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Responding to the Ukrainian refugee crisis: The development of an innovative Norwegian intersectoral partnership

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Abstract

In 2022, Russia opened war against Ukraine. Consequently, millions of Ukrainians sought refuge across Europe. Amongst others, Norway is one of the countries to receive the Ukrainian refugees. The country experienced a massive ´refugee wave´, more than double the size of previous ´waves´. The urgent situation called for innovative solutions, such as the formation of new partnerships.

Normally, the asylum application is reviewed and processed at the national reception centre. However, due to high numbers of incoming refugees and waiting hours at the national centre, this responsibility was decentralized. For many, this was unknown territory. Meaning that local police districts were given full responsibility for the asylum registration process. To make the asylum processes more welcoming and effective, new forms of partnerships were formed between governmental and non-governmental organizations. The largest of the new reception centres in Norway is now in Bergen.

Through qualitative measures, this study sets out to explore the emergence and coordination of the new partnership in Vestland. This involves the identification of roles and efforts in a new registration phase, through governmental and non-governmental collaboration. Ten interviews have been conducted with key partners, essential in the organization and reception of Ukrainian refugees at the reception centre in Bergen. The aim is to provide insight of partner processes and functioning´s by applying and utilizing the theoretical framework of Bergen Model of Collaborative Functioning's (BMCF).

Study findings highlight and connect elements of clear roles/structure, leadership, communication, and input interaction as important to successful partnership functioning´s, outlining four recommendations: First, an initial gathering followed by regular meetings where partnering organization can discuss and reflect on the mission. Second, a form of follow up as a means for participants of the partnership to process strong impressions. Third, take opportunities to reflect upon the partnership as a whole to stimulate and create partner synergy and dynamic. Fourth, clear and hands-on leadership to promote partner dynamic and enhance communication, efficacy, and production. Findings suggest that awareness of partnership processes can sustain and promote partnership functioning.

1.0 Introduction

1.1 Background

After the collapse of the Soviet Union in 1991, Ukraine declared itself an independent state (Berryman, 2015). The new borderline was seen as a source of conflict due to ethnic Russian finding themselves under Ukrainian rule, and vice versa (Berryman, 2015). Evident in the case of Crimea, where ethnic Russians felt misplaced and alienated by Ukrainian rule, wanting to ´reunite´ with the Russian federation, emphasizing a ´Russian claim´ on Ukrainian territory (Saluschev, 2014). This claim led to the Russian annexation of Crimea in 2014 (Saluschev, 2014).

After the annexation of Crimea, diplomatic efforts were applied to prevent tension from building up and develop into armed conflict. Tension has been ever increasing until it reached its peak in February 2022. Russia declared the people's republic Donetsk and Lugansk as independent states apart from Ukraine, promising to liberate all Russians from the ´corrupt´ Ukrainian government by commencing war (Holm- Hansen, Paulsen, 2022). In March 2023, it was reported by the United Nations that, since the beginning of the war at least 8,231 people have been killed and 13,734 have been injured (UN, 2023).

The development and escalation of the war lead to mass emigration of Ukrainians. There are an estimated 5.9 million Ukrainians to seek refugee across Europe (UNHCR, nd). If there is active war, it is safe to assume that this number will continue to increase. Due to geographic position, Poland, Moldova, Romania, and Germany have been the most common destinations to flee to (UNHCR, nd). Many countries in Europe have come together in solidarity to help and support the Ukrainians, including Norway. Since the beginning of the Russian war, over 46,000 Ukrainian refugees have applied for asylum in Norway (UDI, 2023). Thus, Norway experienced a refugee crisis that called for collective action.

In order to deal with the record incoming refugees, the asylum process was decentralized to different regions due to long waiting hours at the national reception centre (Elster, Kræmer, & Moen, 2022). Thus, Police districts were given full responsibility for the asylum registration phase (Regjeringen, 2022). In the county of Vestland, a pre-registration phase was formed to make the asylum registration process more expedient, see findings. In Vestland, a unification

and coordination of efforts amongst governmental and non-governmental organizations took place. This included the Police, directorate of immigration (UDI), The Red Cross, County Governor, and Bergen municipality. Norway experienced a ´refugee wave´ in 2015/2016, registering a total of 15,291 refugees (Regjeringen, 2022). In 2022, it was expected that 35,000 Ukrainian refugees would enter the Norwegian border, doubling previous numbers (IMDi, 2022). Bergen and Oslo were the main cities to receive and settle Ukrainian refugees (Regjeringen, 2022). Regarding the ongoing refugee crisis, this study will focus on the intersectoral coordination of different Norwegian institutions to receive and cover basic needs of Ukrainian refugees in Bergen. This will be done by looking at the early phase of the partnership.

1.2 Health promotion

Efforts to reach a common goal conducted by a combination of different sectors of society, such as governing bodies on local, regional, and national scales, is referred to as intersectional action (Amri, Chatur & O´Campo, 2022). The Vestland Partnership is an example of this because they collaborate under the partnership to secure and cover basic needs for Ukrainian refugees. This type of action can be linked to health promotion initiatives through their incentive to cover basic needs, sustaining and improving Ukrainian health (Corbin, 2017). Health is a contested term with many definitions. In health promotion, health is often discussed as a process or a continuum in the daily life (Corbin, Abdelaziz, Sørensen, Kökény & Krech, 2021; WHO, 1986). In 1986, the Ottawa charter for health promotion was outlined and has been regarded as a framework and source for health promotion initiatives through its promotion for innovative thinking (Corbin et al., 2021; WHO, 1986). The charter identifies health as a resource for everyday life, acknowledging the impact of socio-economical conditions, implying a multidimensional view, interconnecting different elements in human life as factors for health (Nutbeam & Muscat, 2021). This notion can be identified in the World Health Organization (WHO) constitution, where health is defined as: ´*complete state of physical, mental, and social wellbeing, and not only the absence of disease*´ (Green, Tones, Cross &Woodall, 2019). Highlighting that health is not merely an end goal, but also a means to achieved other aspects in life. For example, governmental responsibility to secure physical and social wellbeing. Emphasizing that interconnectedness is important to note and understand, due to its central position in health promotion framing and discourse (Nutbeam & Muscat, 2021).

The Charter provides a template and guidelines for fostering healthy public policy, creating supportive policies, the development of skills, strengthening community action, and reorient health services (Nutbeam, Corbin & Lin, 2021). An example is the structure of the Norwegian welfare system. The structure fosters healthy public policy by encouraging community action that can later turn into national polity (Sandvin, Vike & Anvik, 2020). As such, health promotion can be described as the process that enables individual control over own life and opportunity to improve health, directed towards personal, social, and environmental determinants of health (WHO, 1986). Thus, main goals for the health promotion field are to advocate for the development of essential health conditions, enable people to achieve their full health potential, and mediate different societal interests to secure improvement of health (Nutbeam & Muscat, 2021).

1.3 Purpose of the study

The overall purpose of this study is to explore the early stages of the partnership in Bergen to receive Ukrainian refugees. Entailing the exploration of partnering organizations such as the police, the Norwegian Directorate of immigration (UDI), the Norwegian Red Cross, the County Governor, and Bergen municipality to cover basic needs. This entails the identification of partners, efforts, and collaborative processes in the new registration phase. Additionally, the emerging theory of Bergen Model of Collaborative Functioning will be utilized to provide a framework and enable structural understanding of the partnership.

1.4 Research objectives

- Explore the emergence and collaborative coordination between the partnering organizations: UDI, Police, Red Cross, Bergen Municipality, and County Governor, in receiving and covering basic needs during the new registration phase in Bergen.

Sub-objectives:
- Identify roles and contributions of each partnering organization.
- Explore the interactive processes to regard partnership functioning.
- Explore the sum of partner efforts and processes to achieve common goals.

1.5 Outline of the thesis

The thesis is structured into 7 chapters. Following this introduction, the theoretical framework is described and established. Chapter three will present existing literature and provide an overview of relevant literature to partnerships and the systems model. Chapter four describes and highlights the methodological approach of the study. In chapter five, the findings of the study will be presented. Chapter six contains an in-depth discussion on the study's findings. Lastly, the seventh chapter will serve as a concluding summary and recommendations of the thesis.

