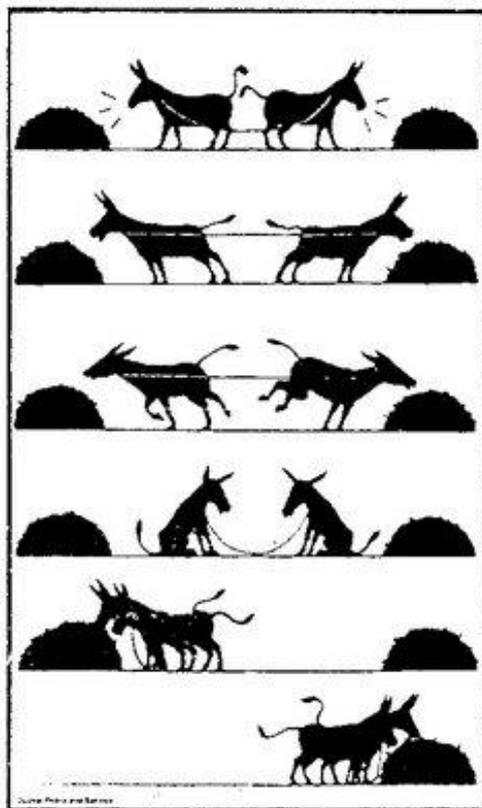


Werkplaats De Gruyter

A Governance Network based Living Lab



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Final Version

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The views expressed in this master thesis are those of the author, not necessarily those of the Province of North Brabant or Werkplaats De Gruyter.

Preface

Werkplaats De Gruyter: A Governance Network based Living Lab

A master thesis on the way the provincial government of North Brabant, through its networking role, can contribute to the development of solutions for the integration of refugees in local communities.

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List of Acronyms

[AHAFH] A Home Away from Home

[B] Business

[BA] Brabant Approach

[BIC] IND Business Information Centre

[CAQDA] Computer Assisted Qualitative Data Analysis

[CBS] Centraal Bureau voor Statistiek

[ECRE] European Council on Refugees and Exiles

[ED] Eindhovense Dagblad

[G] Government

[GNeLL] Governance Network based Living Lab

[GNet] Governance Network

[GS] Gedeputeerde Staten van Noord-Brabant

[IA] Integrated Approach

[IND] Immigration and Naturalization Service

[KI] Knowledge Institutions

[LL] Living lab

[MGA] Mutual Gains Approach

[MMB] Mijn Mooi Brabant

[NEA] Netherlands Enterprise Agency

[OECD] Organization for Economic Co-operation and Development

[PNB] Province of North Brabant

[PA] Process Approach

[PS] Provinciale Staten

[Res] Respondent

[QH] Quadruple Helix

[SC] Societal challenge

[SRC] Scottish Refugee Council

[TH] Triple Helix

[VNG] Vereniging van Nederlandse Gemeenten

[WDG] Werkplaats De Gruyter

[WRR] Wetenschappelijke Raad voor het Regeringsbeleid

[YP] Young People

Executive Summary

The integration of refugees, prevailing in the region of Brabant, is a complex societal challenge [SC] the Dutch society is facing. To address this complexity, it is necessary to think in connections, in governance instead of government (Keast, Mandell & Brown, 2006; PNB, 2015; van der Steen, Scherpenisse & van Twist, 2015; Sneep & Teisman, 2017), and there is a request for integrated policies, approaches and customized solutions which directs one to consider other perspectives (Sohier & Poiesz, 2015; Rietveld, Sohier & Sarton, 2016; Vermeulen & Rietveld, 2016; Razenberg & de Gruijter, 2017). The Province of North Brabant is not the main responsible for the process of refugee integration but through its adopted networking role, to the result of such collaborative processes in the public sector, the Governance Networks [GNet], directed on collaboration with other societal sectors, together with its expressed interest in living labs [LL], can be considered as a possible 'other' perspective. Further, innovation is identified to assist policymakers and practitioners in tackling this complexity and living labs complex and flexible entities responsible for realizing innovative solutions to societal challenges in the public sector. Due to their specific characteristics, it is possible to argue a cross-conceptual entity, a Governance Network based living lab [GNeLL] as a way to approach this existent complexity of the integration of refugees on local levels in Brabant.

Werkplaats De Gruyter [WDG] seems to be the entity, where the networking role of the PNB, GNet and LL attributes come together and it is in possession of an process based Integrated Approach, focused on achieving solutions to societal challenges through collaboration, which is argued to lead to innovation. The main focus of this research is then to investigate and describe this 'other perspective' through which it is possible to address the complexity of the societal challenge of refugee integration, answering the main research question: ***How can the provincial government of North Brabant, through its networking role, contribute to the development of solutions for the integration of refugees in local communities?***

The scientific and societal relevance of the research manifest in the request for approaches, which are focused on addressing the complexity of the refugee integration challenge in realizing cohesion between actors, disciplines, domains, and sectors currently present as criteria for 'successful integration' and considered necessary by the academic and practice and the needs for multidisciplinary approaches (Voutira & Doná, 2007). This way the refugee integration, GNet and LL literature are enriched also.

To answer the main research question four research sub-questions were formulated and answered through a qualitative research approach encompassing literature review, secondary-source analysis (grey and academic literature), elements of a single case study research and a thought experiment. These were assisted by qualitative methods such as semi-structured interviews, early composing and participant observation. The unit of analysis was WDG and the empirical inquiry process has been divided into two pillars.

During the first pillar of the research the manifestation of the networking role of the PNB inside WDG has been investigated, which happened through the adaption of the developed conceptual framework built based on the literature review on GNets and LL. Six respondents were interviewed, selected based on the individual's relation, role and position towards WDG and its approach, and/or their knowledge about the networking role of the PNB. The resulted data contributed to defining the manifestation of the networking role of the PNB inside WDG, which helped determine the context of

the WDG approach. Further WDG was investigated based on its GNet and LL attributes, which was necessary to define WDG as a GNeLL, and reveal the potential of its approach. Its GNet traits were established presenting the role the PNB plays in it, by looking at the network type, composition, goal and interdependence between its participants. Its LL attributes were defined by investigating and analysing WDG as a boundary organisation, platform for participation and collaboration, applying a strategy revealed to be built up from two main elements: (1) an Integrated Approach based on laying connections with the society of Brabant, assisted by the Mutual Gains approach and laying connection between different aspects belonging to these sectors and their attributes guided by the thought of 'thinking in changes' and the 'logic of combinations' . (2)The IA is assisted by a Process Approach and vice versa. The Process Approach [PA] is built up from five steps and is directed to discover the characteristics of a societal challenge, determine the total forces which can influence the process and try to come up with the best solution to these. The solution later is given shape and the created result is shared and scaled up to policy and practice. Additionally, there is also looked at the meaning of an innovation outcome inside WDG.

The second pillar of the research has used the results from the previous pillar and applied the approach of WDG to the framework identified from the refugee integration literature on the local level, through a thought experiment as a guideline for policy and practice in Brabant. The PA served as structure, while the process of addressing a challenge was walked through to match the elements of the approach of WDG to the complex refugee integration challenge on a local level in Brabant.

In conclusion, it can be argued that the integration of refugees maintains its complexity and keeps representing a challenge to local communities in Brabant, in constant need of attention. The PNB, by setting up and participating inside WDG, a GNeLL based on collaboration and laying connections to the society and inside the society, is in possession of a 'way' which can be adapted to approach the integration of refugees on the local level on Brabant. WDG can be identified as a GNeLL based on its GNet and LL attributes and its approach facilitates the PNB to contribute to the demand for a multi-disciplinary and 'integrated' need inside the refugee integration challenge in Brabant and can address the complexity of the refugee integration challenge defined inside this research. The networking role of the PNB can provide a new perspective through WDG as a GNeLL, which becomes an intermediary for the PNB to facilitate collaboration, and at the same time leads to innovation.

1. Chapter: Introduction

1.1. Networks in addressing complex societal challenges

There is a persisting need for policies and services to address the growing and diverse needs of societies, to which traditional welfare structures cannot provide an answer anymore (Grimm et al., 2013). ‘Wicked problems’, characterised by Bason (2010) as challenges for the society, which are complex, open to interpretation but which will probably never be solved completely, call for continuous attention from the public sector. Traditional top-down approaches to such societal challenges [SC] cannot provide satisfactory answers anymore (Bosswick & Heckmann, 2006; Klijn & Koppenjan, 2012). The society desires to act by itself, instead of waiting for the government to do this for her (van de Wijdeven, 2012). Also, the public sector is confronted with the dynamism and connections inside and between these societal challenges, due to which it cannot or should not address these alone (O'Neill, 2001; Keast, Mandell & Brown, 2006; Gascó, 2017).

Consequently, it is necessary to advocate an approach which assists the public sector in addressing such complexity. Networks appear in the literature, useful in helping governments (Provan & Kenis, 2008; Ulibarri & Scott, 2016) confront such ‘wicked problems’. These are seen to assist governments to achieve *“enhanced learning, more efficient use of resources, increased capacity to plan for- and address complex problems”* (Provan & Kenis, 2008, p. 229).

An example to adapt the power of networks in addressing complex SCs manifests inside the public sector on a regional level in Brabant. Lately, the Province of North Brabant [PNB] has been taking a step back, and retrieving from its main decision making role (Ministerie van Binnenlandse Zaken & Koninkrijksrelaties, 2012), adopting a networking role¹ (PS, 2012; PNB, 2015; PNB, 2017c). Conform to van der Steen, Scherpenisse and van Twist (2015) a networking government is still focused on achieving results, but it addresses these from the perception and concrete experience of problem-solving through collaboration. It attracts other partners of the field of interest, recognizing that in achieving one's individual goal, there is a need for resources and commitment of other parties (PNB, 2015; van der Steen, Scherpenisse & van Twist, 2015; NEA, 2016; Sneep & Teisman, 2017).

While engaging in networks, the public sector has to let go of traditional top-down governmental approaches (Klijn & Koppenjan, 2012), take a ‘step outside’ from its main decision maker position and formulate shared goals; a good negotiating skill; the capability to lay connections; to capture agreements; collaborate and compromise with other partners; and monitor the progress inside the network (Steen, Scherpenisse & van Twist, 2015). The literature refers to the result of such collaborative processes in the public sector, as a Governance Network [GNet] (Ojo & Mallouli, 2016; Schoon et al., 2016).

However, there is another way networks have earned a position in the stride to address complexity considering SCs. It is due to their role in achieving innovation. Innovation is a phenomenon recognized as a frequent concept of public administration, due to its attributes of being able to keep up

¹ In their rapport ‘Sedimentatie in sturing’ (loosely translated as ‘Sedimentation in governance’), of Steen, Scherpenisse and van Twist (2015), is mentioned that the networking role is one of the roles- next to the other

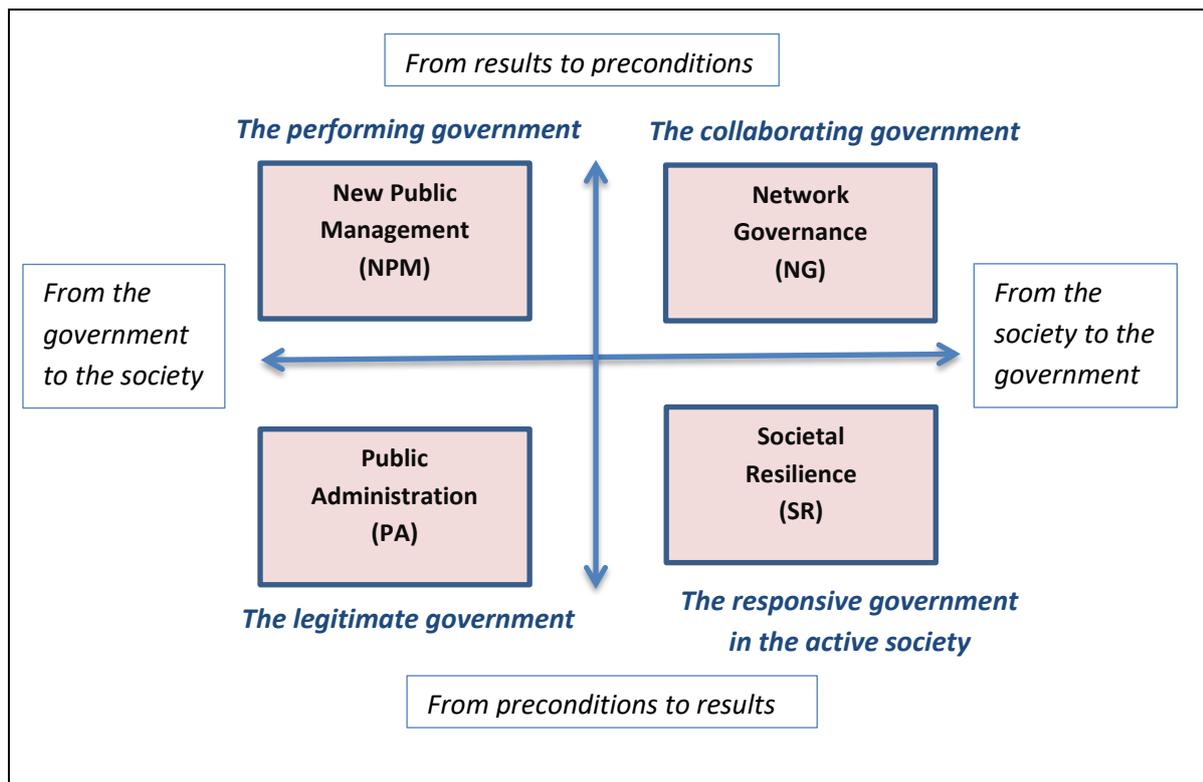


Figure 1: Four Forms of Government Control by van der Steen, Scherpenisse & van Twist (2015, p. 23)

with the fast-moving, advancing- and changing world of our time (Nevens et al., 2013). Innovation is seen to be accomplished on the same basics as the function of a network, meaning that various actors need to collaborate to achieve desired solutions (Klijn & Koppenjan, 2012). This argumentation is broad but it provides the possibility to introduce the concepts of living labs [LL], marked themselves as networks (Veeckman et al., 2013) but also as innovation intermediaries for the public sector (Gascó, 2017).

As an innovation intermediary, living labs have the function to connect, enhance collaboration, support and provide technological services inside networks (Gascó, 2017). Living labs are considered able to take on the battle also with complexity characterizing today's societal challenges (Keast, Mandell & Brown, 2006). The PNB identifies LLs as entities, through which by giving more ground for bottom-up initiatives- focusing mainly on achieving social and technological innovation-through connection and collaboration between multiple sectors of the society- economic growth and societal challenges can be addressed more effectively in the region (PNB, 2015).

An initiative based on collaboration on a regional level in Brabant is Werkplaats De Gruyter [WDG]. WDG has been initiated by civil servants of the PNB in 2015 and the PNB still occupies an active role in it. WDG's official academic identity is not yet established, however, it came to existence to contribute to sustainable (spatial) development and improve the quality of life in the region (WDG, 2015).). It offers actual and figurative space to experiment and customize work, and it functions as a 'vehicle' following a theory and process-based Integrated Approach [IA]. Its approach, based on collaboration, is considered appropriate by the PNB to be applied to several SCs in the region (MMB & WDG, 2015).

Based on its approach, WDG develops knowledge and solutions to concrete societal challenges playing in Brabant, by collaborating with experts, students, administrative workers and other parties

from the region. Due to the position collaboration occupies, and the presence and role of the PNB inside of it, WDG becomes interesting as a possible GNet, where the networking role of the provincial government comes forth and can be investigated in relation to solving complex societal challenges in the region. Also, through the approach of WDG, the complexity inside some SC's is seen to be addressed and argued to lead to cohesive, integrated solutions and innovation (WDG, 2017a). This indicates the possibility of WDG being in possession of traits by the literature defined LLs also, which have taken a position inside the regional administrative agenda of the PNB (2015), signaling WDG to be an entity of importance in addressing complex societal challenges by the regional public sector.

1.2. Introducing Governance Network based living labs

The fact that inside WDG it seems that two scientific concepts, GNet and LL, come forth at once, allows one to ask the question: But what if we are not only talking of two separate entities but about a cross-conceptual entity, through which the networking role of the PNB can contribute to the complex challenge of integrating refugees?

Veeckman et al. (2013) highlight the diversity lying under the understanding of the concept LLs, depending on the perspective one takes. As the literature argues, LLs are very much context dependent and have the flexibility to emerge from every sector and level in the society (Veeckman et al., 2013; Keith & Headlam, 2017), while defined in all sort of ways. LLs have been abstracted as an “*environment, a methodology or an innovative approach, an organisation or an innovation intermediary, a network and a system*” (Veeckman et al., 2013, p. 7). This makes researching them complex but makes their interpretation flexible. These specific characteristics of LLs make a cross-conceptual identification possible inside this research. Such characteristics draw to our attention the possibility of the existence of a certain type of a LL, which forms one entity with a GNet. In case the network traits of the LL show attributes of a GNet, through which governmental organisations get an active role in addressing complex SC's by collaborating with other societal partners, the LL should be considered an intermediary for the government working in a networking way. The cross-conceptual entity born from this match, inside this research will be referred to as a Governance Network based living lab [GNeLL], which shows GNet and LL attributes at the same time.

1.3. Research objective and questions

The objective of this research is related to the existing complex challenge between theory and its application into practice considering the two-way process of integration of refugees on a local level in the region of Brabant (ECRE, 1999; O'Neill, 2001; Castles et al., 2002; Ager & Strang, 2008; Strang & Ager, 2010; Rietveld, Sohler & Sarton, 2016) and the above described WDG, as a cross-conceptual entity, contextualised by the networking role of the PNB, assisting this process.

Due to the complex societal challenge of integrating refugees, maintaining its presence inside of the region of Brabant, policy makers and practitioners on a local level, identified as the main responsible (Bosswick & Heckmann, 2006) find themselves before an intricate task. The complexity of the chal-

lenge manifest in the two-way characteristic of this process, influenced by the necessity of sharing responsibility for the process from all sectors and levels of the society (O'Neill, 2001; Rietveld, Sohier & Sarton, 2016; VNG; 2016). There is an expressed need for integrated, cross-sectoral, level and disciplinary collaboration; synchronised measures (Daley 2009; Sohier & Poiesz, 2015; Rietveld, Sohier & Sarton, 2016), which keep count with the interdependence and interrelation of the domains, leading to 'successful integration' (Ager & Strang, 2008). Also, Strang and Ager (2010) mention that this process should be investigated bottom-up, from the perspective of all the 'key actors' to come to optimal solutions for all (Spencer & Charsley, 2016), and the necessity of creating shared values as a 'minimum requirement' for the refugee and the receiving community (Strang & Ager, 2010). The refugee should also not represent a threat in local communities, in order to avoid social tensions (WRR & Slegers, 2007; Vermeulen & Rietveld, 2015; Bellaart, Broekhuizen & van Dongen, 2016; van Hoof, 2017).

This self-sustaining complexity of the process of refugee integration is already reason enough to continue on developing, adopting and testing new approaches to help the local communities of Brabant in combating these. However, to tackle the complexity considering the SC of refugee integration, presented in this research, it seems necessary to think in connections, to consider and introduce perspectives focused on collaboration, which might assist in this task policy makers and practitioners on a local level in Brabant and address this challenge, to which the existing piecemeal solutions are not providing satisfactory answers to (Vermeulen & Rietveld, 2015; Rietveld, Sohier & Sarton, 2016). The significance of networks for the integration of refugees into the local communities of Brabant is marked as Rietveld, Sohier, and Sarton (2016) advice governmental institutions to form or join networks to come to integrated solutions. 'Integrated' is seen necessary, as it has the potential to address the matter through cohesion, linking stakeholders and their needs, perspectives, and sectors of the community.

This research then will investigate a 'way' of addressing the complexity of refugee integration through the combination of the networking role of the PNB, GNet, and LLs. As a new perspective, the networking role of the PNB and the resulting entity and approach of Werkplaats De Gruyter, as a 'way' facilitating this process can be argued to qualify. This way the research will also head the call of Rietveld, Sohier, and Sarton (2016), who mention that most of the research on refugee integration is marked to be outcome focused, *"the solution is not the most important, the way leading there is also important"* (Rietveld, Sohier & Sarton, 2016, p. 11). Consequently, I would like to investigate and test how the networking role of the PNB, through WDG, where GNet and LL attributes seem to come together, can successfully contribute and aid local communities in the complex process of refugee integration and formulated the following research question:

How can the provincial government of North Brabant, through its networking role, contribute to the development of solutions for the integration of refugees in local communities?

In order to investigate the 'way' the PNB can play a significant part in developing solutions to the integration of refugee through its networking role, the GNet and LL attributes of WDG uniting under one cross-conceptual entity will be researched. This way it is believed that the approach of WDG can be described and tested as a result of the networking role of the PNB, through which the PNB shows potential to address the complexity of the above mentioned SC. This potential is present due to WDG's entity and functions as a GNeLL, which can help address the necessity of cohesion and the

need for collaboration inside the above-named characteristics of the refugee integration challenge. To help answer the main research question, the following sub-questions will be addressed:

- ***What is the current situation- and what are the challenges for the local community, considering the integration of refugees in the province of North Brabant?***

By answering this question is possible to present the impact of the two-way process of refugee integration for the local communities in Brabant. The characteristics of this process influence the criteria policymakers and practitioners need to take into account when addressing this process from the perspective local level in the region of Brabant. Further, these characteristics help create a framework for the empirical part of the research.

- ***How does the networking role of the Province of North Brabant come forth inside Werkplaats De Gruyter?***

Answering this question will serve to introduce WDG as a result and possible example of the networking role of the PNB, through which the institution can address complex societal challenges in the region. By positioning the networking role of the PNB in relation to WDG can help the reader understand the context in which WDG has come into existence and by which it functions.

- ***How does Werkplaats De Gruyter categorise as a Governance Network based living lab and what is its approach?***

The network identity of WDG will be defined through answering this question. This will be done based on the conceptual framework established as a result of the GNet literature analysis. This is necessary because the established identity of the network of WDG influenced by the networking role of the PNB decides the context in which the approach of WDG functions. Further, it will also be shown what may be expected from the approach of WDG, and help identify its elements and show their potential. These elements of the approach are the roadmap and framework for answering the last sub-question.

- ***How can the approach of Werkplaats De Gruyter be implemented to aid the local community of Brabant in the challenge of integrating refugees?***

Answering this question offers the possibility to translate the approach of WDG to the integration of refugees for the local communities in Brabant. At the same time, it makes the final contribution to provide an answer to the main research question.

1.4. Societal and scientific relevance

Through introducing theories (GNet and LL), which have been available in the past, but may have been used in other contexts and which scientifically have not been combined until now with the SC of refugee integration, can contribute to multidisciplinary refugee integration literature (Voutira & Doná, 2007), local community development approaches and academic literature on GNets and LLs. It is also necessary to conduct more research considering LLs in their *“role in specific innovation processes”* in the public sector, as these have not been researched that often according to Gascó (2017,

p. 91). Further, innovation and LLs will also be brought in relation with addressing the complexity of integrating refugees.

The scientific relevance of the research will manifest further, in the request for approaches, which are focused on addressing the complexity of the refugee integration challenge in realizing cohesion between actors, disciplines, domains, and sectors currently present as criteria for 'successful integration' and considered necessary by the academic and practice debates (O'Neill, 2001; WRR & Slegers, 2007; Ager & Strang 2008; Daley 2009; Sohier & Poiesz, 2015; Vermeulen & Rietveld, 2015; Bellaart, Broekhuizen & van Dongen, 2016; Rietveld, Sohier & Sarton, 2016; VNG; 2016; van Hoof, 2017). Approaching refugee integration in combination with the networking role of the PNB, focused on collaboration and coming forth inside WDG, is expected to benefit the stakeholders of the process of refugee integration. Through the collaboration-aspects of the approach of WDG, it is believed that 'mutual accommodation' between refugees and the local community, defined by Strang and Ager (2010) as necessary for integration to succeed, can be addressed. This research will also provide a manner to motivate the willingness for collaboration from the communities in Brabant when it comes to the integration of refugees (Strang & Ager, 2010). This is also a mode to reduce the social tension present in many of the local communities (Castles, de Haas & Miller; 2014; Vermeulen & Rietveld, 2015; de Gruijter, Rietveld & Razenberg, 2016; WRR & Slegers, 2007; Omroep Brabant, 2018).

Voutira & Doná (2007, p. 165) recognize the *"distinctive and innovative character of the field of refugee studies in its multi-disciplinarity, the creation of a space where academics trained in distinct disciplines, could communicate with each other across disciplinary 'boundaries'"*. They mention the creation used to come up with solutions inside of the academic world. Therefore the focus will also be laid on the existence of a 'space' of condensation, which can offer the possibility of collaboration for stakeholders of different societal sectors with multidisciplinary backgrounds, during the complex SC of integration of refugees in Brabant. The research aims also to provide a new insight into an approach, based on the networking role of the PNB, at the same time heeding the request for shared responsibility (O'Neill, 2001), including more than just the perspective of academics and the local level into the process.

Scientific relevance and societal relevance will possibly overlap because refugee integration, but the functions of the networking role and the resulting WDG also, happen and affect multiple sectors and levels of the Brabant society (Castles et al., 2002, p. 113). This means that the work done during the research and the conclusions drawn from it eventually will have consequences not only in academic literature but also in practice, affecting directly the society.

1.5. Thesis Outline

The 'Introduction' of this research has provided the problem statement, the research objective together with the research questions and the scientific and societal relevance. The end of the chapter presents the outline for the whole research process. Chapter 2 is aimed to offer the literature review and the theoretical and conceptual framework of this research. This chapter is structured into two main subjects, one containing fragments on GNet and LL literature and the other presenting the complex challenge of integration of refugees for the region of Brabant, which together will form one

conceptual model for this research. In Chapter 3, I will describe the methodology of this research. Chapter 4 presents the results on the influence of the networking role of the PNB inside WDG. Also, results will be presented considering the GNet attributes and the LL attributes of WDG, investigated with the help of the conceptual model, providing at the same time a description and analysis of the approach of WDG. Chapter 5 will then theoretically adapt the approach of WDG to the challenge of refugee integration on a local level in Brabant. The last chapter will discuss the main findings and draw a conclusion, answering this way the main research question. Chapter 6 will also reflect on this research and inside of it, recommendations for policy and further research will be made.

2. Chapter: Literature review and conceptual framework

2.1. Governance Network based living labs, as intermediaries for creating solutions for complex societal challenges

In order to clarify the meaning of a Governance Network based living labs, as the 'way' through which the networking role of the PNB can contribute to the challenge of integration of refugees in local communities of Brabant, it is important to introduce the theoretical background this research rests on. The conceptual model found at the end of this chapter, used to investigate and analyse WDG inside this research, is built from the combination of LL and GNet literature.

2.1.1. Living labs as innovation intermediaries addressing societal challenges

The role innovation is seen to play in approaching complex societal challenges in the public sector (Nevens et al., 2013), as argued in the 'Introduction' chapter, makes it a valuable asset to draw attention to. Mulgan (2003, p. 3) defines successful innovation as "the creation and implementation of new processes, products, services, and methods of delivery which result in significant improvements in outcomes efficiency, effectiveness or quality". Economic innovation theory is well known for its triple- (see Leydesdorff & Etzkowitz, 1998) [TH] and respectively quadruple helix [QH] models (see as e.g. Yawson, 2009), in which innovation happens through collaboration between government, knowledge institutions, business (TH) and the civil society (QH) to enhance the economic innovative capability of areas.

Besides the traditional innovation models, the process of social innovation is also gaining ground (Mulgan, 2006), seen as a way to address the societal challenges such as sustainability, aging, migration, poverty or unemployment (Grimm et al., 2013). Mulgan (2006, p. 146) defines social innovation as "*innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly diffused through organisations, whose primary purposes are social*". Governments are identified as possible leaders of social innovation through history (Mulgan, 2006).

Though LLs are in the literature mainly focusing on business innovation, proving important as innovation intermediaries, these are seen as providers of innovation also inside the public sector. Gascó (2017, p. 96) concludes that LLs "*contribute to public innovation in terms of social innovation for the problems they address are social and the processes are bottom-up*". Living labs "*focus on the mediation between users, public or private organisations, capturing and codifying users insights in real-life environments*" (Gascó, 2017, p. 91), providing public sectors the possibility to meet with civilians and other organisations to experiment in order to create solutions and services in real-life settings (Nevens et al., 2013; Gascó, 2017; Keith & Headlam, 2017). LLs are based on the above-mentioned model of the quadruple helix (Arnkil et al., 2010; Cavalli et al., 2016; Gascó, 2017; Keith & Headlam, 2017), but co-creation and co-production are criteria LLs depend much on.

Users participate on equal ground as the rest of the participants in the process of research, development, and innovation (Gascó, 2017). In such a way LLs have the impact to empower civilians (as end-users), by giving them the idea that they, themselves can innovate and contribute in resolving the problem which has been distressing their lives (Gascó, 2017).

A LL can also be seen as a physical space, where an organisation meets the individual to exchange ideas, knowledge, and experience, participate in co-creation processes (Gascó, 2017). Keith and Headlam, (2017, p. 9) call a LL a “*boundary organisation*” (Figure 3), a physical space, which exists independently outside of current institutions.

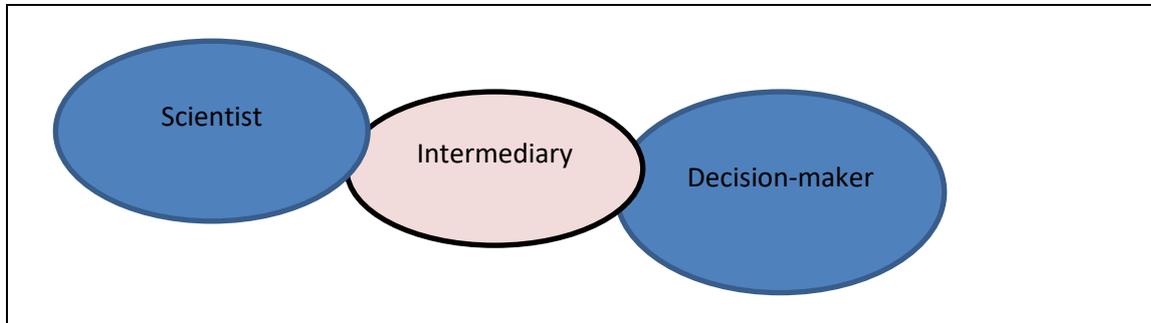


Figure 2: Boundary organisation by Keith and Headlam, (2017, p. 9)

As an innovation intermediary, LLs have the function to connect, enhance collaboration, support the innovation process and provide technical services in networks (Gascó, 2017). They become a platform for stakeholder interaction and collaboration, “*bridging and coordinating*” (Gascó, 2017, p. 91), applying a strategy based on “*knowledge-exchange, co-creation/co-production techniques, and participatory methods*” (Gascó, 2017, p. 91). Besides sharing knowledge, resources and the expertise of stakeholders can also be shared in the network (Veeckman et al., 2013). LLs can be used to trace the whole process of innovative value creation, from idea to actual translation into practice as they provide a platform “*applied to the development of new products, systems, services and processes, employing working methods to integrate people into the entire development process as users and co-creators, to explore, examine, experiment, test and evaluate new ideas, scenarios, processes, systems, concepts and creative solutions in complex and real contexts*” (JPI Urban Europe Definition in Keith & Headlam, 2017, p. 10).

On the other hand, LLs are quite flexible in the scale they adopt spatially, varying from local scales to global, and they are “*incredibly sensitive to context*”, being able to emerge from any sector and serving commercial or policy purposes (Keith & Headlam, 2017, p. 2). The above-mentioned definitions of living labs from which the dynamism characterizing their identity becomes clear, together with their relation to networks presented in the ‘Introduction’ chapter, their sensitivity to context, and their position inside the public sector allows to analyse and try to define them as a cross-conceptual entity. This cross-conceptual entity is a network, but also as an intermediary for addressing complex SC inside the public sector. Consequently, it becomes possible to argue that a living lab can be initiated by a governmental institution applying a networking role, described inside the previous chapter, which in that case it becomes a living lab contextualised by a GNet (the network this governmental role translates to). But what are GNets actually?

2.1.2. Governance Networks

Governance Networks can be identified and brought in relation with LL in the public sector. GNets aim to achieve innovation in policy development and service delivery through collaboration and are considered a different approach of governments, than the traditional top-down governmental approaches (Klijn & Koppenjan, 2012).

Governance Networks, broom aside the previous way of problem-solving, in which the private sectors and civil society have only been bystanders (Schoon et al., 2016). During this previous way, governmental organisations have been supplying service and framing policy 'for them' instead of 'with them'. Nonetheless due to the complexity of societal challenges, *"dynamic needs and smarter societies"* (Ojo & Mellouli, 2016, p. 1), governmental organisations need to engage with independent actors (non-governmental)- including business organisations, knowledge institutions, civil society and civilians- to tackle the challenges of problem-solving, idea-generation, relationship- and trust-building (Ojo & Mellouli, 2016). This engagement results in solutions which none of these actors could achieve autonomously (Provan & Kenis, 2008).

Ojo and Mellouli (2016, p. 2) define GNets as *"self-organizing inter-organisational networks, characterized by: interdependencies between organisations; continuing interactions among members caused by the need to exchange resources and negotiate shared objectives; game like interactions rooted in trust and regulated by rules negotiated and agreed by network participants; and significant autonomy from the state; [...] composed of diverse participants from all levels (e.g. local, national, global) and sectors (e.g. business, government, civil society) of the society"*. Solutions of these networks are not only combined but the networks are structured to make the best of the available assets brought into the network by each partaking sector (Ojo & Mellouli, 2016).

From a research perspective, GNets can be categorized (Ojo & Mellouli, 2016) as Policy Networks; Service Delivery and Policy Implementation Networks; and Governing Networks, each functioning on basics of a network but having a different focus.

Table 1: Governance Network Types by Ojo and Mellouli (2016, p. 2)

Governance Network Types	Focus
Policy Networks	Decision making, effects, power relation, agenda setting
Service Delivery and Policy Implementation Networks	Inter-organisational coordination, effective policy, and service delivery, integrated policies. Discover and develop mechanism to achieve integrated services
Governing Networks	Solving societal challenges, managing horizontal governance relations and connecting GNets with traditional institutions and deliberation processes.

Provan and Kenis (2008) distinguish two types of networks based on their direction: goal-oriented and serendipitous networks, elevating at the same time the importance of goal-oriented networks as instruments for developing solutions through collaborative action, many times necessary for solving challenges in the public sector. This affirmation from the literature makes it possible to argue that GNets focusing on solving societal challenges, need to be per definition goal-oriented networks focused not only on the goals of only one individual organisation but of all parties engaged in the network (Provan & Kenis, 2008; Ojo & Mellouli, 2016).

2.1.3. Analytical framework of a Governance Network based living lab

The analytical framework of a GNeLL would be built up of elements of the literature review presented above and would show GNet and LL attributes. Such a combination has been possible due to the connection, and sometimes overlapping elements, of the two entities and the previously mentioned

dynamic way of defining living labs. A LL being identifiable the same way as GNet, a network based on collaboration between multiple societal parties, focused on solving complex societal challenges, but very much context-dependent, which is determined by the public sector, supports such connection between the two entities.

Analysing a GNeLL would mean, that the LL, as one part of the entity, is defined by the GNet which sets it up. The network characteristics of the GNeLL would be determined by the attributes and goals of the GNet (Provan and Kenis, 2008). Through its network attributes (such as multiple interdependent actors of the QH model, working together to find solutions to a shared goal), the GNeLL can be seen and analysed through this networks it is 'serving' and be considered as an intermediary piloted by a networking government to develop, experiment and implement solutions to a goal, directed on solving SCs.

The role of the government would be marked as significant due to the arguments the GNet literature further provides. The government is identified as a co-participant, builder and co-decision-maker of GNets, in which stakeholders are involved on different stages (*"consultation to full-fledged peer-decision-making roles"*) (Ojo & Mellouli, 2016, p. 2). Steen, Scherpenisse and van Twist (2015) identify the networking government as an initiator for collaboration but also as a partner in collaboration initiated by other actors of the network. Others consider the position of a government as organiser/manager of the network (Klijn & Koppenjan, 2000), due to the special position this occupies in the society by being in possession of generous financial and human capital. Also, because governments are seen as representatives of common good, they can occupy a special position, even if they are dependent on the knowledge, strategies, and resources of other actors (Klijn & Koppenjan, 2000). Provan and Kenis (2008) categorize the government for a leading position, as a possessor of sufficient resources and legitimacy. This role suggests the creation of a different 'power relation' inside the GNeLL than in LLs mentioned by Gascó (2017), where users participate on equal ground as the rest of the participants.

Based on the important elements presented as part of the literature review in the previous section, complemented with elements of analytical frameworks from the GNet and LL literature combined with each other, an analytical framework could be built. In order to discover the 'way' the networking role of the PNB can contribute to the local challenge of integrating refugees in Brabant, WDG would be analysed as a GNeLL. It is safe to argue, that not all GNets can or would make use of the concept of LLs, but there is a possibility to base LLs on GNets. Such an entity would complement the way how the public sector could aim to reach their individual and shared goals when it comes to solving complex SCs. This analysis, due to the limitations of this research, would happen in a prioritized, content-reduced and fairly simplified manner², containing the following elements:

² Based on the concepts described and defined previously in sections 2.4., I developed a conceptual framework for defining GNeLLs more in detail, which can be found in the appendices of this research. This conceptual model might be applied to investigate in depth GNeLLs but it has been left out as analysing Werkplaats De Gruyter, in all its aspects as a GNeLL is not the goal, but only the measure of achieving the goal of the research. Further, there are also constraints considering the time and resources required and available for this master thesis, which does not make it possible to follow this conceptual model through and through.

1. Governance Network attributes as context of a GNeLL:

Through its function, the GNeLL can be identified as a Policy Network, Service Delivery and Policy Implementation Network or a Governing Network (Ojo & Mellouli, 2016, p. 2).

As a condition, the GNeLL's network composition needs to be goal-oriented and one of the goals of this GNet has to be the development of solutions to societal challenges (Provan & Kenis, 2008).

The composition of the GNeLL is based on diverse participants on all levels and sectors of the society collaborating (Ojo & Mellouli, 2016).

Due to the government being marked as a permanent actor of the GNeLL, fulfilling single or multiple roles, being an initiator for collaboration or a partner in collaboration initiated by others inside of it (Steen, Scherpenisse & van Twist (2015); Ojo and Mellouli, 2016), inside WDG the position of the PNB has to be investigated. During this investigation, the role the PNB plays in the network composition of the WDG entity will be looked at.

Resources are exchanged between the parties and the network is structured in order to make the best of the available resources (Ojo & Mellouli, 2016).

There is interdependence between the actors present inside of the GNeLL, who through interaction, reach the shared goal(s) (what they could not reach on their own) (Provan & Kenis, 2008; Ojo & Mellouli, 2016). This can be argued to be a 'driver' Veeckman et al. (2013) mentions as an attribute of a LL, making it possible to lay a connection between the GNet and LL literature.

Table 2: Governance Network attributes as context of a GNeLL

2. Living lab attributes of a GNeLL:

A GNeLL would be a **boundary organisation** described to be a **physical space**, fairly autonomous of the state. Ojo & Mellouli (2016) contribute this physicality as a characteristic to GNets but, it also surfaces as a characteristic of a LL. It is defined as an entity positioned outside of the current institution (Keith & Headlam, 2017). Such physical space is created for collaboration, where resources are exchanged, participation between sectors of the society happens, which engages an approach in order to create innovative solutions for societal challenges.

Platform for collaboration and participation between sectors of the society based on the QH model. This platform **engages a strategy**:

The strategy enhances collaboration and participation of parties to co-create value for all stakeholders. In the analytical framework of Veeckman et al. (2013, pp.7-9) called "Living Lab Triangle", multiple stakeholders interact with each other in a real-life context, sharing resources, knowledge and expertise and collaborate to generate, experiment and test "*technologies, services, products and systems*" (Veeckman et al., 2013, p. 7).

Users receive a central place in the process and the innovation outcome is targeted on them directly. Contradictory with Gascó's (2017) analysis of two living labs which reveals that the process of developing the outcome is the most important for the participants, the analytical framework of Veeckman et al. (2013) is focused on the outcome of the process, not the process itself. Gascó (2017, p. 92) talks about "*user-involvement*", which signifies the development of an innovation outcome in co-creation with the users. "*Active user involvement*" is what Keith and Headlam (2017, p. 11) see happening inside a LL. This is done by motivating them to join and participate in the network, central in the literature for LL, found in most of the articles. In the case of the public sector, because

in the case of a GNeLL the public sector is a defining element and the aimed result is more than just a commercial product, users can be considered the society itself. This is due to the government representing the common good for the society, and the impact of its interventions, in one way or another involves and impacts them, making them stakeholders in the process. Active participation needs to be present also as LLs are known to empower civilians (as end-users), by giving them the idea that they, themselves can innovate and contribute in resolving the problem which has been distressing their lives (Gascó, 2017).

The collaboration inside the GNeLL is characterized by openness, as one of the elements, which allows stakeholders of a concrete societal challenge to participate in the GNeLL. Veeckman et al. (2013) present the level of openness inside the LL literature, which contributes to the admittance of active participation from all involved in the innovation process, by permitting different perspectives to contribute to the development of ideas. It also determines the extent to which knowledge, strategies, and resources are shared inside the network (Veeckman et al., 2013). It is marked as a characteristic needed by public organisations (Gascó, 2017) and known in the literature as open innovation.

Drivers are present, meaning the value which is created for parties, finding also solutions to their individual goal and this way motivating them to collaborate inside the GNeLL. Veeckman et al. (2013) argue the importance of **drivers**, which motivate stakeholders to show interest and eventually participate by co-creating value identified as contributing to innovation. Value is created to mutually benefit multiple stakeholders in a network. Veeckman et al. (2013) argue that the creation of such mutual, added value will bring the stakeholders together to collaborate, even if their individual interests are different, they function differently or they are in possession of divergent resources. This added value is also identified as responsible for the openness taking place in an innovation process, meaning that with the lack of common purpose there can be little interaction between actors of a network who share also little with each other.

Because the GNeLL is based on the quadruple helix model, which focuses on collaboration between multiple sectors (Arnkil et al., 2010; Cavalli et. al, 2016; Gascó, 2017; Keith & Headlam, 2017), and their related disciplines, it draws with itself a multidisciplinary aspect. In their conceptual framework, Keith and Headlam (2017) describe interdisciplinary also as a filter to analyse a LL in the urban context. Interdisciplinary here means the combination of research approaches across different fields of study. They also identify “*inter-professional*” (knowledge exchange across professional fields), “*future-oriented*” (Keith & Headlam, 2017, p. 11)., which means the development of a sustainable solution.

Further, Nevens et al. (2013) mention that these labs often function in a geographical context, as e.g. a region, from where they integrate simultaneous research and innovation processes into their own practice

Innovation outcome for the GNeLL, as belonging to the public sector due to its GNet attributes, is the results of the process of co-operation from which the development of new products, services, knowledge, ideas or scenario for the public, with the help of the users, results (Gascó, 2017). For WDG this would mean that the innovation outcome is created with the help of the society of Brabant as end-users of the services provided by the regional government.

Table 3: Living lab attributes of a GNeLL

After presenting the important elements of the LL and GNet literature, leading to the creation of an analytical framework for GNeLLs, the first parts of the conceptual model of this research can be created. In the following section it is important to present the elements of the refugee integration literature, which constitutes the second part of the conceptual model and at the same time answers the

second research question: [What is the current situation- and what are the challenges for the local community, considering the integration of refugees in the province of North Brabant?](#)

2.2. Refugee integration as a complex societal challenge in Brabant

“Refugees and asylum seekers...They are the concrete expression of the reality of people stripped of everything except their status as human beings”.

(Harvey, 2001, p. 12)

Integration is a highly debated concept in the literature and a complex and prominent subject in today's Dutch society. The influx of refugees of the past couple of years (starting from 2015), challenged every level and sector of the Brabant society. People become identified as refugees and asylum seekers when they fall in the category of *“forced migrants who flee their homes to escape persecution or conflict, rather than voluntary migrants who move for economic or other reasons”* (Castles, de Haas & Miller (2014, p. 221). Due to the still on-going conflicts in the countries of origin, these refugees will probably stay for a longer period of time in the Netherlands, which makes their integration an on-going ‘urgency’ for the local communities of Brabant (PNB, 2016; Rietveld, Sohler & Sarton, 2016; VNG, 2016).

The process of integration, conform to the literature, is highly dependent on the refugee itself but also on the receiving community. Based on the definition of ECRE (1999, p. 2), integration is understood as *“dynamic and two-way: it places demands on receiving societies and the individual and/or the communities who are received. From a refugee-perspective integration requires a preparedness to adapt to the lifestyle of the host society without having to lose one's own cultural identity. From the point of view of the host society, it requires a willingness to adapt public institutions to the changes of the public profile, accept refugees as part of the national community, and take action to facilitate access to resources and decision-making processes”*. The complexity of this process, policymakers and practitioners need to deal with on a local level is reasons enough for human geographic research to continue developing new knowledge, look at other perspectives and introduce new approaches for tackling it.

2.2.1. The importance of the local level, as context and the challenge for the integration of refugees in the province of North Brabant

Castles et al. mentions that *“integration of newcomers to a society takes place at every level and in every sector of society”* (2002, p. 113), linking refugees to a vast array of stakeholders such as: public organisations and their officials, policymakers, businesses, entrepreneurs, NGO's, knowledge institutions, service providers, neighbours and many more (Castles et al., 2002). O'Neill (2001) argues that the responsibility of refugee integration should be shared by everyone, all sectors of society receiving the refugees, but the pressure on the local governmental organisations to implement sustainable solutions to the SC of integrating refugees is significant. The local level is considered the most efficient in the process of integrating refugees (Bosswick & Heckmann, 2006), as the policies developed by the municipalities tend to be more established than the national policies and are mainly more focused on community building, taking the perspective of the refugee into account (Strang & Ager, 2010). The State, who develops integration policies based on its own identity, influenced by European or global agendas, makes municipalities responsible to translate these and develop their own local approach

(Eerste Kamer, 2011; ED, 2016; van de Wier & van de Poll, 2016; COA, 2018; Vluchtelingenwerk Nederland, 2018a).

Refugees experience the process of integration also mainly on the local level, and the responsibility to identify and create the right conditions which allow integration, as we can read it in the definition of ECRE (1999, p. 2), falls on the receiving community. The government has the main responsibility to create the right conditions and provide access of refugees to necessary aspects of integration, but at the same time, it is important that the community in place is also encouraged to adapt (Strang & Ager, 2010; COA, 2018; Vluchtelingenwerk Nederland, 2018d).

Ager & Strang (2008), in their article '*Understanding Integration: A Conceptual Framework*', provide insight into the difficult task policy and practice face in dealing with this SC. By referring to the wide variety of definitions, they created a conceptual framework for refugee integration.

2.2.2. Interrelating and interdependent domains of refugee integration

Calling it 'successful integration' they identify ten overall domains which signify key fields to which a refugee needs to have access to and have the possibility to participate in, in order to integrate into a society (Ager & Strang, 2008).

Labor participation of refugees appears as the main researched area in the literature. It is considered to contribute to financial individuality, gives the possibility for refugees to plan for the future, and provides financial access to language learning. It restores self-esteem and enhances financial independence for the refugee from the welfare-state. The work floor is also seen as the platform for interaction between the society in place and the refugee (Ager & Strang, 2008).

Setting their qualification and skills into practice proves helpful not only for the refugees but also for the society in place, especially in areas where there is a substantial prospect for growth and lack of work-force. Further education, but also vocational training, can help refugees find employment, facilitating this way their integration (Ager & Strang, 2008; OECD, 2016).

