають створення майбутньої інтеграційної політики та мереж, а також можливість висловити свою думку та погляди в безпечному та контрольованому середовищі. Можливим очікуваним ризиком є те, що під час інтерв'ю можуть бути спровоковані травматичні спогади, але було вжито достатніх заходів, щоб допомогти впоратися з цими потенційними ризиками.

Конфіденційність

Вся інформація, яку ви надасте, буде зберігатися в таємниці. Ваше ім'я не буде вказано в жодному звіті за результатами цього дослідження. Однак, з вашого дозволу, можуть бути

використані анонімні цитати. Після завершення інтерв'ю у вас буде можливість додати, уточнити або викреслити будь-які твердження.

Дані, зібрані під час цього дослідження, будуть зберігатися на захищеному ноутбучі. Доступ до цих даних матимуть лише аспірант та науковий керівник.

Добровільна участь

Участь у цьому дослідженні є добровільною. За бажанням ви можете відмовитися від обговорення будь-якої теми і поставити запитання досліднику в будь-який момент в процесі дослідження. Крім того, ви можете вирішити вийти з цього дослідження в будь-який час і з будь-якої причини. Компенсація за участь у цьому дослідженні не передбачена.

Публікація результатів

Результати цього дослідження будуть використані для написання дипломної роботи, яка буде подана на здобуття ступеня магістра (MA) з державного управління.

Подальший аналіз результатів

Дані та висновки цього дослідження можуть бути проаналізовані як частина майбутніх академічних публікацій або презентацій, а також професійних звітів.

Контактна інформація та етична згода

Якщо у вас виникли запитання щодо цього дослідження або вам потрібна додаткова інформація, будь ласка, зв'яжіться з Дені Сміт, використовуючи контактну інформацію, надану вище. Це дослідження було розглянуто та схвалено Комісією з етики BMS Університету Твенте (241172).

Дякуємо за вашу участь та внесок у це дослідження. Будь ласка, збережіть копію цієї форми для своїх записів.

Форма згоди

Я погоджуюся взяти участь у дослідженні, описаному вище. Я прийняв це рішення на основі інформації, яку я прочитав в Інформаційній формі-згоді. Я мав можливість отримати будь-яку додаткову інформацію про дослідження і розумію, що можу поставити запитання в майбутньому. Я розумію, що можу відкликати цю згоду в будь-який час.

Прізвище та ім'я:

Підпис:

Дата:

Appendix J – Overview of the integration results

The complete overview of the integration results is attached in the thesis excel book.