2.0 Theoretical framework

A theoretical framework, such as the Bergen Model of Collaborative Functioning's (BMCF), is chosen to structure and guide a study through its perspective.

2.1 The Bergen Model of Collaborative Functioning's

The theoretical framework of the BMCF contributes a conceptual and structural approach to examine the partnership in Vestland. The model has a wide range of utility, where it sets out to explore collaborations by regarding different elements and dynamics, such as cycles of interaction (Corbin & Mittelmark, 2008). It is a systems model, suitable for examining partnerships. The model is one of few theoretical frameworks that has been empirically tested in health promotion initiatives, thus relevant when examining partnerships of health promoting character (Corbin, Jones & Barry, 2016). What sets this model aside from others, is its highlight of partnership functioning and processes, focusing on interacting elements within the partnership (Corbin, 2006). The model describes partnership functioning´s by looking at interactive processes, dividing it into input, throughput, and output (Corbin & Mittlemark, 2008).

Input is described as elements brought into the collaboration, such as the partners, skills, expertise, and professional work (Corbin & Mittelmark, 2008). They can strengthen partnership processes and help them thrive. Inputs are often identified as the mission, environment, partners, and financial resources (Corwin, Corbin & Mittlemark, 2012). The term context will be utilized instead of environment to describe outside factors. The context describes outside factors that has the ability to influence partnership processes, such as culture, politics, and status quo (Corbin et al., 2016). The mission is important due to its ability to provide purpose, vision and framing (Corbin et al., 2016). Partner resources

encompasses the means that each partner contributes with. This could be described as elements that improve partnership functioning's, such as time, connections, and skills (Corbin, Jones & Barry, 2016). Financial inputs can be described as financial resources which can consist of both monetary and material resources (Corbin et al., 2016). The identification of these elements is important to understand and explore partnership functioning's.

Throughput takes place in the collaborative context after inputs have been introduced (Corbin et al., 2016). Once inputs enter the collaboration, positive or negative interactions occur in relation to roles/structure, leadership, trust, and communication (Corbin et al., 2016). As depicted in the Fig.1, these interactions impact each other and enforce either positive or negative dealings on production and maintenance tasks (Corwin et al., 2012). Production tasks describes tangible activity directly impacting outputs, while maintenance tasks describe activities that contribute or support production, such as a good working environment (Corwin et al., 2012). Each of these elements play a significant role in achieving a fruitful partnership. The arrows within the collaborative context demonstrate how each of these elements can impact partnership functioning's. For instance, a lack of communication could impact partnership functioning in a negative way by causing unclear roles, resulting in conflict and misunderstandings.

When assembling a partnership, one aims for results that would be hard to achieve individually. The BMCF describes that a partnership can have three different **outputs** depending on positive or negative interaction: *synergy, antagony,* and *additive* (Corbin & Mittelmark, 2008). Partnerships aim to achieve **synergy.** Synergy is accomplished when collective efforts produce greater action and outcome than the sum of individual efforts (Corbin et al., 2016). **Antagonistic** outputs occur when partners feel that their recourses are being wasted, and in some cases, resulting in no output at all (Corbin & Mittelmark, 2008). All elements that enter a partnership, such as inputs, are viewed by the model as potential sources for antagony, describing loss within partnership functioning's. However, antagonistic outputs could also contribute to better partnership functioning´s as it encourages reflection upon what is regarded as good or bad within the collaboration (Corbin & Mittelmark, 2008). Such reflection can help partners improve current or future functioning's. Which is illustrated by the arrow in Fig.1, where the arrow feeds back into the collaborative context. **Additive** outcomes are experienced when the combined partners efforts result the same as individual

efforts (Corbin & Mittelmark, 2008). Additive result do not feed back into the partnership, and is seen as waste of partner resources.

The figure bellow illustrates partnerships processes. Here we can see how partner resources, mission, and financial resources are introduced, and their contact in the throughput area. The arrows in the collaborative context illustrate that positive or negative loops of interaction occur, impacting partner outputs. The interaction between inputs is referred to as partnership processes (Corbin et al., 2016). These interactions can later contribute to either additive, synergistic or antagonistic results. The model highlights the influence of context, and how it plays a role in partnership functioning's (Katisi, Daniel & Mittelmark, 2016). Thus, the model can be viewed as both a guide and an evaluation tool towards collaborations.
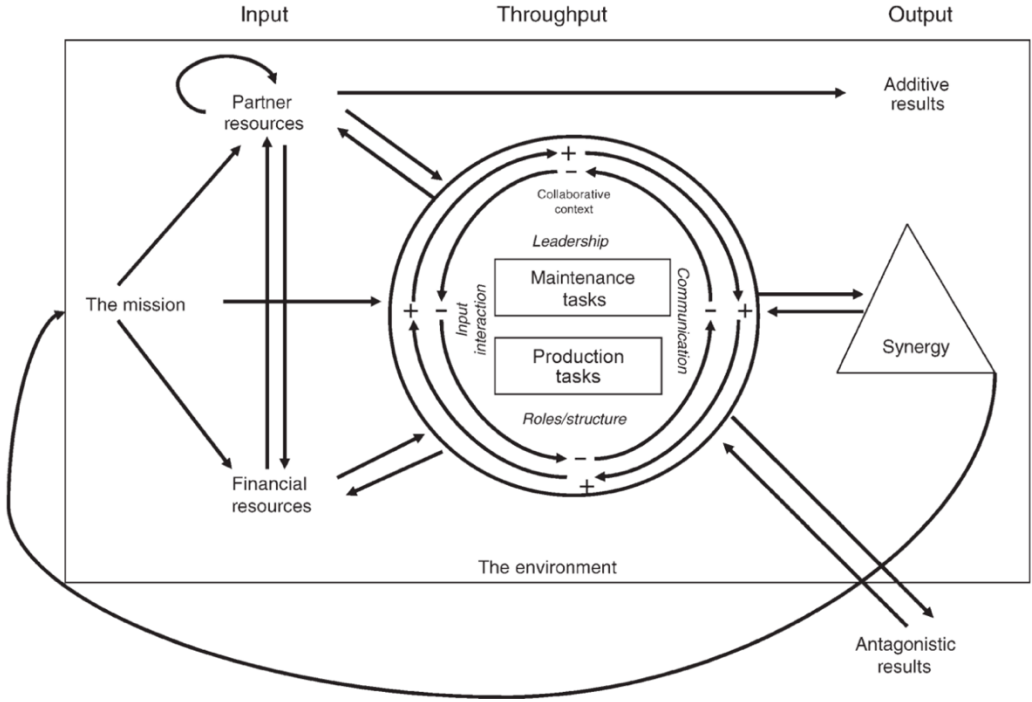
Fig. 1: Bergen Model of Collaborative Functioning (Adapted from Corbin & Mittlemark, 2008).

By applying this theoretical framework to my study, I am able to consider the collaboration between the partnering organizations in Vestland. The theory will provide a theoretical framework that will strengthen the study´s exploration of coordination and cooperation, by identifying various inputs, enable understanding of partnership processes, and provide knowledge regarding its context. Further, the theory can be considered as an asset because it can be applied as an evaluation tool, mapping positive and negative partnership processes (Corbin et al., 2016).

3.0 Literature review

3.1 Search strategy

The following section will provide a literature overview related to partnerships and BMCF. Relevant literature was found using search engines such as google scholar and Oria. Different combinations of search words were used: *partnerships, health promotion, refugees, pre-registration, Bergen, immigration, BMCF, collaborations, Ukraine.* I performed a systematic search, but due to limited literature on refugee partnership reviewed by the BMCF, the scope for literature was broadened to include previous studies utilizing the model. Reference lists from previous studies were also utilized to find relevant literature. Recent literature was sought out, however, literature dating back to 2002 and out was regarded as relevant to this study.