Housing is responsible for the ability to feel at home and the physical and emotional well-being of refugees. The physical size, quality and existing facilities, financial security, fitting situations, and ownership, prove all to be important. On the other hand, inside of communities, the discussion is mainly focused on 'concerns' about the social and cultural effect of housing refugees rather than the physicality of the actual space (Ager & Strang, 2008). To be settled in one area over a longer period of time proved out to be of value to both the newcomers and also the residents of a community. The relationships built between the refugee and members of the neighbourhood provide opportunities for newcomers to learn from the already established members of the community. Nonetheless, placing refugees in areas where there were already established problems can raise issues of safety inside the community (Ager & Strang, 2008).

Education helps newcomers into employment in the country of refuge, by providing a gateway to active membership and ensuring the possibility to start building a future for themselves. Time is raised as an obstacle because the process of learning does not happen overnight (Ager & Strang, 2008)

Without **health**, refugees cannot become active components of a community, which is why health is identified as another key aspect of integration. Engaging in the new society is excessively dependent

on access to health services. Language can become a barrier if the refugees have trouble communicating their needs to the professionals in healthcare but also the other way around. If they do not understand the available services or prescribed introductions, they might not get the help they really need. The perception over healthcare, due to cultural or gender differences, can also appear as an issue to some of the refugees, hindering their integration (Ager & Strang, 2008; OECD, 2016).

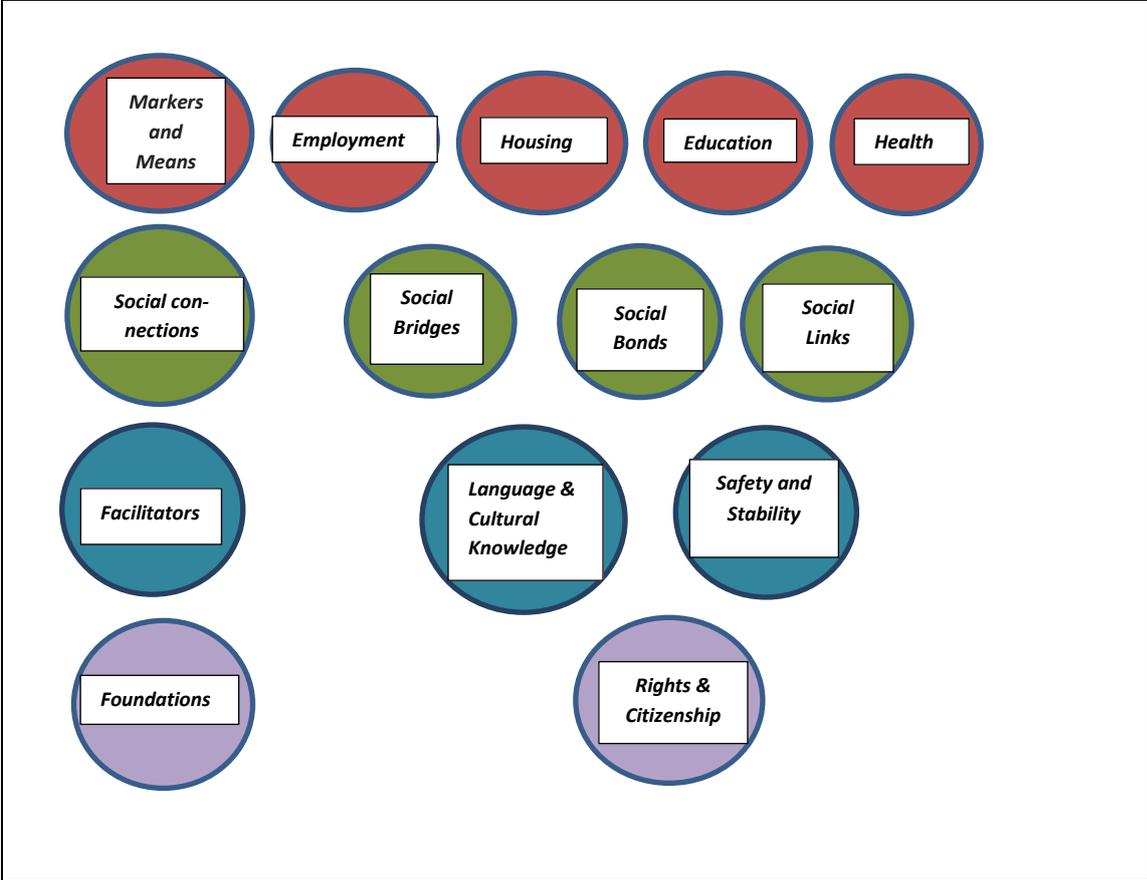


Figure 3: A Conceptual framework defining Core Domains of Integration by Ager and Strang (2008, p. 170)

Citizenship and rights are debated concepts, due to the fact that these in a society are mainly defined by the national identity of that society. This is why the integration of refugees is also dependant on the national values and cultural perceptions of the country of residence. The values and cultural perceptions of a society will define what rights are given and tasks anticipated from a refugee; the existing possibilities and limitations which exist inside a community for refugees; but also how the refugee is looked at inside of a community (e.g. as dependant on the welfare-state vs. financial independence). Liberal democracies, encouraging multiculturalism, such as the Netherlands, provide the right for refugees to maintain their own identity and at the same time encourages them to adapt to the societal values in place, creating this way what is called the “pluralist society” (Ager & Strang, 2008, p. 175).

Social connections (social bonds, social bridges, social links) for Ager and Strang (2008) are the drivers and definers of integration into a local community. The feeling of belonging is highlighted as the last frontier before the achievement of an integrated community. In this community friendship, family, sense of respect, trust and shared values also need to be present. Ager and Strang (2008) identify the social capital of Putnam, as the tool which helps to identify properties of social connections. In

this way, social connections are divided into three subcategories, which are frequently used in community development and community building policies (Strang & Ager, 2010).

Social bonds link members of a group. These help form community relations between individuals with the same background, defeat isolation and provide a certain expertise in dealing with the community of settlement. Cultural and social activities erect from social bonds help preserve customs, language, religion, traditions and exchange news from home (Duke et al., 1999). Social bonds can also have health benefits, proven that those who take part in activities with fellow community members with similar ethnic background become less depressed than those who are isolated. The value of having families close by or the knowledge of having them safe can also influence the integration of refugees (Ager & Strang, 2008). If scattered to locations where there are not so many individuals from the same ethnic group, refugees might have trouble at the beginning to establish bonds on a local scale. In time though, this might change if shared values are developed within the community, shared religion appears or geographically individuals are close to each other (Strang & Ager, 2010).

Social bridges facilitate opportunities for refugees and empower them, signifying connections that link groups to each other (Ager & Strang, 2008). Participation becomes quite important in the two-way integration process and it expresses itself in shared activities (such as sports, community-, religious-, political-, educational activities) between mixed individuals and groups. This indicates that an integrated community is a community, where everyone, equally and without constraints, will participate in the events and activities which are present (Ager & Strang, 2008).

Opportunities for social interaction are also important to be able to lay social connections with each other inside a community. Meeting each other and exchanging resources or sharing values with each other in a way that is mutually beneficial for everyone, an opportunity to 'build bridges'. This can happen, if people share their everyday lives with each other and they are established in a community using the same facilities or do the same activities, putting the accent on the importance of locality.

There are also factors, which can make this process difficult. Many exist in the legal framework of a country, like the Netherlands, or the lack of financial possibilities, no- or limited knowledge of the language or no access to the labour market before a certain legal status. This stops refugees to practice the same activities and use the same facilities as maybe their neighbours and raises the necessity to consider creating space to serve these needs or use the already existing space and facilities of the established community, as Strang and Ager (2010) mention. They talk about the Dutch example of 'Local Exchange and Trading System (LETS)' (Smets & ten Kate, 2008), which allows refugees without a status and consequently no work permission, to exchange resources and values with other members of the local community. Involving the already established members of the community, what mainly raises the challenge of opportunities for social interaction, is not an issue anymore for the established members of the community. Smets and ten Kate (2008) suggest that though many locals participate out of compassion or out of belief, many of the participants do it for 'mutual gain'. The LETS system and those similar to it, offer an important way to build trusting relationships between refugees and other community members, by letting them participate on the same terms.

Social links focus on the relations between state structures and the individuals, such as the public sector and services for example. In the case of poor communication or problems with the language, an extra effort is needed from both refugee and receiving community in order to achieve equal access to services. In some cases 'facilitators' are brought in to intermediate between the refugee and

the organisations. They help to access services, which are looked at as majorly important assets in supporting integration (Ager & Strang, 2008).

In the category of facilitators, Ager and Strang (2008) place the concepts of language, cultural knowledge and safety and stability. These improve important accessibility to public services, for example, and if not dealt with, can become barriers which stand in the way of integration. As economic and social participation is marked important for the successful integration of refugees, the state has to ensure that there are no barriers with language, cultural knowledge, with safety and stability (Ager & Strang, 2008).

Language and cultural knowledge are important because being able to talk the main language of the host community- in the case of Brabant the Dutch language- is considered key to integration. Language is used in social interaction, economic integration and it is necessary for full participation. Next, to the language competences, cultural knowledge becomes also important in the integration process and the outcome. The knowledge refugees' have of local customs, dealings, and possibilities but also the locals' knowledge of refugee's customs and culture and their land of origin are of value to the process of integration and its outcomes. Refugees, by sharing their own cultural values, can help in promoting mutual understanding and be able to contribute in some ways to the community of settlement. Local residents can find this also of value if, for example, these manifest in services or products created as a result of the culture of the country of origin of the refugee (Ager & Strang, 2008).

Safety and stability is another area which facilitates integration for refugees. For refugees, it means that they are welcome and feel more 'at home' somewhere, where they do not have to worry about their safety. Locals many times worry about possible trouble inside the neighbourhood, which can be caused by the refugees. Stability in a community is affected if the refugees, already established in the community, have to move somewhere else. This undermines their sense of community (Ager & Strang, 2008).

Ager and Strang (2008) specify that these domains are interrelated and interdependent on each other. Due to this, policy and practice measures, which address this interdependence and interrelation, are of high significance for the integration process. This can prove to be a difficult task for local governments. All these domains of integration are represented by different actors which are part of public or private sectors, these follow different rules and regulations, have a different mentality, use different measures, methods, and approaches, as part of their discipline, to refugee integration.

After providing insight into the terminology considering 'successful integration' for refugees, it is important to look into how these domains conduct themselves in Brabant and complexity manifesting inside the region related to these.

2.2.3. The complex situation in Brabant considering the integration of refugees

Referred to in 2016 inside Brabant, as the 'vluchtelingenproblematiek', or 'refugee problem', (BA, 2016; Rietveld, Sohier & Sarton, 2016), the region has confronted the crisis of providing emergency shelters for an estimated 14.000 refugees (BA, 2016), from which only half could be immediately sheltered. The majority of these individuals come from Syria and Eritrea and other countries of conflict in the Middle-East and Africa (Vluchtelingenwerk Nederland, 2018c; Ministry of Security and

Justice, IND & BIC, 2018), all part of the flow of refugees which in 2015 has initiated a refugee crisis in the Netherlands.

Tackling the 'urgency' concerning the influx of refugees and their integration in the local communities of Brabant has not been easy for the local governments, and other actors, like the PNB, became identified to facilitate the process. The PNB coordinated the housing process because there were not enough shelters made available by municipalities (BA, 2016; ED, 2016; van de Wier & van de Poll, 2016; Omroep Brabant, 2018). Also, a new approach was considered indispensable in the province of North Brabant, to which everyone contributes (NOS, 2016), in which the PNB played a significant role. This necessary intervention of the PNB made it obvious that the local level, though considered the most important to the integration of refugees (Strang & Ager, 2010)³, could not solve this 'problem' only by itself.

In South-East Brabant, the area of Eindhoven, by the end of the year 2017, the necessary number of shelters were estimated to be achieved, due also to the reduced number of asylum seekers compared to 2016 (van der Kooi, 2017; ED, 2018; Omroep Brabant, 2018). By September 2017, the national news agency (NOS, 2017) reported that in some localities of Brabant shelters were created to which there were no 'inhabitants' for, municipalities this way losing financial capital, adding up to 1 million euro, and eventually choosing to request this back from the Ministry of Security and Justice of the Netherlands. In the domain of housing, the necessity shifted to the housing of refugees with a status from the asylum seekers centrum to their own living space. In Brabant, this included a number of 2537 individuals (Vliegenberg, 2017). While the municipality of Laarbeek has been achieving the housing of those with a refugee status due to keeping "tight agreements with housing corporations" (ED, 2018), there are still municipalities, which lag behind in terms of housing those with a status, such as Vught. This location remains under the supervision of the PNB (van Houtum, 2018).

Next, to the domain of housing refugees, for which municipalities are made responsible in Brabant (COA, 2018) other domains of integration are further in need of attention. On the labour market, refugees of Brabant are reported to be struggling when it comes to finding work, which is seen necessary for their 'successful integration' by the literature (van den Brekel, 2017). The local newspaper of Eindhoven, one of the biggest cities of the region of Brabant, reports: *"Between 1st of January 2014 and the end of October 2017, 671 refugees with a residence permit received a social assistance benefit in Eindhoven. Only 39 of them now have an employment-related job. Two people started working as self-employed and 24 started a study. Another example: between early 2015 and mid-2017 in Heeze-Leende, there were seven outflows from social assistance among the status holders. Totally, in this municipality of the 172 welfare files, 67 belong to recognized refugees"* (van den Brekel, 2017).

It is believed that the necessary 'inburgering' process ('naturalization' or 'integration' loosely translated to English) of the refugee, for which since 2013 the refugee itself is responsible (van Prooijen, 2018), is not enough in helping refugees learn the language, which would then lead them to achieve employment (Razenberg & de Gruijter, 2017). This process is even seen, in certain situations, to block their chance of employment (van den Brekel, 2017) together with other problems, such as health or traumas of the past (van den Brekel, 2017; van Prooijen, 2018). Giving all the responsibility to the refugee, when it comes to 'inburgeren', some municipalities find not helpful for the refugees. This is the reason why the 1V news station (belonging to the national news agency, NOS) reports that mu-

³. Between the local communities (municipality, civil society, businesses) and the refugee itself

municipalities are aiming to get the control over the process of naturalization back, with the belief that tight control from the local government can help this process (van Prooijen, 2018).

Due to the complexity of the challenge, governments tend to aim their policies considering the integration of refugees on specific domains of integration (SRC, 2010). In doing so, the process of integration becomes vulnerable on a long term. As an example it was mentioned by the PON (Vermeulen & Rietveld, 2016), a research organisation advising governments in Brabant, that paying too much attention to temporary housing for refugees, to combat the 'urgency' for safe, well-fitting and affordable housing options (AHAFH, 2016) in the Dutch society, has been considered a good way to point integration into the right direction (Vermeulen & Rietveld, 2016). Nonetheless, Vermeulen and Rietveld (2015) further mentioned, that on a long-term this sectoral approach this might affect the process of refugee integration as a whole. Further, addressing the challenge of integrating refugees through policy and measures addressing only one area at the time is considered risky by Sohler and Poiesz (2015). Confirm to them, such approaches can introduce measures which do not support each other on a long-term.

These above-described situations only reflect a fraction of the difficulty policymakers and practitioners face considering the refugee integration process in Brabant. The clearly beneficial aspects of the interrelating domains of integration (Strang & Ager, 2010), draws automatically the assumption that the lack of interrelation can cause difficulties for refugees but also to the community in place. For example, without language knowledge, one cannot find work in the Netherlands, but without work, there is no possibility to pay the rent of a house, which keeps the refugee dependent on the welfare state, as Castles, de Haas and Miller (2014) argue. Knowledge about this dependence on the state by the community of settlement might generate a negative opinion about refugees from other community members and be the cause of social tensions (Castles, de Haas & Miller, 2014). Also if the refugee is seen as a threat to society, due to what multiculturalism might mean to the cultural identity of the Netherlands, can be also a motive for tensions inside a community (WRR & Slegers, 2007). The arrival of refugees can be the cause of social tensions if refugees are linked to rising crime rates and possible terrorist attacks (Castles, de Haas & Miller; 2014; Vermeulen & Rietveld, 2015; de Gruijter, Rietveld & Razenberg, 2016; Omroep Brabant, 2018).

Public reaction to these associations can manifest by developing fear over the physical safety, loss of socio-economic values, such as the established community member(s)'s own position on the housing and labour markets, loss of political influence or fear for cultural changes and unknown challenges refugees bring into a community (Vermeulen & Rietveld, 2015; Bellaart, Broekhuizen & van Dongen, 2016; van Hoof, 2017). In Brabant, as an example, this manifested intensely in locations such as Tilburg and Heesch (Omroep Brabant, 2018). Even though in Brabant some have found the arrival of refugees an added value to the society, many sustained worries about cultural and religious impacts to the region (Vermeulen & Rietveld, 2015; van Hoof, 2017).

Further, bottom-up integration literature tends to make the analysis of the process of integration from the perspective of the refugee and his/her experience, while not always keeping count of the local communities already in place when it comes to integrating refugees (Spencer & Charsley, 2016). Feeling that there is less and less space for Dutch- cultural achievements, values, norms, traditions and that the government, who is seen as the main responsible for the solving the situation considering integrating refugees (Vermeulen & Rietveld, 2015), is not doing enough to solve this societal chal-

lenge (Bellaart, Broekhuizen & van Dongen, 2016), while the society is adopting a participatory role by concretely 'doing' it alone or with other instances and desires to co-determine solutions adapted together with governmental organisations (van de Wijdeven, 2012), are all points governments need to address when answering the societal challenge of integrating refugees on a local level.

The refugee is also identified as one of the 'key actors' in the process of refugee integration by Strang and Ager (2010, p. 600). The process of refugee requires engagement, 'openness' and willingness from the community towards the refugees. On the other hand, refugees should be prepared to adapt, just as ECRE (1999) mentions. Due to the tension, the presence of refugees can stir in the communities in place, presented above, the process of integration can be hindered. Encouraging locals becomes difficult due to the variety of stakeholders municipalities need to keep count with - who have different needs, values and in the same time are more motivated to solve challenges of their community themselves, or at least have a say in the decisions and solutions which are adapted (van de Wijdeven, 2012; van Hoof, 2017; Vluchtelingenwerk Nederland, 2018b).

The required engagement and 'openness' from the part of established community members and the sources for social tensions (Bosswick & Heckmann, 2006; Spencer & Charsley, 2016)⁴; (Ager & Strang, 2008), are all issues which should be considered by policymakers and practitioners addressing refugee integration. Once the refugee is seen to represent a threat to the established values of a community (Bosswick & Heckmann, 2006; Spencer & Charsely, 2016), such a community might reject accepting refugees (Omroep Brabant, 2018).

Further, some criteria, decisive for future measures, with which all approaches need to count with, have been identified. These criteria are important in tackling the complexity of the integration of refugees for policymakers and practitioners.

2.2.4. Criteria for future measures considering refugee integration in Brabant

Customized work

Customized work marked by Razenberg and de Gruijter (2017, p. 12) and defined "*the flexible, not bonded intermediation between different societal sectors, releasing bureaucratic processes and focusing more on the refugee's needs*" is argued a desired approach. Due to the diversity of each refugee's personal characteristics, the OECD (2016, p. 35) also refers to the need for 'tailor-made approaches' to refugee integration, as "*no-one-size-fits-all*".

Multidisciplinary

Approaching the study of refugee integration "*multidisciplinary as a field and interdisciplinary in its approach*" (Voutira & Doná, 2007, p. 166) to create interaction between experts of different fields of study who address issues which cannot be handled by one approach only, is called by Strathern (2006, p. 196) an "*unbeatable combination*".

⁴ Values, such as housing and employment opportunities of the established population (Vermeulen & Rietveld, 2015; Bellaart, Broekhuizen, & van Dongen, 2016)

Integrated

Sohier and Poiesz (2015) suggest approaching the integration of refugees through *synchronising measures*. Addressing the question of refugee integration through an integrated approach would bind the domains of integration under one solution. Sohier and Poiesz (2015, p. 7) together with Vluchtelingenwerk Nederland (2018e) further argue the necessity of integrated policies and an integrated approach, which *“requires a balanced investment in health and well-being, livability, living, working and education. It is important that measures taken in one area are not at the expense of other areas. This not only concerns the refugees, but also the inhabitants of Brabant. It is the mutual relationships between what is decisive for the success or failure of integration. The chosen approach will have to take into account the resilience and vitality of the society of which Brabant and the refugees are part of”* (Sohier & Poiesz, 2015, p. 7). The integrated view comes also back in the observation Vermeulen and Rietveld (2015) make. They mention that those addressing the domain of housing should focus more on the long-term effects which this domain might represent to integration in general (Vermeulen & Rietveld, 2015).

Rietveld, Sohier, and Sarton (2016), in their advice formulated for the municipalities of Brabant and the PNB, based on a research they have executed called *‘Thuis in Brabant. De Brabantse manier’*⁵, made an inventory of significant issues, good examples, and discussions about how the influx and integration of refugees are seen in Brabant. As a result, they ask for an integrated approach on the long-term in which regional, local governments, civilians, civil society businesses and knowledge institutes collaborating, will provide prospects and value for ‘all’ residents of Brabant, including newcomers. For the development of such an integrated approach, I would like to argue, that the perspectives and active involvement of the all stakeholders, who are directly or indirectly implicated in this process, argued by O’Neill (2001) are also important to incorporate.

Involving the whole community is important from another perspective also. It has been argued that people will not participate if they do not feel any kind of ownership towards the issue which needs solving. The community in place does collaborate out of sympathy or idealism, but also from *“straightforward opportunity for mutual benefit”* as identified by Strang and Ager (2010, p. 599). If community activity is not based on on-going cooperation, equal voice, shared goals, government support, responding to groups instead of the community as a whole, established residents ignore refugees because they think or fear that their needs will be overlooked and negative media attention only enhances this (Daley, 2009). Bosswick and Heckmann (2006) mention that the policy adopted to integration should be comparable to those designated for addressing other societal challenges, such as social cohesion, conflict resolution, implementation of social justice and solutions for economic and social problems, and it should not be only limited to the refugee only, in order to avoid social tensions. In Brabant societal challenges, like social cohesion (van Hees, Leenders & Richardson, 2014), problem with youth (de Bruijn, 2018), participation on the labour market (CBS, 2016), social housing, loneliness (Coalitie Erbij, 2018; PNB, n.d.) and care for the elderly (Gemeente.nu, 2017) are just a few of the societal challenges present on the local level, which could be considered together with the integration of refugees.

Appropriate conditions necessary for refugee integration are then interventions from governmental organisations, which encourage the established population to adapt. This suggests policymakers the need to set as focus the common wellbeing and interest of one society in Brabant, argued also by

⁵ Loosely translated to English: ‘Home in Brabant. The Brabant Way’

Rietveld, Sohler, and Sarton (2016). Ager and Strang (2008, p. 177) consider that for integration to succeed “*mutual accommodation*” should be realised between the receiving community and the refugee(s). To facilitate equal access and provide support to all, Daley (2009) argues that for local communities should be an urgent need to develop integrated integration policies and services that include the needs of refugees and the existent residents.

The above-described sections prove the complexity of the refugee integration challenge, created by the necessity of interrelation between the domains inside the region of Brabant. By choosing ways which only offer one-sided approaches, are deemed not satisfying enough to tackle the SC of refugee integration in Brabant. It highlights, that addressing this complex societal challenge on a local level is not an easy task and raises the thought of thinking in connection and the necessity for collaboration, in a multidisciplinary and integrated way between domains, sectors, and actors of refugee integration. The necessity of considering the perspective and power of other parties, such as the PNB on a regional level, marked as responsible for the process by the literature, just like other sectors and levels, who can provide a possible ‘way’ beneficial to assist the local level in addressing this complexity, becomes also clear.

2.3. Conceptual Model

To explain the relationship between different theoretical concepts, and present the results of the literature review done in this chapter, visualized in the conceptual model, I would like to refer back to the main focus of the research. Defined by the main research question, the focus is to investigate and describe the ‘way’, how the provincial government of North Brabant, through its networking role, can contribute to the development of solutions for the integration of refugees in local communities.

The conceptual model is divided into two main lines. One line takes the direction of the networking role of the PNB and its relation to WDG. Werkplaats De Gruyter as a possible consequence of this networking role is then investigated as a cross-conceptual entity, a GNeLL. This investigation is done through the analytical framework built up from elements of GNet and LL literature, which were introduced as both showing potential in addressing complex societal challenges and due to overlapping elements, could be united under one cross-conceptual entity. This analysis is aimed to identify the key elements necessary to answer the third sub-question and will serve to position WDG in the academic literature. Also, these elements serve to create the bond between two lines of the conceptual framework and answer the fourth research question later in this research.

The second line of the conceptual model includes criteria for measures considering ‘successful integration’ on a local level in Brabant and which serve as guideline for observing the way the approach of WDG can influence this process and through it the networking role of the PNB can contribute to the development of solutions for the integration of refugees in local communities.

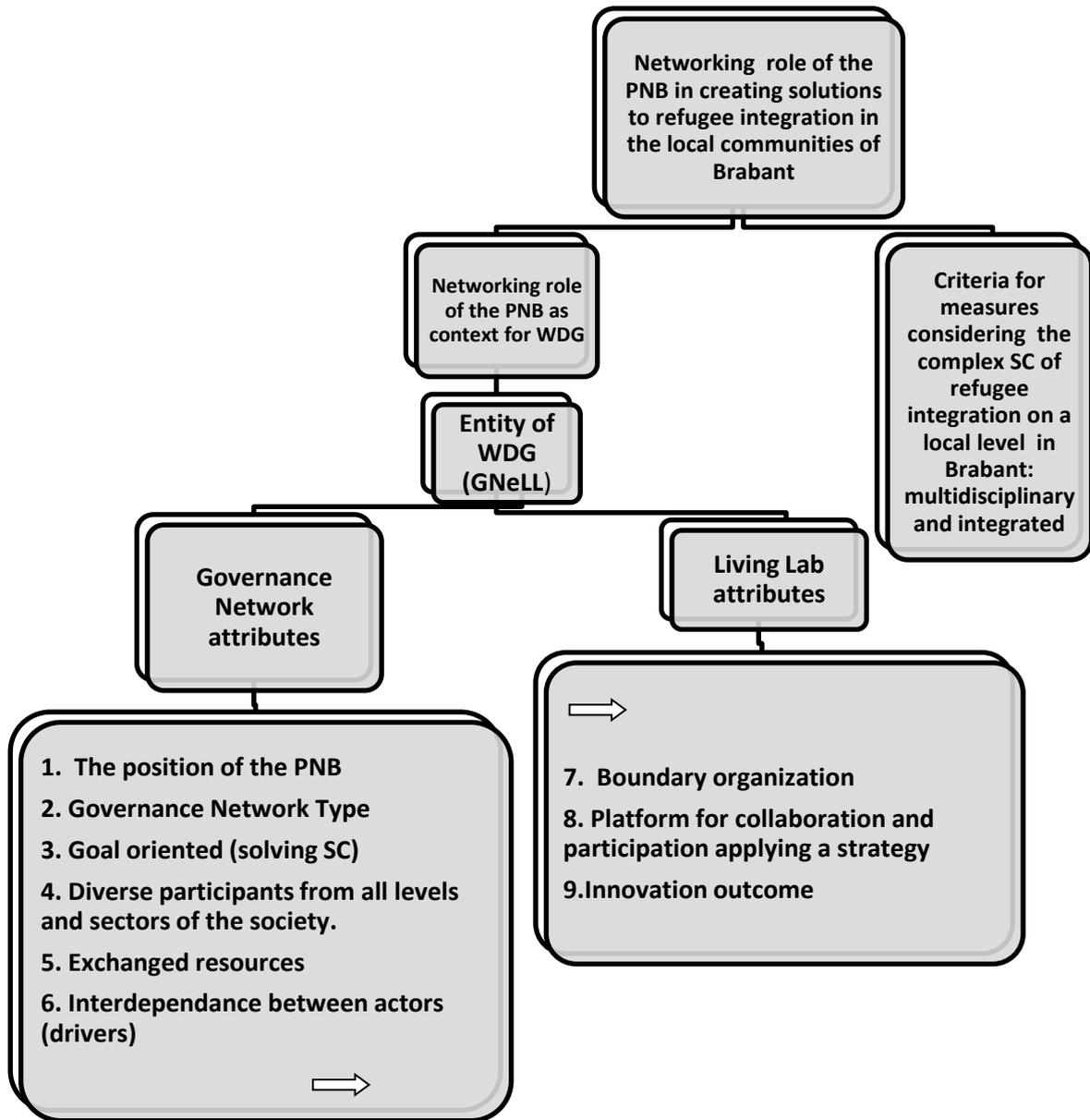


Figure 4: Conceptual Model

3. Chapter: Methodology

This chapter will start by elaborating on my research philosophy, and describe the approach, strategy, methods for collecting data, the unit of analysis and the location of the research. After these, the process of data generation and the manner of data analysis will be provided. Issues on ethics and objectivity concerning my research process will also be presented.

3.1. Research philosophy

By making assumptions, conscious or not, during the research process, I am engaging in the research philosophy Saunders, Lewis and Thornhill (2016) call 'social constructionism'. This subjectivist approach is formed partially by who I am, and how I look at the world. It suggests that the reality of WDG is formed by the perception and the action of its members and their interaction through which they share "*meanings and realities*" with each other (Saunders, Lewis & Thornhill, 2016, p. 130). Therefore my research is investigating in depth the reality of different members of WDG, shaped by their perspective and opinion.

Further, by being interested in understanding and explaining what is happening inside WDG and how its approach functions, the nature of my research can be argued to be 'interpretivist'. The investigation is done partially as a participant observer of the everyday life activities of this particular entity, which the literature mentions as a way of being able to explain "*what is going on*" (Saunders, Lewis & Thornhill, 2016, p. 130).

These above philosophies determine my approach to the research, the choice of methods, strategy, the way of gathering data and analysing these data inside this research (Saunders, Lewis & Thornhill, 2016).

3.2. Research approach and strategy

From the nature of the 'how' research questions, it is possible to argue, that qualitative research is necessary to understand the focus of this inquiry, as it finds itself in a context until now unexplored. Due to the reduced amount of written or organised information, data for this research is generated in a "*descriptive/interpretive*" way (Tesch in Kitchin & Tate, 2000, p. 212) from the professionalism, experience, thoughts, opinions and acts of participants, carefully selected and identified (Boeije, 2010).

3.2.1. Single case study

Case study research has been chosen in order to "*describe an intervention [approach of WDG], and the real-world context [WDG as a functioning entity, the result of the PNB] in which it occurred*" (Yin, 2011, p. 38.), over which I, as a researcher have no control over. It will also help me answer my 'how' research questions (Yin, 2011), and is adequate to help cover the necessary context, without which the

focus of the research might not be researchable (Baxter & Jack, 2008; Yin, 2011). In other words, with the help of the case study strategy, I can investigate the GNet attributes of WDG, which as a context, is determinant for the GNeLL entity and approach of WDG, the focus of the research.

WDG, as it is a scientifically undocumented entity, does not make it possible to engage in a multiple-case study research. Because the entity is not defined yet and the approach is not clear, these cannot be compared similar entities and the choice falls on a single case study (Yin, 2011). The boundaries of the case study are determined by the conceptual framework resting on GNet and LL literature, which keeps me out of the “*pitfall*” Baxter and Jack (2008, pp. 546-547) talk about. The gathered data stays this way on a realistic scale.

3.2.2. Secondary-data and desk research

The networking role of the PNB has been investigated through reports and publication and its manifestation inside WDG done through interviews. The identity of WDG, established before this research was built upon experiences of the past, gained by its members along the way and documented in a limited way. This information could not always be traced back to its origins. Due to this, I used the documentation, mainly reports about previous projects or initiatives by keeping in mind the context dependency Kitchin and Tate (2000) warn about. This context dependency has meant that the available information about the function of the approach of WDG has not been developed considering the aim of my research. This information has to be validated again with ‘early composing’ and the interviews I talk later about in this chapter. Due to the limited time amount available for the empirics of this research and the complexity of the gathered data, the information on refugee integration has also been obtained as a desk study.

3.4.3. Thought experiment

Due to the limited time and resources available for finishing my master thesis and the lack of possibility to test the function of the approach of WDG on a real-life location, the last sub-question of the research was answered with the help of a thought experiment. Conform to Brown and Fehige (2017 ed., n. p., 1st-2nd row), “*thought experiments are devices of the imagination used to investigate the nature of things*”, which makes them adequate for this research. The goal of this research is not only describing but also using the approach of WDG in revealing the ‘nature’ by which the networking role of provincial government can assist local communities in developing solutions to the complex challenge of integrating refugees through WDG, so a thought experiment qualifies.

The thought experiment becomes “*a kind of illustration that makes*” (Brown & Fehige, 2017 ed., n. p., section 2., paragraph 9, 2nd-4th row) the research focus more clear and evident, and serves as an investigative aid, with the purpose to provide the reader a “*satisfying sense of understanding*” about an already established result (Brown & Fehige, 2017 ed., n. p., section 2., paragraph 9., 2nd-4th row). The adaptation of the thought experiment will be done by identifying and matching elements between the approach of WDG and the complex challenge of refugee integration, with the help of illustrative examples.

3.3. Qualitative Research Methods

Even though qualitative and quantitative methods often mix (Clifford, French & Valentine, 2010, p. 6), in this research such a mix was not possible due to the ‘interpretivist’ and ‘social constructivist’ philosophy of the research. For the gathering of the data, qualitative methods were engaged. These include *“a set of techniques that are used to explore subjective meanings, values, and emotions through interviewing, participant observation and visual imagery”* (Clifford, French & Valentine, 2010, p. 3). To try to achieve the most in answering the research question I used *“triangulation”* (Clifford, French & Valentine, 2010, p.8), namely different tools and methods to get to my findings.

3.3.1. Early composing (case study inspired research method)

‘Early composing’, initially one of the approaches by Yin (2011) considering writing up a rapport or validating the gathered information, has become a method to gather data for my research. Though it is not an official method for researching a phenomenon, ‘early composing’ (Yin, 2011) has been adapted to this research as a way to gather data, but also to help verify the legitimacy of the information gathered from secondary sources. Yin (2011) encourages research students to customize procedures of their own study, which has allowed me the flexibility not only to choose my own method when gathering data but to use all sorts of techniques as complementary ways to collect information (Yin, 2011).

To illustrate how ‘early composing’ works: I focused the data from my desk study on my research, I reformulated it into a draft document and had it verified with the people identified as ‘members of the core team’ of WDG. The individuals identified for this task were those who generated the initial documents and who are professionally involved in WDG. This was also necessary in order for me to not rely on data which might not be warranted because the exact circumstances of the previous research cannot be known to me (Kitchin & Tate, 2000).

3.5.2. Semi-structured interviews

The main method of gathering data has been the qualitative method of semi-structured interviews known for providing in-depth information about a phenomenon (Barriball & While, 1994; Clifford, French & Valentine 2010). These verbal interchanges in an informal, conversational way, resulted in the rapid gathering of professional and personal experience. It contributed to detailed, while also fundamental, information. It clarified and enriched the data shortage from the combination of grey and academic literature about the entity of WDG and its approach, and provided information I could not acquire from secondary data sources and literature review (Clifford, French & Valentine, 2010). The process of the interview was guided by the conceptual framework built from the literature of GNet and LL.

3.5.3. Participant observation

My dual module inside WDG (work- and learn-program of Radboud University of Nijmegen in collaboration with the PNB) has made me the research instrument for my own research (Kitchin & Tate, 2000) and facilitated the adoption of participant observation as a qualitative research method (Kitchin & Tate, 2000, p. 219-220). Through this method especially the function of the approach of WDG was fitting to research. As a dual student, I participated in processes which adapted the ap-

proach inside the entity of WDG to a societal challenge and could recount information first hand. My participation in WDG gave me the possibility to record details about the initiative addressing the challenge called '[A Home Away from Home](#)' [AHAFH]. Also made it possible, to observe the follow-up initiative considering the presentation of ideas about the integration of refugees for local communities in Brabant, for the group working on the 'Brabant Approach' [BA] of the PNB. My position also allowed me to attend gatherings, which discussed the approach of WDG.

My personal involvement could have meant distress for my research (Kitchin & Tate, 2000). But in 2016, when the two projects (AHAFH and BA) were carried out by the student team of WDG, with me as an active member, I did not plan to carry out my master thesis research considering the topic of refugee integration. This made me an 'unobvious' participant observer of that time, and those two cases as 'unobvious' pilot studies (Kitchin & Tate, 2000). The notes and photos, which were taken then, are used to support the information gathered during the interviews and to support the thought experiment. Considering the entity of WDG and its approach, participant observation aided me in understanding and correctly structuring the data collected. Through it, I could fill seemingly unimportant gaps, helped me understand and map the approach inside WDG and comprehend its application to practice.

The trusting relationship existent between my colleagues and me has been beneficial while conducting the interviews. It also provided me with admittance to the scene of the research and its participants, but also to obtain access to data otherwise not available for outsiders, due to office policy for example (Boeije, 2010).

Though Kitchin and Tate (2000) advise avoiding personal involvement inside a research, in my case this was not possible, due to the dual program. Nonetheless, I characterize my influence on the research from this point of view as positive and I believe that due to the exploratory and descriptive nature of my research, investigating a 'way' instead of a vulnerable group of the society, my personal involvement did not influence the results. Also being conscious of my obligations as a researcher, staying objective enough and developing a research strategy, which kept count with these, I believe my implication did not damage this research (Kitchin & Tate, 2000).

3.4. Unit of analysis

The unit of analysis of this research is WDG and its approach. Choosing the right unit to analyse has been important for the credibility of my research, which is why it is important to elaborate on the reason for choosing it.

The choice fell partially on WDG, due to my own role as a dual student explained above. The experiences and the knowledge I have built up as a team member involved in AHAFH and BA, have initiated the interest of researching the phenomenon of WDG and its approach. The time spent at WDG, collaborating with fellow students but also experts from different sectoral- and disciplinary backgrounds, helped identifying WDG as a possible example of a 'way' through which the contribution of the networking role of the PNB to solving the integration of refugees in local communities of Brabant, can be investigated.

The best way to answer the main research question has been by identifying the integration of refugees as a societal challenge in the region of Brabant in combination with the ‘responsibility’ governmental organisations carry in solving this societal challenge. The intentional selection of WDG, identified as the entity in which the phenomenon of the networking role of the PNB can be observed and studied, but also where the challenge of integration of refugees has presented itself previously, were according to the needs of my study. This way WDG fitted the criteria of what is called by the literature as purposeful sampling (Boeije, 2010).

Further, WDG is quite a young entity, in a pioneer phase, which is still searching for its own role. This has also influenced me, as a researcher to assist it in defining its entity. Further, WDG is interested in positioning itself as an active participant in the regional network of solution providers for complex societal challenges affecting the region of Brabant with the help of my findings.

3.5. Research Location

Following the argument of Boeije (2010, p. 34) saying that *the “chosen setting [of the research] should be the best possible to observe your subject [...] determined where the topic of study manifests itself most strongly”*, I have decided to choose the physical location of WDG itself to observe the entity and experience the approach of WDG first hand (Boeije, 2010).

As a physical space, WDG is located in Brabant’s city of ‘s-Hertogenbosch but it is not positioned in the same building as the PNB. In possession of its own physical space and the accommodations offered by the space, has allowed the interviews to take place in a familiar environment for the respondents. Besides WDG, the PNB’s building has also been the location of two interviews, as the interviewees were not able to leave their workplace due to a tight schedule.

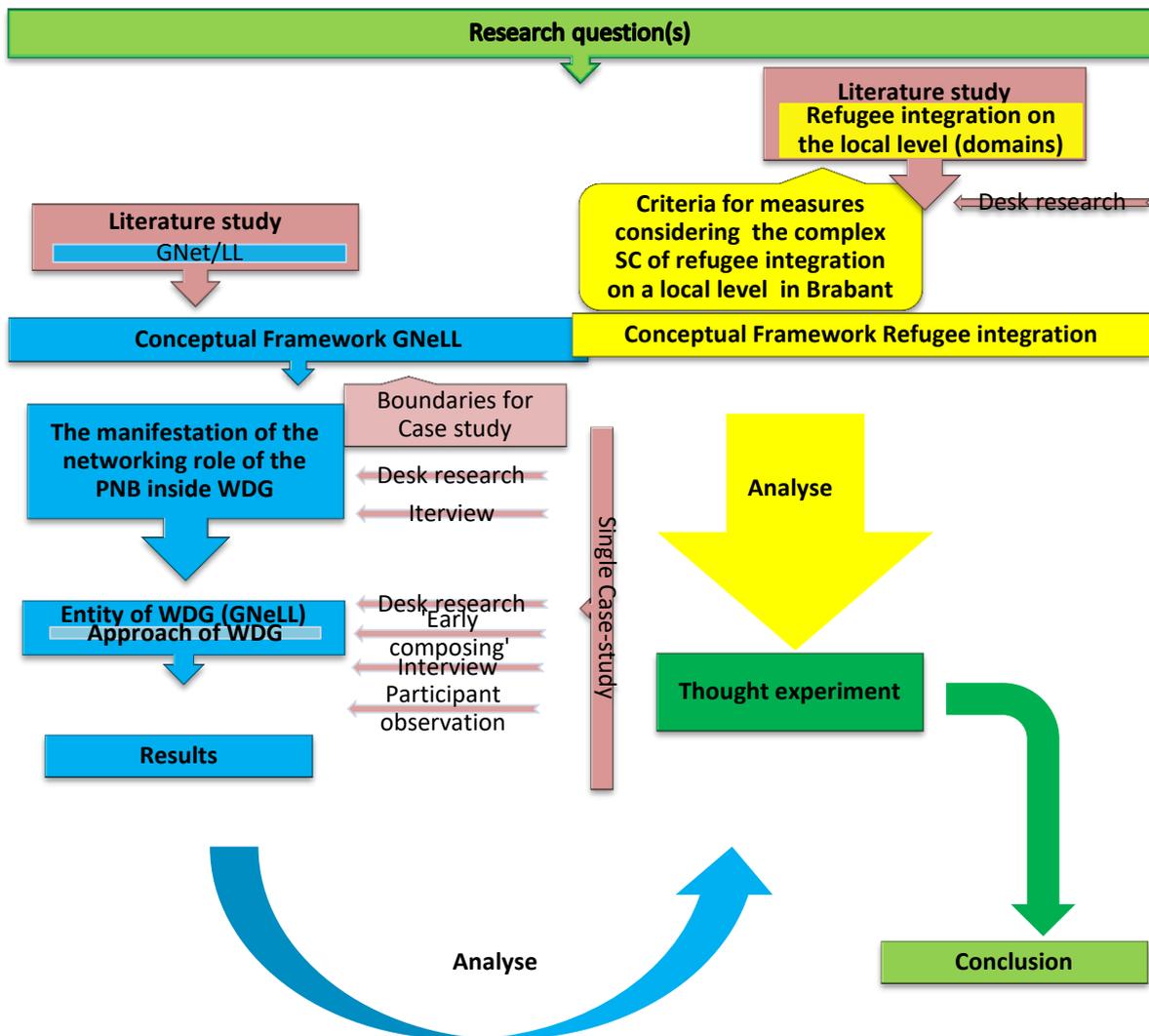
Then again, it is at the local level, where, as mentioned, the refugee integration process is mainly taking place. While conducting the thought experiment, the addressed situation considering the integration of refugees has been symbolically conducted on that level. This is important, even if the physical location of the research stayed at the ‘werkplaats’.

3.8. Data gathering strategy

3.8.1. Data gathering strategy

To manage to answer my main research question, I applied multiple methods. The data of the research has been collected in multiple phases, over a longer period of time, as the following Figure 5 shows.

Figure 5: Data gathering and analysing strategy



Ways to gather data

The first set of data from AHAFH and the BA has been collected between the period of January 2016 and July 2016. These data provenance mainly from sessions and meetings with teammates and other participants, during the development process, and from presentations held to interested parties to share the results. There are sections of data collected and generated by myself, as an assignment, inside of the AHAFH or BA initiative. Due to being unaware at the time of the role, this data will play in the research and because the gathering of this data was not purposefully done for this research, the quality of the data is not as high as when done otherwise.

The application of the 'early composing' as a research method, has meant the gathering of data about the entity and approach of WDG from secondary-sources, publications, website and participant observations, in a draft document. The general information included a short history, origins, goal and network structure of WDG and also contained in itself a basic description of its approach, supported by quotes of the 'core team'. The draft documents, containing personalized questions to respondents in form of sideline comments, have been distributed by electronic mail to the five 'experts' of the approach, for validating and enriching the data.

The respondents reacted in a written form between the periods of July 2017 and November 2017. The data acquired helped to provide a quick overview of the approach of WDG, identify key elements of the entity and approach of WDG, gather additional data from the respondents and verify secondary data. By getting the history, goal and the approach of WDG in a straight line, the intention was also to identify core elements, which are not clear and could be later discussed during the interviews. Additionally, this method helped gather new information from the respondents. The respondents have been later also interviewed partially about the same phenomenon, this way achieving a more comprehensive picture of the 'werkplaats' and its approach. It also corroborated the information collected in Dutch and translated into English.

The third set of data has been produced through semi-structured interviews. These interviews varied between 45 minutes and almost two hours and have been audio recorded with the permission of the participants. Six interviews were conducted, each of them having a different set of questions based on the respondent's [Res] relation, role, and position inside WDG and if the case, their position at the PNB.

The interviews consisted of open-ended questions (Kitching & Tate, 2000), to give the respondent the possibility to provide a rich answer. This way of asking questions contributed to rich data but had the disadvantage of not being able to follow the established order of the questions present in the interview guides, making the analysis of the information also more difficult. Questions were asked in a less structured form sometimes, in order to keep the conversation flowing. Other times, the provided answers were already an answer to some other question specified in the guide. This is why some questions from the guide were not separately asked. The initial intention was to conduct the interviews in English, but this intent was cast away almost immediately in order for respondents to be able to fully express themselves in their mother tongue and as accurately as possible. Some respondents still chose to partially provide their answers in English.

Respondents

When considering participants for this research, individual's relation, role, and position towards WDG and its approach, and/or their knowledge about the networking role of the PNB, has been considered. The fact, that WDG is a relatively young entity, the possible respondents to choose from have not been many.

As Table 4 shows, 4 out of 6 respondents were employed by the PNB, in possession of knowledge about the meaning and manifestation of the networking role of the PNB, due to their employment. Two of these respondents are considered founders and active participants of WDG, together with the other 2 out of 6 of the respondents, who are independent contractors. These 4 respondents have a common history of being involved in the project of MMB, from where key elements of the approach

and ideas behind the entity of WDG originate from (MMB & WDG, 2015; WDG, 2015). Their engagement for a long time inside WDG and their previous involvement in MMB, provide expertise and knowledge to these respondents, making them some of the most experienced from those involved in WDG at this moment. This has motivated their selection for this study. On the other hand, none of the respondents were LL or GNet experts.

From the other two respondents, both are provincial employees but not on the same function and level of involvement inside WDG. One respondent formed together with other, previously presented four respondents, the core group of WDG and had an active position inside the entity. The last respondent has been chosen, due to the combination between the respondent’s provincial position and involvement inside WDG, which is more coordinating, than an active participatory role when it comes to developing practical solutions to societal challenges. This candidate, as it occupies an interesting position inside the provincial institution and inside WDG, has also been contacted in order to investigate the networking role of the PNB in relation to WDG. The respondents have been marked from A-F.