Network Collaboration in Newcomer Integration

Labour market data	EU (native)	EU (immigrant)	EU (pp diff)	Belgium (native)	Belgium (immigrant)	Belgium (pp diff)	Finland (native)	Finland (immigrant)	Finland (pp diff)	Netherlands (native)	Netherlands (immigrant)	Netherlands (pp diff)
Labour force participation	80.50%	71.80%	-8.20%	77%	59.50%	-17.50%	84.10%	74.80%	-9.70%	86.60%	68.90%	-17.70%
Employment	76.20%	63.10%	-13.10%	73.50%	50%	-23.50%	79.10%	62%	-17.10%	84.30%	62.10%	-22.20%
Unemployment	5.60%	12.40%	6.80%	4.90%	15.90%	9%	6.60%	17.90%	11.50%	3.30%	10.90%	7%
Over-qualification	20.80%	39.50%	18.70%	21.80%	37.40%	15.60%	15.80%	26.50%	10.70%	14.10%	24%	9.90%
Self-employment	13.50%	10.40%	-3.10%	13.90%	11.40%	-2.50%	11.20%	12.10%	0.90%	16.50%	12.30%	-4.20%
Part-time employment	16.60%	22.40%	6%	23.00%	22.40%	-0.60%	14.90%	18.30%	3.40%	39.70%	30%	-9.70%
Temporary employment	11.50%	23.10%	11.60%	7.20%	19.60%	12.40%	13.40%	26.10%	14.70%	22.70%	44.30%	21.60%
Labour market slack	11.10%	23.70%	12.60%	9.80%	27.40%	17.60%	14.90%	31.30%	16.40%	11%	23.40%	12.40%
Education data	EU (native)	EU (immigrant)	EU (pp diff)	Belgium (native)	Belgium (immigrant)	Belgium (pp diff)	Finland (native)	Finland (immigrant)	Finland (pp diff)	Netherlands (native)	Netherlands (immigrant)	Netherlands (pp diff)
Educational attainment	21.20%	43.30%	22.10%	19.20%	40.80%	21.60%	12.70%	35.50%	22.80%	22.20%	38%	15.80%
Tertiary educational attainment	44.80%	38%	-6.80%	51.10%	38.40%	-12.70%	46%	24%	-22.00%	54.90%	38.40%	-16.50%
Early school leavers	8.20%	25.30%	17.10%	5.10%	14.10%	9.00%	5.70%	20.20%	14.50%	5.70%	24%	18.30%
Adult learning	12.90%	12.60%	-0.30%	10.60%	17.90%	7.30%	25.20%	42.10%	16.90%	25.90%	51.20%	25.30%
NEET	10.40%	21.50%	11.10%	8.70%	21.30%	12.60%	9.10%	13%	3.90%	4.30%	13.60%	9.30%
Social Inclusion data	EU (native)	EU (immigrant)	EU (pp diff)	Belgium (native)	Belgium (immigrant)	Belgium (pp diff)	Finland (native)	Finland (immigrant)	Finland (pp diff)	Netherlands (native)	Netherlands (immigrant)	Netherlands (pp diff)
Poverty or social exclusion	18.90%	45.50%	26.60%	16.30%	46.70%	30.40%	15.60%	34.20%	18.60%	14.80%	37.90%	23.10%
Poverty	14.10%	36.60%	22.50%	10.10%	36.70%	26.60%	12.40%	21.70%	9.50%	11.70%	36.40%	24.70%
Median Income (by PPS)	20526 PPS	15426 PPS	minus 5100 PPS	25,458 PPS	16,784 PPS	minus 8674 PPS	21,953 PPS	17,309 PPS	minus 4644 PPS	25,261 PPS	16,491 PPS	minus 8770
Low work intensity	7.60%	16.80%	9.20%	10.50%	21.20%	10.70%	9.40%	17%	7.60%	8.70%	12%	3.30%
Severe deprivation	5.90%	15%	9.10%	4.80%	19%	14.20%	2.70%	8.20%	5.50%	2.30%	7.70%	5.40%
In-work at risk of poverty	7.30%	22.50%	15.20%	3.50%	19.50%	16.00%	2.40%	8%	5.60%	4.50%	23.10%	18.60%
Housing data	EU (native)	EU (immigrant)	EU (pp diff)	Belgium (native)	Belgium (immigrant)	Belgium (pp diff)	Finland (native)	Finland (immigrant)	Finland (pp diff)	Netherlands (native)	Netherlands (immigrant)	Netherlands (pp diff)
Home ownership	74%	23.40%	-50.60%	74.80%	32.20%	-42.60%	70%	26.50%	-41.50%	66.10%	32.30%	-33.80%
Housing cost overburden	8.30%	21%	12.70%	7.40%	20.10%	12.70%	5.90%	11.90%	6.00%	9.60%	36.30%	26.70%
Overcrowded homes	13.70%	32.40%	18.70%	3.10%	26.60%	23.50%	8.10%	23.80%	15.70%	3.10%	17.40%	14.30%
Health data	EU (native)	EU (immigrant)	EU (pp diff)	Belgium (native)	Belgium (immigrant)	Belgium (pp diff)	Finland (native)	Finland (immigrant)	Finland (pp diff)	Netherlands (native)	Netherlands (immigrant)	Netherlands (pp diff)
Self-perceived health	8.90%	7.90%	-1.00%	8.50%	9.60%	1.10%	6.30%	2.90%	-3.40%	6.10%	8%	1.90%
Unmet medical needs	3.90%	3.70%	-0.20%	1.40%	1.50%	0.10%	9.20%	14.70%	5.50%	1.20%	4.20%	3.00%
Unmet dental needs	4.70%	6.70%	2.00%	4.40%	5.60%	1.20%	8.60%	16.70%	8.10%	0.70%	5.70%	5.00%
Long-standing illness	35.80%	28%	-7.80%	27%	25.20%	-1.80%	56.10%	35.90%	-20.20%	37.20%	24.10%	-13.10%
Long-standing limitations	27.40%	20%	-7.40%	25.70%	23.30%	-2.40%	35.40%	15.50%	-19.90%	32.90%	23.80%	-9.10%