3.2 Literature overview

The everchanging status quo has illuminated the value in collaboration when dealing with different issues. It is argued that partners within collaborative/partnership processes, create value and momentum, yet research on the matter is lacking (Le Pennece, Rauflett, 2016). The world, has and is experiencing great human displacement due to conflict and war, increasing the need for collective support and solutions. Multi-level collaboration has been related to creating satisfactory solutions on urgent matters, such as a refugee crisis (Karakulak, Faul, 2023). In the case of Vestland receiving Ukrainian refugees, there was a need for cooperation between different organizations, demanding collective efforts.

Responding to humanitarian crises involves the collaboration between NGOs (UNHCR, 2004). These types of partnerships often promote local initiative and effectiveness. During the Iraqi refugee crisis in 2014, the contribution of local and international NGOs illustrated the urgent and massive need for collaboration (Libal & Harding, 2011). Norway experienced a refugee crisis in 2015/2016, but not in the same capacity as Iraq (Garvik, 2019). Past experiences illustrate how cooperation between different institutions and organization is required to deal with humanitarian crises. This is also the case for Lebanon during their Syrian-refugee wave, as multiple NGOs and institutions came together, providing financial resources and humanitarian efforts (Kelley, 2018). Similar too this, there is the case of Vestland in 2022, as multiple actors came together to find good and effective solutions. Many studies connect forced migration to partner collaboration, yet there is scarce literature relating

to partnership functioning's and refugees. Thus, the scope of the literature review broadens to include previous application of the BMCF and benefits connected to this way of work.

Katisi and colleagues (2016), conducted a review regarding partnerships functioning and effect in Botswana promoting safe male circumcision, and found that the combined inputs of partners, influenced the partnership in a positive manner. However, the less visible context influenced partnership functioning´s in a less fortunate way, implying antagonistic tendencies (Katsi et al., 2016). Understanding what effects partnership processes such as context or inputs may lead to more innovative and transformational collaborations in the future (Moreno-Serna, Sánchez-Chaparro, Stott, Mazorra, Carrasco-Gallego, & Mataix, 2021). At the same time, lacking understanding of partnership processes in a specific context, could act limiting to partner interaction, effecting their adaptive capacity (Hesse, Kreutzer & Diehl, 2018).

Following, guided by the BMCF, previous studies present relevant factors which enable positive or negative partnership functioning´s, demonstrated in: *Evaluation of a community academic partnership: lessons from Latinos in a network for cancer control* (Corbin, Fernandez, & Mullen, 2014), or *Grassroots volunteers in context: rewarding and adverse experiences of local women working on HIV and AIDS in Kilimanjaro, Tanzania (Corbin, Mittlemark, & Lie, 2016),* or *Understanding Collaboration: A Formative Process Evaluation of a State-Funded School-University Partnership* (Corbin, Chu, Carney, Donelly, & Clancy, 2017), and *Lessons Learned from an Intersectoral Collaboration between the Public Sector, NGOs, and Sports Clubs to Meet the Needs of Vulnerable Youths* by (Tell, Oldeide, Larsen & Haug, 2022). The studies explored promoting factors on collaboration, illuminating interaction within partnership processes. Central findings highlight the importance of partnerships and core elements to support positive interaction and outcome.

Furthermore, if one understands partnership processes early, the utilization of partners skills and knowledge could yet be better applied (Weiss, Anderson & Laser, 2002). Not being able to identify the context or understand the aspects within partnership processes, could be limiting on results. This could imply that an identification and mapping of partner traits and social/cultural context, could be beneficial for partnership process. Offering partners an opportunity to learn together and reflect over their mission. Partnership processes are also dependent on right partner selection. ´The right´ partner has *value creation potential,* and ´the

wrong´ partner could have an unwanted effect (Moreno-Serna et al., 2021). Making it important to choose relevant partners that will contribute to partner mission.

Financial resources are also explored as a factor in partnership functioning, as lack of financial resources could lead to an over-reliance on volunteers that may lack knowledge and training, having a negative impact on partnerships processes (Corbin et al., 2016). Following, a study on elimination of hepatitis B, is linking partnership functioning to increased social action and participation of the local community, creating synergy due to pooling of expertise (VanDevanter, Kwon, Sim, Chun & Trinh-Shevrin, 2011). Their findings, highlight the importance of assessing partnership processes and effect on surrounding elements to achieve the mission, also back by Corbin and colleagues (2016) (Corbin et al., 2016).

3.3 what can I add to existing knowledge?

Despite the importance of partnerships being underlined, research on the matter is sparse (Raferty, Hossain & Palmer, 2022). There is a gap in research connected to partnerships and refugees. More research is needed to understand the importance of impacting factors. This study could contribute to understand the dimension in a Norwegian partnership between public organizations and NGOs during urgency. Providing insight to influential aspects and elements on a collaboration to receive refugees. Moreover, this study will positively aim to be a helpful guide for future cooperation between Norwegian organizations, due to its highlight on partnership processes and functioning´s. This study will build upon existing literature to further highlight the function of partnerships and increase the conceptual framework of this collaboration.

4.0 Methodology chapter

In this chapter I will outline and describe the methodological approach selected to conduct this research and provide a description of the analytical approach. Followed by a presentation and discussion on research quality.

4.1 Research design

A research design ultimately provides the researcher with a strategy on how research should be carried out and answer specific questions, providing a strategy on the gathering and examination of empirical data (Yilmas, 2013). The qualitative approach is simply explained as a scientific approach where a social phenomenon cannot be explained as a single

independent variable, as it is best understood and regarded in relation to reality and culture (Yilmas, 2013, p.311). It favours a subjectivist epistemology, underlining value-laden and context-specific framework to understand a social phenomenon (Yilmas, 2013, p.312). Studying the partnership in Vestland by qualitative meanes will be beneficial because of its effectives in analysing personal experiences and considering the individual variation. Allowing me to obtain a deeper understanding of the phenomenon through interaction with the different organizations, learning about the partnership.

Simply put, the purpose of the methodology is to reduce the individual experience to describe a universal essence (Creswell, 2006, p.58). Further framing and sharpening the research by clarifying underlying lines. Thus, phenomenology can contribute to a deeper understanding of the features of the phenomenon. Making it possible for me to focus on different elements in a large context, opening for interrelationship between factors and context.

4.2 Study area

The setting for this research is Bergen, Norway. This study area was chosen because of the following reasons:

I.   My university is located in Bergen, thus being the location for my studies.
II.   Bergen is located under the county municipality of Vestland, which is one of the designated areas to receive a record number of Ukrainian refugees.
III. Due to high numbers of incoming refugees to Vestland, there was a call for innovation of partnership between different institutions and organizations that are in Bergen.

4.3 Participants

A purposeful selection of participants was made to achieve the study objective. This was done by recruiting key participants. Their individual experience will result in the composite description of the lived experience. Thus, key partners of the collaboration were sought out to provide an understanding of the phenomenon. In total, 10 participants were recruited and participated in the study, see table 1 for more information. Overall participant recruitment was satisfactory due to key representation of partnering organizations participated in study.

Inclusion criteria:

     I.   Over the age of 18.

     II.   Employed and working for key partnering organizations.

     III.   Role on operational level, to grant participant knowledge on overall partnership coordination and functioning´s.

     IV.   Key role in partner efforts to receive Ukrainian refugees.

Table 1: Participants in the study.

Organization	Participant
County governor	Participant 1
Police	Participant 2
UDI	Participant 3
Red Cross	Participant 4
	Participant 5
	Participant 6
Bergen municipality	Participant 7
	Participant 8
	Participant 9
	Participant 10

4.3.1 Recruitment process

As this study would gather data by interviews, I identified key partners, and would thus recruit participants accordingly to my criteria. This can be described as purposive sampling, where participants are carefully measured and selected, based on specific criteria (Neuman, 2014). The key partners of the partnership were identified as the County Governor's office, the police, UDI, the Red Cross, and Bergen municipality. As my intended participants were either governmental or non-governmental organizations, the recruitment process would be challenging. Accessibility to desired participants was limited, so I decided that the best course of action would be to use a gatekeeper. A gatekeeper is an individual that obtains either an official or unofficial role to a setting, in addition to access (Neuman,2014). Thus, I contacted the former head coordinator of the collaboration in Bergen and met with her for an informal meeting in September 2022 to discuss the study and possible participants.