Table 4: Respondents code, role inside WDG, occupation, and location of the interviews

Location of the interview	Code	Role inside WDG	Occupation
WDG	Res A	Core team, active participatory role, an expert in the approach	Employee of PNB
WDG	Res B	Core team, active participatory role, an expert in the approach	Private sector
WDG	Res C	Core team, active participatory role, an expert in the approach	Employee of PNB
PNB	Res D	Core team, active participatory role, an expert in the approach	Employee of PNB
PNB	Res E	Coordinating role, an expert on the networking role of the PNB	Employee of PNB
WDG	Res F	Core team, active participatory role, an expert in the approach	Private sector

“Snowballing” (Atkinson & Flint, 2001; Clifford, French & Valentine, 2010, p. 109) has also played an important role in the research. This has meant that some of the respondents have been selected by talking to one person, who advised me further and gave the names of other persons to get in touch with for the interviews. This way of recruiting could have become a dangerous factor if the selection would have been made to respondents with similar mindsets (Valentine, 2005). WDG, where regular interaction and collaboration between participants takes place, might immediately suggest a possible common interest, but not necessarily a common mindedness. Nonetheless, because for the investigation and description of WDG, experts were needed, each of them having their own expertise sug-

gests more diversity than similarity. One should also not underestimate the influence of individual experience and a by-this-shaped own perspective.

All the respondents, except the respondent without the active participatory role, due to their history and expertise concerning WDG and its approach, have been found adequate and sent a personalised version of the draft document mentioned in the description of the gathering of the second set of data. The returned documents appear as of two sorts:

- the document sent back intact, with side-line comments and answers in it from the respondent, saved and added to the ATLAS.ti program (P17 of Res B; P19 of Res A)
- reactions through email, converted in .html documents, saved and added to the ATLAS.ti program (P16 of Res D; P18 of Res F)

The interviews were transcribed using the “*transcription codes*” of Kitching and Tate (2000, p. 238) as accurately and as soon as possible. Due to the summer vacation period, there was a break in the transcription process, but having the interviews recorded as an audio file, this break did not influence the final transcripts. After transcribing, each transcript has been sent to the interviewee for verification. Only Res E has sent back a corrected version.

3.8.2. Data analysis

The data I analysed for my research, the same way as mentioned by Boeije (2010), was mainly textual. The transcripts of the conducted interviews, the draft documents returned by the ‘experts’, notes from personal observations, infographics and project reports, were analysed with Computer Assisted Qualitative Data Analysis [CAQDA] (Clifford, French & Valentine, 2010). I used the qualitative data analysis program, ATLAS.ti.

Due to the richness of the data, which was produced, from seemingly few but long interviews (Clifford, French & Valentine, 2010), and also due to qualitative data being not as structurally defined as quantitative data would (Kitchin & Tate, 2000), the data gathered was more complex and the ATLAS.ti (ATLAS.ti 7 (RU Nijmegen) program became necessary. This program helped me in “*handling and coding large amounts of written data*” and I have chosen it “*because they facilitate in-depth examination of relations between and within these data*” (Clifford, French & Valentine, 2010, p. 453). It also helped me account for my actions during the research, for which Clifford, French, and Valentine (2010) mention, CAQDA is adequate for. This way of analysing allowed me also a more throughout coding of the gathered data, quick navigation between the codes and provided quick access to and between documents, once loaded into the program.

Coding

In order to understand and name the fragments which are considered important for the research, coding was used as the method of choice inside this research (Boeije, 2010). Through coding, I assigned “*interpretive tags to text (or other material) based on categories or themes that are relevant to the research*” (Clifford, French & Valentine, 2010, p.440). Coding helped me define what the data described, giving the data a short name, summarizing the content of each fragment, which later was categorized based on the existing connections between coded segments (Boeije, 2010).

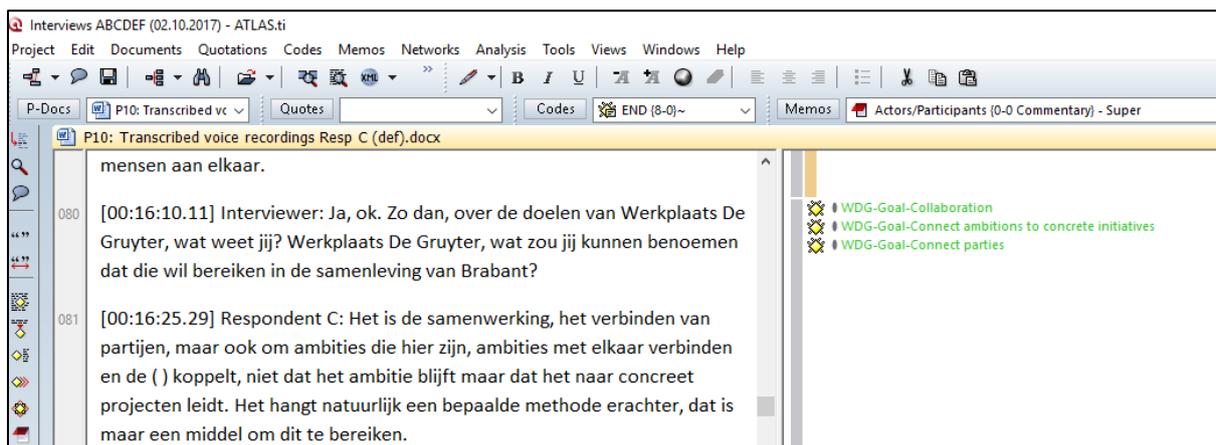
The coding of the data has happened in multiple phases. The conceptual framework built from the GNet and LL literature and gathered elements of WDG from the participant observation and review of secondary-data, have determined the provisional codes before the gathering of data through the interviews has started (Saldana, 2009, p. 119). The provisional code list has marked the beginning of phase one and has not been entered previously into the ATLAS.ti program, but has been slowly added to the program, by directly coding appropriate segments of text with it.

The structure of the provisional codes has been built up initially from two main elements, the concerned entity in discussion (WDG or the Province of North Brabant [PNB] and the concept in concern (e.g. networking role, Strategy or Structure inside WDG or/and living lab, innovation, origins, interdisciplinary/multidisciplinary, Integrated Approach [IA], etc.). Almost immediately, some codes have gained another pair of code, or sub-code which reflected a category inside the concept under analysis.

Also, while assigning provisional codes, descriptive codes (Saldana, 2009, pp. 70-73; Clifford, French & Valentine, 2010, p. 446) were added to segments. These were also sub-codes of the initial provisional codes, representing the ideas inside a category after examining chosen segments.

These sub-codes have been sorted and marked by what I call 'hyphen expansion'. The initial code, which for example from the conceptual framework has been PNB-Networking Role, has been expanded with another as above mentioned, or sometimes with a multiple sub-codes separated each level by a hyphen. Such a code looks like this, for example: *PNB-Networking role-Collaborate with other parties*. This technique I used through the whole process, which resulted in detailed descriptive and also later detailed analytical codes. These codes could indicate the whole relation of the fragment to the focus of the research, making it easier to lay the connections, when categorizing but have generated a very long and rich list of codes (see Appendix 8.6.).

Figure 6: Example of coding done by 'hyphen expansion'



This technique was not limited by the ATLAS.ti program, still one might argue that these detailed codes, resulting from this technique, became sometimes exceedingly long which by some might be found unfitting. On the other hand, the literature does not provide an exact description for the obligatory length of a code, but it provides for the researcher freedom of choosing its own way of organising inside the hierarchic order between codes (Boeije, 2010). Also, each code, in order to keep its validity, has been multiple times cross-checked with the initial data during the coding process, and

adjusted as necessary in case of a misconception, proving once more that coding is a non-linear process (Clifford, French & Valentine, 2010, p. 440).

Besides descriptive coding (Saldana, 2009, pp. 70-73) used to identify sub-codes and set up a coding hierarchy system, descriptive codes also were used to mark particular parts from the text. These parts have proved important for the analysis but did not have a predetermined code, as for example, because they were an unknown element until their identification of the approach.

After coding and cross-checking codes with segments, sometimes leading to recoding segments or adjusting codes marking them, the codes have been assigned to code categories, or in my case, to families. These families were each marked with a predetermined code (e.g. WDG-Added value) and contained useful findings, relevant to answering my research questions.

After the first phase of coding, the second phase has meant rearranging and looking for connections, similarities, and regularities between the coded categories, these being assigned and grouped to research sub-questions, so to help establish an order. Unfortunately, this order did not stand while writing up the results due to the complexity of the findings. Families were marked with a multi-level numbering method and in some cases, a letter (e.g. 38.1.3d). The levels of numbering have marked the hierarchical relationship between the families. While some families were merged with others, additional families were broken down and subcategorized, to facilitate the overview.

The codes, which were assigned to these families, have been parallel assigned with the number of their family of belonging. The family of belonging has been identified with the help of the codes given with the previously mentioned 'hyphen expansion' technique. At the same time, while numbering, the codes also received one or multiple letters, from A-F, reflecting the respondent's assigned initial or the number of the returned document (P8, P16, P17, P19, and P20), from where the provided information was achieved from and assigned that particular code. In the chapter presenting the results, the combination of letter and number (E12 e.g.) comes back as referencing to a certain or multiple respondents. Eventually, a code could look like this: *A31./B31./P19.-G-Reason to Collaborate-WDG-They can't do it alone due to complexity*. During this process, also relationships between concepts inside a coded fragment in the text were looked for.

Throughout the process of coding, the reactions to the 'early composed' documents have been received, which were one by one loaded into the ATLAS.ti (ATLAS.ti 7 (RU Nijmegen) program together with the documents or data respondents referred to as important in understanding WDG and its approach, as the way how the networking PNB can create solutions to complex societal challenges in the region. This information has been coded with the help of already established codes or in case of revealing a new, unexpected element, like the rest of such fragments from the text, with descriptive coding.

Based on the carefully assigned concepts, which appeared in the detailed description of a code, the third phase of the analysing process began. By that time the most important aspects of the networking role of the PNB, WDG and its approach were known and were marked with codes representing these. The codes, predetermined or the ones newly identified, in which the relationship to other elements representing the focus of the research was also described, gave the possibility to categorize them again in the created families. Codes marked with the same concept, such as 'MGA' for example, have been searched up in the search engine of ATLAS.ti (ATLAS.ti 7 (RU Nijmegen), 2013) and added

to the family marked also with this code. This has resulted in the possibility of one code being added to multiple families, due to having more than one concept of focus in its description. Families often changed their structure, containing not only codes marked with the families own number.

For example, the code *A38.1.3./C38.1.3-WDG-Str-MGA=Method for IA-Connect-Search for cross-overs*, initially assigned to code family *38.1.3. WDG-Str-Integrated Approach (IA)-Achieved*, marking fragments from Res A and Res B, has been also assigned to code family *38.1.3a WDG-Str-IA-MGA-Definition* and code family *38.1.3h WDG-Str-Cross sector/over/disciplinary*, because the 'Integrated Approach' [IA], 'Mutual Gains Approach' [MGA] and 'cross-overs' were identified as concepts of focus for the approach of WDG.

In order to be able to overview the data in a more efficient way but also to present the data belonging to a category, there was a [network view](#) created to (almost) all the families. The expanded description of codes here also proved out to be of use, because it provided insight to the content and relation between concepts in a code and this way facilitated later the writing up of the results.

By creating network views for the families in combination with the 'output' (ATLAS.ti 7 (RU Nijmegen), 2013) of the codes grouped in one family, the connections between the data became visible. This visibility allowed to understand the role the networking PNB plays in WDG but also see the connection between the elements which make up WDG and their influence on the approach adopted by WDG.

Through the whole process, some fragments received multiple codes, what Saldana (2009, pp. 62-65) calls "*simultaneous coding*". This method does not reduce the amount of material (Boeije, 2010), but since the elements of the networking role of the PNB influence WDG and its elements, which simultaneously are tangled with each other, coding a passage with multiple codes allowed the possibility to analyse these in relationship with each other. Also, because usually my coded fragments were paragraphs of more extended parts of the text (mainly multiple sentences, in order to maintain the context and be able to lay the connection easier and validate the gained information) in which at the same time multiple data of interest was present, simultaneous coding was used at the same time with 'hyphen expansion'. As an example, to mark one of the criteria for choosing initiatives inside WDG, the code has been created: *A15-WDG-Choice of initiative-Cri-Don't start initiatives if you can't listen & involve stakeholders (due to political sensibility)*. This same passage has been coded *A38.1.3c-WDG-Str-Remarks-MGA-Barriers-Political sensibility (Urgency)-Unable to organize inclusion appropriately*. This second code signifies 'political sensibility' of an initiative as a barrier for the Mutual Gains Approach, the method applied by WDG to organise the inclusion of stakeholders into the process of creating a solution to a societal challenge in Brabant.

After the coding and categorizing phase, the following step was to conclude the phase of analysis and prepare to present the results. By, what Saldana calls "*one thing at a time*" (2009, p. 189), I managed to structure and re-structure the data, defining first the influence of the networking role of the PNB for WDG. After that, the GNet attributes of WDG followed, including type, goal, involved parties and the part on addressing societal challenges, which has proved to be significant to present before introducing the approach of WDG in order for the reader to understand what is actually going on there. The elements making up this order have been already established with the help of the litera-

ture study and the review of WDG's own data, and it became clear that in order to present the data in a logical, fluent way, the initial structure had to be focused on the construction of WDG and the occurrence of the elements previously established through the literature review on LLs and GNets and the secondary data. This way provisional codes, marking these elements, became headlines, making these what Saldana (2009, p.189-190) calls "*heading and subheadlines*" and help order the results.

3.9. Ethics and objectivity

Performing the research has meant, that automatically the issues considering ethics had to be counted with. Using secondary data and dealing with people (Kitchin & Tate, 2000) has made ethical concerns very important in order to protect the rights of those involved and provoking as little harm as possible (Clifford, French & Valentine, 2010).

The privacy, confidentiality, and anonymity of the participants have been respected, and no issue of gen appeared during the research. At the beginning of each interview, respondents were informed about the anonymity of their contribution; they were also informed and asked permission to record the conversations. It was explained to them that their personal information will not be part of the public document and their identification will be coded. All the participants agreed to take part in the research and were given a copy of the transcripts of the interviews in order to be able, if the case, to attest their disagreement.

It is important, further, to talk about my objectivity as a researcher. This subject has already been touched on in other parts of this section, mainly coming to the surface when talking about participant observation and personal involvement. There are, as we have seen, justified worries considering a researcher staying objective through the process, but that does not mean that a researcher should be exquisitely objective. On the other hand, while from the quantitative researcher it is expected to be objective and stay separated from the entities subject to research (Johnson & Onwuegbuzie, 2004), researchers of qualitative inquiries do not take knowledge as already existent, but something, that still has to be discovered, making research this way a social activity (Kitchin & Tate, 2000). Seen as a social activity (Kitchin & Tate, 2000, p. 23), research is then understood as something influenced "*both by the enthusiasm and motivation of the researcher and by the context, in which the research takes place: no matter how impartial the researcher feels they are, they come to the research with a certain amount of 'baggage'- present ideas, theoretical persuasion, personal interests*" being this way "*value-bound*" (Johnson & Onwuegbuzie, 2004, p. 14). This 'baggage' is identified by van Zwieten & Willems (2004) as essential for the research itself.

4. Chapter: Results and Findings

This chapter will first present the implications of the networking role of the PNB for WDG, answering this way the second sub-research question: [How does networking role of the Province of North-Brabant come forth inside Werkplaats De Gruyter?](#) Further, the results considering the entity of WDG will be described and analysed in the order determined by the conceptual model and answer the third research sub-question: [How does Werkplaats De Gruyter categorise as a Governance Network based living lab and what is its approach?](#)

4.1. The manifestation of the networking role of the Province of North Brabant inside Werkplaats De Gruyter

The networking role of the PNB during the interviews has been also referred to as ‘work in a networking way’ (loosely translated from the Dutch expression ‘netwerkend werken’). This role has been described in different ways by respondents, referring to it mainly as ‘samenwerken’ and translated and adopted in English inside this research as ‘collaboration’.

This role and the reason behind it can be identified with that of the NSOB model belonging to Steen, Scherpenisse and van Twist (2015) (GS, 2017; Res D). It is dynamic and context-dependent, decided by the circumstances of a SC at hand and the choice the PNB makes to engage with it or not (Res B; Res C; Res D).

“I always say ‘use that’, and I see that working in networks by the government, is always moving through the model. So you always have to take a position in the model. That can depend on the phase of your project. Sometimes a part of your project can be very hierarchic whole, and sometimes you are more inviting other people to work with you or discuss” (Res D, 11:8).

The reason behind it varies between the necessity due to dependency on the attributes of other social sectors (Res A; Res B; Res C; Res E) in addressing a challenge integrally, by including the needs of all impacted bottom-up (Res C). Res E calls this ‘organising invitingly’ towards the society of Brabant.

[...] Because we are not the all-knowing government [...]. One, we often do not know how to do it, perhaps we have an idea, but you need the other one to look for a solution, or the approach to a specific task, a societal challenge” (Res C, 10:101).

The networking role of the PNB manifests inside the origins and functions of WDG. Res B mentions that the PNB created an individual, physical space, which exists outside of the main provincial building, to facilitate the collaboration of parties inside Brabant, necessary to address the complexity of the society and the individuality, manifesting in the society rebelling against top-down governance (Res B), this way the physical space of WDG assists the PNB in adopting a more bottom-up approach when addressing SCs (Res B). WDG is identified as the accessory for the PNB with a certain function when it comes to working in a networking way by Res D:

"Yes. I think that Werkplaats De Gruyter is one of our tools, to work in a networking way. Since it's a place outside of our building, as X always says: 'everybody is equal there'. So you are more open in your discussions" (Res D, 11: 200).

Further, WDG is also the practical implementation of the Mutual Gains Approach [MGA] (Res A; Res B), as a method for governing. The MGA was adopted a few decades ago by the PNB to facilitate collaboration between the regional institution and other parties of the society (Res B) and to address challenges bottom-up.

"[...] the province has been busy already for more than 20 years with the Mutual Gains Approach, that method of () advantage, of Larry Susskind as the inventor of the method and as Harvard Negotiation Method. It is a very strict way of how you name problems in a society and try to solve them. And hundreds of people are trained in and it is a way of thinking that goes further than polder, because polder is a way to 'divide the cake' and that Mutual Gains Approach is in fact much more about thinking about the 'enlargement of the cake', creativity 'and ... and' solutions. That is just an excellent way to deal with each other, from a government's position to take everyone into account, also with minorities, to be () in order to achieve value creation, to achieve breakthroughs." (Res A, 1: 311).

Being a sight for collaboration outside of the PNB, WDG is marked to be a space for 'everyone' by Res A, Res B, Res C and Res D, this way reflecting acts of a regional government, which aims to serve, be accessible and transparent towards the society. This is seen to reflect in the thought of coming to a solution together with other parties, by sharing the process on the way, and not coming to a solution alone while only sharing it when the development process is already finished (Res A).

"[...] Werkplaats De Gruyter is perhaps, in my eyes, my perception, a kind of a logical step after all the administrative periods, ultimately this practical activity coming from and still falling together with what this time requires: How do you organize collaboration with all kinds of social parties and business and knowledge institutions?" (Res A, 1:285).

WDG as an individual, physical space outside of the provincial headquarters is the seen to support the realisation of the above mentioned by the administrative agreement advocated- integrated governing agenda, achievable through collaboration between parties but at the same time is hindered by bureaucracy and sectorial thinking inside of the PNB (Res A).

Other factors from previous administrative periods, aimed at collaboration also contributed to the creation of WDG. The provincial program 'Mijn Mooi Brabant'⁶ [MMB] (Res A, Res B, Res D & Res F; Personal communication, 2015) is one of these. Yves de Boer, formal deputy of the PNB (MMB & WDG, 2015), calls WDG the follow up of this provincial project. During this project, a whole network has been developed (Res A; Res B; Res D; Res F) resulting from the collaboration between different sectors of the society. This collaboration has been based on the outcome of the joined Ph.D. work of Bakker & van Empel (2012) called the 'Vitamine C' model. Res A argues the following elements of the model have led to the creation of the 'werkplaats':

"[...] You go from concrete initiatives and finally through certain choices you get to scaling up and among others, you choose for communication. So you have results and you communicate about them. And another was: centres. The idea, that you have a centre somewhere where you facilitate front-runners and where you actually gather knowledge and 'know-how'. [...] you get a kind of network of parties that stand together for innovation

⁶ Loosely translated to English: 'My Beautiful Brabant'.

and you might be able to scale up. From there come, a little bit, the thoughts for such a 'werkplaats' [...] "(Res A, 1: 9).

Described in the section above as a physical space for collaboration between multiple societal parties, including the PNB; as a philosophy applying a method desired and supported by the PNB, makes it possible to argue, that the regional government of the province of North Brabant and its networking role has been deciding the context for the entity and approach of WDG.

4.2. Werkplaats De Gruyter, as a Governance Network based living lab

Following the conceptual model built in Chapter 2, WDG has been analysed as a cross-conceptual entity showing GNet attributes and LL attributes, in which the PNB has a permanent role. The structure of the chapter first presents the attributes of WDG as GNet in order to clarify the context in which the approach moves and help define its GNeLL entity.

4.1.1. Governance Network attributes: The position of the PNB

The PNB is marked to be the initiator of WDG (Res D), creating WDG as a 'neutral ground'⁷ outside of the provincial building (Res A; Res B) and identified by respondents (Res A; Res C; Res D) as having a "decisive" (1:90) role inside WDG. The institution is considered the owner of WDG by Res D. This is due to the 'werkplaats' being not a 'stand-alone' but a part of the regional government, without which it might not be able to remain financially viable at this moment.

As an active partner, the position of the PNB is to finance, organise and coordinate (Res A; Res B; Res C; Res D; Res E; Res F), this way facilitating and supporting WDG. It provides the most funds for WDG, a characteristic identified by all the respondents and also makes assets available, which make WDG an attractive entity to interested parties (Res B). Inside WDG, the most long-term staff members are on pay-role by the PNB (Res A; Res C; Res D). Through the engaging personnel, the PNB provides access to knowledge (Res D), a network (Res C; Res D), and assignments (Res C; Res D; Res F). The PNB is identified as a decisive factor when it comes to addressing a SC also. Its presence inside the network and the significant influence due to its position and role inside WDG is seen to make possible bringing in a large scale of initiatives (Res B). This link between the PNB and WDG is found as necessary for both entities as "we can use each other's network and we can help to... [] I think that is very important because Werkplaats De Gruyter is financed by the province and part of the regional government" (Res D, 11:9).

It also provides the leadership for WDG (Res E), through which it has the power to decide the agenda (Res B). It provides support in decision making for engaging parties (Res C) and can influence the direction an initiative will take, by advising the owner of that initiative (Res C).

Due to its role and position inside WDG, the PNB is indicated to be a reason, why some parties join the network (Res B) and reflects back on its networking role. As WDG is related to the PNB, there is a power-relation present between the PNB and those invited to join the network. This power-relation

⁷ The role of this 'neutral ground' is presented later in this chapter.

manifests in the opinion of Res B, as the feeling of authority the PNB has above other sectors of the society, due to its legislative and financial powers (Res B).

The networking role of the PNB then, in the eyes of the respondent, is for the PNB the way to achieve solutions without forcing these on the society and becomes an option when the other roles, such as the legislative or financial power, are not enough for the provincial government to achieve its purpose. The respondent indicates that due to this, collaboration inside WDG is not based on equivalence, as different parties feel obliged to participate in order to avoid sanctions from the government. Also due to the other roles, the PNB has access to, it is not possible to only talk about 'networking'. The respondent draws the attention to define this role in a clear way.

Res A describes the relationship between the PNB and WDG not ideal but convenient: "*[...] our ideal, of course, is a WDG carried by a multitude of parties, who you also work with, when it comes to spreading or sharing knowledge. In practice, it is mainly the province that matters. In the end, perhaps not surprising because the province is actually an administrative political body, where everything and everyone comes together*" (Res A, 19:41).

The PNB has also the role to provide the necessary freedom for experimenting with the challenge (Res D; Res E; Res F). It shields WDG from bureaucracy, which is necessary to achieve desired solutions (Res E). Res E warns for the importance for WDG to not be associated with the PNB and the possibility "*to act from a critical distance from the province [...]*" (Res E, 12:33). When asked why it is important that the two entities stay separated, Res E further argued:

"[...] only then can you, in my opinion, also generate sufficient trust for other parties to participate. Look, if I have the idea that "well, this is a thing of the province", then I'm going to be in it in a different way, than when you think, "well, here is one, here is quality arranged, here one also dares to be critical of the province or on ...". And that critical ability, that is not at all self-explanatory in this kind of large organisations. Yes, that must be. And so yes, again, you know that you are very important to the fact that the 'werkplaats' is, but you have to play your role subtly [...]" (Res E, 12:33).

Conform to Res D, this existent relationship between WDG and the PNB is important for both entities. When it comes to collaboration *[...] it is also very important for the province to connect people, administrators, and civil servants to the 'werkplaats', to bring in issues such as [name] does, especially with the network and the strength of the workplace, to work together and develop together. [...] I think it is very important that the province, as initiator, finances, and keeps a very good dialogue with those who 'pull' the 'werkplaats' and also has a good view of what it delivers, what happens then, what is the added value of the fact that you have a workshop like this [...]"* (Res D, 11: 207).

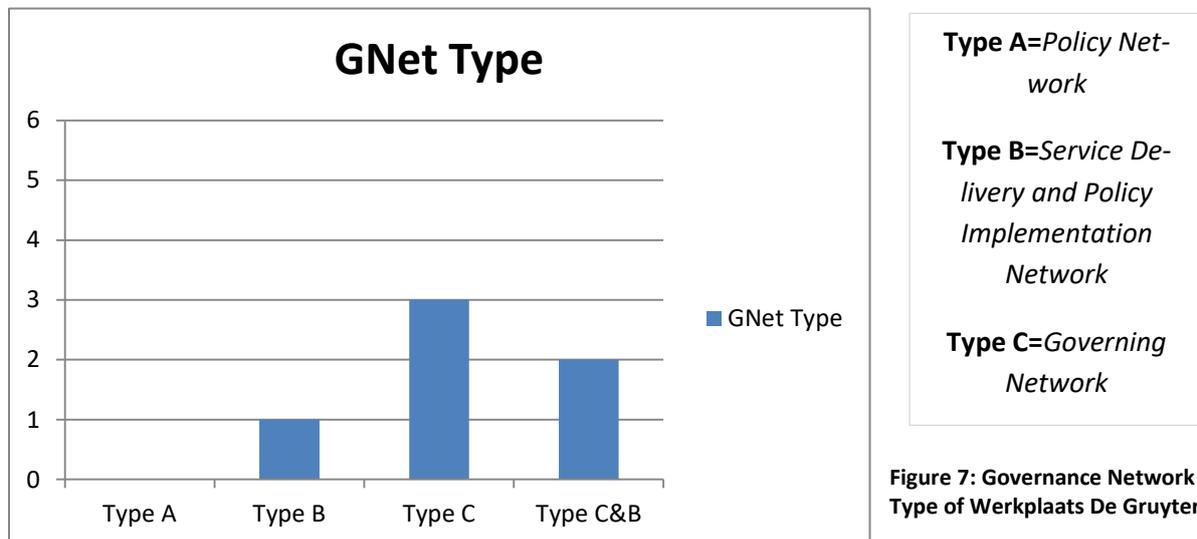
To further define the GNeLL attributes of WDG and the context for the approach, the following section presents results on the GNet type of WDG.

4.1.2. Governance Network attributes: Governance Network Type

Figure 7 shows the choice respondents made when asked about the type of GNet they would categorize WDG based on the literature review of Ojo and Mellouli (2016).

One out of six respondents has identified WDG as a 'Service Delivery and Policy Implementation Network' (Type B). After highlighting the characteristics of setting societal challenges central, but finding difficult the idea of "*managing horizontal governance relations*" (Res E, 12:10) as fitting the type of network WDG is, Res E has made the previous choice. In this role, WDG is seen to assist the PNB in

making the connection to knowledge institutions *“Without making it heavy, bureaucratic or complicated. With respect for both goals, so the integrity of the education, the educational goals and what tomorrow inside Werkplaats De Gruyter is” (Res E, 12:10).*



Three out of six respondents identified WDG as a ‘Governing Network’ (Type C). Res F does not exclude the other two definitions, but chooses Type C, arguing that the attributes of a ‘Governing Network’ is what WDG really does. Res D identified Type C without any further comment. Saying that in all definitions there are elements characteristic to WDG, Res A was asked to debate on his choice of WDG being a Type C of a GNet. The respondent argued a similar argument to Res E, referring to the network as a LL, which assists the government in acting directly into the society:

“[...] you see living labs in all kinds of forms and for example, in the form in which the government is a kind of financial partner and makes things possible, but is not actively involved. And in this living lab, what we have here, is a participating government [...] or participating governments. And, also, challenges the government itself to be active. And that is different from most living labs, where mainly it’s about business, young people and about product development” (Res A, 1:11).

Two out of the six respondents could not decide on one single entity, faltering between Type B and Type C. Res B argued that the two types overlap each other, while Res C issued that WDG does not only connect the network but includes ‘integrated’, through connecting different tasks with each other:

“Not the first one, between the second and the third one actually. Because it is about all of this, yes, connecting the network, and I think it is also about the integrated, which appears in the second one especially. [...] And especially the connection of tasks say, that the solution is if you ... [...] sometimes addressed centrally, you often do not get any further, and if you also connect it to other tasks [...]” (Res C, 10:13).

The results in this section mean that WDG was mainly identified with a network but also a LL, assisting the PNB in different forms, directed on: *“Solving societal challenges, managing horizontal governance relations and connecting GNets with traditional institutions and deliberation processes” (Ojo & Mellouli,*

2016, p. 2). Further, WDG also shows elements of a 'Service Delivery and Policy Implementation Network' but has nothing in common with 'Policy Networks'.

4.1.3. Governance Network attributes: Goal-oriented

The goal of WDG differs depending on the focus one takes. I managed to narrow it down to four focus groups, as it appears on the following figure (Figure 8).

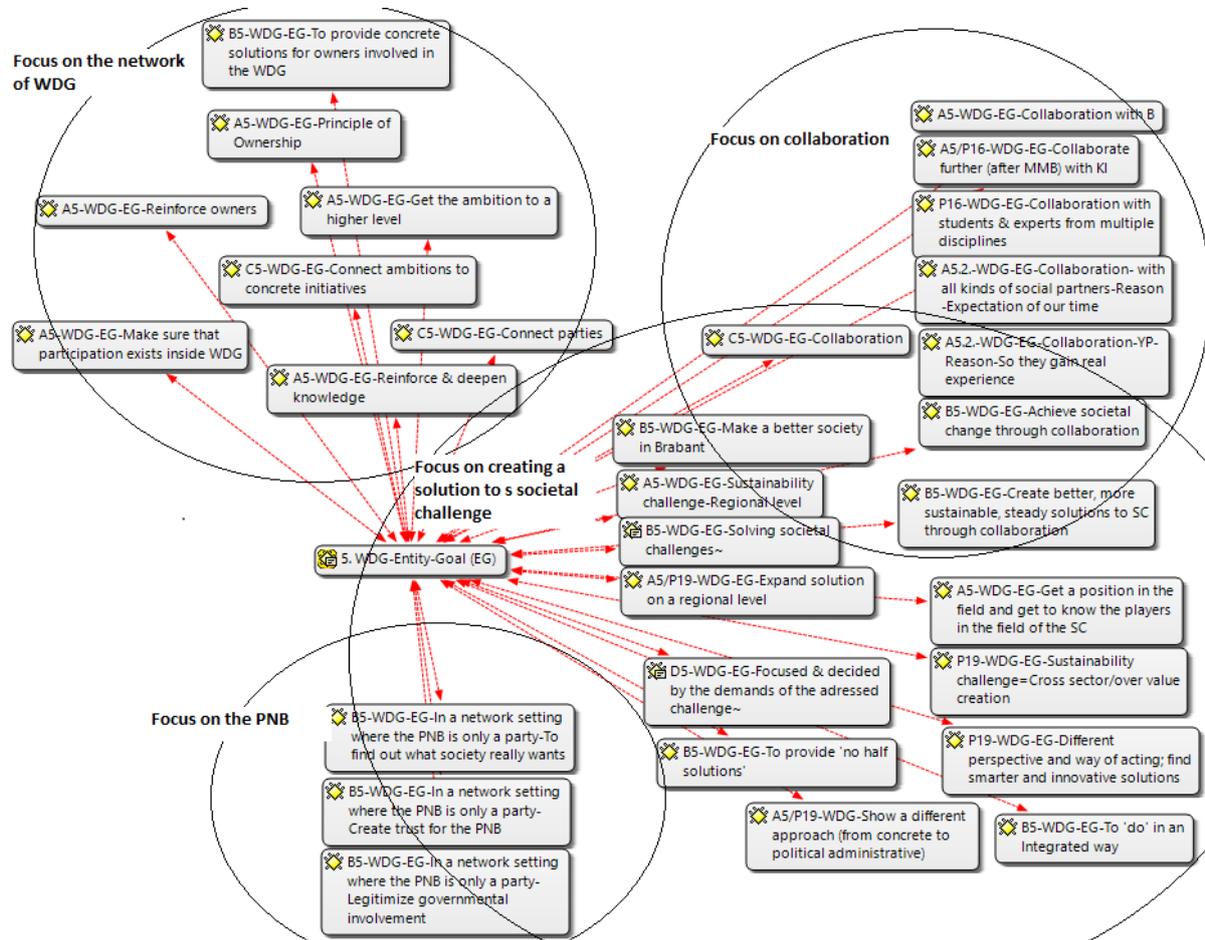
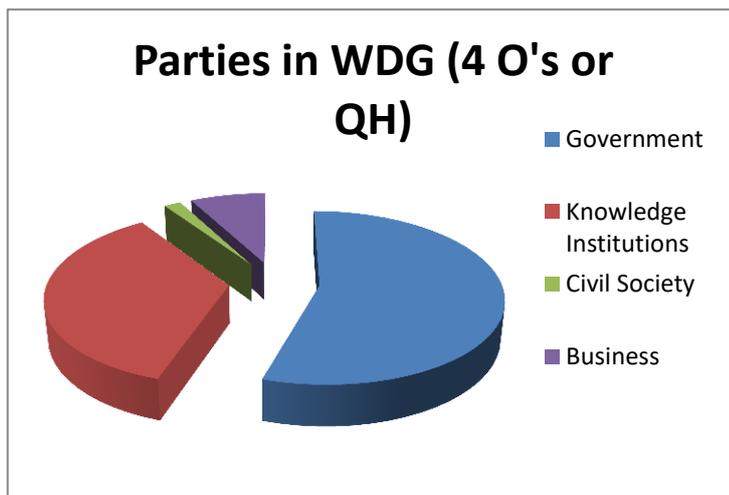


Figure 8: Goal of Werkplaats De Gruyter as argued by Res A, Res B, Res C, and Res D

WDG is an initiative of civil servants of the PNB and their partners, indicated by Res A and focuses on the regional sustainability challenge through cross-sectoral value creation. Res B mentions that WDG aims to create a better society in Brabant and to get to know the players of a particular societal challenge (Res A). While addressing a challenge "it is about viewing differently, doing differently, or searching for- and finding smart and innovative solutions" (Res A, 19:46), and the development of better and steadier solutions, through collaboration (Res B). Collaboration in itself is marked to be also a goal of the network (Res C), due to positive experiences built up from previous times (e.g. MMB), with different societal groups in a multidisciplinary way (Res A, Res D). It is also about expanding the solution, which is created, to a higher level, as Res A specifies. Other goals of the network also surface, which focus on the function of the network, when addressing a SC, or benefits for participants of the WDG network (as Figure 8 shows). Due to the limited space of the research thesis, I have decided to not elaborate on these in detail. Further, besides the goal of the network, the network composition has also been investigated in order to achieve the objective of the research.

4.1.4. Governance Network attributes: Diverse participants of all levels and sectors of the society

The involved parties of WDG's network, are identified through comparing them to the, by the LL literature introduced QH model⁸. The network composition of WDG has been built from different societal sectors, such as government [G] (Res A; Res F; WDG, 2018b), business [B] (Res A; Res B; Res E; Res F; WDG, 2018a), civil society in form of societal organisations (Res A; Res B) and impacted and/or engaging civilians (Res A; Res B; Res C; Res E; Res F). Knowledge institutions [KI] are also present (Res A; Res B; Res D; Res E; WDG, 2018a). Some levels of local, regional or national governmental organisations (municipality, PNB, water management, and ministry) appear to be also part of the WDG network (Res A; Res B; Res D; Res E; WDG, 2018a; Personal communication, February 28, 2018).



Being not familiar with the QH model, Res A refers to these sectors as 4 or 5 O's, containing: "the society, young people (through the field of education), research, entrepreneurs and governments (Res A, 19:15), but then referring to it another time as: [...] governments, the field of education, entrepreneurs, environment and then I forget, it could be research institutions [...]" (Res A, 1: 181).

Figure 9 illustrates a tentative⁹ overview of the composition of the WDG network, based on WDG's own contact-

Figure 9: Parties in Werkplaays De Gruyter

database in 2017 (WDG, 2017b). Even though this database is 'warned to be not fully complete and in need of an update', is still important as it contains members who also appear as part of the network on the website of WDG (WDG, 2018a; WDG, 2018b). These parties can still be contacted for possible collaboration with WDG. This contact-database then becomes significant and makes it possible to illustrate, at least if not the exact amount, but the sectors of provenance for parties and the ratio between these. This chart shows a dominant presence of the G, followed by KI, B, and civil society.

These sectors engage in certain fields, determined by the 3 P's of sustainability confirm to Res A. Res F, describes these as "financial, spatial, social", though the respondent also mentions that general thematic focus of WDG for the respondent self is not totally clear yet. The disciplines reflecting from these sectors inside WDG are marked to vary from urbanism, real estate, psychology, agro-food (Res D); architecture (Res C; Res D) spatial quality, finance (Res C), sustainability, environment, research and communication (WDG, 2018a), just to name a few.

⁸ Because it provides more focus when looking at societal parties, making a clear division between sectors of the society: government, knowledge institutions, business sector, and civil society, including civilians

⁹ An overview of the full structure of the network has not been possible to establish, because WDG has no defining line between sectors and their roles inside its network. Instead, these two mix. Also, by not having a complete, overlapping list between the database and the website, where the engaging parties appear, it is not possible to create a complete overview of the network.

Focus on spatiality is lessening inside WDG (Res A; Res B; Res C; Res D; Res F). The role of space is now a question of choice based on provincial themes and personal interest of WDG, as Res D affirms. Res C supports this affirmation and claims that the perspective became wider due to laying the connection between societal sectors, groups, subjects and disciplines, which are not always related to physical space. Focus on physical space contributes inside WDG to discover “*there’s a lot more playing*” (Res C, 10: 117). In this way, other themes surface and spatiality makes laying connections between these, possible. Res B argues that space only serves the society and because everything has spatial implications, what WDG is really about is to collaborate for better, more sustainable and steady solutions to societal challenges.

During their collaboration, the involved parties inside WDG exchange resources with each other, which takes us to the fifth GNet attribute of WDG.

4.1.5. Governance Network attributes: Exchanged resources

These exchanged resources, conform to Res C, can be “*everything*” (10:32). As such resources, Res B and Res C identify expertise, knowledge, concrete ideas, different perspectives, work hours, manpower, tools, and financial capital, as the previous section on the role of the PNB has also pointed out.

In order to illustrate, what the literature refers to as the network structure which is created in order to make the best of the resources, I have taken the example of young people. YP are marked as a group, who fulfil an important and even crucial part inside WDG due to their attributes (Personal communication, January 12, 2016; Res D):

As part of one or multiple of society’s sectors, YP are called “*energetic*”, “*enthusiastic*”, “*imaginative*”, “*the future of our society*” by Bakker (in WDG, 2015, p. 23). It is argued that the current educational system in the Netherlands wants for more practice-related approaches for the students, which is due to students being too much in the classrooms and often showing an increasing gap between the theoretical and the practical processes (Res A). Being part of our society, they are identified as owners of the societal issues by Res A, but also as the group who will experience the effects of the solutions, which are created at this moment.

KI are the biggest providers of YP, who inside WDG mainly fulfil the role of students. KI are also consulted for advice, for their expertise and occupy a reasonable role inside the WDG entity. Figure 10 signifies the provenance of students but also some experts (Education & Research) inside WDG. These parties come from three levels of education (WDG, 2017b; WDG, 2018a).

Most of them come from the branch of the University of Professional Education (HBO) and Secondary Vocational Education (MBO). University of Higher General Secondary Education is less present inside WDG (Res D).

Inside WDG, Res D identifies a more structured contact with KI directed at collaboration and acting in practice. Students, interested in sustainability, are encouraged to engage in WDG (WDG, 2017a) and receive concrete assignments and initiatives to work on with fellow students coming from other disciplinary backgrounds and a variety of professionals. The participation of YP is seen as an added value to WDG (Res

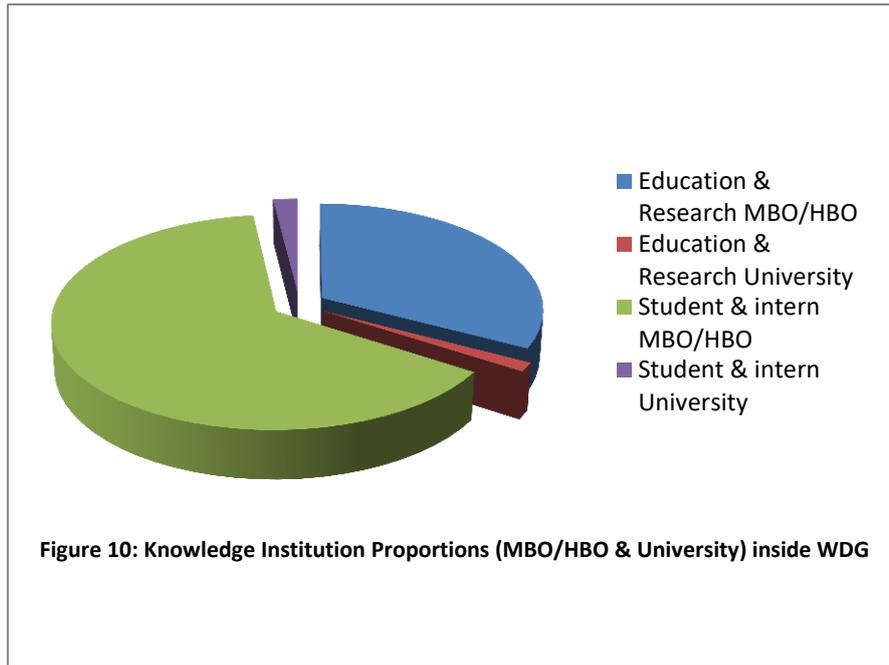


Figure 10: Knowledge Institution Proportions (MBO/HBO & University) inside WDG

D; Res E) and they can add to the quality of governing at the PNB (Res E). Their presence is valued, having an influence on the approach of WDG, as Res A argues.

Collaboration between the above-described parties results in value creation for individual members (the respondents) or different sectors of the society, who are part of the network of WDG. The variety and amount of values identified during this research are considerable, which are looked at and investigated as the reason which drives parties to collaborate. This way it is possible to illustrate the interdependence between parties inside WDG, another GNet attribute.

4.1.6. Governance Network attributes: Interdependence between actors (drivers)

The respondents indicated different reasons for their engagement inside WDG, such as financial gain, knowledge development, self-fulfilment, collaboration with certain societal groups, the strategy WDG applies and more (see Appendix 8.3. of this document for more information). Feeling the pressure of societal challenges, feeling the urge of doing something about these, the urge to want to change something (Res A) and realising that one cannot do it alone due to the complexity of these challenges, are identified, by Res A and Res B, as reasons determining interdependence between parties. Res E attributes the reason to engage inside WDG to those, who want to avoid, being caught up in routines. Also, the previously mentioned presence of the PNB is seen to be a possible reason why some parties might choose to engage inside WDG. Res C argues that inside WDG one has access to all sorts of resources, which are then exchanged between parties:

“the collaboration, for the inspiration that is here, that knowledge of others, to be able to use that. Maybe you're here, and if you do it at home or somewhere when you're not here, you do not meet those people. Or you come to the traditional figures out. When perhaps there might be a surprise here with new techniques, new insights. And here you always get asked, but certainly also receive unsolicited advice. Anyway, maybe that is not always fun, but it helps you. Something that someone says negatively, it can help you, thus that criticism that I have. [...]. And () you have good advice but also someone who can help you further. Anyway, here it is, which may also be a disadvantage. There can also be a lot of ideas here, so you occasionally also have to go further. That differs a bit here, the danger I think, sometimes you stuck a bit in the great new ideas and the art of from an idea to become concrete no matter what [...]” (Res C, 10:27).

4.1.7. Werkplaats De Gruyter as a living lab: Point of departure

From this section onwards the LL attributes of WDG will be presented. These sections also follow the structure established by the conceptual model in order to further determine the GNeLL entity of WDG and bring WDG's approach into view.

The administrative agreement of the PNB gives a clear direction to focus on in order to achieve innovation, known for tackling complex societal challenges, the notion of a living lab, *"a test and development environment, where innovation and newness is the standard"* (PNB, 2015, p.8).

Initiated by almost the same civil servants who have worked together during the MMB project (MMB & WDG, 2015b; WDG, 2018a), WDG began its track as a goal-oriented network on a from-the-PNB-separate physical location for collaboration. Of this entity, as the previous sections have shown, the PNB has been a prominent, influencing factor and active partner of. Although Res A identifies the WDG as a *"form of a living lab"*- which *"coincidentally or not"* (Res A, 1: 315) matches the idea behind LLs inside the PNB and due to which it also enjoys the support of the institution- other respondents do not identify WDG directly as a LL. Most of the other respondents refer to WDG as a 'lab', 'laboratoria' or 'laboratorium' (Res A; Res D; Res E; Res F), which on the other hand suggests certain attributes characterizing a LL.

WDG is referred to one of the above in the context of being a separate location from the main building (Res E), where collaboration happens with different sectors and disciplines of the society, experimenting with solutions to SC (Res E, Res F). WDG is also identified with a place where innovation happens (Res A; Res D; Res E; Res F). As an example, Res D defines WDG in the following way:

"[...] For me, the 'werkplaats' is a place where, [], you deal with an issue where real innovation is up to the order, in every aspect. Also in the way of collaborating. And if you hold that too much in your own organisation, say- the bureaucracy, in the fixed ways of working- then you never come to that innovation. Then you do not actually achieve your own provincial goal, which you have. So you need something that allows you to release innovation. And then I like it very much that we have our own workshop, which has a measure of freedom, in which craftsmanship is also a working method, but where young people always participate, and where, as part of your whole approach, you can make connections. And that is the great added value of Werkplaats De Gruyter for me and vice versa, and it is true that if you also without having your own goal, you are at the 'werkplaats' and are talking to people and looking around, then you are always inspired. Suddenly you get ideas or insights that you would not get otherwise. So that is a kind of value of the 'werkplaats' in itself" (Res D, 11:14).

Only with Res B, due to his work inside WDG, a discussion has been conducted about the similarities and difference of WDG from a living lab¹⁰. The respondent argues that due to certain elements of its approach, WDG does not categorize as a LL. The presence of *"real research, not always 'doing' [...] solutions that cannot be applied immediately"* (Res B, 2: 243) characterize a LL, while concrete action to a concretely asked question, in which innovation is requested, instead of laying the focus on the realisation of unsolicited innovation, is what defines WDG. The presence of a 'problem owner' or 'initiator' is also mentioned by the respondent as something that differentiates WDG from a living lab (Res B).

The other differentiation Res B makes between WDG and a LL, is the focus LLs lay on getting to a solution, even to partial solutions. These function without taking into account the full impact of their development and not including all the impacted parties, while the purpose of the WDG is *"[...] to do in*

¹⁰ The initial plan of not discussing living labs with the respondents has changed regarding Res B due to the work this respondent has delivered inside WDG.

every case integrally, that is really the essence. We do not want to offer a partial solution, because we have a lot of problems, we also have to think about, and we also want to mean something very concrete for the owners, who now contribute. That is the core" (Res B, 2: 100).

Nonetheless, the respondent recognizes the flexibility through which LL can be defined and finally does not exclude the possibility of identifying WDG as a LL if taking the perspective of collaboration between sectors of the society inside the QH model (Res B). As at the beginning of this chapter has been mentioned, this collaboration takes place at a from-the-PNB separate physical location, identified as the boundary organisation attribute of a LL to look into during this analysis.

4.1.8. Living lab attributes: Boundary organisation

The physical location (Personal communication, February 23, 2018) of WDG is located in the industrial area of s'-Hertogenbosch, the region of North Brabant, around 6 km from the provincial headquarters of the PNB (Google Maps, 2017). Res D calls WDG an *"outside-board motor"* (11:25) from the provincial headquarters, providing WDG with a certain entity which functions with the purpose to innovate inside the public sector and facilitate collaboration through a managed freedom to act and the joined feeling of equality.

"[...] You always need, what we call in Dutch, 'outside-board motors', to keep renewing yourself. 'Outside-board motor' means that you are, sometimes, connected, in one way or another, to the core organisation. In this case, the Province of North Brabant, but in a certain sense, have a kind of a free position. Some people call that 'in-between space' [...] a kind of place, where everyone is equal and where everyone is also searching and pioneering, but not without obligations. So it is really about an amount, that you want to get together, but you are much less bound to formal agreements, to work processes, to political accountability. So a kind of sanctuary, that is not free of obligations [...]" (Res D, 11:25).

Positioning WDG to a location outside of the official provincial building is the way to create more freedom to act due to less political and bureaucratic presence (Res B). Being together somewhere else, without the PNB customs and culture, makes WDG a community in the eyes of Res C, where the idea of integrated work ethic this way is easier reached.

This physical place is also seen as 'grey area' or 'neutral ground' where next to the joined feeling of equality also the joined feeling of belonging and ownership exists. *"[...] Yes, you must have a neutral place, where everyone says it is our place."* (Res B, 2:25). Also here the government is perceived to strategically test the flexibility of collaborating parties through what Res B calls *"a bit of a 'wrist play'"* (Res B, 2:25), while at the same time experimenting with its own boundaries. The respondent explains 'wrist play' to be:

"If I call a civil servant and we ask him something, he puts his official cap on and he starts to look 'what can I say?'. [...] when I call a civil servant with a question, I get an official answer. I say: 'I am busy with that and that, can I do that?' and he is going to look into his book and say 'no, you cannot do that'. And I can record it with a microphone and put it in an email and he will only give an official answer. (). Well, and then immediately the discussion is dead. Because it is not possible or it is possible. And it is not achievable [...]" (Res B, 2:25).

Furthermore, with such a neutral place, Res B sees more possibility to gather knowledge about impacted parties and their stand when it comes to an action from the government.

"[...] A sort of in-between, grey intermediate phase, in which you learn to know each other a bit, you can sense a bit of: are there objections to it, to find things out, without anyone really being stuck and without any of it leading to loss of reputation, just because you have the obligation to make a remark about it" (Res B, 2:25).

At the same time WDG is seen to generate solutions which have the support from the society, by building up a network focused on collaboration and the absence of formality, what otherwise characterizes the provincial institution (Res B) and this way can be considered facilitating 'experimenting', an important element influencing the approach of WDG. This space serves to combat, what Res A calls "*ambtelijk*"(1:302) or translated as the 'official, civil servant' way of thinking inside of the provincial organisation. Behind this idea of sectoral thinking, the combination of functionaries, who are mainly directed towards the inside of the organisation, to their own programs, thinking from their own sector and clashing with each other inside the institution as they are not able to make the connection with other sectors (Res A; Res C).

While being a physical space, Res C argues that the idea behind this separate space is not necessarily bounded to WDG itself, but to the philosophy behind it, the existence of space where one can actually work together, and keep on working together. This way, besides being a physical location, it is also a philosophical condensation point for collaboration, where and through which parties, including the PNB, are searching for the role they can play during a societal challenge (Res C, Res D). Res D calls this state an "*emotional transition*" (11:25), which happens by physically leaving one place and meeting others at another place, what in the eyes of the respondent creates an openness in the way one thinks.

4.1.9. Living lab attributes: Werkplaats De Gruyter, a platform for collaboration and participation, applying a strategy

In order to describe and analyse WDG as a platform for participation and collaboration, while presenting its strategy, I decided to focus on its approach. The structure of this section is built up describing different elements of the approach, in order to bring forth those which allow the identification of WDG as a GNeLL (research, participation, active-user involvement, openness, empowerment, value generation for participants as drivers- already presented partially during the above discussion on GNet attributes), multidisciplinary, inter-professional, experimenting- mentioned earlier, future-oriented) and show potential to address the complexity of the challenge of integrating refugees. As the section on WDG as a boundary organisation above has shown, there are certain aspects of WDG decisive for the approach of WDG, which before actually presenting the approach, need to be addressed. This is necessary, as these influence the success of the approach to a challenge.

Sustainability, noted by Res A, as an SC for WDG (Res A, Res D), lays focus on the cohesion of the 3 P's (people, planet, profit) and it is the most influential of subjects, marked as the "*highest umbrella*" (Res A, 1:45) inside WDG, and signifies the 'future-oriented' concept of the LL literature (Keith & Headlam, 2017) inside WDG. Future-proof principles are explained by Res B to be the significance of keeping count with all the elements, which will appear in the future of a challenge and might cause certain reactions including forfeiting the success of the created solution (Res B; Res C). Thinking ahead is also important, so that the solution which is developed, in the eyes of Res A, is innovative and provides the possibility to be expanded, by translating it into policy for example (Res A).

The idea of future-proof does not only include the development of a solution, which will stand for a longer period of time, but it is also about the possibility to continue collaboration between the par-

ties, necessary for the development of more solutions, as Res A and Res C see it. Res A argues that the construction of future-proof relationships are only possible, if one can “*get away from projects*”, what he explains have a beginning and an end, which is why they do not provide the possibility for further collaboration.

Res F finds the possibility to conduct research easily about the challenge, which is related to the PNB themes, necessary. Research makes it possible to address the challenge in the right manner by the approach of WDG (Res F). Also, the possibility of concrete action should not be blocked by political sensibility, in order for WDG to successfully address an initiative (Res A). ‘Concreteness’ or “*doing*”- is another deciding criterion inside WDG when it comes to addressing a challenge. This idea means practical action instead of just theoretical deliberation inside WDG (Res A; Res B; Res C; Res F). The idea means that WDG addresses a real initiative formed from real ambitions of parties (Bakker & van Empel, 2012). Through ‘concreteness’ Res C sees the possibility to unify multiple ambitions inside WDG, such as the ambition of the PNB considering acting directly into the society of Brabant, mentioned also by Res A, and Res D (Personal communication, January 30, 2018). It is necessary that the initiative is one “*[...] that materialises in reality; it is not a report, but something that has an impact. That is what they mean by concrete*” (Res B, 2:136). This way it is made sure that ideas in Brabant do not only remain ideas but are translated to practice (Res C; Res D; Res F; WDG, 2017a) and with this WDG is distinguished from other entities in Brabant, which remain functional on the theoretical level.

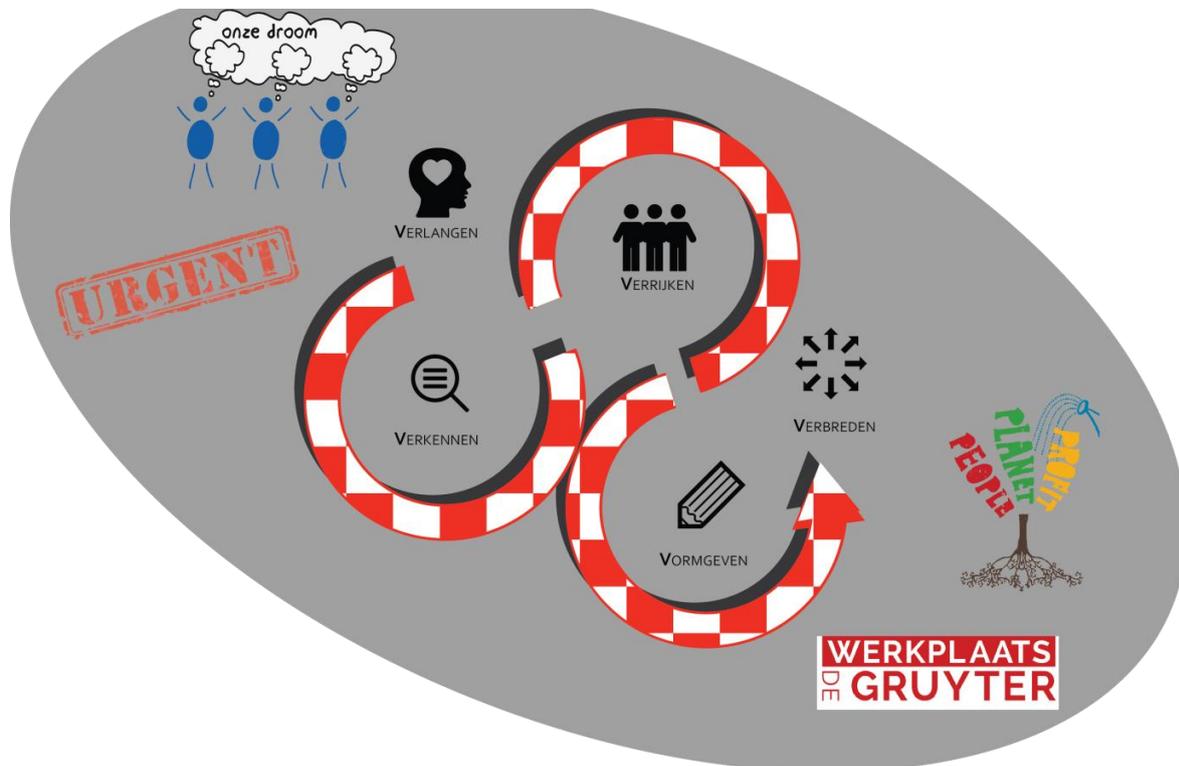
The possibility of experimenting is seen as a core element deciding the faith of a challenge. Experimenting is found necessary in achieving a solution unless one intends to enforce a solution from top-down because “*[...] It is about opportunities, so more opportunities about sustainability and for success*” (Res B, 2: 281). Res E is confronted with a dilemma considering approaching a challenge inside WDG, through an approach in which experimenting plays such an important role. The respondent sees the possibility of keeping in control the extent of experimenting inside WDG through assessing the quality of the people working there and the delivered results but fears what bureaucratization of WDG might mean for the quality of the delivered results. The respondent argues that “*then you are going to break people's creativity because they have to report half of the time about what they do. They should not do that. But the tension is always there*” (Res E, 12:81).

The risk of applying the approach of WDG as an experiment is what Res F identifies as ‘chaos and drowning in chaos’. This can happen by having no time limits or deadline for delivering a result, which might lead to no results or confusion. On the other hand, the respondent identifies the presence of at least one member of WDG, who has the authority and way of controlling this (Res F).

The approach of the ‘werkplaats’ is built up from two, parallel elements which assist, and complement each other. In practice, these co-occur and are defining for each other. These two elements, the Integrated Approach [IA], together with the Process Approach [PA], employ the method called Mutual Gains Approach inside WDG [MGA] (Personal communication, February 23, 2018b). In order for the reader to better comprehend, and for me to not repeat myself, I present these consequently, walking through the IA while completing its meaning by simultaneously explaining the PA in text boxes.

Before discussing the meaning and employment of the MGA, as a method, the meaning of the IA, as the philosophy of WDG will be discussed. This will help the reader understand how collaboration and participation are perceived inside WDG, and what this means for societal sectors engaging inside WDG. The PA is looked at as the practical application of the IA, called sometimes the “*design approach*” (Res E, 12:19) and named after the Dutch word: “*proces benadering*” (Res A, 1:65). This PA is seen to lead to ‘integrated’ (Res D) but it contains steps of its own.

Figure 11: Graphic illustration of the 5V model of WDG, which serves the basis for the Process Approach (WDG, 2017a)



The **Process Approach** is directed to discover the characteristics of a societal challenge. It means diving into the history; study the physical and societal impact of the challenge and bring the relations with the environment in view. It analyses and lines out the stakeholders in order to reveal the interests of all the involved parties and divulge the issues and needs playing at the same time. These can then be addressed in order to achieve a common solution. The solution later is intended to be scaled up.

The PA of WDG follows the 5 V model (WDG, 2015; WDG, 2016). This model gained its name of the five concepts, marked by Dutch words starting with a capital ‘V’: **Desire** (Verlangen), **Explore** (Verkennen), **Enrich** (Verrijken), **Shape** (Vormgeven) and **Expand** (Verbreden), which compose it (WDG, 2015; WDG, 2016).

Figure 12 Definition of the Process Approach

Integrated Approach

In addressing societal challenges, WDG applies the IA, as philosophy. The idea of an ‘integrated’ way of working and approaching societal challenges appears inside WDG as a goal determined by the administrative agenda of the PNB (Res A; Res B; Res E) and it is seen by Res B and Res F to be actually acted on inside this entity (Liefland & van Stratum in Personal communication, February 28, 2018). Through its IA, WDG is seen to assist the PNB in combating bureaucratic throwbacks while making the connection between initiatives and sectors of the society. At the same time helps the PNB maintain the support of the society, as Res B and Res E claim. This way WDG support the PNB in address-

ing the "wicked problems" of today's dynamic society, by taking on societal challenges from what Res E describes as a more "chance and threat" approach instead of a "strength and weakness" approach.

"[...] That means that you look a lot more at 'ok, if this is the task, what kind of opportunities does that offer me, and which threats should I stop?' And I believe, that in the society which is very much dynamic- of course, such a migration issue, of course in which you are very intensely involved – you do not get from long policy cycles the strength and weakness managed. In fact, maybe it is a cause of the problem, that we were not at all ready when the problem arose, while if it happens inside a company, you act more from a 'chances and threats' approach. But more opportunities, well I think we have seen examples of how you now use the urgency of the housing assignments to actually boost your housing market problem more integrally. Well, that was quite difficult, but that also has to do with the fact that it is very much fixed in that linear programming on a long-term and the idea of threats. Well, of course, it has those also. So I believe that Werkplaats De Gruyter also helps the government to get a little more to, what I call, 'chances and threats' perspective. This, I think, is very much needed if you have to be agile with regard to a dynamic society. It is very dependent on being able to change vigorously, if suddenly dynamism happens that you could not anticipate if you are at a great distance" (Res E, 12:14).

Res A also identifies the IA as resting on 'thinking in chances' and adds the idea of sustainability and participation. The respondent defines the IS [...] as (1) all stakeholders are at the table / are involved in the process. (2) The problem is considered the same way from a financial, social, as its effect on nature. And (3) it is about finding as many opportunities as possible with every intervention you make (creating added value - co-creation)" (Res A, 19:14). Res A gave another, more detailed definition to the question of what 'integrated' meant for WDG, in which the respondent referred to two core thoughts inside this approach, which are consequential to each other, directly affecting the achieved results. These are resting on the idea of making the connection between WDG and the society, and connecting sectors of the society based on their attributes, "searching for all those cross-overs" (Res A, 1:65), assisted by the MGA method inside the framework of sustainability.

Mutual Gains Approach as a method for 'integrated': participation, openness and value generation

MGA has already been marked by Res A and Res B as one of the reasons the PNB has created WDG and that WDG applies this method in practice. Found to be a core tool of the WDG approach by Res F, WDG has its own interpretation and is applying it to practice (Res A; Res F).

Van Stratum (in MMB & WDG, 2015, p. 19) finds the MGA, even though not entirely a new approach, still relevant. This method is considered necessary when one addresses complex or urgent societal challenges and when parties cannot solve these alone (Res A; Res B).

Question/Urgency

A question or urgency is a prerequisite to the application of the approach. This is a question or a problem which is impacting the lives of people (Res B), "[...] what they experience as urgency" (Res A, 19:32). This urgency provides the need for action, fundamental for the particular change to happen. Also, the sense of urgency can help when questions about funding arise while developing a solution. The urgency can help developers set priorities, which are necessary not only financially but also the required time commitment and willingness to co-operate is motivated by this (WDG, 2015).

Figure 13: Question/Urgency

Through the MGA the 'werkplaats' establishes a connection with the society during a challenge. MGA demands that all stakeholders of a challenge are present, to aid the creation of a commonly accepted solution (Res A; Res B; Res E; Res F). This method serves WDG in bringing to the surface stakeholders' interests, values, and needs but also their attributes. These assist WDG in searching for ways to join 'forces' in achieving a solution.

The openness of the network of WDG towards everyone is seen to be a condition for WDG by Res E, who declares: "*[...] the 'werkplaats' must be accessible to all kinds of sectors*" (Res E, 12:45). As a principle, everyone from the society can engage inside WDG, as Res A specifies, but with a certain condition. This is due to WDG being *[...] a society-initiative, so you are financed by public money, in part, and that means actually from one side [...] that you do not actually refuse anyone and at the same time you are so small that you have to be a bit realistic in it [...]*" (Res A, 1: 257).

According to Res A and B, those who have "a burden or an advantage" (Res B, 17: 4) and identified as stakeholders in a challenge, are automatically included in solving it and "that is socially inclusive" (Res B, 17: 4). Also, because a particular section of the society is impacted by a certain challenge, the society itself becomes the stakeholder of that challenge:

"[...] So you have to approach them and say 'this is going on, if we are going to do something then you are going to have something to do with it'. So nothing secretly [...] no, everyone who is impacted by it, plus/minus, does not matter, you have to actively look up and get them involved. That is really the core of the approach. And if that step is not made, so you have to ask everyone about 'eh, this and this is the question, what are we planning on, do you know parties, people I do not know who can suffer? Or benefit from it, because I want to have them also involved" (Res B, 2:43).

Inside this thought of 'social inclusion', participation is related to the idea of knowing, that one can achieve more together, than alone. An "and..and..and" thinking instead of "or..or..or" thinking, as Res A calls it. This way of thinking in practice lays focus on solutions which serve the interests of all parties involved in an initiative, and creates value through the 'power of the society'. Res A calls this way of thinking: to "enlarge the cake instead of dividing it" (1:222).

Res C defines the 'power of the society' as an unknown, almost hidden power, possessing the society involved in a SC. This power can be of all kinds and harvested in order to serve the creation of a solution: "*[...] the 'power of society' inside our society... we do not all know who is in our society. People with ideas, people with resources who want to invest [...] if you think of the power of society, in the Netherlands especially the government is that cares for it, it manages it, but sometimes the government does not know everything and why do you handle it for citizens, they can also do something themselves, they have sometimes better ideas. And sometimes you also have to go looking for the DNA of an area, for example, and the people who are housed there, work, live, they do not have to search for it, because they fit. They know it from themselves what is good or bad*" (Res C, 10:25)¹¹.

¹¹ The respondent provides even a possible example to a situation of that kind, possible to read in Appendix 8.4. of this document.

Desire

The step of Desire is mentioned to be the first step of the PA. This step is triggered by *“the dream of something one would like to achieve together”* (Liefland in MMB & WDG, 2015, p. 27). During this phase, ambitions and key facts (Personal communication, February 28, 2018) about the initiative are gathered in order to be able to formulate a joined ambition. Everyone participating in the initiative is encouraged to bring relevant facts (Liefland & van Stratum in Personal communication, February 28, 2018). The process is not only about hard facts such as numbers but also of soft facts. If someone involved has a particular interest, which he/she finds relevant to include, that fact can become a focus, regardless of whether there is general agreeing with that person, or not, from other members of the group (Liefland in MMB & WDG, 2015, p. 27).

After investigating the facts and ambitions, the next phase is the preparation of an ambition card and a fact card (Liefland in MMB & WDG, 2015). These serve to provide a clear sight of the individual ambitions and the higher shared ambition; to be able to communicate these on a more effective way (Res B); and to organise the data and information collected (Liefland in MMB & WDG, 2015). As a result, a visual and a textual summary of the ambition and facts is developed on one page of A4, in a form of an infographic (Personal communication, February 23, 2018b). After the first version of the card is made, the team working on the initiative has to talk this through, because the content of the card should match the ambition of the group or the information they all agree on. This process nearly almost always leads to a constructive discussion about the initiative and a way to translate that discussion in the most effective way (Liefland in MMB & WDG, 2015).

The first phase of the approach is also described as dream or ambition, which is formulated and reflects the imagined function or interpretation of what one would like to see happening, as a result of the process (WDG, 2015). Liefland & van Stratum, during a presentation considering the approach of WDG have argued, that this ambition functions as a hypothesis, containing the idea of an imagined solution or end-result, which motivates the participant and guides the process as a ‘compass’ to where one wants to end up (Liefland & van Stratum in Personal communication, February 28, 2018).

Figure 14: Desire step of the Process Approach

On the other hand, governmental institutions are seen as sometimes unaware of the ‘power of the society’, because the custom is to solve challenges from top-down, as Res C points out. Through researching and making the connection to- and between the people with different backgrounds, working on different themes, Res F says that WDG has an “activating effect” (Res F, 13:106) on the society, bringing forth those who can act for a solution.

Nonetheless, it is important, that the knowledge is developed about the individual interests and resources, to be able to find the best possibility in which ‘everyone wins’ (WDG, 2015, p. 11). The identification and generation of common value are done by, what van Stratum calls “consensus”:

“We do this by working together to find our ambition and the facts that should be considered for mapping. This way it is not about a compromise but a consensus. A compromise is often a semi-soft solution where no one is satisfied”. [...] Consensus means that everyone is convinced that there is no better solution conceivable in the existing situation. Consensus can mean a mutual agreement but does not mean necessarily that everyone is always happy. In MGA terms, there is then a shift made from compromise to consensus and from positions to interests. The search for the underlying interests (what really matters) to all parties at the table can only happen in a positive way if all interests of the stakeholders are identified without judging their value” (van Stratum in MMB & WDG, 2015, p. 19).

Agreeing on a common solution is also important because after all, there are often multiple positions or solutions that would help one achieve one's goal. These have to be investigated in order to find the best one (MMB & WDG, 2015). The common solution is addressed from bottom-up, by consulting those who are directly impacted by the challenge. Addressing challenges bottom-up is marked also as a way to avoid resistance from the society and achieve the acceptance of a result when concentrating on a challenge (Res B).

Res B further mentions that if the inability to generate value for the network is present, MGA is not the best method to apply during a SC. When the challenge is related to a theme, which is not supported by the engaged parties-as it has more disadvantages than advantages for the stakeholders and due to this parties are not interested to engage in it for example- is MGA in the perspective of the respondent, also not the best option. Due to the required, usually long, amount of time, Res B indicates that this method should be applied when parties cannot solve a challenge alone, covering what the respondent calls "big interests" (17:11).

Urgent SC should be only addressed through MGA if there is no pressure on the time aspect, the challenge does not constitute the centre of media attention or there is no opposition from the society to a proposed solution, as this might lead to political sensibility. The pressure due to a politically sensitive challenge makes it impossible to organise participation correctly which leads to the incomplete amount of information to support the intended solution (Res A; Res B). Res B further argues, that for solutions which are clearly and easily realisable; where one already and exactly knows what will happen; the success of the result is guaranteed or the existent ways of achieving the solution are already known, this method should not be used. Otherwise, it will only cost time.

Inside this idea of the IA, there is the question raised by Res E, considering the involvement of 'everything', which is found problematic because: "where does it end? How do you maintain your dynamism and truthfulness if everything has to be integrated?" (Res E, 12:15). Res E self argues as the IA inside WDG rests on "looking for the synergy" and the "richness in combination", it help determine a certain context for the IA.

"[...] For me, integrated means, indeed, that you, in a smart way, associate. That you search for the relevant connections of a certain task. And the promising connections. And then, on the other side the necessary connections which you have to make in order to be effective. And then it is integral- our commissioner then says- then it is a verb. A verb in the sense, that it is an attitude in which you constantly do this from those opportunities and threats. Because that means that integrated sometimes requires that you have to adapt domains to prevent you from taking on too many risks, or you risk your success. And the good side of integral is, of course, that you are looking for the synergy. The opportunity of richness in combinations. [...]"(Res E, 12:15).

Res A identifies also the inclusion of all participants, which is the requirement of the method, as a possible disadvantage of MGA. This is due to the high costs and extended time period required. The respondent talks about "undressing the method" (1:331) in order to combat this, adapting the MGA in levels and appointing representatives of the organisation. The representatives carry the responsibility to translate it to the groups they signify, which liberates WDG from the duty to involve everyone. At the same time, the idea of conditioned participation is created.

Explore

Explore is another phase of the PA. This phase encompasses studying the relevant matters such as identifying the stakeholders and getting to know them while discovering the important characteristics of a societal challenge (WDG, 2015; Personal communication, 2016b; Personal communication, January 12, 2016).

"[...] you start with gathering the facts, that you see that the other one is also getting richer. So what are the facts, who are the others who can join, that you then talk about slowly, but what are the reasons, what are the ideas, which themes can be distinguished? How do you want to see that worked out in concrete terms? Who are the potential partners?" (Res A, 1: 210).

On the website of WDG (WDG, 2017a), this phase appears as the first step inside the 5V model and describes Explore as *"The concrete definition of the initiative. And in addition, conducting exploratory and in-depth discussions, making a stakeholder- and fact analysis and the production of a fact card"* (WDG, 2017a). It contains the creation of the facts card, as being the result of the facts, having in view the stakeholders of a challenge (WDG, 2015), while in other sources the fact analysis is done under the step of Desire, as presented in the section above. The phase of Desire appears on the website as the second step of the model and means *"Dreaming about a shared goal and finding added value, where it concerns ambitions, regardless of whether you are working on achieving them. The joint ambition is defined in an ambition card"*. This argumentation can be identified with the same thoughts behind the previously presented thoughts in the Desire section, considering the definition of a joint ambition (Personal communication, June 20, 2016).

The 'Explore' phase of the approach involves the actor analysis (WDG, 2015). This means that WDG has to engage, through MGA, as the IA describes 'participation' and 'openness'. The following questions are asked: *1. Which actors are involved? 2. What is the significance of each actor in relation to the (spatial) task? 3. What resources does the actor have at their disposal for the purpose of the assignment? 4. What role can they play in the process?* By exploring the stakeholders and the possibility for collaboration with the impacted parties it is possible to determine the total forces which can influence the process and try to come up with the best solution to these (Res A; Res B; Res C; Personal communication, 2016a; Leifland & van Stratum in Personal communication, February 28, 2018). Through exploring, conform to Res C, it is possible to discover other challenges playing in the same area, which then make it possible to connect the challenges with each other under a synchronized, cross-sectoral result.

In this phase, conform to van Stratum (WDG, 2015, p. 9) it is important to encourage participants to try another perspective, *"exchange roles"*, which will facilitate understanding each other better, and through that, see the individual interest of the other actor better.

Though the structural order presented above suggests that the steps linearly follow each other but Res B claims, that in practice not all steps are always made because *"[...] People go quickly their own way, there is too little supervision on quality, sometimes the time is too limited or the budget or the knowledge. And it does not always have to happen exactly in this way" (17: 9)*. It becomes obvious that fixed elements, which play a role in the development of a result are those which are standard present. Conducting a fact analysis and an actor analysis, creating a fact card and an ambition card, and based on these formulating a joint ambition seemed to be fixed elements of the approach (Liefland & van Stratum in Personal communication, February 28, 2018), whether these have been done during the Desire or the 'Explore' phase (Personal communication, February 28, 2018).

Figure 15: Explore step of the Process Approach

PARTICIPATION CONDITIONED

Res B claims, that participation inside WDG, in itself, is not a goal, but more a necessity, which serves WDG to solve the challenge present and find the right, future-proof solution (Res B; Res C) and participants are decided by the question which is addressed at that particular moment. By adapting the MGA the 'power of the society' manifests. These 'powers' of engaged parties are applied inside WDG as roles. When asked if neutral parties could participate inside WDG, Res C answered as a principle 'yes', but tied to the conditions to contribute with something:

"[...] Because if they are owners themselves, and if they can do something themselves. That is it. But we had visits from people who had a certain kind of 'door- initiative', who wanted to save an old school in their own street, as a building. Well, we can help that. [...] Yes, they can contribute, they came up with the idea themselves and they could enrich us too" (Res C, 10:26).

Res A argued that the 'intent to change' is in itself not enough participation inside WDG, but a role which brings with itself action, such as 'ownership', is requested, keeping in mind the higher goal of creating solutions (Personal communication, February 28, 2018):

"[...] Well, so far, we tried to actually look for those who dare to be innovative. Who dares to dream, and dare to 'do'. And that 'dare' is then just not given to everyone... so we are not... sadly saying... and sitting with someone from society, who wants to change. [...] we always try, if someone wants to take ownership on itself, try to strengthen a few owners and you try to strengthen and deepen knowledge. You try to reach the ambition or what we call Desire to a high level [...]" (Res A, 1: 239).

WDG is seen as one of the "channels" (Res E, 12:36) for the PNB, to address societal challenges in connection with the civilians, who are otherwise, due to the regional positioning of the institution, hard to reach by the PNB (Res E). Res E hopes that inside WDG there is space for civilians to participate, and this way identifying those who want to be engaged in solving the SC. The engagement of civilians is seen to be determined by one's regional- or local identification, as Res E specifies. This means, that participation of civilians inside WDG is also tied to the criteria of someone being ready to act for reasons such as the feeling of belonging to a certain area affected by a societal challenge.

There are all sorts of general criteria present for those who want to engage inside WDG. These criteria are focused on aiding WDG in achieving its goal and adding value, not just taking from value away from the entity (Res C). Due to the lack of time and written space available for this research, only three of these criteria, considered important for the focus of the research, are further presented in detail. In general, those who are already part of its network or are physically present (Res C; Res D), who 'dare' and desire change and innovation (Res A) or are ready to fulfil certain roles inside the entity are welcome to participate.

Roles as condition to participate

The following roles mentioned are not the only roles existent inside WDG. A party can assume any role if that is in service of the goal of solving the SC inside WDG. Due to the inexistence of a commonly accepted and documented assembly of all these roles (WDG, 2017b; WDG, 2018a), in this research only the ones which have come forth multiple times in the interviews as important for the approach, have been presented.

Partners inside WDG originate from all sectors of the society. Partners are more related to the entity of WDG than to approaching an initiative as Res A highlights. Their presence is important, as they are financial supporters, providers of manpower (students or administrative workers), or just members of the network, who signed with each other a statement of partnership (WDG, 2018c).

"[...] And from that partnership problems are presented and problems are provided by others and with those problems they join us in our work" (Res A, 1: 289).

The moment the partners are interested in engaging in an initiative, they need to take on another, active role (Personal communication, February 28, 2018), such as the ones discussed further this section (Res A; Res B; Res D). Such a partner is the PNB, who by Res D has been identified as influential for the entity and approach of WDG, due to the role and assets it possesses inside WDG.

The *initiator* is the role a party inside WDG gets, who submits a specific question about a specific societal challenge (Res A; Res B; Res C; Res D). Res B identifies the role of the initiator with the role of owner, someone who cares: *"Someone has to say 'it's important'. I am troubled by it and I want to get things going"*. (Res B, 2: 125).

This role can be fulfilled from any sector of the society as the rest of the roles inside WDG, and the society as a whole is identified as initiator (Res B). On behalf of the society, the PMB is recognised to act (Res D) when engaging inside WDG (Res A; Res B). Through this role, the PNB is seen to be able to keep up the relationship with the network of WDG and have an oversight about the value the 'werkplaats' generates for the society (Res D). WDG (2018c) identifies a group of initiators, who are not coming from the social sectors of government and knowledge institutions as *"initiators of the society"* to which civilians, entrepreneurs, and some organisations belong. Collaboration with these groups is marked essential due to their knowledge *"from daily practice what is going on, what the hold-ups are and where the opportunities lie"* (WDG, 2018c). Their knowledge is seen to contribute to the approach of WDG.

Ownership is another of the roles, any societal sector can fulfil inside WDG (Res A; Res B; Res C). It is marked by Res A to be essential for an initiative addressed from the principles of sustainability. To achieve the implementation of a solution, from the beginning of an initiative, the presence of ownership is aimed. An owner (Res A; Res B; Res C) of a concrete initiative is someone, who maintains its position during a challenge and uses the created solution afterwards. It is responsible for seeing that the initiative is scaled-up, from theory to practice (Res A; Res B; Res C).

Ownership is seen to rise above developing a solution to a societal challenge. The idea of ownership and addressing concrete challenges from bottom-up, in which owners have a key role (Res A), is what has been marked to differentiate WDG from other entities from the society. Res A claims, that achieving a solution in itself is not enough, because talking about it is not sufficient to convince others unless it is insured and shown that the developed solution can be or it is carried by the people themselves. Those people from the society, who are interested in changing their immediate environment and become owner of an SC, are seen as parties who enrich WDG. By fulfilling this role, their attributes can be discovered, such as knowledge, experience or perspectives which can help WDG in the process of developing a solution (Res C).

Lack of ownership is mentioned to be the cause of not being able to translate a seemingly successful solution to a challenge into practice, this way ownership becoming a condition for participation inside WDG (Res A; Res C).

Experts are knowledge points inside WDG, people who have a lot of experience from a sector like education or business. They emerge from multiple disciplines (Res A; Res B; Res F) and are used to enrich a solution (Res A). Res B further specifies that experts are expected to be open towards new information and willing to collaborate. Just as the other roles mentioned above, experts can perform multiple roles during an initiative, such as being initiators, owners or partners of an initiative. On the other hand, this is not a role everyone fulfils inside WDG, the same way as not everyone is a partner or an initiator of a challenge.

'Dare' to experiment as condition to participate

Res B argues, next to other criteria, experimenting inside WDG as a clear criterion for participation. Experimenting, as presented, facilitates the approach, which is why it is expected to be shared by those who are interested to engage in solving a societal challenge.

"[...] If you work together in a certain way, you say 'this is an issue and I want to explore with you if that leads to a solution and that works best if you share this. If you say 'I do not feel like practicing knowledge at all, I only do knowledge in booklets, I do not feel like debating, I prefer to do it myself behind a desk; just 'do' it- I have nothing to do with 'do', innovation, yes we have talked about it, I dare not experiment, because I do not want to risk, and I think () my own kitchen ', then I do not think it will work. I would propose that then you should look together with someone like that, maybe that person even finds this, otherwise this will not work" (Res B, 2:298).

An unknown ideology as condition to participate

Participation, inside the approach of WDG, is seen to be double-sided by Res D, who claims: *"[...] On the one hand, I am often surprised by all sorts of new people, who get involved in some way or who come to a meeting or show their faces. That is how it is that new students are coming in. However, I also experience very strongly, and that is longer than a half a year, that not everyone can participate [...]" (Res D, 11: 44).*

When defining the IA inside WDG, the respondent identified the five steps of the PA as leading to 'integrated' but also explains that 'integrated' is based in fact on an ideology of WDG. This ideology is formed over the society. Based on that ideology there are decisions made as an entity, about who can participate. Following this decision, certain groups are excluded which action, the respondent marks, results in: *"I do not have the idea that the 'werkplaats' always has the full playing field in the picture and also wants to involve certain opinions about it. And that is also unconscious, perhaps, or not pronounced [...]" (Res D, 11: 208).*

Res D takes the exclusion of provincial colleagues and their network, involved in the same or similar challenge as WDG, as an example to illustrate how in this context WDG is not 'integrated'. This action is seen to have damaging consequences, being described as *[...] not addressing, I think, real connections and real challenges. And what is a shame, is that the provincial network also misses the opportunity to innovate and the group that gets involved, also misses the knowledge and the experience of the provincial network" (Res D, 11: 208).*

The reason to avoid the colleagues from the PNB is seen by the respondent as a manner to avoid the bureaucratization of the 'werkplaats' and make it 'less visible'. Through the lack of bureaucracy, "you

can do more in your own way, you have more freedom. Then fewer people will interfere with you" (Res D, 11: 130), and by 'being invisible' inside the network of the PNB, Res A mentions, helps secure the long-term existence of WDG.

"[...] our goal is actually to remain as invisible as possible, that it is simply 'we see ourselves as the instrument box for the provincial employees to function better, to achieve the goals they set for themselves'. Because otherwise you will be crossed out by a new board of directors every four years. And that does not fit with the future-proof tasks we have set for ourselves here. So we want to stay forever and that is vulnerable within such an organisation" (Res A, 1:357).

Though Res D understands the intentions behind the ambition of WDG in remaining as invisible as possible, and in order to do its "own thing" (11:98) distancing itself from the "life of the tower" (11:98), the respondent thinks that due to the financial support of the PNB offers, the WDG needs to conduct a "responsible relationship with it" (11:98). This includes WDG balancing its freedom and individuality of making its own choices with the danger of estranging too much from the goals set by the PNB and this way not serving Brabant (Res D).

Res D refers also to an unknown standard of the leaders of WDG, who decide over standards of participation in a, for Res D, unclear way.

"[...] Why someone belongs to the nuclei of the experts, just like [name] and [name] belong to the core and someone else, for example, the ones I introduced, apparently was found not good enough, so it was told. So there are kinds of unspoken standards that are there but are not visible. So in that idealistic sense, you say 'everyone joins in and everyone can find us' but in practice, it is not so and that is very human. That is also not unique for the 'werkplaats'. But I think it is important that you are aware of that. (...)" (Res D, 11: 100).

These criteria for participation suspected to be led by personal motivation, interest of the management of WDG, and the lack of trust in others being able to carry out the ideology of WDG, but the respondent cannot define them. The idea of rejecting certain parties without a clear reason related to the PNB has damaged the respondent's feeling of belonging towards WDG. Eventually, it resulted in estrangement from it, as Res D later explained during the interview.

The respondent warns for this movement of protecting one's creation, identified from own experience, to belong to a by the literature also documented phase of development in the life of an entity, as a "[...] negative spiral for your own initiative. Because then you end up in a sort of community that is too closed down in itself and therefore what you really want, namely renew, innovate, connect, is for yourself, actually hampered" (Res D, 11: 185). In the eyes of the respondent, such lack of trust and openness can damage the 'power of WDG', but could be mended by organising one's own "critical reflection" (Res D, 11:44).

The approach of Werkplaats De Gruyter empowers members of the society

Through addressing concrete initiatives from concrete challenges bottom-up (Personal communication, January 30, 2018) is partially, conform to Res A, to let YP feel *that their input has meaning [...]" (Res A, 19:26)*. Further, by focusing on creating common solutions from bottom-up, through MGA, including those, who are impacted by a challenge (Res A; Res D; Res F) *"[...] at the 'werkplaats' that this connection is made with the ones that are really about (Res D, 11: 154)*. This connection manifest for example through students of WDG, engaging from their own disciplines in the challenge considering housing refugees in Brabant and as part of the solution development process, visiting the ASC, the current location of the refugees in order to found out their needs as a group of stakeholders (Personal com-

munication, 2016d). This way, as Res C points out, WDG facilitates what stakeholders want, by drawing out from them what really 'needs to be done'.

WDG seems open towards those who have the 'intent to change' (Res C) and are prepared to act on it. Civilians, as stakeholders, in case they identify themselves with a particular issue but are also in possession of talents, ideas, and assets through which they can enrich, and or are willing to take on the ownership of an initiative, are welcome to participate in solving that challenge (Res A; Res B; Res C). The criteria of roles serve WDG to achieve the goal, considering accomplishing innovation and realising a change in the society (Res A).

On the other hand, it has become clear, that there are doubts about the legitimacy of the criteria which determine the openness of participation. Res D in the previous section has accentuated the exclusion of certain members of the provincial institution for certain unclear reasons and mentioned WDG focusing too much on its own network, including some while denying the same to others.

The idea of connecting the society to WDG, based on the role people can play in the collaboration of finding a common solution, is only one element constituting the IA and in such a way the approach of the 'werkplaats'. When asked to define what 'integrated' means, Res B accentuated the importance of the impact, a person has on a solution to a challenge, which draws with itself the inclusion of the society, but also the impact the solution represents for the society.

"[...] You cannot say that there is an infrastructure issue, or it is a social issue, no, each issue has an impact on several dimensions. Integrated is that you have all these impacts, whether they are spatial, social, cultural, they all have an effect on the solution, so you have to take them with you. That is integrated. [...]" (Res B, 2:48).

This argumentation, which dismisses the idea of sectoral thinking, favours the thought, that in order to achieve integrated results, the connection not only to but also between sectors of the society and their aspects needs to happen. This connection between sectors and their attributes- disciplines, themes, challenges, and initiatives- is what I understand under what Res A refers to as "cross-overs" (Res A, 1:65).

Cross-overs instead of sectoral thinking

WDG approaches a challenge bottom-up through the MGA (Res A; Res B; Res F). At the same time, makes a conscious choice, guided by the idea of sustainability (Personal communication, February 28, 2018) and the impact one can have through one's traits when it comes to addressing SC. As a consequence, it engages with different parties not only with different sectoral backgrounds but also coming from different disciplines. This has an effect on the results, which Res A calls becoming 'rounder'.

"[...] And because we always take the perspective of people, profit, planet, that becomes what we call 'rounder'. For example, in building a house, because you let your neighbours think with you because you bring in experts, slowly the idea of energy-neutral houses and then energy-generating houses and then healthy home arises. An 'and..and..and' formula instead of an 'or..or..or' one" (Res A, 1:36).

Cross-overs inside WDG then manifest one way in the idea of multidisciplinary, what the literature also describes as an attribute of the strategy of a LL.

Multidisciplinary

The approach of WDG is also called an IA *"because it brings multiple disciplines together and encourages them to work together. It is called integral also because it does not only use experts but encourages the stakeholders to implement and determine what they find suitable based on their knowledge and characteristics"* (de Boer in MMB & WDG, 2015, p. 5). This multidisciplinary element of the IA manifest then also in the collaboration between people who bring to WDG their own (different) perspectives, approaches, expertise, experience, and education, in order to achieve a solution (Res A; Res B; Res C; Res D; Res F).

Working in a multidisciplinary way is mentioned by Res A to be about support, commitment, inspiration and a final result which satisfies everyone. This eventually is seen to lead to better solutions in a longer term (Res B). It can result in the widening of the participant's perception (Res F), while as the disciplinary variety inside WDG grows *"[...] you also have more chance in different insights coming together. So different ways of looking at an issue [...]"* (Res D, 11:60). WDG does this by making the meeting of parties, what does not happen from itself, happen in an arranged way (Res D).

Approaching challenges in a multidisciplinary way is found a necessity by Res C. Spatiality, for example, is seen to be only one of the themes to look at when dealing with a challenge but which is used to uncover other, just as important themes, related to the same task. Conform to the philosophy of the IA, this is necessary in order to get to the right solution, *"[...] so you can start with the vacancy shops but if you do not have an eye for the quality of life, or the financing or, I know a lot, greening, from my part, yes, then you will not get to the right solution. Nothing happens. [...] This is not just fun and interesting, but a necessity"* (Res C, 10:42).

The collaboration of so many people and different disciplines can also cause for some unpleasantness. Res B refers to the process of involving multiple disciplines as possibly resulting in the elevation of time and expenses. As it is not a linear process, it can also lead to frustration for those not used to a work process (Res B). There are also respondents, who do not see a disadvantage in working with multiple disciplines, as they find it necessary. Nonetheless, they can picture this becoming a barrier for some other fellow participants inside WDG:

"[...] Well, sometimes, because it gets too much. Some say it will only get more complicated by it. Yes, that's right, but sometimes the solutions are just not easy. They are complicated. So you should not run away from it either. [...] trying to simplify, but you do not get a good solution. A disadvantage could be that it might be complicated, then ultimately it needs to be, that is also possible, but I think I mainly see the chances in moving forward, instead of seeing it as a negative. But as a person, maybe you may have to be open towards it. That may be annoying to others, that you just cannot handle it, or maybe you get too many ideas, you know 'through the trees you cannot see the forest anymore'. I can imagine that to be more the case. But I do not have that myself" (Res C, 10:44).

The same way as Res C mentions in the quote above, in order to establish a connection between multiple disciplines, it is a condition that a party is willing to share (Stoffelen in WDG, 2015; Res A), and lets him- or herself be surprised. One needs to stay open, sometimes even vulnerable as Res B and Res F argue and WDG describes (WDG, 2015), as a cost of the work process. The lack of open-mindedness can lead to working in a multidisciplinary way becoming a barrier inside WDG (Res F). Openness in the way of thinking of participants means that they learn to listen without judgment, allowing the acquirement of new insights and exchanging of thoughts with new people (Res D; Res F). Though multidisciplinary is identified as crucial part of the approach of WDG, reaching for an integrated result by making the connection inside the sectors of the society, does not stop here.

Enrich

Enrich is described as meaning *“Seek for- and develop actions that enhance the value of a concept”* (WDG, 2015, p. 11). The idea to enrich, as Res A mentions, appears as a principle of WDG, when it comes to achieving the shared goal of the network (Personal communication, January 30, 2018).

MGA plays a role in enriching. *“And..and..and” thinking instead of “or..or..or” thinking* guides the process (Personal communication, 2016a; Personal communication, 2016c; Personal communication, February 16, 2016-April 20, 2016). Such connections happen during meetings titled ‘surprising’ (Liefland & van Stratum in Personal communication, February 28, 2018). These are noted as open for stakeholders under some criteria, such as the role of expert or student (Res A; Res B; Res C; Res F). The multidisciplinary background of parties helps connect different disciplines with each other. Parties bring in their experience, perspective, ideas and knowledge and exchange benefits and disadvantages during a process of solution development. Their connection leads to enriching each other, and to performance in a cross-disciplinary and cross-sectoral manner (Res A; Res B; Res C; Res F).

The idea to enrich a solution and each other does not stop at including the knowledge of parties but it contains the involvement of already existent, previous solutions into the current process. This is marked to prevent the necessity of what Res B calls *“reinventing the wheel”* (2:192) with every occasion of addressing a similar challenge.

Figure 16: Enrich step of the Process Approach

The connection between initiatives and synchronised measures

A view of Res C on the IA brings the reader further than the multidisciplinary element. The respondent argues that the connection of disciplines during a challenge is not enough in itself, but connection has to be made also between the challenges and its initiatives inside the sector these disciplines represent. This is necessary, in order to bring into spectrum the chances a solution can provide, which are often not clear in the first instance (Res C).

This idea of connecting initiatives already surfaced when identifying WDG as a GNet Type. In that context WDG is seen as a carrier of integrated services, which is described by the following example:

“[...] sometimes you have a certain task, it does not work [...] We are also working on [initiative name], the transformation of shopping streets to housing. That is what it is planned, and at the same time the greening and also the climate adaptation and rainwater collection are realisable, and if you do that with each other combined, the greening and the collection of rainwater, then you can already create a nice living environment from that street. [...] And if you only look at greening, you will not succeed, only from housing - you can only succeed in housing, perhaps it is a nice place to live - but that combination. That is something very easy, I think” (Res C, 10:14).

By connecting initiatives of challenges, related to different themes, sectors and their disciplines, makes it possible to combat sectoral thinking (Res A; Res B; Res C) and exchange benefits and disadvantages between these:

"[...] You can, of course, tell each other how you did it; that is the core. One is busy with asylum seekers, others with the channels, nothing to do with each other, but if you just hear what the other has to say, you think: 'oh, that is playing here too, we can also do something with it' [...]" (Res B, 2: 292).