In this meeting I was informed of possible participants, and that the best course of action was indeed utilizing a gatekeeper to gain access. So, the former coordinator from the county governor acted as a gatekeeper. A summary of the study was provided, then sent out by the county governor´s office to relevant partners to spike engagement and inform that relevant participants would be later contacted by me. In this way, I was facilitated access to specific people, which made the recruitment processes easier when encountering specific individuals. The process was difficult at times due to most of participants having a full-time job and still dealing with the pressing consequences followed by the Russian war. This made it harder to come into contact and setting up interviews.

4.4 Methods of data collection

The collected data stems from the startup phase of the collaboration. Interviews were utilized as the primary method of data collection. This method is common practice within phenomenology (Creswell, 2006). My study benefited from this method as it provided me with understanding of the individual experience in addition to the impact of the phenomenon, opening up for in-depth understanding. As such, the collected data is long and detailed. Further, the situation is still ongoing and could be emotional for my participants, thus I considered one-on-one interviews to be sensible for this topic. This allowed me to probe answers, ask follow-up questions, and eliminate distractions and pitfalls. To fully describe and understand the experience of said phenomenon, it is important that the researcher bracket out own experiences (Creswell, 2006, p.61). This means that I, as a researcher, had to separate own experiences from the study, to properly describe the essence of the phenomenon.

As anticipated, this method was an insightful way to understand participant experience of the collaboration. Providing rich and detailed information. In this case, the data described what different participants from partnering organizations experienced in depth, and how they experienced it, ultimately providing an understanding of the common experience.

All interviews were conducted in Norwegian, as this was the mother tongue and operating language of the partnership. Thus, all citation were translated from Norwegian to English for the purpose of this thesis. An interview guide with open-ended question was developed to frame the interview and encourage participant elaboration on lived experiences, see appendix 3 for more information (Yin, 2016). The interviews varied in duration, the average time for

each interview was 50-60 minutes. Interview location was decided together with each individual participant, so that the setting would feel safe and comfortable (Yin, 2016). Prior to the interviews, each participant was provided with information of the study, and how it would be conducted. Before each interview, I ran through the study again with the participants and what that would entail for them. Each interview was then digitally recorded after receiving the respondent's consent. Handwritten notes were also taken during the interviews regarding components or topics I would want to circle back to. As my participants belonged to either national, regional, or local bodies in the partnership, and would to some extent act as a representative for the institution or organization, I decided that each participant would receive a copy of the transcribed data. This allowed each participant to look over their interviews and if necessary, comment on possible changes. This was done to make each participant feel more comfortable in the interview and instill trustworthiness, as many of them have official roles and did not want their own personal experience to shadow the work of their affiliated workplace (Yin, 2016).

4.5 Data management

Each interview was transcribed and stored carefully to a password protected storage service provided by the university. Each voice recording and transcription was anonymized in agreement with the respondents and will be deleted by the project end date.

4.6 Data analysis

For my data analysis, I decided to utilize a thematic data analysis. A thematic analysis is an analytical strategy within social science that can be used to analyze data. Simply described, it defines and elaborates elements from the data by breaking up text to uncover latent themes (Attride-Stirling, 2001, p.387). In this way, the strategy was beneficial for the study by providing a way to identify patterns across datasets and provide a useful tactic for interpreting the patterns. The strategy is known for its illustrative ability to enable understanding of data (Braun & Clarke, 2006). Thus, a thematic strategy was suitable and beneficial in analyzing my data.

I approached my data analytically by following the six-step process of thematic analysis as described by Braun & Clarke (2006):

I.   **Familiarizing myself with the data by reading and re-reading the transcripts:**
By completing and reading the transcripts, I became very familiar with its content,
which helped me take notes and draft potential codes.

II.   **Generate codes for the different features of the datasets:** Due to the utilization
and application of my theoretical framework, step I and II blended somewhat into
each other. Because of notes and theoretical framework, I had an initial set of ideas
for codes and themes, and went between them when generating codes, organizing
and global themes.

III.   **Search for themes by collecting data and codes which may connect to
different themes:** Global themes were drafted from the framework and became a
starting point in generating organizing themes. The blend of steps I and II made it
easier for me to search and find relevant themes and codes, in addition to identify
reoccurring codes and organizing themes.

IV.   **Review if the generated themes work well together with the codes:** This step of
the processes was very helpful in putting together the pieces and help me see the
big picture. It allowed me to envision the overall structure of the paper and reflect
on the relationship between themes and their ability to communicate on the data.
The different themes and codes were reviewed and regarded in relation to an
overall coherence.

V.   **Define and refine different themes:** After codes and themes had been generated,
they were restructured and redefined. This was helpful in accurately present my
data.

VI.   **Final review of the data and production of a descriptive rapport:** To make the
analytical process more effective I used the computer program NVivo to support
the processes of coding and generating themes. After the review and analysis of
data in NVivo, I was able to generate a table overview with my themes and codes.
This was helpful in outlining both my findings and discussion chapter.

(Braun, Clarke, 2006, p.87).

The six-step model provided by Braun and Clarke (2006), made it possible for me to identify
patterns across the datasets, discovering similarities that provided knowledge and
understanding on the subject. Thus, the systematic analysis enriched the exploration and
understanding on the research of partnerships functioning's. One of the benefits with this
analytical approach is it´s flexibility and how it can be applied to different research

epistemologies (Braun & Clarke, 2006). Here, the strategy provided a rich and detailed account of data, despite any theoretical or epistemological stance. I choose this analytical strategy due to its ability to describe and compare patterns across datasets (Braun & Clarke, 2006, p.80). This can be seen as a strength due to its ability to provide links between the texts, allowing me to identify and compare themes and patterns across the datasets. By identifying the communalities, I was able to highlight participant understanding, meaning and magnitude of the phenomenon (Braun & Clarke, 2006). As such, it can be stated that this analytical approach holds value in its exploratory and explanatory ability.

4.7 Trustworthiness

It is argued that the qualitative and quantitative approach differ in theoretical, ontological, and epistemological stance, underlining that the two should be measured differently (Yilmaz, 2013, p.320). Thus, the criteria of credibility, dependability, transferability, and confirmability were put forth. I have chosen to utilize the exemplified criteria to build and ensure trustworthiness in this study.

Credibility is ensured when the reader is supplied with descriptive information regarding the research data, making the reader able to reflect over the data accuracy and truth (Yilmaz, 2013). This will ensure reader trust and ensure transparency. Steps taken to ensure credibility started with an all-embracing and rich presentation of the background, like the source of conflict and development of war. Participants are accounted for and presented in a numerical fashion making it easier to differentia between participants. Description of the dataset, activities, interactions, and setting have also been richly provided to enable ´entry´ to the research setting, promoting transparency and trustworthiness to my study (Creswell, 2006). Making it easier for the reader to make connections from this study into similar fields or areas (Shenton, 2004). This is referred to as **Transferability**. Efforts taken to ensure transferability were to present rich provision of background, partnership context, data, and the phenomenon in question, to facilitate reader comparison and connections into other areas (Shenton, 2004). Working to instill trustworthiness through credibility and transferability, could lead to development in other research settings as my research is transferable due to the description of methods, setting and participants.

Trustworthiness is further instilled through **dependability**. Dependability speaks of the study´s methodological description of strategies, procedures, and methods (Yilmaz, 2013,

p.320). By accounting for my choice of methods, its systematical applications, and benefits, I come closer to achieve overall trustworthiness. Steps taken to ensure dependability were to construct clear research questions and make sure my research design was compatible with studying the partnership in Vestland (Yilmaz, 2013). I described and presented the study process, including strategy, research design and method, allowing for a step-by-step reenactment of the study that will establish my findings as consistent and repeatable (Shenton, 2004). Promoting transparency and reader consideration of quality. Lastly, the criterion of **confirmability** speaks of the readers ability to conclude in the same manner as the researcher by examining the presented data (Yilmaz, 2013, p.320). Efforts taken to ensure confirmability were to the gather and analyze data systematically through the six-step process of thematic analysis. Meticulous attention was paid in gathering data, documenting the data collection and account for methods of analysis to demonstrate audit trail (Shenton, 2004). Making it easier for reader to trace in this study´s footsteps.

Further, *rich rigor* is ensured to inspire trustworthiness. Rigorous research stems from good fieldwork that yield high-quality data, strengthening the study´s trustworthiness by being attentive to credibility, transferability, dependability, and confirmability (Yilmaz, 2013, p.321). In other words, by securing good quality fieldwork and satisfactory presentation of my participants and practices, I secure the overall rigor and quality of my study. This will later result in academically sound research. In addition to positively affect the trustworthiness of my study, rich rigor contributes to increase research value (Malterud, 2001). The concepts of *reflexivity* and *ethics* are also practiced and ensured throughout the research. These will be accounted for further down in the chapter.

4.8 Role of the researcher

Contrary to quantitative research, qualitative research mediates data through human instruments. It is therefore important that the researcher presents any biases, assumptions or experiences that could influence the collection and analysis of data (Malterud, 2001). In other words, this can be described as a self-reflection process. Thus, I aim to reflect upon my role as a researcher, background, and possible influences. I do this to provide insight and strengthen the quality and trustworthiness of the study. Making it easier for the reader to determine if the data ´rings true´.

This research touches upon a sensitive topic. Thus, requiring awareness when conducting interviews due to the impact it may have on individuals. For instance, I have a background within healthcare, where I have experienced how refugees have been received in the past. Thus, I needed to bracket own experience when conducting my research. However, I found myself in a situation where the nature of the interviews required me to take a role as a fellow human being and caregiver, instead of purely as a scientific researcher. Having a background in healthcare, not only helped me to handle the situation professionally, but also deepened the participants trust in me. By retaining a reflexive view, I can identifiy the multifaced nature of my identity, which could relate to my ability to be a better researcher.

To gain a comprehensive view of the situation, participants of the study enabled access for me into the operational level of the partnership. Deeper access was granted through the Red Cross and police. The Red Cross organized shifts as a trainee at the reception center at Kokstad, where I was able to talk to collaborating partners such as the police and health services, in addition to the Ukrainian refugees. This allowed for a deeper general understanding of the practical elements of the partnership, in addition to Red Cross efforts such as the provision of psychosocial first aid. Additionally, I accompanied the police on tours to the official registration at Flesland. At Flesland, I spoke to several police officers regarding the situation and their experience. I was able to observe the official asylum registration processes, and their efforts. These experiences made for richer understandings of partner functioning's because I was able to observe its context and see first-hand how partner resources were applied and interacted. This showed the capacity and dynamic of collective efforts. These experiences facilitated the composition of the complex picture that is the situation, illuminating the importance of the collaboration. This unique experience allowed me to see ´beyond my books´ and experience the collective efforts to cover basic needs. Highlighting and drawing lines to health promotion efforts and practices, which were regarded as personal enrichments.

It is important to present and reflect on these experiences as they could be seen as possible sources to influence researcher stance. Nevertheless, the experiences portrayed the complexity of the situation and impact of collaborating efforts. As a researcher, it was therefore important to process these experiences and separate them from what is being studied to minimize bias. By practicing reflexivity, I was able to acknowledge researcher positionality and reflect upon these experiences, further strengthening data trustworthiness.

4.9 Ethical consideration

In research, ethics acts as a moral compass which steers us towards ethical practices. In a scientific environment, ethics links to confidentiality, responsibility, anonymity, and ethical consideration and responsibility (Punch, 2014, p.36). Ethics can be linked as an additional source of trustworthiness to my study as ethically conducted research inspires trust and transparency. To ensure ethical research, I applied the aspects of anonymity, responsibility, consent, and confidentiality.

Confidentiality and informed consent are viewed as ethical pillars in the scientific environment (Punch, 2014). Confidentiality was upheld by collecting my data in a mindful manner, ensuring participant wellbeing and safety. Thus, confidentiality can be linked to informed consent. Consent determines the relationship between the researcher and participant, as it is a binding declaration, stating what kind of information will be acquired, how, when, and how the data will be used. Here confidentiality was used to protect personal data, which was safeguarded by anonymization. Confidentiality was achieved through anonymization of the collected data and research practices. Participants are only referred to by affiliated organization to ensure the anonymity of their identity. To ensure informed consent in my study, I presented participants with the project plan, methods, and the intent of the study. I explained how the gathered data would be used, and how confidentiality would be secured. I explained how anonymization would be upheld and asked to refer to them by organization. A consent form stating the purpose of the study was provided, aiding participants to make an informed decision about participating in the study. By conducting my research ethically, I improve the quality and trustworthiness of my study.

4.9.1 Ethical clearance

An application to the *Norwegian center for research data* (NSD)/ SIKT was applied for, and approved, where the study´s purpose and process was specified. Data collection commenced after the ethical approval from NSD/SIKT.

5.0 Findings chapter

In this chapter, results from the thematic analysis will be presented. Findings are presented in a systematical structure, in harmony with the systems model. By doing so, the volume and

context of data is highlighted. Global themes are input, throughput, and output, followed by organizing themes. See appendix 4 for the presentation of basic and organizing themes. In addition, the model will later be utilized to discuss findings due to interwovenness between the chapters. Making it easier and more effective to relate findings and discussion.

5.1 Inputs

Collaboration inputs are identified as the mission, context, partner resources, and financial resources.

5.1.1 Context

The context refers to outside factors which could have potential influence on partnership processes and functioning's. Context findings identified external factors that could influence inputs and interaction. The Russian war forced millions of Ukrainians to flee from their country, signaling the beginning of a refugee crisis. This led to a huge stream of incoming refugees to Norway. Prior experiences, such as the refugee crisis in 2015/2016 could suggest skepticism among the Norwegian population towards incoming refugees. Yet it seemed the urgency and context of the situation had the opposite effect: *´[Civilians had organized themselves] to fil and bring two buses full of Ukrainians to Bergen´* (Participant 7). This could be in line with a residing humanitarian culture in Norwegian norms and policy. As a result, a new partnership was formed, where many of the partnering organizations had never worked together before: *´ [...] this type of collaboration and partnering [with public and NGOs] is new´* (Participant 7). Expressing the urgency of the situation.

Following, the unexpected and urgent context impacted the overall commencement of the collaboration: *´Previously the asylum registration was handled by the national reception center. This time a decentralized procedure was decided on, giving more responsibilities to the local police districts´* (Participant 2). Indicating the approach to receive Ukrainian refuges as long and hectic waiting hours at the national reception led to the development of regional reception centers.

Covid-19 was identified by several participants as part of the contextual narrative, influencing partnering efforts: *[...] it happened during Covid, just when it was becoming manageable, the refugee wave hit´* (Participant 8). Described it as background for their participation in the

partnership: *´The pandemic altered a few things, it became the backdrop for our involvement [in the collaboration] ´* (Participant 1). Describing the context as an influential source for the partnership.

5.1.2 The mission

The mission is identified as an input due to its ability to frame and guide partner efforts. The different partners describe similar aims for the collaboration, nevertheless, some found it difficult to describe one clear unison mission:

> We sit on different emergency preparedness committees with the different actors, so we met regularly and had a good dialog. However, it's something else to go from that to a crisis situation, where there are a lot of ´arms and legs´, and everyone is a little unsure of what is going on. In some cases, you experience people pointing at each other regarding responsibility, because it was all very unclear (Participant 3).

Due to the pressing situation and sense of urgency, different partners felt that the mission and mission statement was unclear: *´We realized early that a clear mission would not come, that we had to utilize the time and become ready´* (Participant 1). Without a clear mission, different needs and requirements that normally could have been identified earlier, were only recognized along the way: *´The first thing was to figure out what they really needed, what kind of people [were coming in], what age, it was all about getting an overview [of the situation] ´* (Participant 4). Indicating that mission clarity would come together over time.