The principle of connecting initiatives as part of the IA inside WDG can lead not only to substantive knowledge but helps discover new ideas and opportunities. These allow synchronised measures between sectors and their aspects which are a different way to approach it than the PNB does:

"[...] then you will also find out what is happening in shopping areas, village centres or city centres. And then you also find out, 'vacant shops' are present there, but many other things play a more important role. It is also about greening, financing, it is about cooperation, quality of life and that comes together here. If you have to do those inside the provincial government, there is a separated floor for social resilience, there is a separate trail for greening, energy and here you just throw it ... [...]... so the only thing we do is analyse and get it above the water. And then try to mix it up again: 'Hey, you are doing that and that, why do you do that and not to try to tackle that together?' Not only the assignments, but you also connect people to each other" (Res C, 10:16).

The Netherlands Enterprise Agency [NEA] (2016), in their publication called 'Reinventing Multifunctionality', used as an illustrative publication inside the 'werkplaats' (WDG, 2017c), points also to the use of one measure for more purposes. The goal is to reduce costs, gain new partnerships and achieve ambitions faster and simpler *"By unlocking the value of what already exists, unexpected business cases suddenly become highly promising"* (NEA, 2016, p. 75). Multifunctionality then is *"a way of working for people, who want to go beyond the boundaries of their sector, resulting in good, sustainable solutions. It is a question of logical combinations"* (NEA, 2016, pp. 75-77).

Janssen (in WDG, 2015, p. 11) argues that by adopting synchronised measures to challenges, better plans, budgets, health- and milieu friendly solutions can be developed. These measures are practical and they fill out each other from different backgrounds and attract experts from different disciplines who have different ideas and knowledge. Such initiatives enjoy more support, like financing when it comes to developing a solution, and have the possibility to create a result valid for other challenges (Res C).

From the engaging parties, openness is also required here (Res C; Res F; WDG, 2015). In order for the approach to be successful, Res B talks about the necessity of parties to be open towards the philosophy or principles of WDG, which, in the eyes of the respondent, is more important than the approach itself.

Shape (develop)

Before the phase of Shape can begin, which means the development of the full plan including visual, financial and technological design (Personal communication, 2016a), the previously presented idea of 'consensus' steps on the scene once more. Before realising an actual result, the concept has to be voted adequate and unanimous by the participants of the challenge (Liefland & van Stratum, Personal communication, February 28, 2018).

Based on the description of WDG (2015), the cycle of design includes the resources (including all forms of capital, from financial to human) and processes all the information identified through research in the previous three phases of the process (Personal communication, February 16, 2016-April 20, 2016).

Giving shape to the solution happens as deskwork, consulting experts through the process and reporting about the process during process-meetings. As a result of the process, Res B mentions, a singular or combination of plan, design, business case, technical elaboration and a vision about the result, is created.

Figure 17: Shape step of the Process Approach

4.1.10. Living lab attributes: Innovation outcome

Identified as a goal of the PNB by Res A, Res D and the administrative agenda (PNB, 2015), innovation has a quite controversial meaning inside WDG. From the perception of the respondents is defined dependant on one's perspective.

Innovation is seen not as a goal inside WDG, but more like something, which can help in achieving one's goal in a more efficient way (earlier, better or cheaper) (Res B). In the perception of Res B innovation, which manifest as technological solutions and for which technical experts are hired or during which new inventions are made, is not present at WDG. When asked why the respondent thinks WDG refers to innovation in its publications, Res B indicates innovation being a tool for WDG to profile itself to receive subsidies and achieve more parties joining its network. Because innovation has a "*sexy and modern*" (17:5) sound to it.

On its own website, WDG defines itself as "*Werkplaats De Gruyter stands for doing; for connecting students, entrepreneurs, organisations, and governments; for surprising encounters and inspiring cross-overs; to share knowledge and pull the cart together; for an innovative approach to addressing social issues*" (WDG, 2017a). As the definition suggests, innovation seems to happen inside WDG, just as Res B points it out, not in the form of a new, technological product but more like an approach, which can be characterized by a process based on collaboration.

Also, innovation appears inside WDG in a form of action, an element of the approach (doing, sharing, organising or connecting); and as a characteristic of the 'werkplaats' which manifests as a role fulfilled for the PNB. It can also be the effect of an action or a result of the collaboration between multiple parties from the society of Brabant (Res A; Res C; Res D; Res E; Res F), and it is not necessarily technological or inventing new products (Res A; Res B; Res F).

"[...] It is not necessarily technical innovation. Innovation, in one sentence, is reorganizing the qualities you have. That is innovation. And it happens on different levels, it is technical, societal, it is well, depends on the assignment also but reorganizing the qualities you have" (Res F, 13:53).

Res B also talks about reorganising the knowledge that one already has but identifies this as a certain process solution which has nothing to do with innovation inside WDG. This is due to the information created not being new. The respondent finds innovation difficult concept and cannot define it. The idea of getting to a solution through collaboration, which is future-proof (because there is acceptance from the society towards it), and which delivers improved value to WDG, has nothing to do with innovation in the opinion of Res B.

The innovation outcome of Werkplaats De Gruyter through its role for the Province of North Brabant

Contradictory to the above affirmation of Res B, innovation mirrors in the entity of WDG as a 'laboratoria', (Res E; Res F). The entity is seen to be assisting and innovating the way the governmental institution of Brabant is 'acting' in the society of Brabant. The presence of the government inside WDG, identified directly as a LL by Res A ([GNet Types](#)) is of a "participating government" (Res A, 1: 316), which is a different type from the typical LLs "[...] where more often is about business, young people and product development ()" (Res A, 1: 316). WDG has also the role for the PNB to innovate how the connection to the society of Brabant is made, this way assisting the PNB in stepping over its own limitation created by bureaucracy and its position (Res E).

"If you see the government as a big oil tanker, who was sometimes trying to change course with a whipped cream whisk, which is how difficult it is sometimes, I think Werkplaats De Gruyter is a scouting boat. Such a boat that you leave from, maybe you take care of out-board motors, extended posts, to, in that way, just make the connection of society. Because, we are troubled by our size, our routines, everything that is 'between dream and deed', a famous Dutch quotation, 'between dream and deed', stand laws and practical objections in the way. Laws inside the regulations, practical objections are everything that people come up with in order to not change their routine. And I think the 'werkplaats' is really one of our, well laboratories or one of our real workshops, I would prefer to mention, in which you also work on renewing yourself, your way of acting, as government" (Res E, 12:26).

WDG, as part of the PNB, is looked at as the "[...] experiment lab of the province [...]. And that is the value to the province" (Res F, 13:88), helping the institution move forward. Experimenting comes forth as a service or role the WDG fulfils for the Province of North Brabant, is the translating of regional policy into practice. WDG, as a 'laboratoria' innovates through experimenting, by what Res E mentions as at the same time assisting the PNB in focussing on concrete needs in the society while evaluating the PNB's own functioning:

"[...] So Werkplaats De Gruyter also has something of a, well, almost parallel monitor and evaluation of what you do. Organise critical abilities. [...] it is a better practical test of your policy intentions" (Res E, 12:23).

The freedom of functioning

WDG is identified by Res D as a place, with which the PNB can release innovation, where questions are addressed in an innovative way, and innovation in itself is present in every aspect, including the way how people collaborate. This is made possible through the absence of bureaucracy. This innovation is realised through the 'freedom of functioning' which engages skill as a method (Res D).

Innovation (as a result) of the approach of WDG

Res A defines innovation inside WDG as having multiple sides: *"[...] on one hand, it's a process-based innovation, that method that you apply, everything that goes with it, all the tools and ... That's innovation. And on the other hand, is the integrated way of working, it leads to innovation being defined as the innovations we call 'cross-overs', in which you seek renewal through connecting energy or energy and a three-wheeler, or playing children and old people with each other. Through which it leads to innovation, redefining again the basis of how you work together as a society. There is one. And how you can realise the renewal of products or systems. And it is interesting that young people... it is not about coming up with a new type of glue, it is not really about new inventions, but it is about sharing what is already there and then looking for how everyone there carries or supports or ..."* (Res A, 1: 363).

In this definition, different elements of the approach are mentioned. The process of approaching challenges or what the reader has learned to know as the PA, through its chosen methods and tools, is also identified innovative. Marked as a *"different dimension"* (Res E, 12:19) compared to the PNB, WDG is seen to approach societal challenges differently than its partner. Res E recognizes the PA also to be innovative:

"[...] So is indeed a relevant innovation for me that you do not start from the assignment you have yourself, where you have already analysed and conceived a lot, have a lot of information, and then mostly you act inter-actively. But, so much more emphasis on the design approach" (Res E, 12:19).

Res D also identifies innovation as a result of the approach through the PA. The 5 Vs are seen to lead to innovative results *"[...] because you come outside your usual way of working with your usual partners. It challenges you to look further, to look wider"* (Res D, 11:80).

Together with the PA, the IA is another element of the approach of WDG, which through connecting to the sectors of the society and inside these sectors, leads to innovation as it offers a different way of collaborating (Res A). The result of the approach as a total is not necessarily something new invented, but more the 'way' how connection is made between people, existing knowledge is shared and addressed by parties (Res A).

Awareness, doing, 'concreteness' and the involvement of experts

After abandoning the idea of innovation being present inside WDG, Res B still made the attempt to describe how innovation might manifest inside WDG. Res B argued that innovation happens *"[...] if you have all the talents that are present in a network, this method really does the effort to bring them to the front. If there is something inside [WDG] that you could call innovation, what you would call innovation (). [...] What innovation can do, if you come to the right solution, which consists of what you actually all knew, that people understand and do it, is also good"* (Res B, 2: 295). In the eyes of the respondent, by approaching people through the approach of WDG, people make the effort to come up with something, otherwise, they would not think of.

What Res B also identifies as innovative inside WDG, is knowledge translated into practice. The ideas born from the developed knowledge are acted on, and not just talked about (Res B). The use of practical examples, in the form of 'concreteness', only suggests that inside WDG knowledge and practice can complement each other to develop new knowledge and serve the solution to a societal challenge. 'Concreteness', is another way of achieving innovative results inside WDG: *"[...] we show it, that we 'do'. And during that 'do', we find experts who inspire others and innovate. And they help people come to a kind of a breakthrough. Like those football fields, with [name] wherein the first instance, only just two football*

clubs have wanted to become one complex together. For example, one football club, which slowly becomes the most sustainable football club, because one has confidence in the other and sees that technically things are feasible, then you see that the parties join, local schools think 'oh, what interesting', who again through experts are made interested, that it can be within their budget and then slowly football comes to exist. And it creates something that the community bears together. There is a chance that something very beautiful will be realised (.)" (Res A, 1:56).

This idea of concretely acting or 'doing' is also, is what Res C sees as facilitating innovation inside WDG, because *[...] through the sharing of knowledge another person not only takes note but also starts to use those ideas or the innovative things. Maybe that's an important one. You often have innovative ideas, innovations that literally lie somewhere in a boot or on a shelf, because they are not applied" (Res C, 10:35).*

Experimenting, as the element conditioning the approach

Res D attributes inside WDG the unknown, surprising or new results, of to the element of experimenting. But in order to work, the process of experimenting inside of WDG should be free, always checking: *"[...] yes, are you still the 'werkplaats' where innovation takes place? [...]" (Res E, 12:89).* Experimenting, in the eyes of Res E, is endangered if WDG becomes a routine, a habit, or an *"obligation [...] for policy" (Res E, 12:89).*

Experimenting is a condition of the approach of WDG and is seen as a new formula, in which different sectors of the society collaborate and the attempt is made to act differently than the more traditional approaches. The positioning of WDG outside of the main provincial building is perceived to facilitate this process of experimenting, due to the absence of bureaucracy, formality or political accountability. The absence of these makes it possible to move more freely inside certain boundaries (Res A; Res B; Res C; Res D) and it is seen supported by the PNB (Res D; Res E; Res F).

Connection to and between people

Collaboration, through laying the connection and sharing information, idea, knowledge with sectors of the society with the help of different roles inside WDG, is seen also to result in innovation while addressing a societal challenge. Sharing knowledge is mentioned by Res C as being more important than innovation itself, due to innovation being the consequence of this. In this context, innovation is defined as the result *"[...] what is for one innovation, is quite normal for the other [...]" (Res C, 10:33)* but with what *"[...] again comes knowledge development, I call it that, because someone else reflects on it and talks about it. And this creates new things, innovations [...]" (Res C, 10: 116).*

From the perspective of Res F, the collaboration between people inside WDG leads to innovation. This collaboration allows in the description of the respondent the possibility to *"use somebody else's head" (13:9)*, through which parties are connected and acquire a bundle new knowledge, inspiration, critical insights (Res D; Res F) but also new ideas (Res A; Res D). By investigating and analysing the stakeholders and allowing them to actively or even passively participate from certain roles inside the development process of a solution, they bring with them practical knowledge from their everyday lives. For example, the *"DNA of an area" (Res C, 10:25)* which they can testify to, or the people motivated by their immediate environment to engage inside the challenge stressing their lives, can be then considered to facilitate the development of new knowledge.

Surprising...but not surprising

Res D explains that innovation happens through, what the respondent calls *“surprising combinations [...] of people, surprising encounters that the ‘werkplaats’ makes possible, inside the ‘werkplaats’ itself, but also through the things that it does. Not happening by itself. It is surprising but in part not surprising as it is sometimes consciously brought together. That’s where innovation comes in”* (Res D, 11:53).

Young people and experts with multidisciplinary background

Res D together with Res E refer to the presence and collaboration inside of WDG with YP and KI as an important source of innovation *“[...] because experts and civil servants and others people just because of the involvement of young people, can think easier more broadly and really talk from their hearts, than when you do that in the official [meeting], so that is very important”* (Res D, 11:79).

Through the participation, creativity and innovation drive of YP, who join and function inside WDG, Res E claims that the network of the organisation is rejuvenated.

“[...] On the one hand, I think that we contribute via Werkplaats De Gruyter, especially to the rejuvenation and renewal of our network. The province always had the reputation of being able to organise an ‘old-boys network’ very well. Well, that actually means that it organises mainly people, who have the biggest part of their career behind them. Then you organise a lot of experience, but not always creativity and innovation drive, so I find that important” (Res E, 12:55).

As the presence and the effects resulting from the collaboration of young people is marked to be innovative, Res D argues that this collaboration with the KI, from where YP are indicated to come from and *“through which you have always different educational programs, young people participating in the ‘werkplaats’, from their own project, but often just broadening it with a wider perspective”* (11:48), makes WDG useful to the provincial institution. This collaboration with YP marks WDG as special and at the same time different from other ‘labs’.

“[...] So I think that is very important and I think that if it would disappear from the ‘werkplaats’, well then it would raise the question for me ‘whether we, as the province should still have this?’. Because then you might as well go to consultants or to other labs, lab-like situations [...]” (Res D, 11: 148).

The presence of these young people emerging from different disciplinary backgrounds is what results in innovation. The idea of multiple disciplines working together, leading to a *“broader scope”* (13:87) inside WDG, which Res F sees as a way in dealing with complex societal challenges, is in the eyes of the respondent the reason the PNB is engaging in WDG. In this way, it is possible to analyse problems from a multidisciplinary angle and come up with, what Res A calls, ‘cross-overs’ but also innovation, which is seen to be born from the meeting of two or more disciplines (Res A; Res B; Res C; Res F). Through laying the connection to the society, the theoretical knowledge of experts and students inside WDG, with multidisciplinary backgrounds, has the possibility to engage with concrete practical knowledge from the field, towards which the approach of WDG gives encouragement.

‘A Home Away From Home’ as an example of innovation

The challenge of AHAFH is identified as an example of innovation coming forth inside WDG (Res F). Innovation, as a characteristic of the initiative, has been realised by focusing not only on space creation during this architectural challenge but making the connection to society through organizing and including the stakeholders. Refugees as stakeholders of the initiative have been contacted without

forcing them to participate. Also by connecting the theme of refugee housing to other themes from the Brabant society, is what Res F calls, realising an 'adaptive society form'.

Expand

"Through 'Expand' we mean learning, spreading knowledge gained and experience to other similar initiatives and developing policies that support it" (WDG, 2015, p. 15). WDG, after finishing the initiatives, lays the focus on broadening and spreading the 'lesson learned' (Personal communication, April 28, 2016-May 30, 2016; Personal communication, December 21, 2016; WDG, 2017a; Res A; Res B; Res C; Res D; Res E; Res F). Initiatives and their aspects are further linked to academies and thematic meetings. These serve to stimulate the network of WDG and other interested parties (Personal communication, 2016d).

The idea of expanding a result originates from the 'Vitamine C' model of Bakker and van Empel (2012), who talk about 'continuation and application' of outcomes through the idea to *"[...] establish links between the various experiments, projects, and programs. Communicate clearly to each other and to the community"* (Bakker & van Empel, 2012, p. 340). The use of these proceedings is designed to discover opportunities that can benefit the initiatives further. It is a subtle interplay between 'what is known' (knowledge, experts) and 'what is not' (creativity, new knowledge) (WDG, 2015). To be able to do this, Res A mentions that concrete initiatives play an important role. These deliver concrete results, offering the possibility to scale-up to other initiatives and providing the possibility to contribute to policy, by communicating these concrete results (Personal communication, July 14, 2016a; Personal communication, July 14, 2016b; Personal communication, July 14, 2016c; Res A; Res B; Res C). The regional level is the scale, to which results of the initiative are aimed to be spread, in order to keep it 'realistic', as Res A further argues (Personal communication, February 16, 2016-April 20, 2016; Personal communication, December 21, 2016).

The expanding process takes place through meetings, tied to a certain theme, publications (WDG, 2018e) also theme-bonded, the appointment of 'ambassadors', who represent these ideas or results, and the attempt to integrate the ideas into educational programs. WDG's own website, newsletter and social media posts are other tools, through which WDG expands the developed ideas, knowledge and experience gained (WDG, 2018d). In order to improve the process of expanding, Res D sees a possibility in WDG using the media channels of PNB, where the respondent claims *"you never read about the 'werkplaats'"* (16:3). The respondent also mentions, that this phase could be further stretched, including sharing the findings, results, developed knowledge not only with those who participated in the challenge or are part of the network but also those who are *"[...] not there, gather knowledge from them also, share our findings and scale-up [...]"* (Res D, 11:190).

The phase of expanding serves also the purpose of enriching other people and initiatives through ideas, developed knowledge, a shared network, surprising combinations and meetings, which lead to cross-disciplinary and sectoral impact (Res A; Res B; Res C; Res D; Res C; Res E; Res F; Personal communication, 2016a). By expanding one result to multiple initiatives, means that other initiatives in the future will benefit. As it was described in the phase of Enrich, in service of these initiatives, due to this step of the approach, those who work on it, *"do not have to reinvent the wheel"* (Res B, 2:90).

Further, through making the connection between initiatives, more impact can be created: *"[...] you can come up with a solution for a house, but it is better if it is a solution which counts for 1000 houses if it has an impact through it. Otherwise, you have to come up with a new solution a thousand times, for a 1000 houses [...]"* (Res B, 2: 127).

Figure 18: Expand step of the Process Approach

The connection of subjects and initiatives

Another way in which it is possible to argue the creation of new knowledge inside WDG through elements of its approach is the use of the results of already completed initiatives, and the realisation of synchronised solutions. Laying the connection between themes, challenges and initiatives is what Res D also sees as innovative as *[...] somewhere in the workshop comes forth the combination of all these subjects, which makes it a sort of breeding ground for innovation. For example, a nice example was the tennis balls project. When I heard about it, I thought 'yes, I will not get the group of colleagues in the 'werkplaats' explain me why we do a tennis balls project', now if you see the bigger picture, then you think 'yes, you also have that kind of things in order to stay alert, stay sharp, renew yourself'. And I think that is also the strength of the 'werkplaats'. Where there is a sort of automatic, kind of continuous source of renewal"* (Res D, 11:93). The possibility provided by the philosophy to connect in order to discover other existing challenges in the same area and exchange practical knowledge inside WDG facilitates then further the development of new knowledge.

5. Chapter: Thought experiment

Due to the aptness of thought experiments in creating and testing possible approaches inside social sciences, this chapter of the research will conduct such an experiment. Through this experiment, it is attempted to answer the last sub-question of the main research question: [How can the approach of Werkplaats De Gruyter be implemented to aid the local communities of Brabant in the challenge of integrating refugees?](#)

Answering this sub-question will be done fictionally, without the selection of a concrete case, due to the delicate nature of such a choice and the lack of time available for finishing the research. Though there is not an existent, concrete question addressed inside this thought experiment considering a concrete local community of Brabant, it does not mean that the experiment will not happen as of such was the situation. The concept of this thought experiment is developed as it would be done in a real case, with possible but fictive examples.

The elements of the approach of WDG this way will be adopted to refugee integration on a local level in Brabant, keeping in mind the complexity of the challenge defined in the ‘Introduction’ of this research. As presented before, the approach of WDG is greatly influenced by the physical space, in which WDG is established. This is why it is necessary to remind the reader to keep in mind the boundary organisation aspects of WDG during the thought experiment, even though this is not an official element of the approach of WDG. It is also important to remember other aspects influencing WDG’s approach, described in Chapter 4, such as sustainability, ‘concreteness’, experimenting and the possibility to conduct research. As these elements influence the approach of WDG, built up from the IA and PA, engaging the MGA, these indirectly contribute to addressing the complexity of integrating refugees. Further, the reader should also not forget the GNet attributes of WDG which determine the context in which the approach of WDG functions and also influence how the result will be produced. To give an example to these indirectly influencing factors for the integration of refugees, consider the boundary organisation attributes of WDG in the following table:

<p>LL attribute: Boundary organisation</p> <p>Physical space provides:</p> <p>Facilitate collaboration of diverse parties in Brabant (collaborating parties are seen to be equal)</p> <ul style="list-style-type: none"> • the controlled absence of bureaucracy, formality, political accountability and sectoral thinking • freedom to be critical speak & act (experiment) → new ideas, insights for participants & initiatives but also insecurity until a result is achieved (trust is necessary from all parts) • apply MGA → generate support for the government, empower established community members and the refugee
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Table 5: WDG as a boundary organisation during a challenge of integrating refugees

Due to the clear, step-by-step assembly of the PA, the elaboration part of the thought experiment will follow the structure established by this. In each step, I mention which elements of the approach are applicable and work them further out into a concept which can serve as a guideline for future

policy or practice considering addressing the complexity of the refugee integration in local communities of Brabant.

All parts of the thought experiment will first present the findings of that section in form of a table and then will be explained in detail. These will provide the reader a clear overview of the potential of the approach, help sharpen the analytical scope around a specific element of the approach and its relation to the refugee integration challenge.

5.1. Elaboration: The approach of Werkplaats De Gruyter implemented to aid the local communities of Brabant in the challenge of integrating refugees

5.1.1. DESIRE/EXPLORE

Desire/Explore
<ul style="list-style-type: none"> ▪ Fact analysis (research the challenge → concretely define the local challenge of integrating refugees) ▪ Stakeholder investigation & actor analysis <p>→ <i>apply MGA</i></p> <p><i>Conditioned participation</i></p> <p>→ <i>all engaged contribute with assets</i></p> <p>→ <i>openness and willingness necessary</i></p> <ul style="list-style-type: none"> ▪ Stakeholder identification: needs & values of all stakeholders identified → refugee the same way as the established community member, is a stakeholder → assisted by chance & threat thinking → the domains of integration translated as the needs and values of the refugee but other stakeholders have other needs <p>Consensus → Ambition, facts, the values, and needs of all identified stakeholders is acted on</p> <ul style="list-style-type: none"> ▪ Actor analysis → possible/direct involvement of the refugee & established community members → power of the society harvested = attributes refugees possess adapted to serve the community, empower & generate support and the other way around, the established community ▪ facilitates enriching initiatives & participants

Table 6: Desire/Explore inside a challenge of integrating refugees

Due to the inexistence of a jointly agreed on, fixed structural order between the first two steps of the PA inside WDG, Desire and Explore will be presented together. From these steps, fixed elements can be identified, which overlap each other, and on which I will elaborate. My choice does not mean that one can only apply these or any phase of the approach in this one way only but due to the limitations existent for this research, it is not possible to present more than one version.

For the continuation of the thought experiment, let us assume that a concrete challenge focused on further assisting the 'successful integration' of refugees in a local community of Brabant, has been

introduced by a member of the local community in Brabant or the PNB, accepted and adopted as an initiative inside WDG.

The 'werkplaats' assembles a team in order to address this particular challenge. It is important to keep in mind the idea of conditioned participation, which means, that participation of parties inside WDG is more a necessity to get to the right, future-proof solution, than a choice. Also, that participants working on a certain challenge considering the integration of refugees are decided by the question which is asked. The participation inside the challenge is conditioned to parties being able to contribute with something, exchanging their attributes for a role (partner, initiator, owner, expert, student etc.).

This team will probably be composed of: the initiator of the challenge (if the initiator would like to participate also in the development of this certain solution, has to assume an active participatory role); the owner, who carries the responsibility for costs and realisation of the concept in practice; a team of students, from different disciplines, who are at the moment through their knowledge institution engaging inside WDG and from their discipline can contribute to the challenge. Possibly experts are already present, also from various disciplines, or will be present on request. Other, previously not mentioned, roles would also be present, such as the process leader (WDG, 2018a).

This phase of the PA, as argued before, has some fixed steps, which are not necessarily followed in this order, but have to happen to be able to create a solution. These steps are: analysing the facts, formulating a shared ambition, identifying the stakeholders and analysing the actors of the concrete refugee challenge on a local level in Brabant.

Research and 'concreteness'

The fact analysis is conducted by the team of WDG, who undertakes research about the actualities surrounding that concrete refugee integration challenge inside the respective local community in Brabant, guided by the thought of sustainability. The gathered facts are focused and dependant on the concrete question asked, the same way as the rest of the steps of this phase, which serve the goal of the 'concrete definition of the initiative'. It includes a problem analysis of the existing situation, hard facts about the budget, the physical location where the challenge is taking place or is about to take place, the environment, possible technologies which can be used, to name a few examples, but also the identification and analysis of stakeholders. With the emergence of the stakeholders the introduction of soft facts, such as emotional value or other values which are not quantifiable, also happens.

'Integrated', Mutual Gains Approach and the focus on values and needs of the stakeholders

Stakeholders in a challenge, based on the WDG approach, are the impacted and, or directly engaging parties of that particular initiative. Further, in the process of refugee integration, based on the WDG IA philosophy, engaging the MGA, the refugees, the same way as the other societal sectors, such as civilians, whose lives are directly impacted by the presence or later arrival of refugees, considering any of the domains of integration, can be considered stakeholders of that particular challenge. As stakeholders of the integration challenge, the refugee's needs and values are also looked at, the same way, like those of the established community, impacted by that particular challenge. Their interests are identified, looking for 'synergy and the richness of combinations' and 'chances and

threats' while guided by the thought to generate value for everyone. This can be done through a direct dialogue with the stakeholders, such as visiting them in their community but also inviting them to WDG. As a physical location, WDG is beneficial for the meetings due to the physical space. The interests and needs of community members can be identified also through their representatives, as Chapter 4 presented. These representatives have to be officials, such as agents of the neighbourhoods, social workers or other societal organisations, who in their every-day life situations deal with the same or similar questions and the involved people also. Through their engagement and the built up experience, they qualify to represent the interests of the community.

Stakeholder analysis can be symbolized inside this thought experiment in the manner of translating the domains of refugee integration into the approach of WDG. Based on Chapter 2, for the refugee all ten domains: labour participation, housing, education, health, social connections, citizenship and rights and the domains which facilitate these (language and cultural knowledge, safety and stability) are of value, because they answer their needs and provide assets which bring refugees closer to 'successful integration' (Figure 1). In real-life, with a real, concrete initiative at hand, the WDG team needs to make a real analysis of the identified refugees because their needs and values are context dependant while at the same time making an analysis of the other identified stakeholders.

The values of the refugee differ from other members of the community, for example of those of the municipality, to whom the question of integration is also important. As a symbolic example, the municipality needs to house 10 refugees with a status but is also facing the challenge of not enough social housing in its area. At the same time, the municipality has other issues, such as greying, mobility, sustainability just to name a few, defining its needs further. Some citizens of that community, who are exactly in need for a house, oppose such placement of refugees, believing that they will be pushed back on the list, they have been signed up to for 6 years, their values and needs being again different from that of the refugee or the municipality. There is possibly also a building company specialized in the area, always looking for new contracts, who then has again different needs than the refugee, the municipality or the civilians of that community. Identifying the stakeholders and analysing their needs and values, makes it possible to determine the total forces which can influence that particular question considering the integration of refugees in Brabant, and help find the best possibility in which 'everyone wins' through 'consensus'.

Again, dependant on the question, these above presented possible values are different for every case and inside this thought experiment are fictive, used to provide the reader with guidance in understanding the application of the approach. On the other hand, they are presented with the thought of resembling possible real-life situations inside a local community in Brabant.

Actor analysis, 'power of the society' and conditioned participation

Besides identifying the stakeholders, inside WDG, an actor analysis is conducted during an initiative. This means that through the approach of WDG it is looked at the possible, direct involvement of stakeholders, their relation, possible role and available assets for the initiative are considered. This is what it has been mentioned as the 'power of the society', which is discovered and can be harvested as a result of making this connection. It is important to refer to conditioned participation again, inside the challenge, which means that stakeholders can actively engage, if they can contribute with something, exchanging their attributes for a role. For example, during the description of the domain of labour participation, as one of the domains leading to 'successful integration' presented by the

literature, the attributes refugees possess are mentioned, which come forth as talents or skills (Ager & Strang, 2008). Conform to the approach of WDG, by looking for the 'power of the society' during the actor analysis, these can be discovered and later acted on.

Based on the identified facts (hard and soft), a fact card is created. After the analysis of the stakeholders, the ambitions of the refugee, together with the findings of the other community members impacted by the challenge, have to be included in the joint ambition card. The ambition card can serve as a hypothesis, which contains the idea of an already imagined solution. The discovered values and needs of all stakeholders of the refugee integration challenge can then be addressed in order to achieve a commonly accepted solution. The made discoveries can come into the process at any moment during the first three phases of the approach, before starting to give Shape to the concept. Before deciding on the final version for the ambition card and as a result, acting on it, this has to be discussed and agreed on by those involved, as it represents all the ambitions of the impacted parties by the local refugee integration challenge.

The gathered information on the Desire/Explore phase help then enrich the process and the participants in the refugee integration challenge, future solutions and those working on these, as described next.

5.1.2. ENRICH

Enrich:

Through IA:

- *Guided by the thoughts of sustainability & 'concreteness'*
- *looking for 'chances & threats'; the 'richness and logic of combinations'*
→*apply MGA*
- *Connect to and inside the society (conditioned participation)*
! conditions: willing to share, openness to new and different ('dare')

Connect with the society (stakeholders):

- refugee & established community give witness to the 'DNA of a place'
- participation of stakeholders from professional experience from multiple sectoral, disciplinary or thematic backgrounds (or other possessed aspects), in the role of expert for example

Connect to- and between aspects of the society:

- focus to make the solution as 'integrated' as possible
- other societal challenges happening at the same time with the challenge of refugee integration are identified
 - consider the domains of integration under one solution through cross-sectoral value creation
 - possibility to lay connections between different initiatives from different sectors, themes, disciplines & take synchronised measures for multifunctional results
 - exchange already developed ideas, learn from other approaches, ideas, perspectives
 - exchanged recognized 'chances & threats' between initiatives & focus on richness

and logic of combinations

→ learn from the previous initiatives → better use the PNB network (a choice which has to be made by the WDG) facilitates this process

→ look for traits to anchor → use the findings of stakeholders/actor analysis

Example:

Refugee analysis: domains=value for the refugee, translated to the approach can mean chances to connect & enrich the community and the initiative (*talents & attributes* of the refugee e.g.)

Reappearing patterns (such as *activities*) which play an important role inside the integration challenge, if taken as a synchronised measure to come to multifunctional results inside the community but can also assist the interrelation of the domains.

Results:

- ❖ better budgets, better plans, better solutions, new partnerships, unified ambition, which serve the sustainability of a result
- ❖ empowers those impacted by the challenges (refugee integration & other);
- ❖ generate support for the results and the government;
- ❖ innovation in form of new insights, new combinations of disciplines

Table 7: Enrich inside a challenge of integrating refugees

While the previous two phases of the PA mainly focused to research and investigation in order to be able to act on the findings, this phase can be seen as related to the active development phase of a concept, as a possible solution to concrete refugee integration question. The same way as the rest of the steps of the PA, it should not be considered as a fixed phase, but done from necessity and, or choice, decided by the initiative and the ambitions of the network of WDG.

Guided by the thought to ‘seek for- and develop actions that enhance the value of a concept’, also knowing that through collaboration better results can be achieved than alone; keeping in mind the multiple features of an initiative (sustainability), WDG engages the MGA. Here, again, it has to be mentioned that each initiative inside WDG is unique, which means that the available assets for the enrichment phase depend on the specific question which is asked; the gathered facts; the stakeholder and actor analysis; the ambition (individual and of the network) and based on these the necessary, chosen tools, knowledge, and other available assets already present inside WDG. The philosophy to ‘think in chances’, is a principle guiding the Enrich phase. Combining this with the element of connecting the society, generates stakeholders as being a way to enrich an initiative considering the integration of refugees in a local community in Brabant.

Connect with the society (stakeholders)

The connection to the society can be simulated in such a way: Refugee's experience and needs knows nobody better than the refugee self. The same is true for the inhabitants of a community, or the mu-

nicipality, which is active day by day and who, through their direct presence and involvement, can provide useful and rich information about a challenge. These parties can give witness to the 'DNA' of a concrete initiative considering the integration of refugees through their perspective, knowledge, expertise, and experience. These will serve policy makers and practitioners to start 'treating' a challenge by its 'roots', starting from bottom-up.

Consequently a municipality, who intends to place a building to house refugees, without the consultation of the surrounding neighbourhood; ignoring the necessity of addressing the needs of the refugee but the same way those of the community in place also, is a societal party who does not fit the norms and values of WDG. Without keeping to the norm of addressing the societal challenge of integrating refugees and local community member's bottom-up, through laying connections, will encounter difficulties collaborating with a team from WDG and reach an 'integrated' result.

Identifying stakeholders from the local community, who can play a direct role in the process of developing a solution, with more than providing knowledge of their life, is another way to enrich. The connection made to the stakeholders, analysed for their 'power', can assist further the challenge of integrating refugees. The talents and skills of the refugee can be used as an asset to serve the community in place, keeping in mind the thought behind 'conditioned participation' and the criteria established in Chapter 2 for practitioners, mentioned as the necessity to present the refugee as added value for the community. On the other hand, the established community members can also be in possession of attributes, knowledge, skills, and talents which in combination with their willingness to contribute and engage, can be employed in service of the initiative of integrating refugees inside a local community in Brabant. By taking this into consideration and acting on it, refugees or other members of the established community could feel empowered, as they are those who refugee integration is really about. They also get the possibility to act on their own needs and values and are able to facilitate what they, as stakeholders really want and need from policymakers and practitioners. This way it is possible to create value for the local community instead of taking it only away and generate support at the same time.

Stakeholders in possession of professional experience can also be a form of enrichment. For example, as an expert, they can join the team of WDG, if they live up to its established criteria for participation. These Experts, the same way as students can come from different disciplinary backgrounds, providing this way their own knowledge, perspective and approach to the refugee integration question on a local level. Their expertise, experience, sometimes even cultural background-as it can be decisive for one's perspective, can enrich a concept in development. The condition for this, important for policy and practice, is that those engaging directly in the development of the concept, have to be willing to share their assets, in order to be able to contribute. Another condition for Enrichment to work and for the Expert to be able to actively take part in the process of development is the idea of openness ('dare'). This is further a general condition for all participants inside WDG.

Connect to- and between aspects of the society

Besides guiding the team members in making the connection to the society and use participation in order to serve the solution, the IA lays the connection to-and between aspects of the sectors of society, such as initiatives. This means that the domains of integration, reported by the literature to be addressed sector by sector through policymakers and practitioners (sometimes focusing too much attention on one domain with the cost to the progress of another), is considered in connection with

each other through the approach of WDG, in order to make the created solution as 'integrated' as possible. It is done by looking for 'cross-overs', an aspect of the IA, already marked to help in combating sectoral thinking, and the already mentioned 'think in chances' characteristic of the approach.

By diving into the history, study the societal impact of the particular societal challenge to the local community, the relations of the challenge to planet, financial assets from as further elements of sustainability, conducting a fact analysis, identifying the stakeholders and analysing the actors while focusing on laying connections and collaborate, it is possible to discover other societal challenges existent, parallel with the challenge of refugee integration inside the local community in Brabant. Also, it becomes possible to discover aspects of the challenges which through the approach can be engaged. The possibility is there that other initiatives considering the integration of refugees might be discovered or a challenge which does not directly address the theme of refugee integration but has elements which allow the two or more initiatives to enrich each other. Chapter 2 mentions, on a local scale, social cohesion, problem with youth, participation on the labour market, social housing, loneliness and caring for the elderly are just a few of the societal challenges present.

Being aware of these challenges from other sectors of the society provides the possibility to connect them to a particular challenge of integrating refugees and help create synchronised, cross-sectoral result. WDG, finding itself on a regional level and due to the role the PNB plays in it, has also the possibility to use its regional network and regional (digital) archives of local initiatives all across Brabant in order to gather information about existing examples, similar initiatives and gain inspiration. It has the possibility to learn from other approaches, perspectives, and ideas. Through looking for connections and exchanging information, the team working on the initiative can learn from previously attempted solutions considering refugee integration, successes and failures in the community.

This element of the approach is closely assisted by the thought to 'think in chances', which can also be looked to as a form of Enrich. It takes us back to the stakeholders as being a way to enrich an initiative considering the integration of refugees in a local community in Brabant and the thought to search for chances in other initiatives and create 'integrated' solution through logically combining these.

To 'think in chances' asks for a certain change of perspective from the team of developers. All the domains of integration, presented in Chapter 2, provide traits to anchor as chance inside the approach. In this thought experiment it is not possible to investigate the real stakeholders, thus this section will be conceptualised by using the information offered by the ten domains of integration from Ager and Strang (2008). This can be considered by the reader as an experimental stakeholder analysis of the refugee. In the case of a concrete challenge considering the integration of refugees in a local community of Brabant, after the analysis of the facts and the identification and analysis of the stakeholders, the then discovered traits should be acted on.

The results of the investigation are arranged in the upcoming table. The domains of integration are, as argued before, in this case, looked at as of value to the refugee and define his/her needs. If looked at from the right perspective while keeping in mind the criteria of synchronised measures, which can address the interrelation and interdependence of the domains of refugee integration and help tackle another societal challenge present at the same time in the community of Brabant, these needs and values can mean chances to connect through the approach of WDG.

The identified facts and attributes of the refugee from a chance perspective can be argued to be:

Domains of integration (value to the refugee)	Needs due to providing benefits which are necessary for the refugee to successfully function in the Brabant society:	Traits to anchor , which can be approached as a chance for the refugee and the community in place (due to providing value for the refugee and/or also to the community in place if addressed in a right way during an initiative.
<i>Labour participation</i>	Provides: -financial individuality (independence from the welfare-state) -possibility to plan for the future -financial assets to learn the language -self-esteem -platform for interaction	A refugee has attributes (talents, skills) which can be translated in value for the society if used in addressing other societal issues playing in the community.
<i>Housing</i>	Provides: -the possibility to feel at home - physical and emotional wellbeing	Being settled in one area in a long period of time helps build relationships, learn from the established community members.
<i>Education</i>	Provides: -help for employment -active membership -possibility to build a future	Activities help this process (through them one learns the mentality, system of the land; employment opportunities)
<i>Health</i>	Provides: -active participation and engagement in a community	More focus needed on language (as this becomes a barrier if they can't communicate about their health and if they don't understand the health-care system). Influencing factor: <u>Perception of health care or gender differences</u> can also become a problem (refugee's own experience and religion dependent)
<i>Citizenship & rights</i>	Provides: -how the refugee is looked at in a community and the rights the refugee gets in the society	By taking into account the connection between rights and the integration process , refugees do not have to sit still, avoiding this way all kinds of issues the literature reports. Influential factor: Assisted by the <u>multicultural</u> character of the Netherlands, giving the chance for the refugee to keep his or her own identity (with the encouragement to adopt the norms and values in the Brabant community of establishment). *Remark: As Chapter 2 shows, the identity and culture of the refugee provide traits to hook to the needs and values of the already established community.

<i>Social bonds</i>	Provides: -less isolation & depression; -expertise in dealing with the community of settlement.	<p>Cultural and social activities - help preserve customs, language, religion, traditions and exchange news from home (family reunions put first when choosing a location for a refugee)→by preserving these, they can be used as assets for the community already established (see * previous row).</p> <p>Focus on social interaction (shared values with the community, shared religion, geographical closeness), mix the refugees with established community members geographically, keeping in count that there is still enough contact with family and same ethnic backgrounds</p> <p>Influencing factor: Not so many individuals from the same ethnic group placed in the same location because trouble can appear at the beginning in establishing bonds on a local scale. In time, this might change if shared values are developed within the community, shared religion appears or geographically individuals are close to each other.</p>
<i>Social bridges</i>	Provides: -opportunities - empowers the refugee	<p>Investing in social interactions which facilitate meeting each other, where resources can be exchanged, values shared.</p> <p>Share everyday life experience, use same, facilities which stand, do some activities together and if there is no possibility then create new space or use the existing ones.</p> <p>Organise shared activities-(as participation in shared activities between mixed individuals & groups. Involve already established members of the community.</p>
<i>Social links</i>	Provides: -the connection of the refugee to the public sector and services for example.	<p>More focus needed on language (due to this becoming a barrier if they can't communicate about their problems and if they don't understand the system).</p> <p>More focus on equal access to services for refugee and the community in place.</p> <p>Facilitators are needed who (they help to access services, which is looked at as a majorly important asset in supporting integration). By loosening structural limitations, actual and successful connections are more possible and specific initiatives can be set into action.</p>
<i>Language & cultural knowledge</i>	Provides: -accessibility to public services, economic and social participation	<p>Refugee: Knowledge of local customs, dealings, and possibilities Local community: Knowledge of ref. customs, culture, land of origin.</p> <p>By sharing their cultural values can help promote mutual understanding, contribute to the community. Value for the community in form of products of the culture of the reference.</p> <p>* Remark: Rights and citizenship facilitate this through</p>

		multiculturalism.
<i>Safety & stability</i>	Provides: -the feeling of being welcome, -feeling of home - no fear for the safety	Make the community see the refugee as an added value. *Remark: Look at other domains constituting successful integration, activities related to their culture, other societal challenges in the area). Being settled in one area in a long period of time helps build relationships, learn from the established community members and also helps with the refugee feeling stable (because it does not have to move from an established spot, undermining the feeling of community).

Table 8: Identified facts and attributes of the refugee recognised as a possible chance to apply by the approach of WDG

The above-presented table shows certain reappearing patterns, which in the literature appear as valuable to the refugee in their process of integration. From the perspective of WDG and its approach, these reappearing patterns can be considered as chances in facilitating the process of integration, serving at the same time the community in place also.

Activities, as a form of social interaction, show positive influence on multiple domains of integration for the refugee. During these activities, the community members, including the refugee, can meet, talk, and understand each other better. These assist the refugee in preserving his or her identity and culture, which the refugee can apply as added value for the community.

On a refugee-already-established-community level (social bridges), activities can assist the refugee in getting familiar with the customs (education), values, promote mutual understanding. Activities are also marked as important for the community in place, in order to accept refugees and see them as added value instead of a way for the community to lose value (language and cultural values; social bridges; safety and stability). The thought to be able to lay connection with the community in place, by remaining settled in one area, facilitates this process (housing; safety and stability), the same way as policymakers and practitioners keeping count with the official status a refugee, which determines the scale of action a refugee can offer inside a community mentioned in the previous section.

Strang and Ager (2010) argue that activities show the commitment of a refugee towards the established community, their positive way of reaching out towards this to form connections. They also argue the importance of refugee community organisations, which provide cultural and social activities, and this way offer refugees the chance to maintain their own customs and religion and a range of activities are identified in Chapter 2. as participatory initiatives. Activities are seen also as evidence for integration in the form of an integrated community. Nonetheless, Strang and Ager (2010) do not identify activities, as ways to address the challenge of connecting the needs that the community and the refugee have, synchronised and multifunctionally, which is also a criterion identified for integrating refugees for policymakers and practitioners. This reappearing pattern is a possible synchronised measure, which can lead to multifunctional results for the community in place but also for the refugee, while also dealing with the interrelation and interdependence of the refugee integration domains. Keeping into account the importance of activities, when addressing a concrete challenge in Brabant considering refugees, the approach of WDG makes it possible to take activities as an im-

portant element, for example, in tackling another societal challenge, such as the challenge of loneliness in the community.

It is also possible to symbolize the idea of a 'threat' as opposed to 'think in chances' through the approach of WDG. Ager & Strang (2008) mention placing refugees in communities, where there are already problems present, as only elevating issues for policymakers. This means that such situations should be avoided as they would only threaten the enrichment of a result and not assist the creation of an 'integrated' solution.

Based on the thoughts of 'multifunctionality', the support for a synchronised initiative would be financially more (as the municipality had already established budgets for the other initiative(s) and combining these budgets together could mean more assets for one initiative). The parties collaborating on the challenge with different disciplinary backgrounds, ideas, knowledge, and other assets, could help the initiative in the development of environment-friendly solutions and would serve the sustainability of the solution to the challenge of integrating refugees in the local community. They would also gain new partnerships and achieve ambitions faster and simpler. On the other hand, it could also create a solution valid for another challenge, as the result of connecting the ambition of the stakeholders of the two different challenges.

Consequently, other community members are given the chance to act on their issues distressing their life, providing a feeling of empowerment for them. As the literature review has identified, the willingness to participate from established community members is driven by empathy but also often through individual interests, values or needs, which provide the feeling of ownership towards a SC. The LL literature describes these motivators as drivers, stirring a party to engage. By focusing on individual interests, needs and values as the reason why people engage and which can be identified through research in the Desire/Explore phase, combined with the thought to 'think in chances' and synchronised measures, allows one to address these by combining the values and needs of the refugee and the community in place under one solution. This offers the possibility to look for a common ground and create a solution from which everyone benefits, and at the same time motivating the local community members to engage. Last but not least, the municipality would gain support because it would address the needs and interests of the established community also, this way contributing to the better acceptance of refugees in the local community, while the innovation outcome described as a result of the approach of WDG would apply and could benefit the initiative.

5.1.3. SHAPE

<p>Shape</p> <p>Work out an actual, concrete singular or combination of plan, design, business case, technical elaboration and visual presentation about the result in which it is taken into account:</p> <ul style="list-style-type: none"> • The previous phases are defining for the actual design • The findings (hard or soft facts) included • In the case of integration of refugees criteria established, as factors of influence, is imperative to include • Consensus from the participants

Table 9: Shape inside a challenge of integrating refugees

As mentioned, the team working on the concrete initiative translated from an existing question playing in a local community of Brabant, before starting to give shape to the concept on paper, has to pin this down, by achieving consensus from the participants. The consensus is born if the plan of the approach based on the formulated ambitions, identified facts, values and needs considering the refugees but also established members as part of the local community, is approved. In their solution, the team has to take into consideration all the above-described phases, not necessarily in this order, as determinant for the design.

In this phase, all the hard facts (budgets available, number of refugees to house, aspects for the environment etc.) but also the soft facts have to be included. As soft fact would categorize as an example: the importance of social interaction; the role activities play in the process; the importance of language; locality; the refugee’s talents and other attributes, such as their cultural heritage, and based on these, the possibility of presenting them as an added value to the community in place; the assets and role the established community members can play in the process.

The actual design of the solution, as Chapter 4 already presented, is the result of deskwork, the team-members conduct themselves or/and, if necessary, with the help of consulting experts also for this phase. As a result of this process, a singular or combination of plan, design, business case, technical elaboration and visual presentation about the result, is created.

5.1.4. EXPAND

<p>Expand</p> <p>By communicating the concrete results:</p> <ul style="list-style-type: none"> • The chance to inspire, assist more initiatives of the same kind (policy and practitioners on the local level do not have to ‘reinvent the wheel’) • Other people are enriched • Other initiatives are enriched • Advice for policy and practice possible
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Table 10: Expand inside a challenge of integrating refugees

The concrete result to the initiative considering the integration question inside a local community of Brabant, through the approach of WDG, would enter last phase of the PA. This would mean spreading knowledge and experience gained to other similar initiatives and developing policies that support it. The developed ideas, steps, knowledge, the established network, the combination of people, assets, disciplines and perspectives, together with other elements developed through this particular initiative, can further help other initiatives from other sectors or disciplines in developing their solution through laying connections, leading this way to cross-disciplinary and cross-sectoral solutions in the integration debate and other themes.

After the development of a result, the team has the possibility to communicate its results in multiple ways. A gathering between the team members and responsible officials from other local or regional refugee initiatives can happen, during which the result is communicated in form of a digital presentation or an interactive meeting (WDG, 2016; Res D). Also at the same time, a report can be created about the concrete challenge of integrating refugees in that community, which serves the goal of reciting the development process, presenting the solution and based on the conclusions, advice for policy and practice. This report is then uploaded to the website of WDG and sent with the help of

electronic mail to participants in the initiative, those who have been present on the gatherings about the initiative, but also the network of WDG, appearing also in the monthly newsletter and social media sites (WDG, 2016; WDG, 2018e).

This information, documented also on paper, then offers the possibility to be used during other similar challenges considering the complex challenge of integrating refugees. Some team members can enter the role of 'ambassadors' to carry on the results and integrate them into educational programs or make other possible steps, which can further help the spreading of the solution. WDG has access and can choose to use the internal channels of the PNB, through which the network of the provincial government is also reached and enriched, offering more chance for the solution to reach those who have the power to act in favour of it. This way is also possible the finding of more similar challenges for WDG to engage in the future in, which starts the cycle of the approach again in which people, initiatives, networks, and results are enriched. That step is at that moment dependant on whether WDG makes the choice or not. Further, the result to a local refugee integration challenge has this way the possibility to inspire and assist more initiatives of the same kind, municipalities not being forced to 'reinvent the wheel' each time when addressing a similar refugee challenge on the local level.

6. Chapter: Conclusion

Aiming to fill the need for new approaches which can assist the local level in developing solutions to the complex challenge of integrating refugees, the networking role of the PNB and as a consequence of that, WDG has been investigated. The final and deriving chapter of this research returns us to the main research question:

How can the provincial government of North Brabant, through its networking role, contribute to the development of solutions for the integration of refugees in local communities?

The aim of this chapter is to provide an answer to this question. To do that, the main findings of this research will be critically discussed in a derived and underpinned way. Further, an attempt of contributions to new theoretical insights, linking the findings to existent theory, will be made, and recommendations for future research and policy will be given.

The first chapter of this research has introduced the topic and the objective of this research. Chapter 2 has answered the first research sub-question: ***What is the current situation- and what are the challenges for the local community, considering the integration of refugees in the province of North Brabant?*** and has established the conceptual framework of the research built on refugee integration, GNet and LL literature. Chapter 3 has discussed the methodology used while in Chapter 4 the results and findings have been presented. The results were displayed in a structured way and analysed inside Chapter 4 based on the conceptual framework, in order to answer the second research sub-question: ***How does the networking role of the PNB come forth inside Werkplaats De Gruyter?*** It also provided information to answer the third research sub-question: ***How does Werkplaats De Gruyter categorize as a Governance Network based living lab and what is its approach?*** Chapter 5 then has adopted the results presented in Chapter 4 to the refugee integration challenge in the form of a thought experiment, this way answering the fourth and last research sub-question: ***How can the approach of Werkplaats De Gruyter be implemented to aid the local community of Brabant in the challenge of integrating refugees?*** The conclusion of the research is as follows:

6.1. The way the provincial government of North Brabant, through its networking role, can contribute to the development of solutions for the integration of refugees in local communities

It can be argued that the regional government of Brabant, by setting up and engaging inside WDG, as a result of the PNB's networking role, is a potential provider of a 'way' in developing solutions to the challenge of integrating refugees presented in this research. WDG as an intermediary for the PNB to work in a networking way, defined to be a GNeLL showing GNet and LL attributes, through its approach facilitates the PNB to contribute to the demand for a multidisciplinary and integrated approach inside the refugee integration challenge in Brabant and can address the complexity of the refugee integration challenge defined inside this research. WDG assists the PNB in the necessity for cohesion and collaboration in approaching the interrelation and interdependence of domains, by connecting stakeholders, their values and needs, perspectives, sectors and their attributes together

in a customized, multidisciplinary-, cross-sectoral and synchronised way. The GNeLL identification of WDG and the approach of WDG leads also to innovation, which argued by the literature, has the potential also to address the complexity of a challenge.

6.1.1. The current situation and the challenges considering the integration of refugees in the region of Brabant

Such above discovery was possible to make by at first investigating the current situation and the challenges considering the integration of refugees for a local community in the region of Brabant. The concepts behind 'successful integration' showed the impact of the two-way process of refugee integration for the local communities not only in theory but also in practice to Brabant. This investigation resulted in the further definition of the self-maintaining, complex situation considering refugee integration and helped generate a framework for the practical part of the research by introducing the criteria for measures for policy and practice, necessary to addressing considering the integration of refugees. In this way, the need for multidisciplinary approaches; integrated policy, approaches and services including synchronised measures, have been identified and marked as necessary characteristics for the process to succeed.

6.1.2. The manifestation of the networking role inside Werkplaats De Gruyter

Through defining the manifestation of the networking role of the Province of North Brabant inside WDG has served to present the networking role of the PNB as the context in which WDG has come to existence and introduce this entity as a result and possible example of the regional government working in a networking way, in practice. The networking role of the PNB manifesting is the origins and the functions of the entity, by WDG becoming a physical space to foster collaboration, and adopting the MGA to facilitate bottom-up collaboration, makes it possible to argue that the PNB and its networking role has been deciding the entity and approach of WDG. WDG is the result of translating the networking role into practice and consequently is a genuine example to signify the 'way' the networking role can address the societal challenge of integrating refugees in local communities in Brabant.

In the meantime, the connection between the GNet literature and its manifestation in practice in Brabant has also been laid. Some elements from the literature were confirmed in practice while extending the knowledge considering the networking role of governments and the knowledge on GNeLLs on a regional level. For example, the reasons for a networking role from the regional government, which cannot address societal challenges on its own, due to the (Provan & Kennis, 2008) and is in need for the commitment and resources of other societal parties (Keast, Mandell & Brown, 2006; van der Steen, Scherpenisse & van Twist, 2015; Ojo & Mellouli, 2016) has been confirmed to happen in practice as mentioned in the literature. Also, that through WDG, the PNB makes an aware choice, out of necessity, to avoid top-down governing. This is important as, through this choice of necessity, the literature identifies that governments intend to maintain support from the society (Klijn and Koppenjan, 2012).

6.1.3. Categorising Werkplaats De Gruyter as a Governance Network based living lab and mapping its approach

The third research question helped identify WDG as a GNeLL, and map the approach of the entity, through the conceptual framework built up from GNet and LL attributes. Its GNet attributes reflected a combination of a 'Governing Network' and 'Service Delivery and Policy Implementation Network', directed on collaboration between multiple levels and sectors of the Brabant society, with a multidis-

ciplinary background on a regional level (Nevens et al., 2013). These parties exchange a wide variety of resources inside the network and value is generated by motivating parties of the Brabant society to engage in the network. The role of the PNB proved to be that of an active partner and decisive organ inside this entity, which is oriented on solving societal challenges through collaboration and sustainability in the region. At the same time, the GNet entity influenced by the networking role of the PNB proved to determine an established basic context in which the approach of WDG moves.

Further, its LL attributes showed the potential of its approach to solving societal challenges in the region of Brabant, but also made it possible to identify it as an innovation intermediary for the PNB from the perspective of laying connections and enhancing collaboration. The approach built up from the IA and the PA, engaging the MGA, facilitated and determined by boundary organisation attributes, sustainability, experimenting, research, 'concreteness' and facilitated or hindered sometimes through participation and openness, while further contextualised by the GNet attributes of WDG, functions to connect and enhances collaboration inside a SC (Gascó, 2017). This makes it possible to argue that WDG is a platform for stakeholder interaction and collaboration, though conditioned, and it is based on "*knowledge-exchange, co-creation/co-production techniques and participatory methods*" (Gascó, 2017, p. 91) in which besides sharing knowledge, the expertise of stakeholders can also be shared (Veeckman et al., 2013). In such a way WDG facilitates innovation for the PNB.

GNet attributes:

The role of the PNB inside WDG is significant and decisive but there is also a clear reciprocal, beneficial relationship between the PNB and WDG. Both entities fill in different roles for each other, but which relationship can be confusing for some. Too accentuated presence of the PNB is not desired by either entity but as it seems at this moment it is still necessary. The presence but also absence of the institution has benefits but also obvious barriers to the functioning and efficiency of WDG. The PNB has a direct influence on the approach of WDG by providing certain 'freedom'(s), protection, but also financial, social and network assets to WDG. On the other hand, it similarly came to the surface, that this role, due to being not the only role of the PNB, is a tactical step the institution makes, which provides the PNB vital role inside the network, encouraged by Klijn and Koppenjan (2000) as a 'should' inside a GNet. At the same time, it helps maintain the institution's hierarchal position inside the network and creates the concept of 'participation not based on equivalence'. WDG, as a physical space but also as a network, created to serve collaboration, reflects the characteristics of the PNB as a network builder (Klijn & Koppenjan, 2000) and an initiator for collaboration (Steen, Scherpenisse & van Twist, 2015), and adds further to the manifestation of the networking role inside WDG and the meaning of WDG's GNeLL entity.

Attributes, such as the GNet type make the connection to the literature, categorizing WDG as majorly a 'Governing Network' (Ojo & Mellouli, 2016) but showing elements of a 'Service Delivery and Policy Implementation Network' also. This brought WDG another step towards a GNeLL identification, bringing to the surface attributes such as 'solving societal challenges' 'connecting', 'integrated' and a 'living lab in which an active, participating government is present' decisive for its approach. Through analysing WDG was also discovered that there is at least one GNet entity, which is a combination of two different GNet types. Ojo and Mellouli (2016), in their own work, make no reference to such possible combination.

WDG has been identified as a goal-oriented network, argued by Provan & Kenis (2008) as a necessary characteristic of a GNet, as it focuses on collaboration in order to address SCs in the region of Brabant. At the same time the goal is also focused to 'generate value for the network' and in this also the PNB occupies a decisive position. This way it further strengthens the relationship between WDG and the PNB, which is necessary to argue WDG as a 'way' for the PNB and introduces 'value generation' as an attribute of WDG.

Other important attributes of WDG, such as investigating its network composition, introduced not only the involved societal sectors of the QH model (Arnkil et al., 2010; Cavalli et. al, 2016; Gascó, 2017; Keith & Headlam, 2017), which though a characteristic of LLs, but confirmed that diverse participants on 'different levels and sectors of the society collaborate inside WDG with different disciplinary backgrounds' (Ojo & Mellouli, 2016).

This identification helped delineating further the context in which the approach of WDG is applied and helped identify important elements, such as the role of a specific societal group inside the Brabant society, which shows the potential to realise innovation.

The idea of exchanged resources, as an attribute of WDG, is an overlapping attribute of a GNet (Ojo & Mellouli, 2016) and of a living lab (Gascó, 2017), laid a relevant connection between the GNet and LL literature inside this research. As the presence of exchanged 'everything' is there inside WDG, it is possible to argue that the approach of WDG moves in an environment where all sort of 'resources can be adopted' in order to address the complexity of a societal challenge. While structuring the network in order to make the best of the resources (Ojo & Mellouli, 2016), WDG engages young people for all sort of purposes, one of them mentioned in the previous paragraph.

The interdependence of actors, who through interaction reach the shared goal (Provan & Kenis, 2008; Ojo & Mellouli, 2016), could be determined by looking at the 'drivers' of the participants as the reason to participate inside WDG (Veeckman et al., 2013), further defining WDG as a GNeLL, but also showing the presence and potential of 'value generation' which can motivate different societal parties to engage together with WDG.

LL attributes:

The physical location of WDG confirmed its boundary organisation attributes (Keith & Headlam, 2017) and at the same time could be marked as a characteristic of a LL also of a GNet (Ojo & Mellouli, 2016), laid connection between GNet and LL literature. WDG becomes a 'space' for condensation between, which facilitates collaboration and the approach in multiple ways and in this way, influences indirectly the SC at hand. Being 'outside of the tower' of the PNB, the position of the physical space is significant. This physical space provides that 'fairly autonomous' characteristic of WDG from the state the literature talks about (Ojo and Mellouli, 2016). Due to the provided freedom by the PNB, the absence of bureaucracy and formality, collaboration, participation and experimenting inside WDG are facilitated and emotional transition and resource exchange happens, leading to innovation.

The approach of WDG has been argued to be influenced by other features, which the same way as the physical location of WDG, this way indirectly influence a SC. Sustainability appears as the 'highest umbrella' inside WDG, and at the same time identifies as another LL 'filter', called "*future-oriented*" by

the literature (Keith & Headlam, 2017, p. 11) through which WDG as reflects LL attributes. Further, experimenting is another element of the approach of WDG. Nevens et al., 2013, Gascó, 2017, and Keith and Headlam, 2017 all argue the importance of experimenting inside a LL, as a characteristic of the process, through which the solution or service development is realised. Inside WDG experimenting facilitates the bottom-up and innovative course of the development process, which needs to be protected from institutionalization. Research is present in multiple ways inside WDG, as discipline, a condition for the approach to work, also a practical step during the PA, a tool to discover and lay connections, which shows that WDG integrates simultaneous research into its own practice (Nevens et al., 2013). On the other hand, it is an element what differentiates WDG from a LL in its scale of doing research, identified as WDG being more focused on practice instead of theory and raising the question over the LL entity of WDG. 'Concreteness' is another feature of the strategy, influencing the bottom-up course of the approach, facilitates the active, participating government while contributing to the combination of theory and practice inside WDG, which results in innovation. It is not an attribute of a LL mentioned by the literature.

Investigated as platform for participation and collaboration and the results presented in combination with its above-discussed GNet and boundary organisation, allows identifying WDG as a platform for stakeholder interaction, participation, and collaboration , but not unconditionally. Active participation of the stakeholders inside WDG proved to be happening due to different aspects of the philosophy and practice adaptation of the WDG approach and other elements decisive for the approach (Gascó, 2017), but it is conditioned to roles based on necessity, which are further decided by the specific elements influencing the approach and the approach itself. This means that the openness of WDG can also be defined as conditioned, which limits the flow of knowledge, strategies and resources (Veeckman et al., 2013) inside WDG. The functioning of WDG, in which experimenting plays a significant role is facilitated by trust provided by the provincial institution. The role of the PNB inside WDG is significant, which excludes the possibility of what Gascó, (2017) argues, as users participate on equal ground as the rest of the participants in the process of research, development, and innovation. A GNeLL, due to the dominant position of the government in it, is on this attribute different from a LL in the public sector, what Gascó (2017) talks about.

The conditioned participation makes it possible to argue that inside WDG '(active) user-involvement' (Veeckman et al, 2014; Gascó, 2017; Keith & Headlam, 2017), or the inclusion of the stakeholders of a societal challenge happens in two ways. By bringing to the surface stakeholders' interests, values and needs and looking into the impact of the certain challenge, WDG can be argued to target them directly (Veeckman et al, 2014), while by identifying their attributes and engaging them through their 'power' inside a challenge of WDG, the stakeholders are included actively in the process of development, which Gascó (2017) argues as more important than the outcome.

There are some, as this research has shown, with who the process of the approach is not shared with, and certain connections between the PNB and the WDG do not happen, due to lack of trust. These criteria are not clear, as they seem 'unspoken' and cause confusion for the meaning of participation inside the entity. By engaging in concrete initiatives, laying the connection with 'those that is really about', and organising participation, even if it's based on certain conditions means that WDG can be looked at as an entity which empowers certain groups of the society (Gascó, 2017). On the other hand, while some are empowered, others are denied the same chance.

Drivers (Veeckman et al., 2013), as created value for individuals and sectors also, realised through the integrated aspects of the approach, engaging the MGA (connection to the society, connection between different aspects of the society ('looking for chances' and the 'richness of combinations'), and responsible for the openness of the network towards participation, as the literature, also mentions (Veeckman et al., 2013), and as conditioned participation inside WDG also proves.

The mapping of the approach has mainly served the purpose of identifying prospective elements, which if adopted to the refugee integration challenge on the local level in Brabant, express the potential to provide satisfactory outcomes when addressing the complexity of the challenge.

6.1.4. The approach of Werkplaats De Gruyter implemented to aid the local community of Brabant in the challenge of integrating refugees

When adopted the approach of WDG to the challenge of integrating refugees in the local level of Brabant, some elements proved to be able to address directly the complexity defined in the 'Introduction'. The approach of WDG could not be considered without WDG's GNet attributes, sustainability, 'concreteness', experimenting, and research aspects, which influence how the approach functions and this way indirectly assist the complexity of the challenge also.

Sustainability could be argued to provide possible ways to consider the long-time effects of the results, what Vermeulen and Rietveld (2015) mention as those addressing the domain should extend their perspective to, this way not directly addressing the interrelation and interdependence of these, but indirectly influencing a result and enriching initiatives and those working on it (Bosswick & Heckmann, 2006). Through 'concreteness' an existing, real challenge around the integration of refugees inside a local community in Brabant can be addressed, providing the initiative with ownership, which acquires financing but also secures that the achieved result is materialised in practice and further expansion to policy and other practice are this way possible. The PNB, as powerful organ inside the 'werkplaats', releases bureaucratic processes inside WDG, which can be looked at this way as facilitating "*flexible, not bonded intermediation*", Razenberg and de Gruijter (2017, p. 12) argue as a characteristic of customized work inside the refugee integration. This customized work then, also reflecting in the 'challenge dependant' and bottom-up elements of the WDG approach, can be argued to assist the request of the OECD (2016) and Strang and Ager (2010), in the thought of 'no-one-size-fits-all' (OECD, 2016, p. 35).

WDG becomes a 'vehicle', which offers active participation and ways of collaboration for the government but also for other societal sectors inside Brabant, as a boundary organisation. The boundary organisation aspects of WDG, though it does not address it directly, it facilitates the necessity of sharing responsibility for the process from all sectors and levels of the society (O'Neill, 2001; Rietveld, Sohler & Sarton, 2016; VNG; 2016, as WDG provides space for collaboration and an approach which is based also on the same aspects.

The approach of WDG, characterized as 'integrated' through multiple features (looking for 'chances and threats'; the 'richness and logic of combinations; engaging the MGA approach; laying connection and connection between sectors and their attributes in the form of 'cross-overs': disciplines, themes, challenges and initiatives) can be argued to live up to the integrated approach, which is found as a necessity for cross-sectoral and -level collaboration (Daley 2009; Sohler & Poiesz, 2015; Rietveld, Sohler & Sarton, 2016) while keeping count with the interdependence and interrelation of the domains leading to 'successful integration' (Ager & Strang, 2008).

The philosophy of 'integrated' encompassing the MGA, translated into practice as stakeholder analysis, make it possible to address the needs of not only the refugee but also those of the community in place. These make it possible to handle the challenge as a 'two-way process', requested from the literature (ECRE, 1999; O'Neill, 2001; Castles et al., 2002; Ager & Strang, 2008; Strang & Ager, 2010). The perspective and 'power' of the refugee and the local community can be incorporated (O'Neill, 2001; Bosswick & Heckmann, 2006; Spencer & Charsely, 2016), at the same time making it possible to trigger openness and engagement from the stakeholders, as the approach focuses on discovering and acting on their needs and values. In such way, it assists through drivers the call of the literature to investigate this process from the perspective of the 'key actors' to come to optimal solutions for all (Strang & Ager, 2010).

Elements, as applying the MGA which acts on the active participation of stakeholders in a challenge from bottom-up, requested by the literature (Bosswick & Heckmann, 2006), can assist policymakers and practitioners in lessening the social tensions inside a community in which refugees are placed in the future, and at the same time empower community members. Nonetheless, due to the conditions for participation, spoken or unspoken, at least one group of the society is identified as limited in participating, this way raising questions about the empowerment capability- and the openness of WDG and limiting the potential flow of resources. Further, it is plausible to maintain the support from the society through the MGA, focused on value creation to all involved, which this way addresses 'mutual accommodation' and lessen social tensions inside a community (Strang & Ager, 2010). On the other hand, it provides the potential for the government to act and take the first step, initiating collaboration with the society, which is prepared to do it anyway, with or without government support (van de Wijdeven, 2012).

By focusing on discovering the 'power of the society', also as an element of 'integrated', facilitated by conditioned participation inside the approach and guided by thinking in 'chances and threats', makes it possible to identify the refugee, as an added value to a community (Ager & Strang, 2008). This helps to avoid linking refugees to only negative effects and lessen the existing tensions (Castles, de Haas & Miller; 2014; Vermeulen & Rietveld, 2015; de Gruijter, Rietveld & Razenberg, 2016; Omroep Brabant, 2018).

The approach of WDG, through conducting research about the existing situation, facilitates the creation of multidisciplinary and synchronised or 'multifunctional' measures, described as 'cross-overs'. The 'power of the society', assisted by WDG's network composition based on the QH, engages different aspects of the stakeholders and helps adopt this way the by the refugee integration literature lobbied necessary multidisciplinary approach (Strathern, 2006; Voutira & Doná, 2007) through the approach's own multidisciplinary attribute.

'Synchronised measures', also a part of the element of 'integrated' inside WDG, take into consideration other societal challenges already playing in the community (directed on laying connections not only to the society but also between sectors and attributes of these sectors), is another way to argue the match of the approach in addressing the refugee integration complexity. These measures then make it possible to dismiss the idea of sectoral thinking and address multiple domains of integration at the same time, assisted by 'thinking in chances'. These elements combined with the MGA and its attributes to focus on the values and needs, can also assist the necessity of creating shared values, identified in the literature as 'minimum requirement' (Strang & Ager, 2010), and address the willing-

ness of community members, when approaching integration in local communities, through the example which was given in the form of 'activities'.

Though not mentioned by the refugee integration literature directly, innovation (Bason, 2010), due to its characteristic of happening through collaboration, has been identified inside this research and connected to the complex refugee integration challenge on a local level in Brabant.

WDG's identification as a GNeLL, an innovation intermediary for the PNB, and the description and analysis of its approach allows the identification of an innovation outcome as LL attribute to assist addressing the complexity of refugee integration defined in this research. The innovation outcome, the last LL attribute of WDG analysed in order to identify it as a GNeLL, is seen to be present not as technological or inventing new products, but more a perspective dependent concept. The bottom-up and process-based aspect of the approach of WDG, which are concrete and challenge dependant, facilitated by the 'freedom' granted by the PNB, is seen to lead to such an outcome. Innovation can be achieved through experimenting but also collaboration, as the result of the WDG approach, laying connections to the society but also in form of 'cross-overs'. As a form of action, it is a result of the 'richness of combination' to which the collaboration organised inside WDG between multiple societal sectors, groups, subjects, initiatives, and disciplines, leads. Through these laid connections, characteristic of the IA and PA engaging the MGA, one shares asset with each other through different participatory roles, knowledge and other asset exchange. The approach encompasses also 'thinking in chances' and challenges participants to step outside their usual way of functioning and take on different, broader perspectives which can also be seen as leading to such result. Further, knowledge translated to practice can lead to innovation, which could be applied addressing a refugee integration challenge through the approach of WDG.

It is possible to conclude then, that by showing an approach to addressing the challenge of integrating refugees, built up from a variation of elements of the cross-conceptual GNeLL, as a result of the networking role of the PNB, contributed to multidisciplinary refugee integration literature (Bosswick & Heckmann, 2006; Strathern, 2006; Voutira & Doná, 2007; Ager & Strang, 2008; Strang & Ager, 2010; OECD, 2016; Spencer & Charsley, 2016), as it makes the connection between refugee integration, GNet and LL literature. The WDG as an intermediary for innovation and its approach of WDG, coming from the regional level, introduces another perspective for the local level to address this challenge, providing an 'integrated' approach, through which different levels and sectors of the society can collaborate and provide prospects and value for 'all' residents of Brabant, including newcomers (Rietveld, Sohler & Sarton, 2016).

The approach lays connections to the society and between certain aspects of the society; guided by the principles of sustainability, composed of the IA and a PA, which facilitate: investigating and addressing the integration of refugees bottom-up, from the perspective of all the 'key actors'; the cross-disciplinary, cross-sectoral and synchronised measures, which facilitate the interrelation and interdependence of domains but which are also marked by the refugee literature as necessary to create value for all involved and so lessen social tensions (Bosswick & Heckmann, 2006; Ager & Strang, 2008; Daley, 2009; Strang & Ager, 2010; Rietveld, Sohler and Sarton, 2016; Spencer & Charsley, 2016).

6.2. Limitations and Recommendations

Difficulties in conducting the research

The above provided information should be considered together with certain limitations I encountered as a researcher. Being inexperienced in the process of researching, going back to study after a break of 5 years, in combination with my background as a student from another country, arose certain difficulties during the research. Not being able to find the focus of the research or get lost in the 'sea' of literature have presented more complications. These were assisted by stress (Boeije, 2010) and struggles with the Dutch language, as not my native language.

During the data collection process, the difficulties manifested in one interviewee candidate not responding in joining the study, which resulted in less complete information gathered. Another way was the delay in providing a reaction during the 'early composing' phase, which provided the right set of data, but has meant extra time from the research.

As the expertise and experience of respondents was found more valuable to the research as their sectoral background, the research has been encompassed from the perspectives and knowledge of the regional government and the business sector, what makes the research from this perspective rather two-sided instead of integrated.

Recommendations for further research

The networking role of the PNB

As collaboration stays necessary for finding solutions to complex societal challenges, it is important for further research the networking role of public organisations. Therefore it is possible to keep on developing understanding about it for future research and policy. While investigating the manifestation of the networking role of the PNB inside WDG, it came to the surface that though there is a well-defined and applied guideline in the work of Steen, Scherpenisse & van Twist (2015) for the meaning of the networking role, inside the PNB there is still confusion surrounding the definition of this role from 'non-governmental eyes'. As the networking role is not the only role the PNB, and due to its other roles, the PNB is seen to maintain its hierarchal position towards other societal sectors, further research should consider investigating the meaning of this role from a non-governmental perspective. In such manner, a more clear definition of the concept for all societal sectors can be aquired.

Governance Networks and Living Labs

As Gascó (2017) claims, LLs in the public sector are under-researched entities and this research has intended to contribute in filling that gap. It also introduced the concept of a GNeLL, creating a cross-conceptual entity resulting from the LL and GNet literature. This cross-conceptual entity draws with itself the question about the existence of other similar entities as a possibility for further research. Further research would also be necessary to reveal more cases in the field of LLs inside the public sector as this research due to no grounds for comparison and lack of resources, could only contribute with one case, which provides a rather one-sided view. Such research would offer the opportunity for comparison in the future. This automatically draws with itself the question of how living labs on other levels of the public sector in the Netherlands manifest? Is the presence of the government just as

dominant? How can they be characterized inside other institutions on a regional level inside the Netherlands?

During this research, an integrated conceptual framework of a GNeLL has been created, from which only a selection has been investigated inside WDG. This conceptual framework (which can be found under Appendix 8.2.), has never been investigated fully in practice and could serve as a guideline for a more in-depth and detailed investigation of GNeLLs.

Also, WDG shows a mix of attributes from two different GNet types. There has been no reference found during this research inside the literature to such possible combinations (Ojo & Mellouli, 2015), as the literature categorizes each type separately and makes no mention of a possible mixture. This draws with itself the question about the existence of other possibilities in combining and draws with itself the necessity in further researching GNets to provide more thorough understanding of such plurality.

Integration of Refugees

The approach of the 'werkplaats', is a different perspective to address the complexity of refugee integration in the local communities of Brabant, but cannot be claimed as a certainty of success to all initiatives. These initiatives need to match certain criteria in order for the approach of WDG to be able to address, which are shaped by the region of Brabant. In such a way the approach is limited to the region of Brabant, while initiatives considering the integration of refugees are all different in every region of the Netherlands. This automatically raises the question how other regional governments can assist local communities in the complex challenge of integrating refugees by adopting the networking role? What can different regions learn from each other? This, together with the thought that this 'wicked problem' maintains its presence in dynamic societies, as this research has shown, means that further research considering the integration of refugees is required also in the future.

Thought Experiment

Utilizing the thought experiment to adapt the approach of WDG to the theme of integrating refugees, is one way of investigating the match of these notions. Nonetheless, it is important that further research follows this process also in practice. Such an action would contribute to the strength of the approach, which if not focused on a concrete case, is limited to theory. At the same time, such practical investigation will provide the possibility to observe and test the accuracy of this research's thought experiment also in a real-life situation (Maxwell, 2013).

Recommendations for policy

It becomes obvious that WDG is in position of certain elements constituting its approach, which make it desirable and profitable for the provincial institution, but also for the individual person. These elements have been there before this research has been conducted, but maybe less accentuated. Benefits provided by WDG's 'freedom' from the PNB and 'power to connect' should not be ignored. Others from the provincial network could be encouraged to adopt elements such as a 'separate physical space', in order to experience a different environment than 'the life of the tower', which as this research has shown, has beneficial effects on one's way of thinking and functioning.

Finding the balance between the presence and the absence of the PNB, without ignoring either party's goals and ambitions, while at the same time focusing on the value which can be generated for the whole network and the SC addressed, might also prove crucial. Previously it has been mentioned that these presence/absence dilemma is responsible for certain benefits but also disadvantages inside WDG.

In order to increase the power of WDG, it is important that misunderstandings, which might lead to losing trust from those already participating is important. WDG might consider determining the 'unspoken' criteria for participation and focus on building and maintaining trust inside and outside of the network. Crating a clear inventory of- and communicating the criteria considering participation inside WDG, could help avoid losing already existent trust or it could be another way to generate trust.

Introduction of a research method, a coding strategy, and a concept

Finally, I would also like to mention that conducting this research has made it possible to introduce 'early composing' as a different way to gather data from the traditional ways the literature refers to. At the same time, there is also a coding method used, called 'hyphen extension', which has been conceived during this research and does not appear in the methodology literature. Further, the concept of Governance Network based living lab has been introduced, as a cross-conceptual entity, created from the GNet and LL literature.

7. References

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8. Appendices

8.1. Appendix: 'A Home Away From Home'

In February 2016 at WDG, an outside location and initiative of provincial employees and its partners, a challenge has been presented, initiated by the chief government architect of the Netherlands and the COA [Centraal orgaan Opvang Asielzoekers]. The goal of the challenge: to develop innovative housing solutions for asylum seekers, with which the COA can more effectively approach the unpredictable influx of asylum seekers and at the same time can provide a temporary, safe, sober, and social well-fitting home to this group of individuals. In addition, the goals were also to boost the housing market with the help of the challenge by coming up with innovative ideas (AHAFH, 2016).

As then current dual-student of the PNB positioned at Werkplaats De Gruyter, I participated in this challenge with other six fellow students with multiple disciplinary and cultural backgrounds. After deciding to partake in the challenge, the development of our solution started, based on the approach WDG has been adapting to other societal challenges taking place in Brabant.

Our team did not make the second round, but our ideas have been further encouraged by the provincial administration, on that time responsible for the coordination of municipalities in the challenge of housing refugees, in relation to their own project, Brabantse Aanpak Opvang Vluchtelingen (BA, 2016).

Six of us decided to work further and develop our ideas and findings, based in the conclusions from the above-mentioned challenge (AHAFH, 2016), in which integration of refugees, the social concept of our previous project, as an 'urgent' societal challenge for Brabant, has received the central place. We presented our thoughts on the 13th of July, 2016 to an open group of participants, composed of stakeholders identified by our team through the network of WDG, in the process of refugee integration in Brabant. Also, we presented on the 14th of July, a day later, to a closed group of participants, the initial audience composed of civil servants representing municipalities, the provincial government and the chief government architect, Floris Alkemade, also (WDG, 2016).

8.2. Appendix: Complete conceptual framework of a GNeLL

The description over the Conceptual Framework developed based on the literature review about Living Labs and Governance Networks and Governance Network Theory, you can read in Box 1.

The reading of this model begins from left to right. The first column on the left side has the general attributes, which based on the identified characteristics of the Governance Network, are determinant to the GNeLL. The dashed or continuous lines show the flexible composition of the GNeLL, in which the government is permanent actor, and from the other categories at least one actor has to be present. The multitude and variety of the actors is determined by the challenge, which is why the lines circling the actors have been addressed dashed. The process is open for participation next to the governmental organizations, which is also symbolized by the dashed lines. Each individual actor is in possession of an individual goal or need and inside, for which they become part of the network, but the network of the network they address and peruse a shared goal or solution to a need. The actors in the process and the needs of the individuals can change, based on the context of the challenge being addressed at the time. The GNeLL is composed of two elements, a Strategy and a Structure, which are elements that define its function.

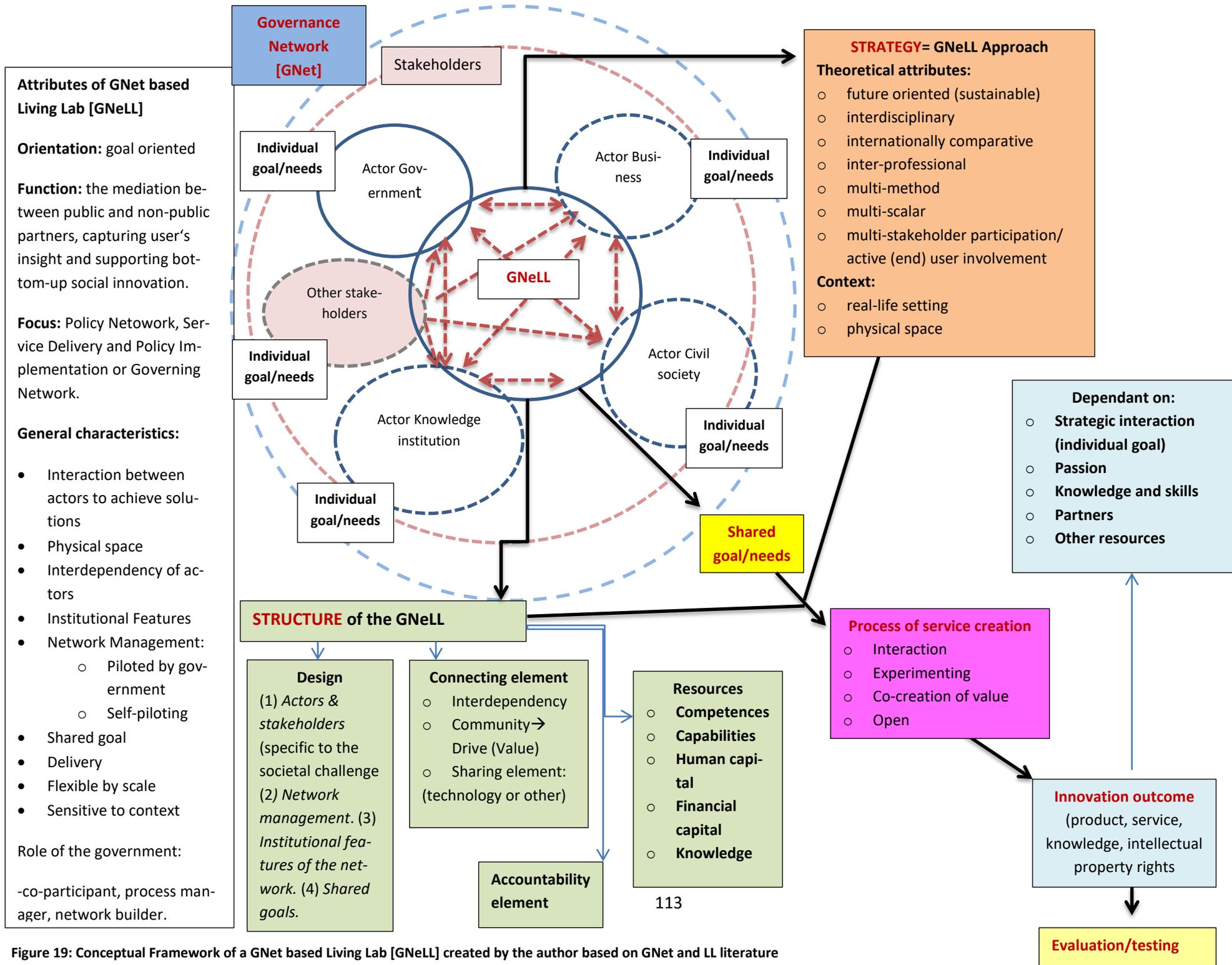


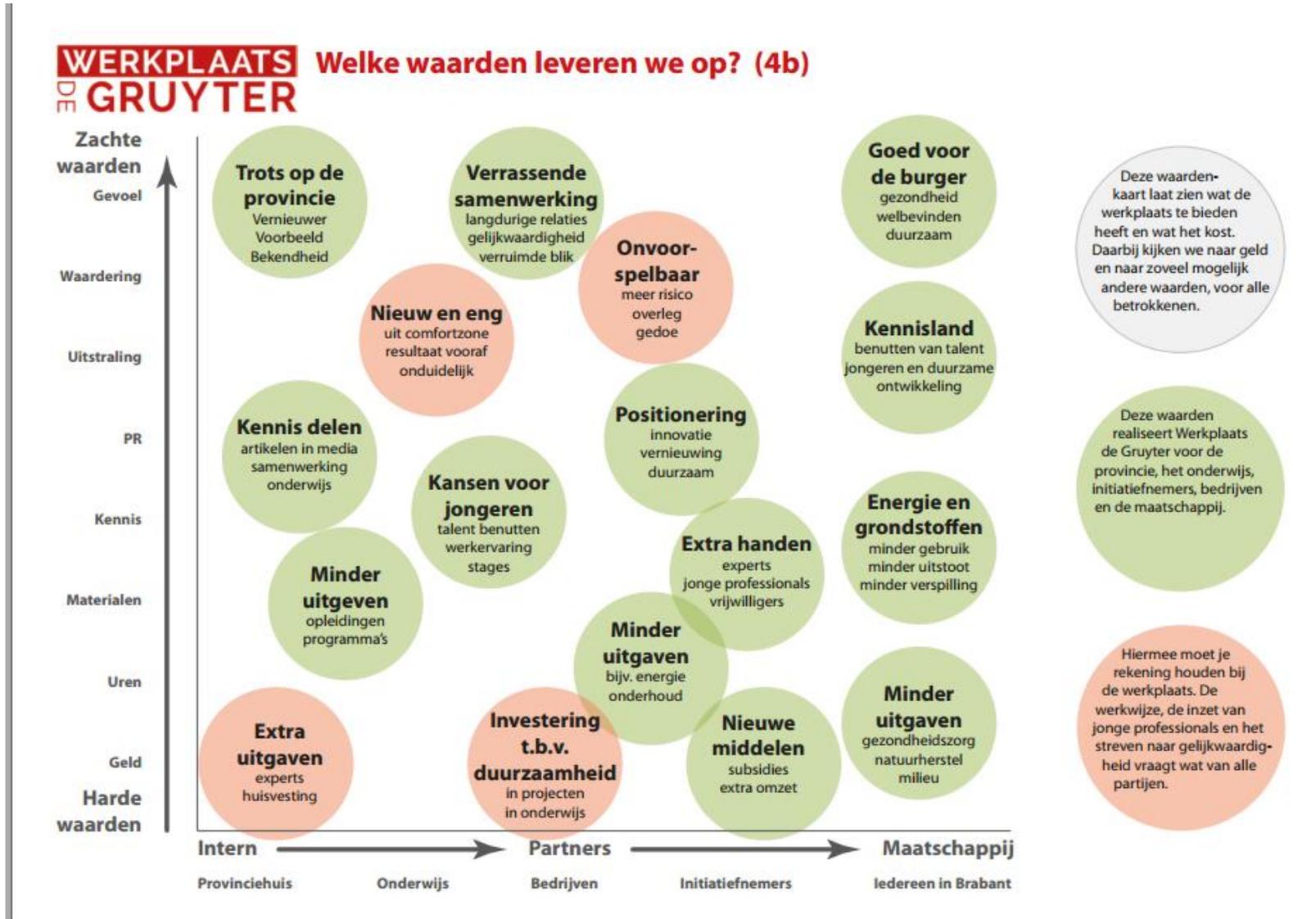
Figure 19: Conceptual Framework of a GNet based Living Lab [GNeLL] created by the author based on GNet and LL literature

8.3. Appendix: Added value inside Werkplaats De Gruyter

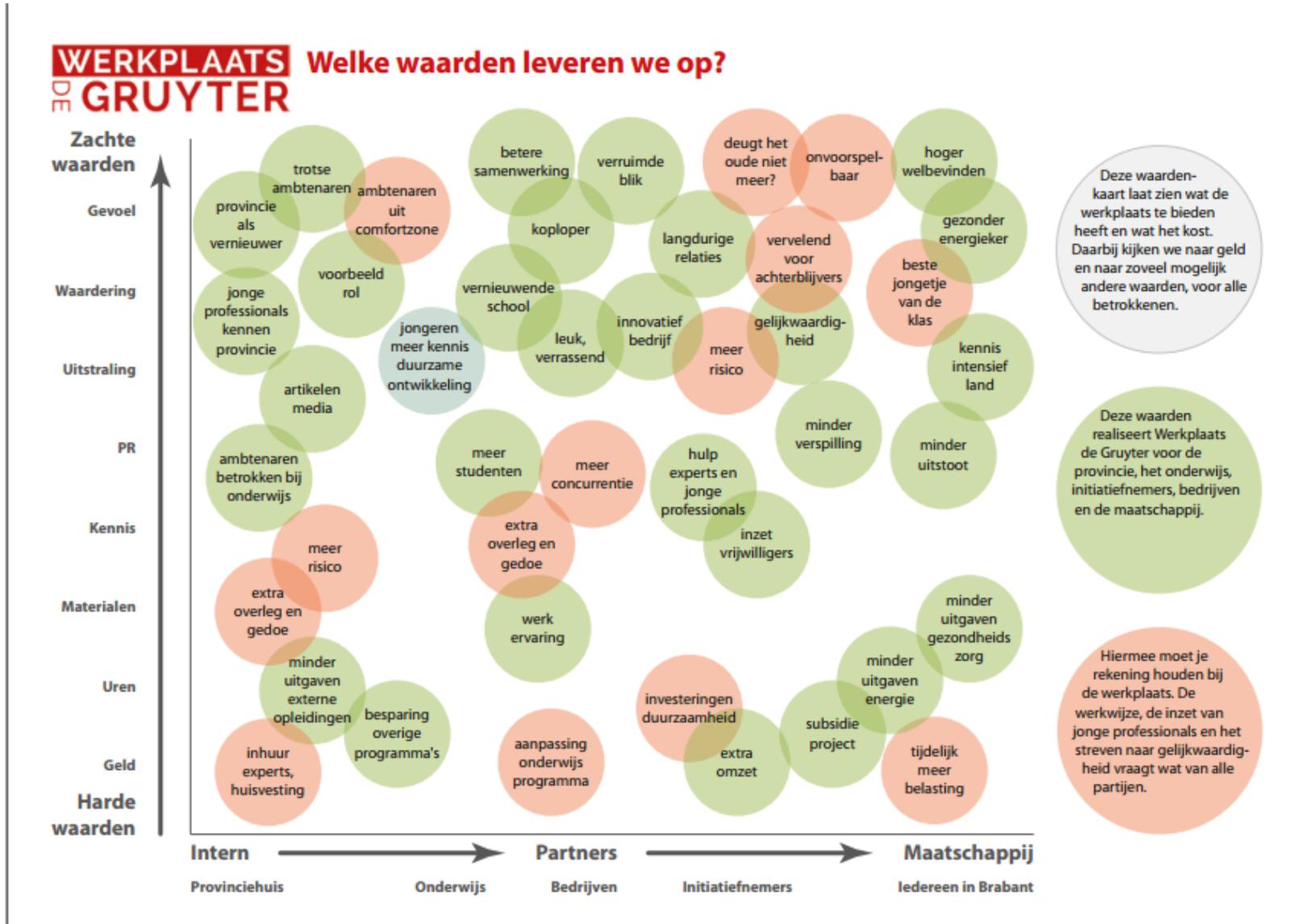
8.3.1. Value card (a)[Value generated by Werkplaats De Gruyter](P8, p.6). (WDG's own infographics created)



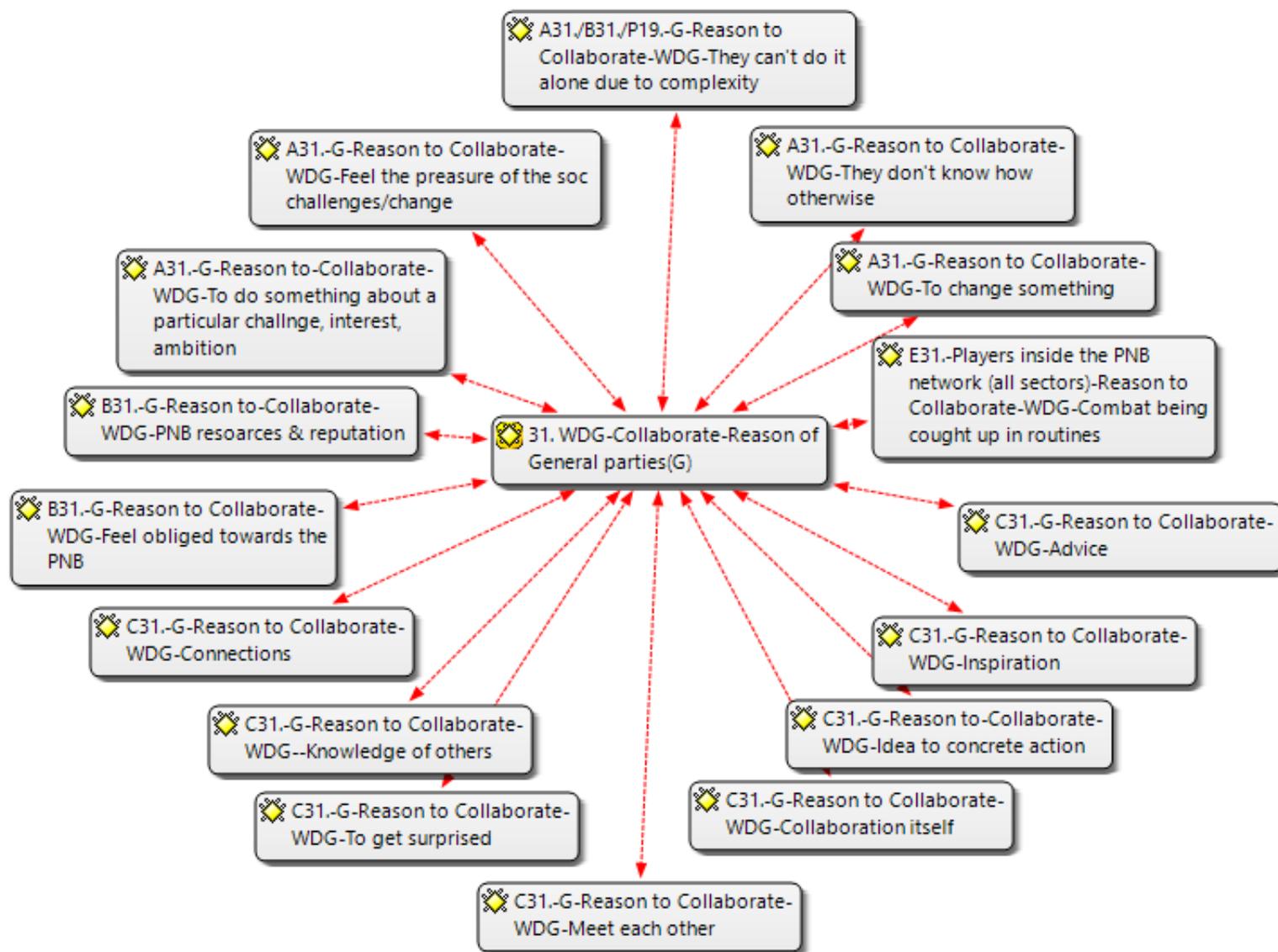
8.3.2. Value card (b) [Value generated by Werkplaats De Gruyter] (P8, p.7). (WDG's own infographics)