Participant 5 explained further on mission unclarity:

> The composition of the collaborators was new, and the tasks were in a way new to everyone. A lot [of elements] were unclear, who is responsible for what. It was clear we were in a ´the path is clearing while we walk´ type of solution […]. It was very new, very unique (Participant 5).

Expressing that the mission was hard to grasp or define, making it more difficult to find direction. One participant wondered how the situation would be if they had a clearer mission: *`Would have been interesting to do the same thing all over again with mission clarification´* (participant 7). Highlighting the influence of mission clarity on partner processes.

Some of the participants expressed a need to gain an overview of the chaotic situation to properly focus their resources to rising needs. Nevertheless, a short overview and unclear mission statement did not deter partner determination to look after the refugees. Participant 2 described: ´ *[…] many more [refugees] were coming in than was expected, so we had to make arrangements to care for them´* (Participant 2). Expressing a wish to help the Ukrainian refugees.

What was clear however, was that the situation required innovation of solutions due to uncharted territory. Due to high numbers of incoming Ukrainians, the responsibility of the asylum application process was decentralized to the local police districts: *´The police was given responsibility for the asylum registration, so we were in charge of the mission, and Bergen municipality and the Red Cross contributed so we could do this best possible´* (Participant 2). In this way, partner motivation and contribution were a big part of framing the development of the partnership and its mission.

As numbers continued to increase in Bergen, a new registration processes was developed: *´Everyone comes to the pre-registration hotel first, to register personal information, so an overview can be achieved to prioritize who gets to register their asylum application first´* (Participant 4). A new pre-registration processes was developed to relieve pressure from the registration processes to make it more effective and secure humanitarian help to those who needed it. Participant 4 further explained: ´ *[…] There is more transparency on ´regular´ asylum reception center [due to media coverage]. However, on a pre-registration hotel, where no journalist knows what it is, there is less transparency as there are no clear roles, routines, or what should be expected´* (Participant 4). Describing the media as a source for partner clarity and transparency, however, scarce reporting is to be found on the matter.

The absence of a unison mission statement did deter partnering organizations to work together in an attempt to bring forth solutions that could be effective: *´[…] Without the foundational attitude that we could solve this, [coming up with solutions] would have been harder´* (Participant 3). Thus, their shared vision and desire to help can be viewed as an important factor to unite actions.

5.2. Partner resources

The resources that each partner contributed with can be divided into two parts, individual input, and organizational input. This distinction will be made as both personal and organizational inputs were identified and expressed by the participants as valuable inputs.

5.2.1 Individual input

Each partner contributed with the allocation and use of professional employees towards partnership tasks and mission. As the partnership consist of individuals of different academic and working backgrounds, there is a strong interdisciplinary environment, which the collaboration could benefit from. The individuals who have been assigned to work with partnership tasks can be viewed as a resource themselves, as they contribute with their knowledge and expertise. One participant from Bergen municipality described her age and former experiences as a ´helping hand´ in dealing with the urgent situation:

> […] I said just after a few days, thank God that I am older, [because]to be young and new at my job would have been very hard. That is what helped me [cope], I have a lot of experience, and without that, it would have been very hard to deal with everything (Participant 9).

The individual expressed clear benefits from experiences and knowledge. Indicating that individuals who are able draw on previous experiences can better deal with partnership tasks. Participant 2 from the police described how they had coworkers with relevant background and experience: *´[…] I have colleagues that have previously worked at the national reception center, so they knew quickly our role in this´* (Participant 2). Previous experiences were recognized and regarded as helpful towards police contributions.

In addition, both personality and character were regarded by participants as valuable inputs:

> I have a strong impression that it was highly desired by all the partners to get things done. There was a willingness that was nice to observe. This of course also refers to the individual within the role. The collaboration worked well with the group, but just as well with each individual due to their own [personal] motivation (Participant 3).

Describing the individuals themselves as inputs of motivation and drive towards partnership tasks. Several participants describe a willingness to help and work together to create lasting solutions. The demonstrated willingness was in this case seen as a positive factor: *´I'm happy the different actors showed willingness, there was a lot of uncertainty and without that, it*

would have been harder to come up with solutions´ (participant 3). In other words, willingness contributed to the creation of a solution-oriented atmosphere, where participants were encouraged to come up with innovative solutions. Promoting loops of interaction.

An additional finding, a few of the participants described the experience of strong emotional impressions from the situation: *´There were a lot of strong impression, and to deal with this, I had to talk to someone. I needed to care for myself ´* (Participant 9). Expressing the situation as difficult to navigate. Further, participant 6 described the efforts and offers to the Ukrainian refugee's vs other refugees as hard to navigate: *´ The collaboration of the county and SKYSS to provide transport could have been clearer. There was uncertainty connected to the offer and its longevity. These things should have been clearer, and not discriminating towards other refugee groups [...] ´* (Participant 6). Expressing that strong impressions could influence individual input.

5.2.2 Organizational input

Organizational input refers to the organization's contribution. Organizations can facilitate employee capacity to work with partnership tasks, increasing their capacity to support partnership functioning's. The different partners allocated time and positions to work towards partnership tasks, however, due to size and roles, time and positions allocated varied between partners. One of the participants from the Red Cross described: *´It went fine for me to prioritize these things, my everyday became Ukraine and pre-registration Kokstad. When the situation is what it is, other things need to be put on hold´* (Participant 5). Here, it was made possible by the Red Cross for their employees to designate time towards partnership tasks, such as coordinating volunteers: *´We contributed with more than 2000 Red Cross hours [2000 volunteering hours] at Kokstad [...] ´* (Participant 4). Not all participants had their full time redirected towards partnership task, for some, partnership work was in addition to their original work responsibilities: *´For a period, I had two jobs´* (participant 9). Organizations provided professionals that were equipped with the ability to add value into partnership functioning's, either by skills or expertise. Participants described that each partner demonstrated a commitment to the mission by providing competent professional to work on partner tasks.

Organizational experiences were mentioned as positive inputs, especially experiences connected to Covid-19: *'The pandemic was central to fast cooperation, digital solutions, [and group dynamic]'* (Participant 1). Participant 2 further described: *'We've gathered experiences, my department was highly involved with Covid and travel restriction [...]. We have learned a lot'* (Participant 2). Covid also contributed with the widening of professional networks: *'My network was expanded because we [different public organizations] worked together during Covid. That is a gain'* (Participant 7). Contention was expressed on previous experiences, which could promote partnership processes. Further, past experiences connected to Covid, were seen as direct inputs in developing the hotel reception centers:

> [...] standards needed to be in line with infection prevention standards, how were the hotels to grasp this? There were still bacterial sanitation dispensers everywhere, which could be the savior in all of this, because there was good hand hygiene. People had an idea of infection prevention [because of Covid], which could be why there was little commotion [in the implementation of health standards at the hotels] (Participant 8).

Past experiences were described as important, lying a solid foundation for partnership processes.

Participants described partner resources such as skills, expertise, and professional work as positive contributions, in addition to a willingness amongst the organizations:

> I experienced willingness and volunteering amongst the partners, it was nice to see. During an urgent crisis, it's nice to see that government agencies were willing to be flexible and step out of their usual framework. That is very positive (Participant 4).

By allocating human resources, competence, and time, organizational inputs were identified to inspire a positive environment for interaction. According to the BMCF, this is another source that will enable loops of interaction.

5.2.3 Financial inputs

To fulfil and cover basic needs, both monetary and material resources were identified as financial inputs. Early on, a need for hygienic articles, clothes, and toys was observed. Initially, Bergen municipality provided a monetary pot for the purchase of basic essentials: *'It was great that Bergen Municipality was able to quickly allocate funds to cover the rising humanitarian needs'* (Participant 4). Due to the extraordinary situation, the newly developed pre-registration center in Bergen did not yet hold the same status as a national reception center. As such, financial challenges became evident due to the rise of humanitarian needs: *'*

[...] the challenge with the distribution was that people had material needs, and we did not have the status of a reception actor ´ (Participant 4). Expressing concern to cover the rising needs. As numbers continued to increase and no additional monetary fund was provided for, the Red Cross had to supplement with own funds: *´We had to make sure humanitarian needs were met, we had to use Red Cross funds to cover the rising humanitarian needs´* (Participant 4).