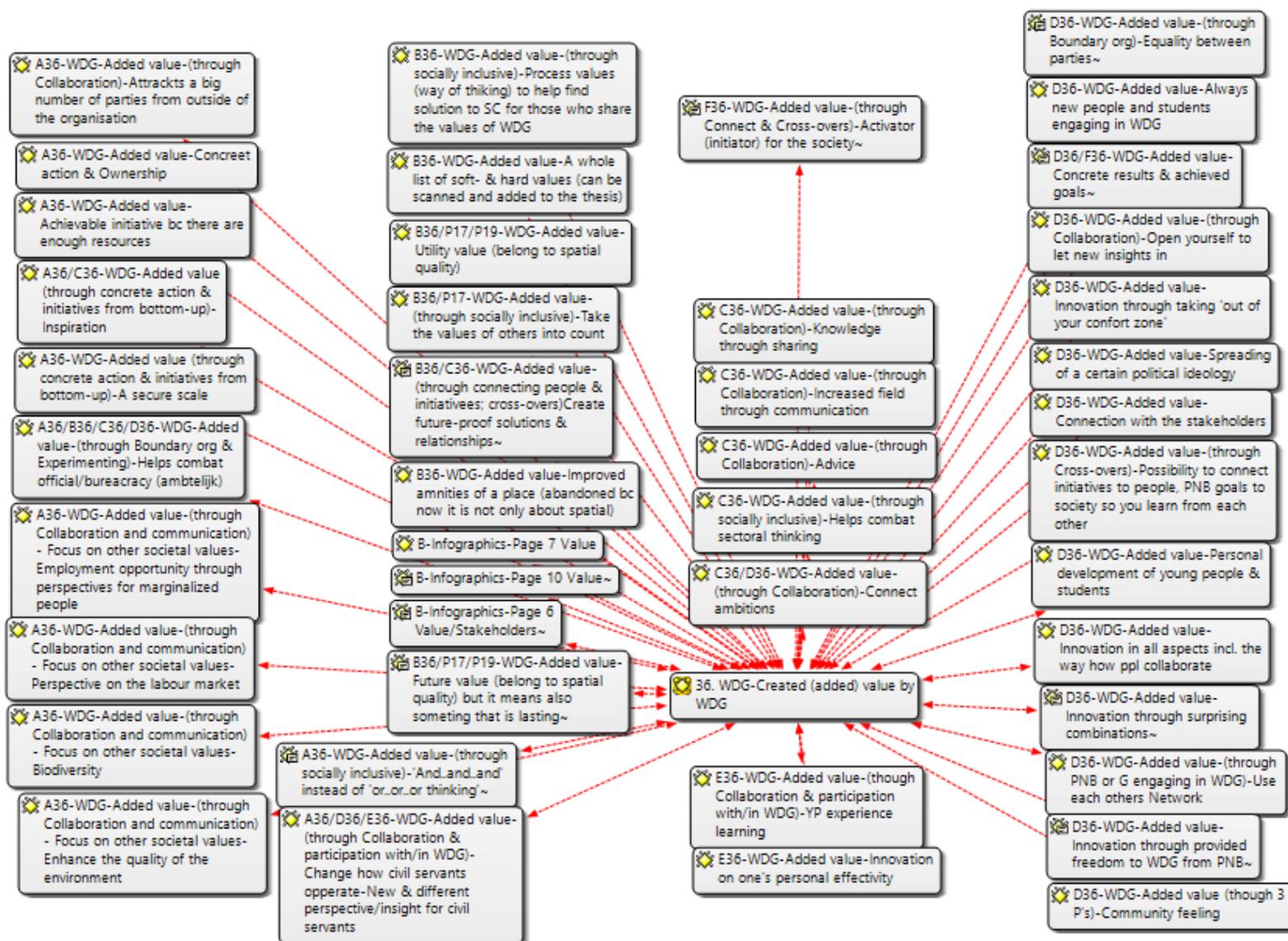
8.3.3. Value card (c) [Value generated by Werkplaats De Gruyter] (P8, p.10). (WDG's own infographics)



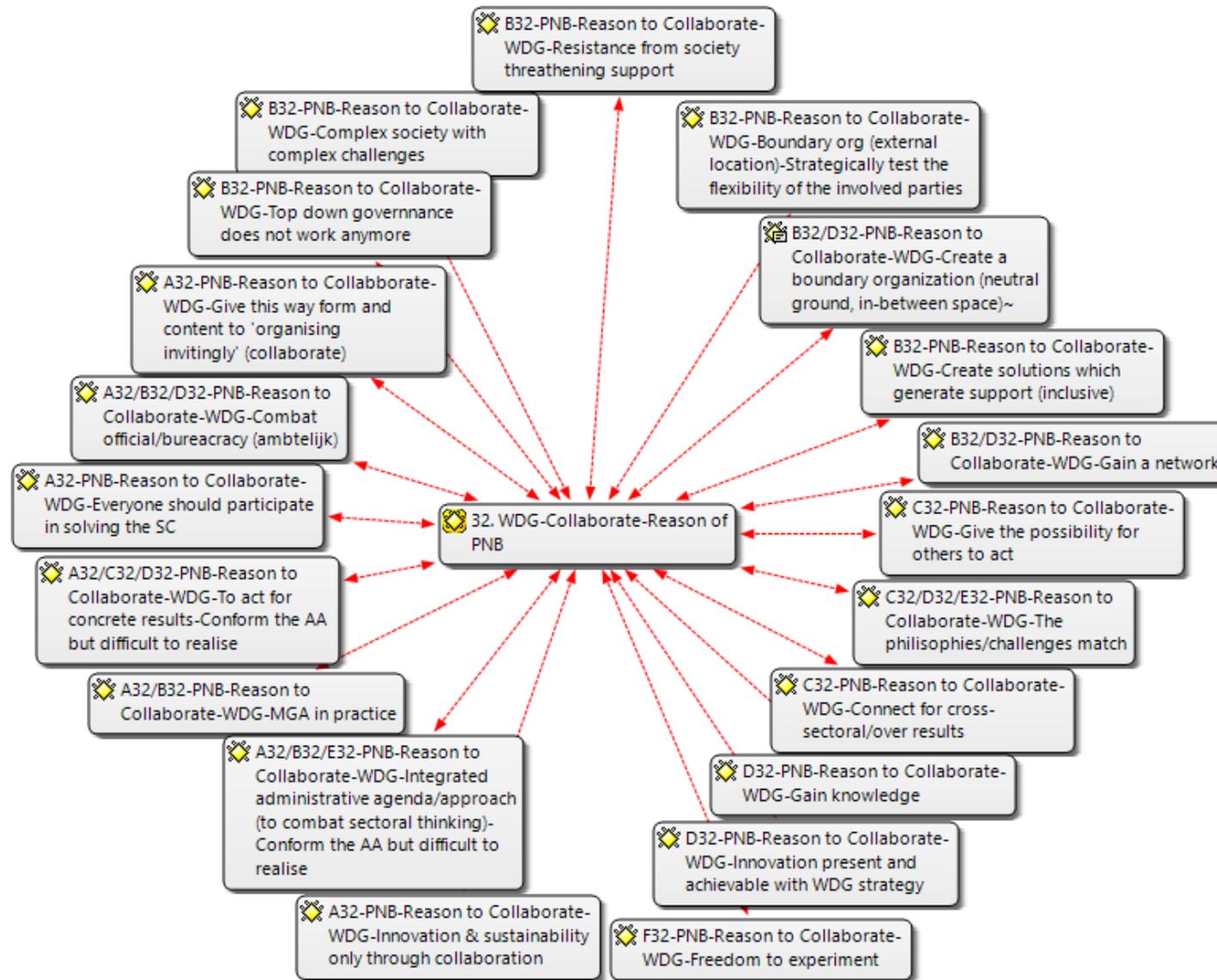
8.3.4. Value card (d) [Value created by Werkplaats De Gruyter to G] (Network View: 31. WDG-Collaborate-Reason of General parties (G))



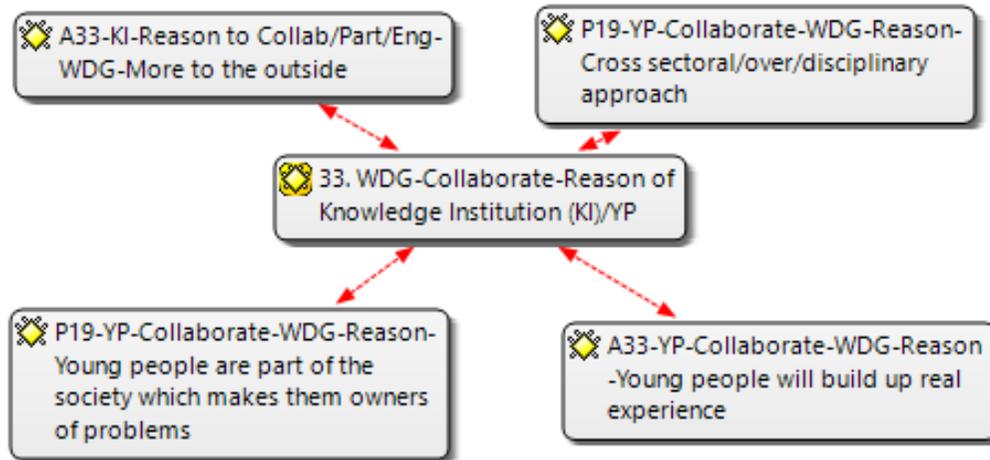
8.3.5. Value card (e) [Value created by Werkplaats De Gruyter to G] (Network View: 36. WDG-Created (added) value by WDG



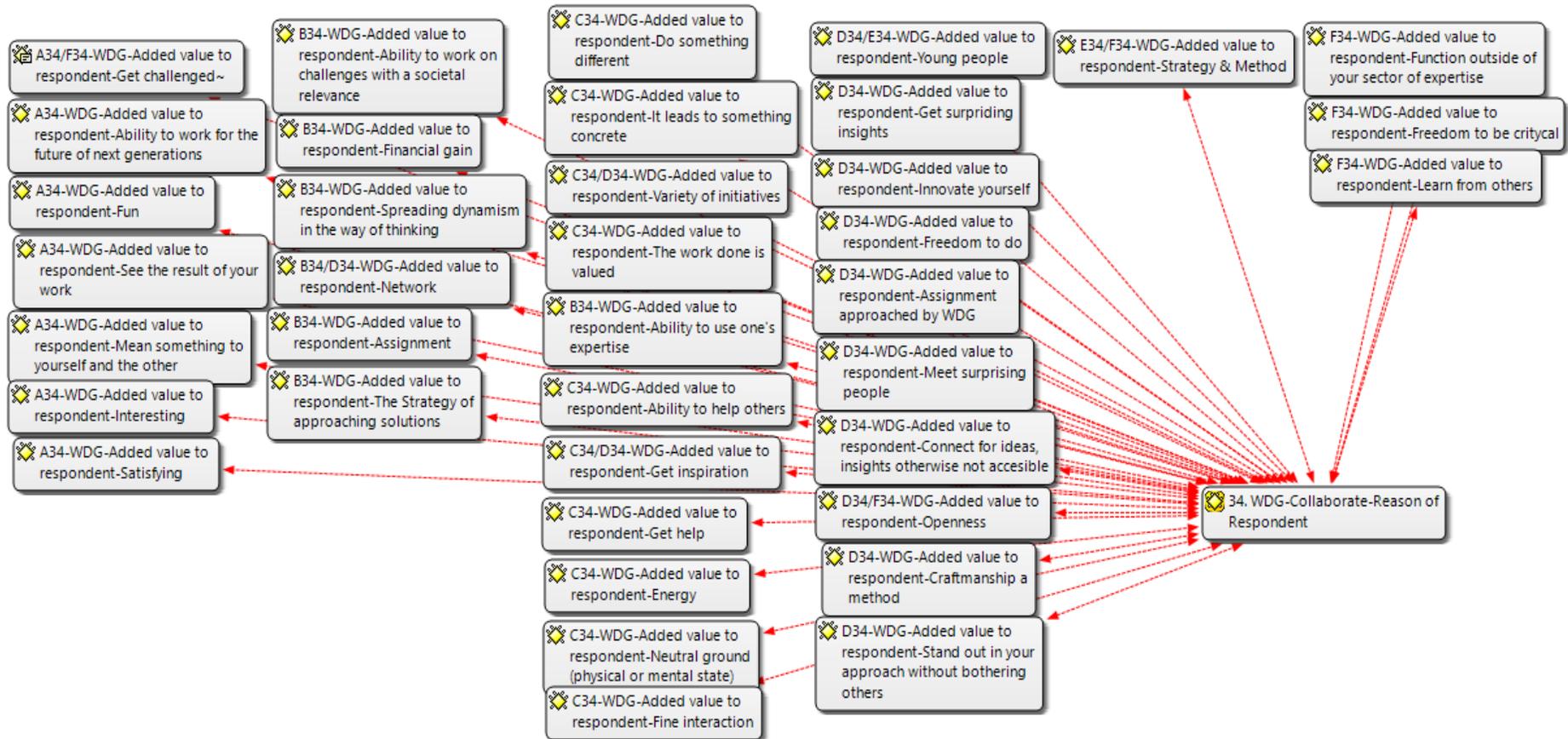
8.3.6. Value card (f) [Value created by Werkplaats De Gruyter to PNB] (Network View: 32. WDG-Collaborate-Reason of PNB)



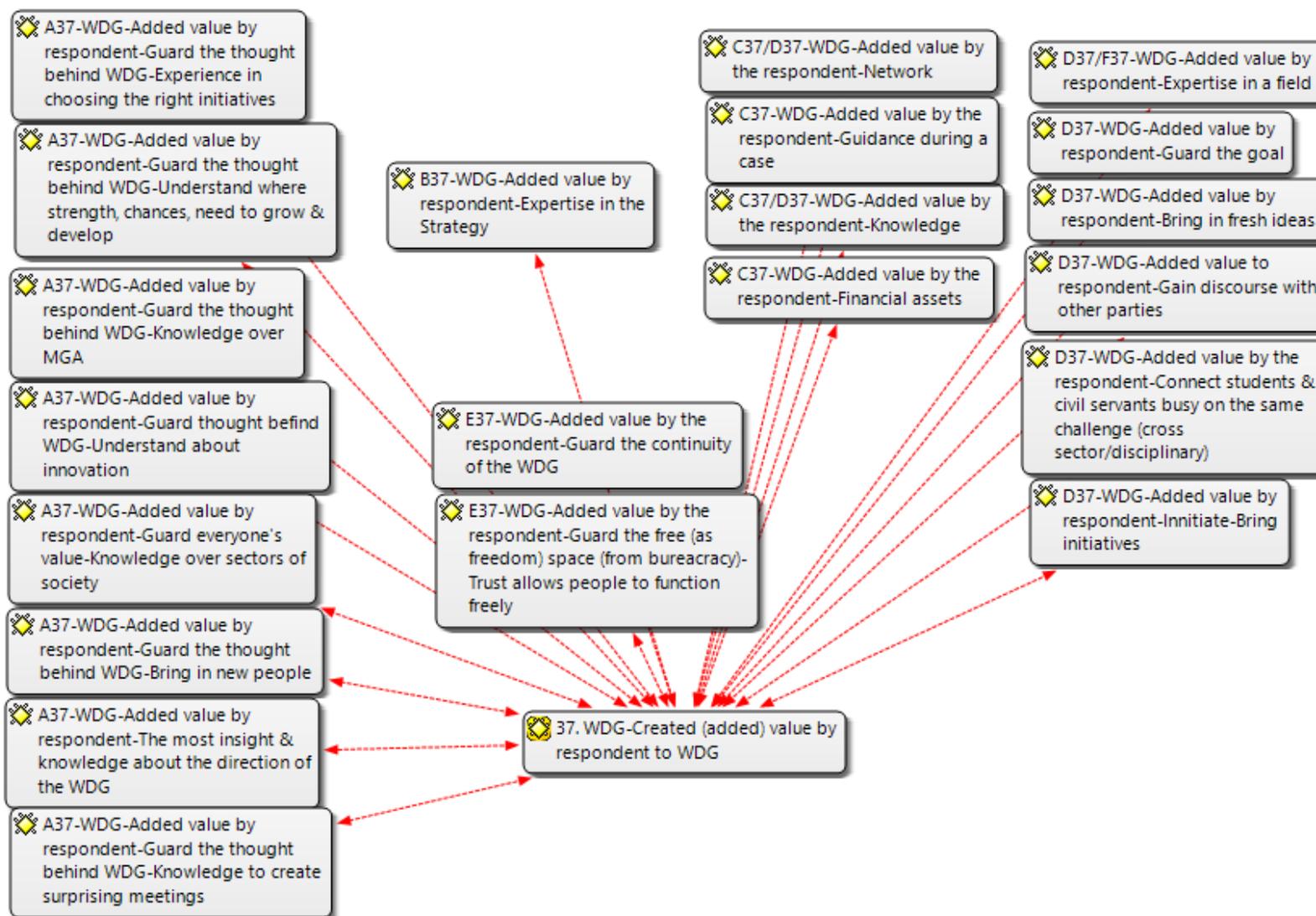
8.3.7. Value card (g) [Value created by Werkplaats De Gruyter to YP] (Network View: 33. WDG-Collaborate-Reason of Knowledge Institution (KI)/YP



8.3.8. Value card (h) [Value created by Werkplaats De Gruyter for the respondents] (Network View: 34. WDG-Collaborate-Reason of Respondent)



8.3.9. Value card (i) [Value created for Werkplaats De Gruyter through the respondents] (Network View: 37. WDG-Created (added) value by respondent to WDG)



8.4. Appendix: Example given by Res C to the 'power of the society'

"[...] for example, where we are present, if we are present, in the municipality X, which is working on that particular centre, and we find out that I.J. lives in the centre and she gives master classes to real estate 'hotten-toten'. [...] And she is not involved in the development of her own centre. Why the municipality ... the municipality did not know in the first instance that she lived there.

One, she has a lot of knowledge, about how one should incorporate that kind of a development. But for example, also my neighbour, who has his own company, and perhaps who also wants to invest in his village and is satisfied in that case with a little less return than someone outside, from one of the big companies. Someone like that [from the big company] wants at least 5% returns, while he is satisfied with only 1%, or if it leads to no loss" (Res C, 10:25).

8.5. Appendix: Interview guide

Interview Guide

Interviewer: J.Z. Kovacs (s4625293)

Radboud Universiteit Nijmegen

Code (name) of the interviewee: Respondent

Sex:

Date/time of interview:

Location/ social setting:

Voluntary/paid participant

Profession/social sector:

Its relation to WDG/PNB:

General questions ethical considerations to mention to all participants:

- **For the purpose of the validity of my study and to adequately capture the discussion during our interview, I would like audio-record our conversation. Do you agree that our conversation is recorded?**

Yes/No

- **Do you give your approval to use the information discussed here (with the consideration that ethically sensitive information gathered from you –experience, personal opinion which might affect you personally, will be kept and treated confidentially, considering your privacy)?**

Yes/No

- **What is your name? for the purpose of coding (revealed only by the choice of the attendee, for the purpose of referring to knowledge)**

Notes:

Code/Category/ Classification	Question	Notes
Networking and coordinating role of the PNB	1. What is understood under the networking and coordinating role of the PNB?	
	2. How does the networking and coordinating roles of the PNB manifest inside WDG?	
	3. What/did the networking and coordination roles of the PNB played in the creation of WDG?	

	4. Would you consider WDG an example of the networking and coordinating roles of the PNB? Yes/no → Why?	
Governance Network	5. Why do you think the PNB engages inside WDG with other partners in solving societal challenges?	
Governance Network /WDG/Living Lab	6. Which of the three definitions would you chose the most fitting in in characterizing WDG? <ul style="list-style-type: none"> • Decision making, effects, power relation, agenda setting • Inter-organisational coordination, effective policy and service delivery, integrated policies. Discover and develop mechanism to achieve integrated services • Solving societal challenges, managing horizontal governance relations and connecting GNets with traditional institutions and deliberation processes. 	
	7. Why did you initiate WDG after the end of the MMB program?	
Shared Goal/Societal challenge	8. What does PNB want to achieve through WDG? What is the role of WDG inside the provincial network?	
	9. What does WDG want to achieve in Brabant?	

	10. How do you decide which challenge to address and what are the criteria of making a choice?	
Actors	11. Who participates together with the PNB in WDG?	
Approach	12. How are the shared goal/ ambition inside of WDG achieved?	
	13. Why is the working according to the approach of WDG different from other ways of addressing societal challenges inside of PNB?	
	14. What are the advantages/ disadvantages of developing solutions to societal challenges through this approach?	
	15. Is this way of accepted and supported by the provincial organisation? Yes/No → How does this manifest?	
	16. What kind of societal challenges can the approach of WDG be applied to?	
Integrated approach/MGA	17. Could you define what the integrated approach means in your experience at WDG? (key elements which lead to an integrated approach)	
	18. Why WDG did chose to use the method of MGA? What is its advantage and disadvantage?	

Participate/ Individual/ Shared Goal/value	19. What are the conditions for participation in WDG?	
	20. Why do you think individuals/organisations are interested in participating in this initiative?	
	21. Why do you participate?	
Driver/Added Value	22. What do you see as value in working in such a way?	
	23. What do you contribute to WDG?	
	24. What does WDG contribute to you?	
Civilians/bottom-up	25. Would you call the approach of WDG bottom-up? Yes/no → why?	

	26. What does socially inclusive mean? When can civilians participate and what do they have to contribute to the process of developing an innovative outcome?	
	27. What is the role civilians get to occupy inside WDG?	
Participation/ Resource exchange	28. What kinds of resources are exchanged inside WDG? (provide categories if necessary)	
Innovation outcome	29. How would you define innovation for WDG?	
	30. Why is innovation important inside WDG?	
	31. How is innovation achieved inside WDG?	
Collaboration between stakeholders	32. Is collaboration between the stakeholders inside WDG for the finding of innovative solutions important? Yes/No → why?	
	33. What kinds of stakeholders collaborate/ interact with each other (sector /level?)	
	34. What are the advantages/disadvantages of collaborating with other parties in finding innovative solutions?	

Interdisciplinary	35. Would you call WDG interdisciplinary in its approach? Yes/no → why?	
	36. How would you define interdisciplinary inside WDG?	
	37. What do you see as advantage or disadvantage in working with multiple disciplines when solving societal challenges?	

Questions added based on the specific expertise and role of the interviewee inside the PNB and/or WDG:

1. How would you define WDG for me?
2. How would you define an integrated approach?
3. What does MGA mean to you and how is it used in the context of WDG?

8.6. Appendix: Final list of codes (based on the ATLAS.ti program, version 13.07.2018)

Code-Filter: All

HU: Interviews ABCDEF & Returned texts & comments (A, T, R) (27.03.2018) (jzk s4625293) adjusted version
File: [...\Interviews ABCDEF & Returned texts & comments (A, T, R) (27.03.2018) (jzk s4625293) adjusted versio...]
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Date/Time: 2018-07-13 13:12:12

A1-PNB-Networking role=Collaborate & organize invitingly
A1-PNB-Networking role=Collaborate with other parties as a result of a 20 year period of administrative administration
A1.1.-PNB-Networking role-Char-Government period (2015-2019) is more explicit in collaborating-you invite parties to collaborate
A10/B10/C10/D10-WDG-EP-External (physical) location-A place to collaborate, which is of everyone-making the gov accessible, transparent, generate trust)
A10/B10/C10/D10/E10-WDG-EP-External (physical) location-Neutral ground to collaborate
A10/C10-WDG-EP-External (physical) location-Space to combat Official (Ambtelijk) sectoral thinking
A11-WDG-Difference from other entities-And..and..and=MGA in practice which means 'enlarging the cake instead of deviding it'
A11-WDG-Difference from other entities-Concrete action & initiatives from bottom up through ownership
A11-WDG-Difference from other entities-Ownership over solutions
A11/B11/C11/D11-WDG-Difference from other entities-Concreet action
A11/D11/F11-WDG-Difference from other entities-Involving affected societal groups
A12-WDG-Entity-Char-3P's-Decisive for Participation inside WDG
A12-WDG-Entity-Char-3P's-Decisive for the values which are created inside WDG
A12-WDG-Entity-Char-Attributable due to financing by public money (but No ambition to be big/Less visible)
A12-WDG-Entity-Char-Participation-A core task
A12/D12-WDG-Entity-Char-Part of the PNB-Dependant-Existentially on the PNB (financially & political support)
A13-WDG-More bottom up than top down-As concrete as possible from one's role as owner/expert etc.
A13-WDG-More bottom up than top down-As concrete as possible to provide YP a real experience
A15-WDG-Choice of initiative-Cri-Don't start initiatives if you can't listen & involve stakeholders (due to political sensibility)
A15-WDG-Choice of initiative-Cri-Needs to be an interesting subject
A15-WDG-Choice of initiative-Cri-Possibility to translate the solution to policy
A15-WDG-Choice of initiative-Cri-The possibility to create an innovative solution
A15/B15/C15-WDG-Choice of initiative-Cri-You are not adressing the general question but a concrete fact (such as the housing of refugees in Brabant)
A15/B15/P17-WDG-Choice of initiative-Cri-There has to be an Owner
A16-WDG-Spatial as requirement-It begins with space and you need to take all the aspects of Sus into count
A17-WDG-In-Urgency=Politiacally less sensitive (discussible, less media attention,less opposition)
A18-WDG-In-Themes-Refugee (AHAFH)-Example of a result that has not been implemented bc it had no owner
A18-WDG-In-Themes-Refugee (AHAFH)-It can be adressed if it is urgent
A18/B18-WDG-In-Themes-Refugee (AHAFH)-Not the best choice for WDG if it is: Politically sensitive
A19-WDG-Societal challenges adresssed-Sustainability challenge-Regional challenges
A19-WDG-Societal challenges adresssed-7 SC inside Brabant and the AA
A19-WDG-Societal challenges adresssed-No idea, a bit chaotic, those which apply
A19-WDG-Societal challenges adresssed-Sustainability challenge-Administartive tasks determined by UNESCO, UN

A19-WDG-Societal challenges addressed-Sustainability challenge-Biodiversity
A19-WDG-Societal challenges addressed-Sustainability challenge-Energy Transition
A19-WDG-Societal challenges addressed-On a regional level
A23-WDG-Structure-Sector-Business-Adv Of
A23-WDG-Structure-Sector-Gov-Mun
A23-WDG-Structure-Sector-TH
A23/B23/D23-WDG-Structure-Sector-KI
A23/B23/D23/E23-WDG-Structure-Sector-Gov-PNB
A23/B23/E23-WDG-Structure-Sector-Gov-Water
A23/F23-WDG-Structure-Sector-Gov
A23/P19-WDG-Structure-Sector-4/5 O's/QH
A24-WDG-Structure-Role-Knowledge Point
A24-WDG-Structure-Role-Mentor
A24-WDG-Structure-Role-Process leader
A24.1./B24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Created WDG as a boundary organization-Neutral ground
A24.1./B24.1./C24.1./D24.1./E24.1-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates (most) means & supports-Financial
A24.1./C24.1./D24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates means & supports-Human (provides most staff members)
A24.1./C24.1./D24.1./P16-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Decision maker above the existence of WDG
A24.1/B24.1./D24.1/E24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Active Partner-Finance, organize, coordinate
A24.3.-WDG-Str-Ownership-Crucial for the sustainability challenge
A24/B24/C24/D24-WDG-Structure-Role-Initiator
A24/B24/C24/P19-WDG-Structure-Role-Owner
A24/B24/D24/P16/P17-WDG-Structure-Role-Partner
A24/B24/F24/P19-WDG-Structure-Role-Expert
A24/B24/P17-WDG-Structure-Role-Relations between roles
A25.-WDG-Interdependance between A/S/P-Combat sectoral roles when adressing SC
A25.-WDG-Interdependance between A/S/P-Nobody is in posession of all the resources
A25.-WDG-Interdependance between A/S/P-You need each other to achieve your indiv goals
A25.-WDG-Interdependance between A/S/P-You need everyone to contribute when adressing change inside of a SC
A25./B25/D25.-WDG-Interdependance between A/S/P-WDG (financially & existentially) dependant from the PNB
A26.-WDG-Open/Part-Based on criteria focused to achieve the goals
A26.1.-WDG-Structure-Open/Part-Inclusive-Bring in experts
A26.1.-WDG-Structure-Open/Part-Inclusive-Include stakeholders
A26.1.-WDG-Structure-Open/Part-Inclusive-Including owners, target groups, society you achieve integrality/multidisc
A26.1./B26.1./C26.1.-WDG-Structure-Open/Part-Inclusive-Include stakeholders based on their role
A26.1./B26.1./P19.-WDG-Structure-Open/Part-Inclusive='And..and..and' thinking=socially inclusive followed by the 'power of the society'
A26.1./C26.1.-WDG-Structure-Open/Part-Inclusive='And..and..and' thinking=socially inclusive-The power of the society (ideas, knowledge, expertise, assets)
A26.2.-WDG-Structure-Open/Part-Cri- Those who share the values: Cross-sectoral/overs thinking
A26.2.-WDG-Structure-Open/Part-Cri-Added value to participant
A26.2.-WDG-Structure-Open/Part-Cri-Decided by the goal of involved parties
A26.2.-WDG-Structure-Open/Part-Cri-Everyone with a regional ininitiative, but matching the small scale of WDG
A26.2.-WDG-Structure-Open/Part-Cri-Make cross overs out of necessity, which assist Expand
A26.2.-WDG-Structure-Open/Part-Cri-Need a specific role-Expertise
A26.2.-WDG-Structure-Open/Part-Cri-Those who are open for change
A26.2.-WDG-Structure-Open/Part-Cri-Those who dare to be innovative
A26.2.-WDG-Structure-Open/Part-Cri-Those who desire progress
A26.2.-WDG-Structure-Open/Part-Cri-Those who want to change

A26.2./B26.2.-WDG-Structure-Open/Part-Cri-Need a specific role
A26.2./B26.2.-WDG-Structure-Open/Part-Cri-WDG has to listen well
A26.2./B26.2./C26.2.-WDG-Structure-Open/Part-Cri-Need a specific role-Ownership
A26.2./B26.2./C26.2./D26.2./E26.2.-WDG-Structure-Open/Part-Cri-Everyone/Society (flexible/challenge dependant)
A26.2./B26.2./C26.2./E26.2/F26.2.-WDG-Structure-Opem/Part-Cri-Civilians
A26.2./C26.2.-WDG-Structure-Open/Part-Cri-Need a specific role-Initiator
A26.2./D26.2./E26.2./P19-WDG-Structure-Open/Part-Cri-Young people
A26.6.-WDG-Structure-Open/Part-Cri-Need a specific role-Partnership
A29-WDG-Innov=Characteristic searched in participants to help achieve the goal of WDG
A29-WDG-Innov=Integrated way of working in the form of Cross-overs
A29-WDG-Innov=Process-based renewal (methods, tools adapted inside WDG)
A29.1./D29.1.-WDG-Remarks-Innovation-Goal of PNB
A29.2.-WDG-Innov-Achieved- Show 'Do'
A29.2.-WDG-Innov-Achieved-Attract parties with own ideas
A29.2.-WDG-Innov-Achieved-Collaborate- bottom-up with experts, civil society, KI
A29.2.-WDG-Innov-Achieved-Find the experts
A29.2.-WDG-Innov-Achieved-Integrated way of working (Connect-Impact approach-Approach the challenge Cross-sectoral/overs (connect) way
A29/F29-WDG-Str-Innov=Not necessarily technical
A3-PNB-Networking role-Origins/Reason-To achieve the realisation of its political administrative goals (from the AA)
A31.-G-Reason to Collaborate-WDG-To do something about a particular challenge, interest, ambition
A31.-G-Reason to Collaborate-WDG-Feel the pressure of the soc challenges/change
A31.-G-Reason to Collaborate-WDG-They don't know how otherwise
A31.-G-Reason to Collaborate-WDG-To change something
A31./B31./P19.-G-Reason to Collaborate-WDG-They can't do it alone due to complexity
A32-PNB-Reason to Collaborate-WDG-Give this way form and content to 'organising invitingly' (collaborate)
A32-PNB-Reason to Collaborate-WDG-Everyone should participate in solving the SC
A32-PNB-Reason to Collaborate-WDG-Innovation & sustainability only through collaboration
A32/B32-PNB-Reason to Collaborate-WDG-MGA in practice
A32/B32/D32-PNB-Reason to Collaborate-WDG-Combat official/bureacracy (ambtelijk)
A32/B32/E32-PNB-Reason to Collaborate-WDG-Integrated administrative agenda/approach (to combat sectoral thinking)-Conform the AA but difficult to realise
A32/C32/D32-PNB-Reason to Collaborate-WDG-To act for concrete results-Conform the AA but difficult to realise
A33-KI-Reason to Collab/Part/Eng-WDG-More to the outside
A33-YP-Collaborate-WDG-Reason-Young people will build up real experience
A34-WDG-Added value to respondent-Ability to work for the future of next generations
A34-WDG-Added value to respondent-Fun
A34-WDG-Added value to respondent-Interesting
A34-WDG-Added value to respondent-Mean something to yourself and the other
A34-WDG-Added value to respondent-Satisfying
A34-WDG-Added value to respondent-See the result of your work
A34/F34-WDG-Added value to respondent-Get challenged
A35-WDG-Remarks-Collaboration-Directly identified by respondent as an el of WDG through partnership
A35-WDG-Remarks-Collaboration-Openness a condition for Enrich (people particip in surprising meetings)
A36-WDG-Added value-(through Collaboration and communication)- Focus on other societal values-Biodiversity
A36-WDG-Added value-(through Collaboration and communication)- Focus on other societal values-Employment opportunity through perspectives for marginalized people
A36-WDG-Added value-(through Collaboration and communication)- Focus on other societal values-Enhance the quality of the environment
A36-WDG-Added value-(through Collaboration and communication)- Focus on other societal values-Perspective on the labour market
A36-WDG-Added value-(through Collaboration)-Attracts a big number of parties from outside of the

organisation

A36-WDG-Added value-(through socially inclusive)-'And..and..and' instead of 'or..or..or thinking'

A36-WDG-Added value-Achievable initiative bc there are enough resources

A36-WDG-Added value-Concreet action & Ownership

A36-WDG-Added value (through concrete action & initiatives from bottom-up)-A secure scale

A36/B36/C36/D36-WDG-Added value-(through Boundary org & Experimenting)-Helps combat official/bureacracy (ambtelijk)

A36/C36-WDG-Added value (through concrete action & initiatives from bottom-up)-Inspiration

A36/D36/E36-WDG-Added value-(through Collaboration & participation with/in WDG)-Change how civil servants opperate-New & different perspective/insight for civil servants

A37-WDG-Added value by respondent-Guard everyone's value-Knowledge over sectors of society

A37-WDG-Added value by respondent-Guard the thought behind WDG-Bring in new people

A37-WDG-Added value by respondent-Guard the thought behind WDG-Experience in choosing the right initiatives

A37-WDG-Added value by respondent-Guard the thought behind WDG-Knowledge over MGA

A37-WDG-Added value by respondent-Guard the thought behind WDG-Knowledge to create surprising meetings

A37-WDG-Added value by respondent-Guard the thought behind WDG-Understand where strength, chances, need to grow & develop

A37-WDG-Added value by respondent-Guard thought behind WDG-Understand about innovation

A37-WDG-Added value by respondent-The most insight & knowledge about the direction of the WDG

A38.1.-WDG-Str-IA-Necessary to achieve goals (MGA) (if 'official'/sectoral thinking is encountered)

A38.1./C38.1./F38.1.-WDG-IA (MGA,Connect)-Necessary to combat official/sectoral thinking (ambtelijk)

A38.1.1.-WDG-Str-IA=Inclusive (process) approach-Involvement of target groups/stakeholders (though MGA)-Limitation-Too much focus on political & concreet results on a one-sided look (sectoral/official)

A38.1.1./B38.1.1.-WDG-Str-IA=Inclusive (process) approach-Involvement of target groups/stakeholders (though MGA)

A38.1.1./B38.1.1./C38.1.1.-WDG-Str-IA=Inclusive (process) approach-involvement of target groups/stakeholders (through MGA)-Results in Interdicip/Multidicip

A38.1.1./B38.1.1./C38.1.1./E38.1.1./F.38.1.1./P19-WDG-Str-IA=Connect-(Impact approach)-Approach the challengee Cross-sectoral/overs/disciplinary way-

A38.1.2.-WDG-Remarks-Barrier-IA=Inclusive approach-Involvement of target groups (though MGA) can be done by making the circle small & representative (MGA)

A38.1.2.-WDG-Remarks-IA=Connect/cross sectoral/overs & Inclusive- Interdis/Multidis-'And..and..and'- Experts collaborate, enrich each other and achieve breakthrough

A38.1.2.-WDG-Remarks-IA=Connect/cross sectoral/overs & Inclusive- Interdis/Multidis-People as owners, target groups, society collaborate

A38.1.3-WDG-Str-IA- (through Inter/Multi)-Chance-Support

A38.1.3-WDG-Str-IA-(through Inter/Multi)-Remarks-Chance-Inspiration

A38.1.3-WDG-Str-IA-(through Inter/Multi)-Remarks-Chance-Result accepted by everyone

A38.1.3-WDG-Str-IA-Remarks-Barrier-(Resp refers to someone else)-Often expensive due to intense consultation

A38.1.3-WDG-Str-IA-Remarks-Barrier-(Resp refers to someone else)-Sometimes it takes long but that is controllable

A38.1.3-WDG-Str-IA-Remarks-No Barrier-If it succeeds

A38.1.3-WDG-Str-IA (through Inter/Multi)-Remarks-Chance-Commitment

A38.1.3.-WDG-Str-IA-Composition-Societal groups-4 O's

A38.1.3.-WDG-Str-IA-Societal (determinant) fields-3 P's

A38.1.3./C38.1.3-WDG-Str-MGA=Method for IA-Connect-Search for cross-overs

A38.1.3./F38.1.3.-WDG-Str-MGA=Method for IA- Inclusive-All target groups/stakeholders involved-Get (interdisciplinary) experts envolved

A38.1.3a.-WDG-Str-MGA='And..and..and' thinking-Assist-Enlarge the cake and not devide it (think in values for all)

A38.1.3a.-WDG-Str-MGA='And..and..and' thinking-Assists-Helps the Gov achieve breakthrough

A38.1.3a.-WDG-Str-MGA='And..and..and' thinking-Assists-Helps the Gov create value for all

A38.1.3a.-WDG-Str-MGA='And..and..and' thinking-Assists-Helps the Gov take everyone into account

A38.1.3a./B38.1.3a.-WDG-Str-MGA=Method for IA-Inclusive approach-All target groups/stakeholders involved

A38.1.3b-WDG-Str-MGA-Char-WDG invests in it (own version, infographics, smart financing, expert network)

A38.1.3b/B38.1.3b-WDG-Str-MGA-Char-WDG applies it in practice

A38.1.3c-WDG-Str-Remarks-MGA-Barriers-No Barriers for WDG due to 'And..and..and' thinking which provides future proof relations

A38.1.3c-WDG-Str-Remarks-MGA-Barriers-Political sensibility (Urgency)-Unable to listen appropriately

A38.1.3c-WDG-Str-Remarks-MGA-Barriers-Political sensibility (Urgency)-Unable to organize participation appropriately

A38.1.3c-WDG-Str-Remarks-MGA-Chance-Conclusion-Quit project thinking/Build future-proof relationships

A38.1.3c-WDG-Str-Remarks-MGA-No Barriers-Chance to fail due to working intensively together & power-relations-50/50% of success

A38.1.3c-WDG-Str-Remarks-MGA-No Barriers-Chance to fail due to working intensively together & power-relations-Not using traditional 'or..or' instruments but go for future-proof relations (not a barr)

A38.1.3e-WDG-Str-IA-(Interdis/Multidis)-Composition-Societal groups with all kinds of backgrounds-4 O's

A38.1.3g-WDG-Str-Interdis/Multidis-Achieved-Focus on Enrich solutions

A38.1b/F38.1.3b-WDG-Str-MGA-Char-WDG has its own interpretation

A38.1e/B38.1.e./C38.1.3e/D38.1.3e/F38.1.e-WDG-Str-Interdis/Munltidis=Different ppl, sectors with different perspectives, approaches, point of view, expertise, experience, education collaborate

A38.2.-WDG-Str-No ambition to be big/Less visible=Goal-To maintain support from the PNB by avoiding bureaucracy & political debates and staying a useful instrument

A38.2.-WDG-Str-No ambition to be big/Less visible=Small & concrete activities (bottom up)

A38.2.-WDG-Str-No ambition to be big/Less visible=To secure the continuity of the WDG initiative

A38.4.-WDG-Str-Do=Act-MGA in practice

A38.7.1/B38.7.1/C38.7.1/P17/P18/P19-WDG-Str-5 V's-Explore

A38.7.1/B38.7.1/C38.7.1/P17/P19-WDG-Str-5 V's-Explore-Actor/Fact/Interest analysis (gather info)

A38.7.1/B38.7.1/C38.7.1/P19-WDG-Str-5 V's-Explore-Fact gathering & sharing

A38.7.2/B38.7.2/C38.7.2/P17/P18/P19-WDG-Str-5 V's-Desire-Ambitioncard

A38.7.3./B38.7.3./C38.7.3./F38.7.3.-WDG-Str-5 V's-Enrich=Connect-Cross-sector/over/discipl & Scale-up initiative & Inclusive

A38.7.5./B38.7.5.-WDG-Str-El-Boundary org-External (physical) location-Scale-up by inviting other parties to participate and share knowledge & expertise

A38.7.5./B38.7.5./C38.7.5./D38.7.5./E38.7.5./F38.7.5./P19-WDG-Str-5 V's-Expand (Connect)=Cross-sector/over/discipl & Scale-up initiative & Inclusive

A38/B38/D38/F38/P17/P19-WDG-Strategy-Process of the approach

A4-WDG-EO-Determined by the PNB-PNB is active in networking

A4-WDG-EO-Determined by the PNB-WDG created as a boundary organization to avoid bureaucracy/combat 'official'/realise integrated

A4-WDG-EO-Init from previous AP-Test the effectivity of the PNB's Sus Pol

A4-WDG-EO-Init from previous AP-Through networking (collaboration)-Achieve breakthrough

A4-WDG-EO-Init from previous AP-Through networking (collaboration)-Expand

A4-WDG-EO-Init from previous AP-Through networking (collaboration)-Scale up initiatives

A4/B4/D4/F4/P17/P19-WDG-EO-The follow up of MMB (improving spatial-quality in Brabant- initiative & network)

A4/B4/P17-WDG-EO-Determined by the PNB-PNB starts using MGA as strategy

A4/P20-WDG-EO-Vitamine C model

A4/P20-WDG-EO-Vitamine C model-Centre

A4/P20-WDG-EO-Vitamine C model-Communicate results

A4/P20-WDG-EO-Vitamine C model-Concrete initiative

A4/P20-WDG-EO-Vitamine C model-Scale-up

A5-WDG-EG-Centre to facilitate front runners, gather knowledge (connect) and a network for innovation and scale-up

A5-WDG-EG-Collaboration with B

A5-WDG-EG-Get a position in the field and get to know the players in the field of the SC

A5-WDG-EG-Get the ambition to a higher level

A5-WDG-EG-Make sure that participation exists inside WDG

A5-WDG-EG-Principle of Ownership

A5-WDG-EG-Reinforce & deepen knowledge

A5-WDG-EG-Reinforce owners
A5-WDG-EG-Societal challenges adressed- Which legitimize governmental involvement (as gov being not a concreet 'creator')
A5-WDG-EG-Sustainability challenge-Regional level
A5.1.-WDG-EG-Achieved-Enrich solutions
A5.1.-WDG-EG-Achieved-Open/Part
A5.10.-WDG-EG-Achieved-To stay active means to be less organised
A5.2.-WDG-Collaborate-YP-Reason-Young people will experience the most (solution to create future-proof)
A5.2.-WDG-EG-Achieved-Always maintain & enrich the principles-Sustainability
A5.2.-WDG-EG-Collaborate-G-Reason-Achieve innovation (thoughts originating in WDG)
A5.2.-WDG-EG-Collaborate-G-Reason-Enrich and organise surprising meetings
A5.2.-WDG-EG-Collaborate-G-Reason-Get the ambition to a higher level
A5.2.-WDG-EG-Collaborate-G-Reason-Get to know and strenghten those who dare& do change
A5.2.-WDG-EG-Collaborate-G-Reason-Get to know the players in the field
A5.2.-WDG-EG-Collaborate-G-Reason-Reinforce & deepen knowledge
A5.2.-WDG-EG-Collaborate-G-Reason-Reinforce ownership
A5.2.-WDG-EG-Collaborate-G-Reason-Scale up (thoughts originating in WDG)
A5.2.-WDG-EG-Collaborate-G-Reason-With other parties instead doing it alone to achive the goal
A5.2.-WDG-EG-Collaboration- with all kinds of social partners-Reason-Expectation of our time
A5.2.-WDG-EG-Collaboration-YP-Reason-So they gain real experience
A5.2..-WDG-EG-Collaborate-G-Reason-Achieve breakthrough together with parties (thoughts originating in WDG)
A5.3.-WDG-EG-Achieved-Always maintain & enrich the principles-Ownership
A5.5.-WDG-EG-Achieve-Needs to inspire, inform, irritate & scrape
A5.7.-WDG-EG-Achieved-Providing energy (as feeling)
A5.8.-WDG-EG-Achieve-Create value & keep WDG principles while letting others go
A5/P16-WDG-EG-Collaborate further (after MMB) with KI
A5/P19-WDG-EG-Expand solution on a regional level
A5/P19-WDG-Show a different approach (from concrete to political administrative)
A6-WDG-Role for the PNB-WDG is the worklocation for the Administrative Agreement
A7-WDG-Entity=An instrument box for the PNB civil servant to function better, achieve goals
A7-WDG-Entity=An instrument for the PNB to organize invitingly, give form and content [through collaboration] and achieve concreet results
A7-WDG-Entity=An societal-initiative financed by public money (you do not turn anybody away, but small which asks for a realistic approach)
A7-WDG-Entity=Logical step & practical activity after administrative periods when collaboration between parties stood central
A7/D7/E7/F7/P17/P19-WDG-Entity=Living Lab
A8-WDG-GNet-Type-C (The government as active partner in WDG (LL)
A9-WDG-(Living) Lab=Concrete result of a network aiming for innovation and scale-up, working inclusive-ly (matching the AA)
A9.2.-WDG-Remarks-(Living) Lab-The PNB supports the idea of LL (AA) (context collaborate for innovation) and WDG fits in
A9.2.-WDG-Remarks-(Living) Lab-WDG identifies itself as an LL in context of GNet type and Gov as active partner compared to other LL where the gov supports and facilitates
B-Infographics-Page 1 Brabant kennis in praktijk
B-Infographics-Page 10 Value
B-Infographics-Page 2 Partners & Goal
B-Infographics-Page 3 Determin the agenda
B-Infographics-Page 4 Accelerate (1)=A way to achieve Expanded results (result adaptable on a big scale)
B-Infographics-Page 5 Accelerate assists Expand
B-Infographics-Page 6 Value/Stakeholders
B-Infographics-Page 7 Value
B-Infographics-Page 8 Positioning
B-Infographics-Page 9 Researches societal challenges & Accelerates initiatives=contains the first 4 V's
B1-PNB-Networking role=Collaborate based on equivalence (but the role of the PNB is complexer thus it is never only networking)

B1-PNB-Networking role=Collaborate with other, as a way to achieve solutions without forcing and maintain support

B1.1.-PNB-Networking role-Char-Compromised by the other roles-If doesn't succeed ,other roles take over

B1.1.-PNB-Networking role-Char-Compromised by the other roles-If doesn't succeed ,other roles take over-Parties feel obliged to participate

B1.1.-PNB-Networking role-Char-Compromised by the other roles-Parties are dependant from the PNB

B1.1.-PNB-Networking role-Char-Compromised by the other roles-Parties join for assests the PNB offers

B1.1.-PNB-Networking role-Char-Compromised by the other roles-Through its financial & legislative roles occupies a special place in a network

B1.1.-PNB-Networking role-Char-Compromised by the other roles (financial & legislative) of the PNB

B1.1.-PNB-Networking role-Char-It is forced because there is a power-relation in question

B1.1.-PNB-Networking role-Char-Legislative/financial power of the PNB defining for forced-participation in a network

B1.1.-PNB-Networking role-Char-Necessary if legislative & financial power are not enough

B1.1./E1.1.-PNB-Networking role-Char-Make agreements bottom-up

B10-WDG-EP-External (physical) location-Neutral-Extra space offering extra possibilities and freedom to explore/experiment from another role or position without being stuck in it

B10/E10-WDG-EP-External (physical) location-Neutral-Space to collaborate without complications (pol, bur)

B11-WDG-Difference from other entities-Concrete action & initiatives from bottom up

B11-WDG-Difference from other entities-Integrated Approach

B11/F11-WDG-Difference from other entities-Integrated approach (MGA) is done not just spoken about

B12-WDG-Entity-Char-Adresses concrete initiatives from bottom-up

B12-WDG-Entity-Char-Integrated

B13-WDG-More bottom up than top down (with MGA)-A way to avoid protest against the impact of a solution

B15-WDG-Choice of initiative-Cri-It needs to fit the vauas and be executable

B15-WDG-Choice of initiative-Officially it is possible to bring in any challenge but the PNB (through WDG leader) decides if the in. fits the WDG norms & resources of WDG

B15-WDG-Choice of initiative-Out of principle everyone should be able to apply (inside WDG limitations)

B15-WDG-Choice of initiative-The PNB (due to its roles) makes possible to bring in all kinds of innitatives

B15-WDG-Choice of initiative-Usefulness of an in. is decided by the network

B16-WDG-Spatial as requirement-During MMB but not for WDG-Everything has spatial implications so it's about collab for better/more sus/steady solutions for SC

B16-WDG-Spatial as requirement-During MMB but not for WDG-Not necessary spatial but also other social issues

B16-WDG-Spatial as requirement-During MMB but not for WDG-Space (as precursor) serves the society

B17/P19-WDG-In-Urgency=Importance, impact, intevene in the life of the society

B18-WDG-In-Themes-Refugee (AHAFH)-It can be adressed when it is a concrete question (such as housing)

B18-WDG-In-Themes-Refugee (AHAFH)-Not the best choice for WDG if it is: Does not ad value to the network

B18-WDG-In-Themes-Refugee (AHAFH)-Not the best choice for WDG if it is: Not a concrete challenge

B18-WDG-In-Themes-Refugee (AHAFH)=Societal challenge with spatial implications

B18-WDG-In-Themes-Refugee (AHAFH)=Urgency bc it has an impact on the lives of many people

B19-WDG-Societal challenges addressed-It is not clear who officially responsible is to decide (maybe the WDG leader)

B2/C2-PNB-Role-Origins/Reason-Not fixed-Decided by the PNB self

B20-PNB-Networking role-Direct implication for WDG-(O)-At one point there is an individual, physical space assigned to let ppl collaborate (combat top-down gov)

B20-PNB-Networking role-Direct implications for WDG-Parties join bc the PNB is present here

B21-Remarks- Networking role=Should be the effort to come in contact with others based on equivalence to adress intersts and needs of the society

B21-WDG-Remarks- Networking role-Define precisely what networking is/ don't generalize

B23-WDG-Structure-Sector-Civil society

B23/F23-WDG-Structure-Sector-Business

B24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-As organizer of the WDG it decides the

agenda

B24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Provides assets which attract interested parties

B25.-WDG-Interdependence between A/S/P-Parties need each other to find the right solution (but that is not necessary a network)

B25.-WDG-Interdependence between A/S/P-You need each other to find the right solution

B25.-WDG-Interdependence between A/S/P-You need each other to identify the stakeholders of a challenge

B26.1.-WDG-Structure-Open/Part-Inclusive-Include stakeholders to achieve the best solution

B26.1.-WDG-Structure-Open/Part-Inclusive-Including participants is necessary (not a goal) for finding the right solution (not a goal in itself and determinant that not everyone can participate)

B26.1.-WDG-Structure-Open/Part-Inclusive-Involve stakeholders to work preventively (create future-proof)

B26.1./F26.1.-WDG-Structure-Open/Part-Inclusive-The presence of MGA demands it

B26.2.-WDG-Structure-Group-Everyone impacted

B26.2.-WDG-Structure-Group-Everyone with an idea

B26.2.-WDG-Structure-Open/Part-Cri- Those who share the values: Collaborate

B26.2.-WDG-Structure-Open/Part-Cri- Those who share the values: Dare to experiment

B26.2.-WDG-Structure-Open/Part-Cri- Those who share the values: Do

B26.2.-WDG-Structure-Open/Part-Cri- Those who share the values: Knowledge in practice

B26.2.-WDG-Structure-Open/Part-Cri-Everyone- Stakeholder in a challenge

B26.2.-WDG-Structure-Open/Part-Cri-Those who share the values

B26.2.-WDG-Structure-Open/Part-Cri-Those who share the values: Expand (share)

B26.2./E26.2.-WDG-Structure-Open/Part-Cri-Those who share the values: Innovate

B26.2./P17-WDG-Structure-Open/Part-Cri-Those who are not judgemental about values of another

B26.3.-WDG-Remarks-Open/Part-Why not ask civilians to participate, they are impacted just as much as others?

B26.4. WDG-Structure-Openness-Necessary to achieve the goal

B27.-WDG-Str-El-Exchanged Resources-Different perspective

B27./C27.-WDG-Str-El-Exchanged Resources-Work hours/Manpower

B27./C27.-WDG-Structure-Exchanged Resources-Expertise

B27./C27.-WDG-Structure-Exchanged Resources-Knowledge

B27.+ -WDG-Structure-Exchanged Resources-Financial capital through the PNB

B29-WDG-Innov='Do' by WDG

B29-WDG-Innov=A technical solution for which you need an expert (not present at WDG)

B29-WDG-Innov=A way for WDG to attract parties (WDG uses it to profile itself)

B29-WDG-Str-Innov=Talents in a network (brought in view by the WDG Str)

B29.1.-WDG-Remarks-Innov-Characterized at WDG as window-washing

B29.1.-WDG-Remarks-Innov-Difficult concept, can't define it

B29.1.-WDG-Remarks-Innov-Everything is already thought out (not innovative)

B29.1.-WDG-Remarks-Innov-It can be understood also as people understand and do what are supposed to (already thought out)

B29.1.-WDG-Remarks-Innov-The Str of WDG is not innovative, it's old only nvr applied

B29.1.-WDG-Remarks-Innov-The way defined by Resp B is not present at WDG

B29.1.-WDG-Remarks-Innov-WDG Str a process solution-Not innovative

B29.1.-WDG-Remarks-Innov=In the context of LL the opinion of the rep & int don't match

B29.2.-WDG-Innov-Achieved-By naming the word much

B29.2.-WDG-Innov-Achieved-Collaborate (only with someone with great technical idea)

B29.2.-WDG-Innov-Achieved-You achieve solutions which are future-proof and valued by ppl but that is not innovation)

B29.9-WDG-Innov-Achieved-Collaborate-You achieve better solutions by inviting people to come with ideas what otherwise they would not think of

B29/F29-WDG-Innov=A way of (re)organizing (qualities)

B3-PNB-Networking role-Origins/Reason-The composition of the society changes to complex

B3-PNB-Networking role-Origins/Reason-Top-down governance does not work anymore

B31.-G-Reason to Collaborate-WDG-PNB resources & reputation

B31.-G-Reason to Collaborate-WDG-Feel obliged towards the PNB

B32-PNB-Reason to Collaborate-WDG-Boundary org (external location)-Strategically test the flexibility of

the involved parties

B32-PNB-Reason to Collaborate-WDG-Complex society with complex challenges
B32-PNB-Reason to Collaborate-WDG-Create solutions which generate support (inclusive)
B32-PNB-Reason to Collaborate-WDG-Resistance from society threatening support
B32-PNB-Reason to Collaborate-WDG-Top down governance does not work anymore
B32/D32-PNB-Reason to Collaborate-WDG-Create a boundary organization (neutral ground, in-between space)
B32/D32-PNB-Reason to Collaborate-WDG-Gain a network
B34-WDG-Added value to respondent-Ability to use one's expertise
B34-WDG-Added value to respondent-Ability to work on challenges with a societal relevance
B34-WDG-Added value to respondent-Assignment
B34-WDG-Added value to respondent-Financial gain
B34-WDG-Added value to respondent-Spreading dynamism in the way of thinking
B34-WDG-Added value to respondent-The Strategy of approaching solutions
B34/D34-WDG-Added value to respondent-Network
B36-WDG-Added value-(through socially inclusive)-Process values (way of thinking) to help find solution to SC for those who share the values of WDG
B36-WDG-Added value-A whole list of soft- & hard values (can be scanned and added to the thesis)
B36-WDG-Added value-Improved amenities of a place (abandoned bc now it is not only about spatial)
B36/C36-WDG-Added value-(through connecting people & initiatives; cross-overs)Create future-proof solutions & relationships
B36/P17-WDG-Added value-(through socially inclusive)-Take the values of others into count
B36/P17/P19-WDG-Added value-Future value (belong to spatial quality) but it means also something that is lasting
B36/P17/P19-WDG-Added value-Utility value (belong to spatial quality)
B37-WDG-Added value by respondent-Expertise in the Strategy
B38-WDG-Remarks-Str-It is less about the approach and more about the principles
B38-WDG-Remarks-Str-Need to have a question as a start (urgency)
B38.-WDG-Str-Infographic as a tool
B38.1.1.-WDG-Str-IA=No half solution and something concrete for the Owners
B38.1.1./P17-WDG-Str-IA=Multiple perspectives and both short and long term effects (the big picture future-proof/impact)
B38.1.3a./E38.1.3a/P17-WDG-Str-MGA=Value creation-Everyone's interest through consensus (Inclusive approach-All target groups/stakeholders involved)
B38.1.3b-WDG-Str-MGA-Char-Necessity by urgency with a societal impact (value determined by the society)
B38.1.3b-WDG-Str-MGA-Char-Necessity due to complexity of challenges, not a goal in itself
B38.1.3b-WDG-Str-MGA-Char-Used from bottom-up-To avoid resistance from society when addressing a challenge
B38.1.3b/D38.1.3b-WDG-Str-MGA-Char-Open/Part-Inclusive-Of everyone impacted by that challenge (bottom-up)
B38.1.3c-WDG-Str-Remarks-(MGA)-Barriers-Political sensibility (Urgency)-Resistance against the solution
B38.1.3c-WDG-Str-Remarks-(MGA)-Barriers-Refugee question-No value for the network
B38.1.3c-WDG-Str-Remarks-(MGA)-Barriers-Refugee question-Unable to organize participation appropriately
B38.1.3d-WDG-Remarks-MGA-Not an option by simple/urgent questions (time pressure)
B38.1.3d-WDG-Remarks-MGA-Not an option when you know exactly what will happen
B38.1.3d-WDG-Remarks-MGA-Value creation-Not the best choice when it can't add value to the network
B38.1.3f-WDG-Str-Interdis/Multidis-Barrier-Difficult-Expensive
B38.1.3f-WDG-Str-Interdis/Multidis-Barrier-Difficult-Not linear
B38.1.3f-WDG-Str-Interdis/Multidis-Barrier-Difficult-Takes a lot of time
B38.1.3f-WDG-Str-Interdis/Multidis-Chance-Achieve a better solution on the long run
B38.1.3f-WDG-Str-Interdis/Multidis-Chance-You can get surprised
B38.1.4.-WDG-Str-IA-It is used to position the WDG as entity in Brabant
B38.2.-WDG-Concrete-It is used to position (distinguish) WDG in Brabant
B38.7./D38.7.-WDG-Str-5 V's=Thinking in a process
B38.7.1./P19-WDG-Str-5 V's-Explore-Urgency
B38.7.4./P19-WDG-Str-5 V's-Design (develop)

B4-WDG-EO-Determined by the PNB-WDG created with a specific role and reason

B4/P17-WDG-EO-Determined by the PNB-Collaboration for gov becomes necessary to avoid losing support from the society (top-down doesn't work anymore)

B4/P17-WDG-EO-Determined by the PNB-WDG is the result of a government that could not work top-down anymore (MGA is adopted)

B5-WDG-EG-Achieve societal change through collaboration

B5-WDG-EG-Create better, more sustainable, steady solutions to SC through collaboration

B5-WDG-EG-In a network setting where the PNB is only a party-Create trust for the PNB

B5-WDG-EG-In a network setting where the PNB is only a party-Legitimize governmental involvement

B5-WDG-EG-In a network setting where the PNB is only a party-To find out what society really wants

B5-WDG-EG-Make a better society in Brabant

B5-WDG-EG-Solving societal challenges

B5-WDG-EG-To 'do' in an Integrated way

B5-WDG-EG-To provide 'no half solutions'

B5-WDG-EG-To provide concrete solutions for owners involved in the WDG

B6-WDG-Role for the PNB-Alternative for top-down governance

B6-WDG-Role for the PNB-Different (integrated) work method

B6-WDG-Role for the PNB-Physical location for networking

B6/C6-WDG-Role for the PNB-Concrete action for the region

B6/C6/D6/E6-WDG-Role for the PNB-External motor-(Boundary organisation)-Helps the PNB innovate, connect, act (combat bureaucracy)

B7-WDG-Entity=A network with experimenting as core and creating more chance for sustainability and success

B7-WDG-Entity=An intermediary in a network setting to create trust, legitimize government involvement, find out what society really wants for the PNB

B7-WDG-Entity=The combination of (all) challenges

B7/C7-WDG-Entity=(Physical) condensation point for the network to collaborate

B8-WDG-GNet-Type-B & C

B9-WDG-Entity=Not a LL bc WDG uses MGA (inclusive) attracting parties that are impacted while LL are focused on results

B9-WDG-Entity=Not an LL bc the solutions at WDG have an owner and they are translated to practice

B9.2-WDG-Remarks-(Living) Lab-context of civ as end-user & naturally a participant (mentioned LL as my interest)

B9.2-WDG-Remarks-(Living) Lab-Positioning the WDG compared to other parties, not as a LL (based on how and what kind of initiatives it addresses)

B9.2.-WDG-Remarks-(Living) Lab-The respondent is not familiar with the term (context of innovation)(mentioned LL as my interest)

B9.3.-WDG-Str-Experimenting=It is the core of WDG bc the unknown end-result (bottom-up approach)

B9.3.-WDG-Str-Experimenting=Way to come up with a solution which you can't enforce from the beginning (=unknown) and create chances

B9.4.-WDG-Remarks-Experimenting-Identified as the core of WDG

B9.4.-WDG-Remarks-Experimenting-Makes the Approach of WDG possible through asking for openness and the underlying principles behind the approach

C1-PNB-Networking role=Collaborate with others as a way to achieve solutions. PNB is not the only party.

C1.1.-PNB-Networking role-Char- It is not a goal in itself but a necessity

C10-WDG-EP-External (physical) location-Condensation point for collaboration to find out one's role, importance

C10-WDG-EP-External (physical) location-Physical & Mental state-Flexibility in collaboration

C10/D10-WDG-EP-External (physical) location-Example of networking way

C11/F11-WDG-Difference from other entities-Integrated approach (Impact approach-Cross-sectoral)

C12-WDG-Remarks-Entity-Atm the WDG doesn't have the means to be independent from the PNB

C12-WDG-Remarks-Entity-Not too independent from the PNB but have a reserve in case it steps back

C13-WDG-Str-El-More bottom up than top down-It doesn't decide for the ppl but facilitates what ppl want

C16-WDG-Spatial as requirement-During MMB but not for WDG-Spatial (not always necessary) in an connecting (cross-over/inclusive) way

C2-PNB-Role-Origins/Reason-Not fixed-Decided by the circumstances and the process during a case

C2-PNB-Role-Origins/Reason-Not fixed-Decided by the network

C2-PNB-Role-Origins/Reason-Not fixed-Decided by the value the gov can generate/different every case
C22-WDG-Structure-Disciplines-Building world
C22-WDG-Structure-Disciplines-Finance
C22-WDG-Structure-Disciplines-Spatial quality
C22/D22-WDG-Structure-Disciplines-Architecture
C24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-It can influence the direction of an initiative by advising the Owner
C24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Provides support in decision making
C24.1./D24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates means & supports-Network
C24.1./D24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining (motor)-Facilitates (most)means-Finance
C24.1./D24.1./F24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates means & supports-Provides means-Assignments
C26.1./D26.1.-WDG-Structure-Open/Part-Inclusive-Include stakeholders bottom-up (power of the society)
C26.1./F26.1.-WDG-Structure-Open/Part-Inclusive-Power of the society-Through focus on cross-sectoral/overs
C26.2.-WDG-Structure-Open/Part-Cri- Those who bring and not only take value
C26.2.-WDG-Structure-Open/Part-Cri-Those who are open about their indiv. value and let others in
C26.2.-WDG-Structure-Open/Part-Cri-Those who contribute
C26.2./D26.2.-WDG-Structure-Open/Part-Cri- Those who are (physically) present
C26.2./F26.2.-WDG-Structure-Open/Part-Cri- Those who can deal with being open & vulnerable
C27.-WDG-Str-El-Exchanged Resources-Tools
C27.-WDG-Structure-Exchanged Resources-Concrete ideas
C27.-WDG-Structure-Exchanged Resources-It can be everything
C29-WDG-Str-Innov=Sharing knowledge leads to innovation (what for one innov is, for the other is known)
C29-WDG-Str-Innov=Sharing knowledge leads to knowledge development though reflecting and talking with others
C29.2.-WDG-Innov-Achieved-Not only share ideas but also apply the knowledge and ideas of others
C3-PNB-Networking role-Origins/Reason-Can't do it alone-The PNB doesn't carry out
C3-PNB-Networking role-Origins/Reason-Can't do it alone-You nvr have 'the' answer for everyone (create support)
C3-PNB-Networking role-Origins/Reason-In search for a solution, method
C31.-G-Reason to Collaborate-WDG-Idea to concrete action
C31.-G-Reason to Collaborate-WDG--Knowledge of others
C31.-G-Reason to Collaborate-WDG-Advice
C31.-G-Reason to Collaborate-WDG-Collaboration itself
C31.-G-Reason to Collaborate-WDG-Connections
C31.-G-Reason to Collaborate-WDG-Inspiration
C31.-G-Reason to Collaborate-WDG-Meet each other
C31.-G-Reason to Collaborate-WDG-To get surprised
C32-PNB-Reason to Collaborate-WDG-Connect for cross-sectoral/over results
C32-PNB-Reason to Collaborate-WDG-Give the possibility for others to act
C32/D32/E32-PNB-Reason to Collaborate-WDG-The philisophies/challenges match
C34-WDG-Added value to respondent-Ability to help others
C34-WDG-Added value to respondent-Do something different
C34-WDG-Added value to respondent-Energy
C34-WDG-Added value to respondent-Fine interaction
C34-WDG-Added value to respondent-Get help
C34-WDG-Added value to respondent-It leads to something concrete
C34-WDG-Added value to respondent-Neutral ground (physical or mental state)
C34-WDG-Added value to respondent-The work done is valued
C34/D34-WDG-Added value to respondent-Get inspiration
C34/D34-WDG-Added value to respondent-Variety of initiatives
C36-WDG-Added value-(through Collaboration)-Advice
C36-WDG-Added value-(through Collaboration)-Increased field through communication
C36-WDG-Added value-(through Collaboration)-Knowledge through sharing

C36-WDG-Added value-(through socially inclusive)-Helps combat sectoral thinking
C36/D36-WDG-Added value-(through Collaboration)-Connect ambitions
C37-WDG-Added value by the respondent-Financial assets
C37-WDG-Added value by the respondent-Guidance during a case
C37/D37-WDG-Added value by the respondent-Knowledge
C37/D37-WDG-Added value by the respondent-Network
C38-WDG-Remarks-Str-Chance-(through connecting people & initiatives; cross-overs)-Create future-proof collaboration and solutions
C38-WDG-Remarks-Str-Chance-Through connecting you get a step further (concrete)
C38.1.-WDG-Remarks-IA-Identified as a characteristic of WDG (in context from GNet Type)
C38.1.2.-WDG-Remarks-IA=Connect-Approach the challenge Cross-sectoral/overs way-Becomes a necessity bc of everything that is happening at once
C38.1.2./P19-WDG-Remarks-Barrier-IA=Connect--Approach the challenge Cross-sectoral/overs way-Not including the PNB network
C38.1.3./D38.1.3./E38.1.3.-WDG-Str-IA-Connect-5 V's-Expand (connect, synchronize and include themes and ppl)
C38.1.3f-WDG-Str-Interdis/Multidis-Barrier-It becomes more complicated bc of complexity of things
C38.1.3f-WDG-Str-Interdis/Multidis-Barrier-Openness is important but carefully (too many ideas, confusion)
C38.1.3g-WDG-Remarks-Interdis/Multidis-Interesting way of working together for the respondent, doesn't see barriers
C38.1.3g-WDG-Remarks-Interdis/Multidis-One should not give up and try to simplify it (you don't get a good solution)
C38.1.3i/D38.1.3i/P17-WDG-Strategy (Str)-Connect
C38.4./P19-WDG-Str-Do=Act-Concrete action through connecting people with each other
C38.7.3-WDG-Str-PA-Enrich through ownership
C38/F38-WDG-Remarks-Str-Risc-Openness & Vulnerability
C5-WDG-EG-Collaboration
C5-WDG-EG-Connect ambitions to concrete initiatives
C5-WDG-EG-Connect parties
C6-WDG-Role for the PNB-Concrete action
C6-WDG-Role for the PNB-Connect based on Factanalysis
C6-WDG-Role for the PNB-Give the chance for others to act besides the gov
C6-WDG-Role for the PNB-PNB not being the main responsible
C6/D6-WDG-Role for the PNB-Collaboration between parties
C7-WDG-Entity=Central (physical) place but also a mental state for collaboration
C7-WDG-Entity=Community to collaborate and concretely do
C7-WDG-Entity=Partnership where something is literally done, but also a physical place
C7/D7-WDG-Entity=Example (tool) to work in a networking way due to being outside of the building
C8-WDG-GNet-Type-B & C-Connect the network and integrated (connected) services
D-WDG-Remarks-EP-Middle-up-down-Exclude the PNB
D1-PNB-Networking role=Collaborate with others-A position/strategy (of 4 possible from the NSOB rap) defined by the case the PNB decides to take as representant of common good
D1.1.-PNB-Networking role-Char-Flexible, determined by the phase of the case
D10-WDG-EP-External (physical) location-Neutral-Buitenbocht motor'-Space to experiment and innovate yourself
D11-WDG-Difference from other entities-Connected & Financed by the PNB
D11-WDG-Difference from other entities-More structured contact with KI
D11-WDG-Difference from other entities-Network of students and their mentors
D11-WDG-Difference from other entities-The possibility for more collaboration between parties
D11-WDG-Difference from other entities-University less present
D11/E11--WDG-Difference from other entities-Related & Financed by the PNB
D12-WDG-Entity-Char-As an indiv org could also deliver value to society
D12-WDG-Entity-Char-Part of the PNB-Adressing the same challenges
D12-WDG-Entity-Char-Part of the PNB-Responsible relationship with the PNB-Certain freedom to act alone
D12-WDG-Remarks-Entity-Political ideology expressed can limit the interest of parties in WDG
D12-WDG-Remarks-Entity-The goals, ambitions of WDG should be in connected to the PNB (regional

organization) to represent together Brabant

D12-WDG-Remarks-Entity-The WDG is in development

D16-WDG-Spatial as requirement-During MMB but not for WDG-A question of choice based on provincial themes and personal interests of WDG

D18-WDG-In-Themes-Refugee (AHAFH)-A way to connect (cross overs, inclusive)

D18-WDG-In-Themes-Refugee (AHAFH)-Was approached in an stakeholder inclusive way (bottom-up)

D19-WDG-Societal challenges addressed-The network's own interest-fields

D19/P19-WDG-Str-Societal challenges addressed-Matched philosophy with the PNB (regional)-actual theme, innovation desired

D2-PNB-Role-Origins/Reason-Fixed-NSOB rapport

D22-WDG-Structure-Disciplines-Agrofood

D22-WDG-Structure-Disciplines-Psichology

D22-WDG-Structure-Disciplines-Real estate

D22-WDG-Structure-Disciplines-Urbanism

D24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates means & supports-Knowledge

D24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Innitiator of WDG

D24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Facilitates means and mediates-Budget and 'faciliteiten'

D24.1./F24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates means & supports-Provides freedom to experiment

D26.1.-WDG-Structure-Open/Part-Inclusive-Achi-Through including the PNB resources, network, ideas can be gained.

D26.1.-WDG-Structure-Open/Part-Inclusive-Not everyone-Decided by the founders (influencing the power of WDG)

D26.1.-WDG-Structure-Open/Part-Inclusive-Through its positioning WDG can use the power of the society to which the PNB has desire for

D26.2.-WDG-Structure-Open/Part-Cri- Not clear who and how far-Unspoken standards

D26.2.-WDG-Structure-Open/Part-Cri- Unkown attachment/ideology of WDG leaders

D26.3.-WDG-Remarks-Open/Part-Inclusive-Not everyone can participate (risk for the network)

D26.3.-WDG-Remarks-Power of WDG-Combat -Lack of openness and connection bc of confidence/development though org. own critical refelction based on an advice

D26.3.-WDG-Remarks-Power of WDG-Combat -Lack of openness and connection bc of confidence/development through spectre to the inside

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of confidence

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of confidence-Dmg sense of trust of the participant

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of confidence/development-Dmg sense of belonging of the participant

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of development

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of development-Not organised properly

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of development-Not organised properly-Lack of confidence in the other

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of development-Not organised properly-Not honoring appointments

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of development-Not organised properly-Too much hay on your fork

D26.3.-WDG-Remarks-Power of WDG-Lack of openness and connection bc of development-Personal attachment of the core causing a closed circle

D26.3./P16-WDG-Remarks-Open/Part-Inclusive-Lack of collaboration with PNB will lead to limitations in building future proof relationships and Expand

D28-WDG-Remarks-Interdependance between the PNB & WDG should reflect in the decision making

D28-WDG-Remarks-Interdependance between the PNB & WDG should reflect in the results achived

D29-WDG-Str-Innov=Surprising or concious combinations (meetings) of people by WDG

D29.2.-WDG-Innov-Achieved-By providing freedom to WDG

D29.2.-WDG-Innov-Achieved-Combine in a surprising way

D29.2.-WDG-Str-Innov-Achieved-Connect based on the Str

D29.2.-WDG-Str-Innov-Achieved-Constious combination of subjects makes WDG a breeding ground of

innovation (inter/multi discipl)

D29.2.-WDG-Str-Innov-Achieved-Craftmanship a method

D29.2.-WDG-Str-Innov-Achieved-Cross-sectoral

D29.2.-WDG-Str-Innov-Achieved-Through 5 V's method (changes how civil servants operate)

D29.2./E29.2./P19-WDG-Innov-Achieved-Engage YP

D32-PNB-Reason to Collaborate-WDG-Gain knowledge

D32-PNB-Reason to Collaborate-WDG-Innovation present and achievable with WDG strategy

D34-WDG-Added value to respondent-Assignment approached by WDG

D34-WDG-Added value to respondent-Connect for ideas, insights otherwise not accesible

D34-WDG-Added value to respondent-Craftmanship a method

D34-WDG-Added value to respondent-Freedom to do

D34-WDG-Added value to respondent-Get surpriding insights

D34-WDG-Added value to respondent-Innovate yourself

D34-WDG-Added value to respondent-Meet surprising people

D34-WDG-Added value to respondent-Stand out in your approach without bothering others

D34/E34-WDG-Added value to respondent-Young people

D34/F34-WDG-Added value to respondent-Openness

D36-WDG-Added value-(through Boundary org)-Equality between parties

D36-WDG-Added value-(through Collaboration)-Open yourself to let new insights in

D36-WDG-Added value-(through Cross-overs)-Possibility to connect initiatives to people, PNB goals to society so you learn from each other

D36-WDG-Added value-(through PNB or G engaging in WDG)-Use each others Network

D36-WDG-Added value-Always new people and students engaging in WDG

D36-WDG-Added value-Connection with the stakeholders

D36-WDG-Added value-Innovation in all aspects incl. the way how ppl collaborate

D36-WDG-Added value-Innovation through provided freedom to WDG from PNB

D36-WDG-Added value-Innovation through surprising combinations

D36-WDG-Added value-Innovation through taking 'out of your confort zone'

D36-WDG-Added value-Personal development of young people & students

D36-WDG-Added value-Spreading of a certain political ideology

D36-WDG-Added value (though 3 P's)-Community feeling

D36/F36-WDG-Added value-Concrete results & achieved goals

D37-WDG-Added value by respondent-Bring in fresh ideas

D37-WDG-Added value by respondent-Guard the goal

D37-WDG-Added value by respondent-Innitiate-Bring initiatives

D37-WDG-Added value by the respondent-Connect students & civil servants busy on the same challenge (cross sector/disciplinary)

D37-WDG-Added value to respondent-Gain discourse with other parties

D37/F37-WDG-Added value by respondent-Expertise in a field

D38-WDG-Remarks-Str-Chance-Collaborate and gain openness towards new insights (not judgemental perception)

D38.1.-WDG-Remarks-IA-Not fully integrated bc the relationship with the PNB can be beter

D38.1.1.-WDG-Str-IA=Infrastructure of WDG's own choosing (build on an a conception or ideology over society)

D38.1.2.-WDG-Remarks--Critics-IA=Inclusive approach-Involvement of target groups (through MGA)-Not inclusive enough towards the PNB (choosing its own network)=Not integrated

D38.1.2.-WDG-Remarks--Critics-IA=Inclusive approach-Involvement of target groups (through MGA)-Not integrated if you don't include all involved groups

D38.1.2.-WDG-Remarks--Critics-IA=Inclusive approach-Involvement of target groups (through MGA)-Not integrated if you don't include the PNB network while adressing a challenge

D38.1.3f-WDG-Str-Interdis/Multidis-Chance-New insights for participants if you manage to get people aquainted

D38.1.3f-WDG-Str-Interdis/Munltidis-Chance-Multiple disciplines present attractt different views for a question

D38.2.-WDG-No ambition to be big/Less visible=Does not involve the PNB network to avoid 'too much PNB & bureacracy (official)'

D38.2.-WDG-Remarks-No ambition to be big/Less visible-Less connections (network, knowledge)

D38.2.-WDG-Remarks-No ambition to be big/Less visible-WDG will achieve less

D38.2.-WDG-Str-No ambition to be big/Less visible-Certain freedom to act due to distance from the 'daily work life of this tower'

D38.2.-WDG-Str-No ambition to be big/Less visible-Considered not fitting if it means excluding the PNB civil servants

D38.2.-WDG-Str-No ambition to be big/Less visible='Under the radar'-Certain freedom to act due to being less official & getting less attention

D5-WDG-EG-Focused & decided by the demands of the addressed challenge

D6-WDG-Role for the PNB-Achieve innovation, a provincial goal

D6-WDG-Role for the PNB-Adaptable work method to all sorts of initiatives

D7-WDG-Entity=A meeting place where one can encounter surprising people and surprising insights due to the engagement of YP

D7-WDG-Entity=A place where questions are addressed in which innovation happens in all aspects (also in collaboration)

D7-WDG-Entity=External (physical) location (Boundary org) not necessarily Gruyterfabriek bound

D7-WDG-Entity=Middle-up-down positioned to help the PNB to make the connection to society

D7/F7/P19-WDG-Entity=A breeding ground (for innovation, open, challenging, same focus, themes turned inside-out, multidisciplinary)

D8-WDG-GNet-Type-C

D9-WDG-(Living) Lab='Lab',-Surprising, Collaboration with KI=Young people(context of innovation inside WDG)

D9.3.-WDG-Str-Experimenting=Adaptable approach in case new or different situations, people, ideas resulting in surprising, different ways

D9.4.-WDG-Remarks-Experimenting-Identified as the power of WDG

D9.4.-WDG-Remarks-Experimenting-PNB supports it

E-WDG-Remarks-Design (process) thinking in itself is not enough, combine it with the quality of people, the content & goals of the network

E1-PNB-Networking role=Collaborate with other parties in a conscious way (due to the middle positioning)

E1.2.-PNB-Networking role-Char-In developing phase

E12-WDG-Remarks-Entity-Financing-WDG doesn't have to be lead by the PNB but this assumes this role so others don't get control

E12-WDG-Remarks-Entity-Financing-WDG doesn't have to be lead by the PNB but this assumes this role so ppl stay creative

E12-WDG-Remarks-Entity-No ambition to be big/Less visible-WDG should not be associated with the PNB to be able to generate trust, critics

E19-WDG-Societal challenges addressed-Administrative tasks determined by Euro 2020-5/9-Safety & security (underground crime)

E19-WDG-Societal challenges addressed-Administrative tasks determined by Euro 2020-5/9-Smart mobility

E19-WDG-Societal challenges addressed-Administrative tasks determined by Euro 2020-5/9-Sustainable Energy

E19-WDG-Societal challenges addressed-Administrative tasks determined by Euro 2020-5/9-Transition of the food industry

E19-WDG-Societal challenges addressed-Administrative tasks determined by Euro 2020-5/9-Graying

E19-WDG-Societal challenges addressed-Administrative tasks determined by UNESCO, UN

E2-PNB-Role-Origins/Reason-Fixed-Decided by the position-Middle administration

E21-PNB-Remarks-Networking role-Carrying out of PNB tasks requires other NSOB roles

E23-WDG-Structure-Sector-Business-Garden management org

E24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates means & supports-Leadership

E24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates means & supports-Provides freedom to function (inside certain criteria) through finance

E24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-Facilitates means & supports-Provides freedom to function (inside certain criteria) through guarding it from bureaucracy

E24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Defining-To the limit that the WDG is not associated with the PNB

E26.1.-WDG-Structure-Open/Part-Inclusive-Initiatives that are close to the civilians have to be addressed to gain more possibility of participation

E26.1.-WDG-Structure-Open/Part-Inclusive-It can be better-PNB has difficulty reaching the civilian compared to a local authority

E26.1.-WDG-Structure-Open/Part-Inclusive-Regional/local identity of the civilian is determinant
E26.2.-WDG-Structure-Open/Part-Cri-Everyone-Those who are caught up in routines
E26.2.-WDG-Structure-Open/Part-Cri- Those of the same network
E29-WDG-Innov=-Design (process) approach by WDG is seen as innovative by the PNB
E29.1.-WDG-Role in Innov=Change the way people operate inside the PNB
E29.1.-WDG-Role in Innov=Innovate by rejuvenating the PNB network through the creativity of YP
E29.1.-WDG-Role in Innov=Making the connection to the society & tests in practice PNB policy intentions
E29.2.-WDG-Innov-Achieved-Experimenting
E29.2.-WDG-Innov-Achieved-Process approach
E29.2.-WDG-Str-Innov-Achieved-Connect policy with practice
E3-PNB-Networking role-Origins/Reason-Can't do it alone-Not in possession of all the resources
E3-PNB-Networking role-Origins/Reason-Can't do it alone-The PNB doesn't create value directly into the economy to adress SC
E3-PNB-Networking role-Origins/Reason-Responsibility, the PNB carries for SC
E3-PNB-Networking role-Origins/Reason-To keep the value of the PNB in the eyes of the society
E31.-Players inside the PNB network (all sectors)-Reason to Collaborate-WDG-Combat being caught up in routines
E34/F34-WDG-Added value to respondent-Strategy & Method
E36-WDG-Added value-(though Collaboration & participation with/in WDG)-YP experience learning
E36-WDG-Added value-Innovation on one's personal effectivity
E37-WDG-Added value by the respondent-Guard the continuity of the WDG
E37-WDG-Added value by the respondent-Guard the free (as freedom) space (from bureacracy)-Trust allows people to function freely
E38-WDG-Remarks-Societal challenges-The approach of WDG is seen fit to adress societal challenges in the region
E38.1.2.-WDG-Remarks-IA-Barrier-Inclusive approach-Involvement of target groups /Cross over (connect)/ 5 V's-Synchronizing becomes complex
E38.1.2.-WDG-Remarks-Limitation-IA=Inclusive approach-Involvement of target groups (through MGA)-The feeling that everyone should be involved, where is the limit?
E38.1.3b-WDG-Str-MGA-Char-Open/Part-Inclusive-You don't start from an already existing assignment & solutions (top-down) but you interact with other & use design thinking
E38.1.3c-WDG-Str-Remarks-(MGA)-Barriers-Top-down governmental approach (not present at WDG)
E38.7.-WDG-Str-El-Design approach-Helps deal with the complexity of the society
E6-WDG-Role for the PNB-Bring the PNB closer to society through 'chance' approach
E6-WDG-Role for the PNB-Bring the PNB closer to society through design thinking
E6-WDG-Role for the PNB-Bring the PNB closer to society through shared assignments
E6-WDG-Role for the PNB-Connect to KI
E6-WDG-Role for the PNB-Different (integrated) approach to societal challenges
E6-WDG-Role for the PNB-Give the chance for young people to add to the quality of governing
E6-WDG-Role for the PNB-Helps to deal with societal dynamics
E6-WDG-Role for the PNB-Rejuvenate & innovate the PNB network
E6-WDG-Role for the PNB-Test in practice PNB policy effectivity
E6/F6-WDG-Role for the PNB-External motor-Discovery boat of the PNB (Experimenting)
E8-WDG-GNet-Type-B-Interorganisational
E9-WDG-(Living) Lab='Laboratoria' (context of innovation and connection)
E9.3.-WDG-Str-Experimenting=Test the practicality of PNB policy intentions
E9.4.-WDG-Remarks-Experiment-PNB supports it (warns for risks)-If WDG becomes a habit or a routine, it loses its value
E9.4.-WDG-Remarks-Experiment-PNB supports it (warns for risks)-If WDG becomes insttutionalized or too much bureacracy is present, then it loses its value
E9.4.-WDG-Remarks-Experimenting-PNB supports it- Until appreciated value is created, new SC appear, quality of ppl in sufficient
END
Ethics
F11-WDG-Difference from other entities-Critic is valued
F11-WDG-Difference from other entities-Do it yourself (context IA) instead of hiring an advisor
F11-WDG-Difference from other entities-Estafette
F11-WDG-Difference from other entities-Not an 'excuse platform'-Research is done for innovation

F12-WDG-Entity-Char-Result of the PNB's networking role
F15-WDG-Choice of initiative-After MMB became broader-not so much focus on spatial design anymore
F15-WDG-Choice of initiative-Cri-Small and easy to research linked to the PNB themes
F16-WDG-Remarks-Desired less focus on spatial
F16-WDG-Spatial as requirement-During MMB but not for WDG-Space (as precursor) serves the broader themes
F16/P19-WDG-Remarks-In-Less/abandoned focus on spatial
F18-WDG-In-Theme Refugee (AHAFH) identified an initiative of WDG
F18-WDG-In-Themes-Refugee (AHAFH)-Cross sector/over approach needs more time due to complexity (concreet results are difficult to achieve)
F18-WDG-In-Themes-Refugee (AHAFH)-Example of innovation
F18-WDG-In-Themes-Refugee (AHAFH)=System Innovation due to Cross sector/over approach
F18-WDG-Str-Innov-Initiative-AHAFH-Adaptive society form-Connect people (without force)
F18-WDG-Str-Innov-Initiative-AHAFH-Adaptive society form-Don't make the connection through space but by organizing
F18-WDG-Str-Innov-Initiative-AHAFH-Adaptive society form-Focus not on spatial
F19-WDG-Societal challenge addressed-Randomly but bounded on certain themes
F19-WDG-Societal challenges adressed-3 P's
F19/P19-WDG-Str-IA=Inclusive approach-Involvement of target groups (MGA)-Value (co)creation (find as many chances possible)
F22-WDG-In-Themes-Social business
F22-WDG-Remarks-The general thematical focus of the WDG is not clear yet
F22-WDG-Structure-Disciplines-Environmental law
F22-WDG-Structure-Disciplines-Governance
F22-WDG-Structure-Disciplines-Innovation field
F22-WDG-Structure-Disciplines-Instances (bound to societal challenges)
F22-WDG-Structure-Disciplines-Multi-Media
F22-WDG-Structure-Disciplines-Phylosophical
F22-WDG-Structure-Disciplines-Subsidy Industry (bound to societal challenges)
F22-WDG-Structure-Leading fields-Financial
F22-WDG-Structure-Leading fields-Social
F22-WDG-Structure-Leading fields-Spatial
F24-Remarks-Structure-Role-Expert-Respect is expected
F24.1.-WDG-Structure-A/S/P-Role & relations-PNB=Facilitates means and mediates
F26.-WDG-Str-El-Collab/Part/Eng-Role-Expert-Openness is expected
F26.-WDG-Structure-Open/Part-Inclusive- Through including the refugee, empower civilians
F29-WDG-Str-Innov=System innovation achieved by cross-sectoral thinking
F29.2.-WDG-Innov-Achieved-Collaborate- with others to aquire and bundle knowledge, inspiration and critical insigth
F29.2.-WDG-Str-Innov-Achieved-Organize (Adaptive society form)
F32-PNB-Reason to Collaborate-WDG-Freedom to experiment
F34-WDG-Added value to respondent-Freedom to be critycal
F34-WDG-Added value to respondent-Function outside of your sector of expertise
F34-WDG-Added value to respondent-Learn from others
F36-WDG-Added value-(through Connect & Cross-overs)-Activator (initiator) for the society
F38.1.3a.-WDG-Str-MGA=Get challanged rather than gain something
F38.1.3b-WDG-Str-MGA-Char-A good model, core tool in the WDG approach
F38.1.3f-WDG-Str-Interdis/Multidis-Barrier-Open-mindedness of the initiator/owner
F38.1.3f-WDG-Str-Interdis/Multidis-Barrier-The degree of complexity in which the assignment is defined
F38.1.3f-WDG-Str-Interdis/Multidis-Chance-Wider sight for the WDG
F38.1.3g-WDG-Remarks-Interdis/Munltidis-Determinant for WDG-Wider outlook
F38.7.2-WDG-Str-Experimenting-Through Dialogue
F38.7.2-WDG-Str-Experimenting-Through Research
F5.2.-WDG-EG-Collaborate-G-Reason-Aquire & bundle knowledge, inspiration and critical insight from others
F7-WDG-Entity=Bruise tablet for society with an activating effect
F7-WDG-Entity=Multiple sectors collaborating and connected by passion for curiosity and openness, critical but respectful

F8-WDG-GNet-Type-C-as mostly what the WDG does
F9-WDG-(Living) Lab='Lab' (context of experimenting)
F9-WDG-(Living) Lab='Laboratorium' (context of interdisciplinarity and experimenting)
F9.3.-WDG-Str-Experimenting=A role, WDG assumes this role for the PNB
F9.3.-WDG-Str-Experimenting=Way for the PNB-Conducts research for innovation
F9.4.-WDG-Remarks-Experimenting-Can take too long and lead to no results or chaos
F9.4.-WDG-Remarks-Experimenting-PNB supports it through flow of assignments
F9.4.-WDG-Remarks-Experimenting-To avoid chaos, it is limited by WDG itself, after a certain time of enquiry, it needs to deliver results
Interviewer-Credibility
Interviewer-Focus discussion
Interviewer-Sampling
Introduction
Introduction-Name
Language of the interview
Method
Not research related informal conversation
P16-PNB-Role inside WDG=Defining-Owner-Facilitates most financial means
P16-WDG-EG-Collaboration with students & experts from multiple disciplines
P16-WDG-Remarks-Collaboration & collaboration with KI-Identified as an essential part of WDG
P16-WDG-Role for the PNB-Strengthen the PNB role by involving it more into it's initiatives & network
P17-WDG-Entity=Logical successor of MMB-(Physical) workspace and more education/students and practical cases
P17-WDG-Innov= It is not a goal in itself, it is a way to achieve one's goal cheaper, earlier, better. It is not about inventing something new at WDG
P17-WDG-Remarks-MGA-Due to it's required time ammount, it should be applied to big intrests & when parties can't solve it alone
P17-WDG-Str-MGA=Value creation-Everyone wins-A form of structures discussions, subjected to certain rules
P17/P19-WDG-(Living) Lab=Knowledge in practice (WDG identifies itself as an LL on the website)
P17/P19-WDG-Entity-Char-Equality to create long lasting relationships
P17/P19-WDG-Entity=Do=Act-Concreet action through connecting
P17/P19-WDG-Entity=Experimenting with the help of IA find solutions together
P17/P19-WDG-Structure-Open/Part-Inclusive=socially inclusive=Everyone impacted
P19-PNB-Role inside WDG=Financial support (not ideal for WDG but reasonable)
P19-WDG-EG-Different perspective and way of acting; find smarter and innovative solutions
P19-WDG-EG-Sustainability challenge=Cross sector/over value creation
P19-WDG-Innov=To think & do differently on all fields- Can't solve problems the same way you created them (Einstein)
P19-WDG-Remarks-In-If there is not mutual understanding between parties, the initiative fails
P19-WDG-Remarks-Spatial as requirement-During MMB but not for WDG
P19-WDG-Remarks-Str-Is adequat to address complex societal challenges which can't be solved alone
P19-WDG-Remarks-Str-The method of approaching a problem is the same but the process became more selective
P19-WDG-Societal challenge addressed-Regional sustainability challange (not necessarily spatial bound)
P19-WDG-Str-5 V's= Explore, Desire, Enrich, Design (develop), Expand
P19-WDG-Str-Concrete initiatives lead to concreet result, which you can scale-up
P19-WDG-Str-Cross sector /over/discipl-YP get a role in
P19-WDG-Str-Do=Act-(EG)-Create an Innovative approach to solve SC
P19-WDG-Str-Do=Act-Connect-Surprising encounter & inspiring cross-overs
P19-WDG-Str-Do=Act-Share knowledge & collaborate
P19-WDG-Str-Experimenting=With the help of IA find solutions together to create win-win
P19-WDG-Str-MGA=Way to Enrich a performance
P19-WDG-Str-MGA=Way to scale up people's ambition
P19-WDG-Str-PA-Enrich through experts
P19-WDG-Str-Share all the gathered and quired knowledge-Transparancy
P19-WDG-Structure-Role &relations-YP-Innovation through multidiscip. background
P19-YP-Collaborate-WDG-Reason-Cross sectoral/over/disciplinary approach

P19-YP-Collaborate-WDG-Reason-Multifunctional solutions

P19-YP-Collaborate-WDG-Reason-Young people are part of the society which makes them owners of problems

P20-WDG-Experimenting

P20/P40/P41/P42-WDG-Expand (connect; scale up)

Profession/Relation to WDG