Red Cross participants agreed that greater financial resources and clarification would be needed to suitably cover humanitarian needs. Financial clarification would free up Red Cross resources that would benefit partnership functioning's: *´Financial clarifications and governmental covering of costs, would in practical terms enable greater construction of volunteer capacity´* (Participant 4). Here, funding is described as an important feature influencing organizational input. Sufficient funding is regarded as an asset in promoting partnership processes.

In addition, the municipality also provided for activities: *´Fixed activities every day, throughout the week. [...] Yoga twice a week, make art together with artist´* (Participant 9). In addition to procurement of activities, free travels for all Ukrainian refugees while in the asylum registration phase was provided: *'Soon, activities card [cards that allow free entrance to set activities] were procured and handed out, followed by free bus and train. With these cards, they could attend all activities from the organizations´* (Participant 9). Making it easier to attend organized activities.

5.3 Throughput

The second global theme of this study focuses on the interaction between inputs. This section will be structured by interacting inputs and elements, in consistency with the BMCF. Aspects of roles/structures, leadership, input interaction and communication are presented to identify partner processes.

5.3.1 Roles/structures

All participants described their responsibilities and working tasks, yet there was some uncertainty connected to their role and responsibility within the partnership. Several participants expressed that their role within the partnership was at times unclear: *´There were*

no formal clarification on who was responsible for what in the situation [to establish regional responsibility] ´ (Participant 4). Highlighting a lack of official clarification, which led to partners taking on unknown tasks: ´*This [distributing cloths and hygiene articles] is something we normally don't do as there are other actors in society that otherwise do this. […] There have been both positive and negative aspects connected to the practical execution*´ (Participant 5). Because of this, an over-reliance landed on the Red Cross, growing their responsibility from safe care persons in addition to distributors: ´*A lot landed on the Red Cross, that maybe should not have*´ (Participant 1).

Several participants attributed that the unclear roles were connected to the urgent and extraordinary character of the situation: ´ *[…] it is a special situation, so it is hard to navigate. When the refugees don't fit into the [existing] system, things become different and responsibility becomes unclear, it is understandable that things become problematic*´ (Participant 5). After some time, the role of the police and UDI became clearer: ´*UDI provided housing and the police was responsible for the asylum registration. But beyond that, there were no formal clarification on who should do what*´ (Participant 4). Lack of clarification made it difficult for partners to know who should do what. Participants looked for clarification on roles and structure to increase productivity: ´*Things would have been easier if there was a clarification on partner roles and responsibility. It was difficult but desired*´ (Participant 3). Partner tasks and responsibility became difficult due to the lack of clarification. Lack of clarity and anchoring impacted interaction by leaving partners uncertain.

5.3.2 Leadership

In the beginning of the partnership, the county governor was asked to step in as a coordinator. The county governor's office in Vestland gained new hands-on responsibility as a leader and coordinator. The county governor had never had so high detailed oriented tasks, even compared to other offices: ´ *[We tried to organize us]. The office of Rogaland was for instance more periphery, while we were very detailed oriented, ´from toothbrushes to government´* ´ (Participant 1). All participants credited the county governor for the work they did as a leader and coordinator. Their efforts were seen as: ´*active, motivating, and easy to reach*´ (Participant 4). Crediting their work as a part of why the collaboration worked well. Their actions helped structure and frame the partnership: ´*The county governor did a really good job on structuring the partnership*´ (Participant 3). Framing of the partnership helped

structure partner interaction. Their efforts were described to have a positive impact on partnership processes as they managed to promote ´*trust, openness, and a clearer structure*´ (Participant 4). As such, leadership is connected to partnership activities.

Traditionally, leadership is connected to a sense of authority and power, which can be viewed as a stimulator of effective production. In this case, the county governor did not hold any official power or authority over the other partners. Yet, their coordinative efforts attributed them an unofficial role as a leader because of the magnitude of their efforts. One respondent described: ´*She [representative from the county governor] led the work, thus I would say that she worked as a clear authority. [...] people listened to her, took tasks from her*´ (Participant 4). Despite any lack of ´official´ authority in practical terms, their initiative and suggestions were often followed by the partners.

In the later stages of the collaboration, a change in the partnership structure took place: ´*In the beginning there were two meetings a day to answer unclear question, then down to once a day, then just a few times a week, and after some time the county governor stepped back, and the police took over. After this [transition], meetings ceased*´ (Participant 4). Several participants saw this as a loss due to less active and hands-on coordination compared to earlier.

Participants from governmental organizations described this as: ´*a natural transition due to the situation*´ (Participant 2; Participant 3). As such, partners now worked more independently. For some, the transition left a gap: ´ *[...] I understand that the county governor stepped back, but I wish for a form of coordination. Things flow fine now, but there is a vacuum without someone in a coordinating role*´ (Participant 3). Following, participant 1 described how a clear and on-site leader/coordinator could be a key element to successful partner processes: ´*I think that the best type of coordinator would be someone on-site, moving around [...]. A lot of things could have been solved with an on-site coordinator. I think that would have been the key for better partnership processes*´ (Participant 1). Here, clear leadership is linked to partner processes and positive interaction.

Several participants expressed a desire for clear coordinating to help with organization: ´*A coordinating unit like the county governor, UDI, or an external operator, some kind of*

coordination would have made my life easier´ (Participant 3). Clear leadership could unify partner efforts and promote partner interaction.

5.3.3 Input interaction

To identify input interaction, elements of cooperating and partner contention have been regarded. Participants expressed interplay between inputs towards mission goals as pleasing due to commitment: *´Everyone took their roles seriously, which can be expected, but everyone exceeded themselves. Everyone was very talented, cooperative, and solution oriented´* (Participant 10). As such, partner commitment enabled interaction of resources. One participant described the overall interaction of inputs as a supportive atmosphere encouraging synergy: *´We worked good together. Routines were altered and created to enable a good working environment to its optimal, to get things done´* (Participant 9). Commitment to attain a good environment encouraged further partner interaction. Like so, resources continued to be shared to support mission aims.

A platform for inputs to interact was enabled through strategical meetings and communication: *´The meetings and meeting points worked really well to discuss challenges. I think that's the clue to good coordination´* (Participant 10). Communications strategies such as meetings, allowed for sharing of professional expertise, knowledge, and skills. Participants described this as an encouraging process to voice challenges and concerns: *´The meetings were about expressing challenges: okay now there is a need, who can solve this? Discussing who could do what ´* (Participant 4).

In general, public organizations maintain a rigorous framework, which structure the area they operate within and how. Governmental frameworks can often be strict when compared to non-governmental organizations. Participants described that they were impressed by the public partners, police, UDI, and county governor: *´They managed to round off´ on normally square edges´* (participant 4). Making the registration process easier and more effective. Describing a satisfaction on partner efforts. Leadership was expressed as a promoter of input interaction: *´Leadership by the county governor was proactive, to face challenges head on. It is not like that now´* (Participant 4). Indicating less contention on partner coordination and strategy.

There was some division on contention regarding partner input on health services: *'I think that the collaboration with health has been the most challenging. There was a big contrast between needs and the health services provided'* (Participant 4). It was seen as a contrast from what was needed to what was offered. Financial resources are often a necessity regarding long term issues. There were some concerns from the Red Cross regarding their budget and how long they would be able to cover needs, causing some uncertainty.

To improve interaction, participant 1 links greater utilization of financial resources with clear coordination: *'It's unfortunate we were unable to have an on-site coordinator. I think that would have made the situation different for everyone involved. Time and resources could have been utilized different'* (Participant 1). Following, Participant 5 mentions reflection as a key component to regard contention and productivity:

> […] [reflecting] to see, if what we do actually answers needs. This type of collaboration could be even better if we take the time to reflect and evaluate when wartime [calmer situation] is over. Creating a collective understanding on how things progressed, and what we need to do better' (Participant 5). This is also mentioned by participant 1: *I am hoping we can think on what we have learned from this, and what we will take from this'* (Participant 1). Linking reflection to mission and strategy.

Input interactions are identified encircling the general aims of the partnership. Overall, there was contention on resources and interaction between partners and inputs.

5.3.4 Communication

Communication became the medium for partner interaction. Strategies for communication were established to enable partner interaction and processes. Participants described communication as: *'frequent, informative, and purposeful'* (Participant 5). Communication was perceived as a basis for good information flow, promoting further partner interaction: *'There has been an incredible cooperation and dialog, which will be the foundation for further collaboration'* (Participant 8). Highlighting partner contact as essential.

Due to lasting effects from covid, many partners were experienced with virtual commutation channels, which became the main form of communication. This was either email, teams, zoom, or phone calls. Some participants credited this as positive ways of communicating: *'It*

facilitated quick response and gatherings [of the partners] to discuss issues´ (participant 1).
Indicating effective ways of communication. Nevertheless, a wish for physical meetings was
expressed: *´It would have been nice with some physical meetings. They are more effective.
Contribute dynamic´* (Participant 7). The lack of a physical meting-point was seen as a
challenge: *´It was a challenge to haven a physical distance´* (Participant 1). Yet overall
contention on communication was expressed: *´In general, communication was very good´*
(Participant 4).

Following, the platform for communication, such as strategical meetings, were credited by
participants as sources of good communication. After the stepping back of the county
governor, partner communication seemed more difficult: *'The communication was good as
long as the county governor organized them. […] Since then, no partner meeting has been
arranged´* (Participant 4). The notion was shared by participant 10: *´I miss the meetings, they
just ceased´* (Participant 10). Consequently, meeting activity resumed after some time: *´I felt
that there were times it would be beneficial to have regular meeting, so that's why the
partners in Bergen commenced them again, as they would be profitable. Participated by the
police, UDI, and Bergen municipality´* (Participant 3). Emphasizing the need for a meeting
activity. Participant 1 further described: *´ […] The meeting platform became the solution for
everything. In general, very positive, many initiatives from all partners. It shows for more
contact, familiarity, and lower threshold to pick up the phone and reach out´* (Participant 1).
Expressing the meeting platform as a medium for partner contact, and its facilitation on
partner interaction.

5.4 Production task and maintenance task

Production tasks are often easier to identify as they link directly into solutions and outputs. In
this case, the following production tasks were identified: police effort to effectively register
asylum registration: *´We organized over 100 people to work two-shift, 7 days a week. We
were unable to reach full potential, but we reached over 80 registrations per day´* (Participant
2). UDI efforts were identified as finding suitable housing for all: *´UDI are partners with the
hotels and is thus responsible for securing housing for the refugees´* in addition to facilitating
a physical room for the Red Cross family room: *´ […] in our agreements with the hotel, the
rental of the Red Cross room is stated´* (Participant 3). Health services under Bergen
municipality were identified as: *´Our task was to enable health, provide health care to the*

hotels. [...] We also inspected all the hotels´ (Participant 7), in addition to: *´We looked at the facilitations, are they accommodating for their needs. [...] Our main part was to do tuberculosis screenings´* (Participant 8). Efforts from the Red Cross were identified as: *´ Our contribution was to man and operate the psychosocial first aid post´* (Participant 4). Lastly, production tasks tied to Bergen municipality were identified as efforts to *´ [provide, secure, and coordinate activities] ´* (Participant 9). In addition to provide a financial pot to cover basic needs. Production tasks are enabled by partner time, skills, and recourses, focusing on activity directly relating to the partnership ´problem´.

Maintenance task such as meetings, rapports, minutes, and daily/weekly communication have been identified as operational task to maintain the collaboration itself. Willingness was observed by many participants. This can be said to be a maintenance task, as it supports and motivate partnership collaboration and processes.

5.5 Output

The third global theme explores partnership outcomes. The partnership and collaboration between partners in Vestland is ongoing, making it difficult to underline any definite outcomes. However, sources for synergy, additive, and antagony will be examined.

5.5.1 Synergistic output

Positive partner interaction can lead to synergistic outcome, such as communication: *´Between us we had good information flow, and I felt heard´* (Participant 3). Here, communication is expressed as good for information flow, linked to positive interaction. Good partner communication enabled and promoted sharing of knowledge and expertise to cover Ukrainian basic needs: *´I think it is a very good thing that many of us had a lot of experience [...]. The model [Pre- registration] that emerged was very good because many contributed their expertise´* (Participant10). Describing input interaction between partner skills and communication as sources for synergy. In addition, as a result from close dialogs and meetings, several participants mentioned that their professional networks grew: *'We have gotten to know each other. The threshold to contact each other is much lower´* (participant 1). An arena for connectivity and networking was created, encouraging communication, and opening for multi-level discussions.

Further, participant from Vestland police described the strategical meting points as a platform for communication and information sharing, which was experienced to have synergetic effects on the partnership:

> […] the police were given the opportunity to describe how we experienced the situation, and what lies ahead with other actors. This was a very positive thing, which gave synergies outwards, which is precisely that we want to take with us moving forward (Participant 2).

This can be seen as a positive interaction between partners, feeding into partnership processes.

Partners demonstrated willingness towards their tasks, which several participants described as an important factor to achieve goals: *'It was good to experience a willingness to get things done'* (participant 3). Willingness was expressed as a contributing factor towards partnership task and processes, enabling cycles of interaction. In addition, partners were described to be generous with each other: *'I believe all partners were generous with each other so we could find good solution'* (Participant 2). Describing partner inclination to work together and achieve goals as sources for synergy.

Other elements that were described as a positive, was the leadership and coordination demonstrated by the county governor. All participants described how the coordination increased partner coordination and contributed to effective partnership functioning's: *'For me, my view of the county governor changed due to the situation [and their effort]'* (Participant 4). Expressing the impact leadership had on partnership synergy.

5.5.2 Additive and antagonistic output

Because the collected data is of the early stages of the partnership, few additive or antagonistic outcomes have been identified. No additive outputs have been identified in the early stages of the partnership. Overall, participants described the collaboration as good: *'We had a very good cooperation'* (Participant 9). Nevertheless, the partnership did face some challenges: *'There were a lot of challenges, but I did not experience the partnership as challenging'* (Participant 3). Expressing that the partnership itself did not come across as difficult.

Few antagonistic outputs have been identified in the early stages of the partnership. However, some challenging experiences have been explored, and could be seen as potential sources for antagony. Participants agreed that the partnership faced challenges: *'Everyone agreed we faced challenges, so we looked at what we could contribute to help'* (Participant 2). Due to the urgency of the situation, participants experienced short deadlines as challenging: *' [We had to think quickly]. There were very short deadlines, and we had to organize to create good logistics'* (Participant 2). Expressing the urgency of the situation, and its impact on fulfilling Ukrainian needs. Financial inputs were also pointed out as difficult and could be considered as potential sources of antagony: *' […] The financial unpredictability is somewhat problematic in this type of situation'* (Participant 4). Due to uncertainty, Red Cross attention was pointed towards financial inputs. Following, one participant described: *'The unclear mandate [mission] was a challenge, and that you had to cut your piece of the pie. Things were unclear, the path cleared as we walked it'* (Participant 7). Describing mission unclarity, impacting partner ability to cover basic needs. As such, many participants agreed that challenges would continue to rise: *'The dialog needs to continue because the situation is ever evolving '* (Participant 8). Acknowledging that the situation is changing and will impact partnership processes.

6.0 Discussion

In this chapter, the collaboration between partnering organizations will be explored in accordance with the BMCF. By doing so, the examination of findings will follow a systematic structure that corresponds to the model, as it attempts to capture the multidimensional interactive nature of partnership functioning's (Corbin, Jones & Barry, 2016). To explore partnership processes within the partnership in Vestland, I will focus on interactive cycles in the collaborative context between by inputs and aspects of communication, leadership, roles/structures and input interaction. This is coherent with the purpose of this study, as it aims to explore the emergence and collaborative coordination within the partnership.

6.1 Partnership as methods of working

Collaboration or partnerships is a well-known tool and way of working to reach specific goals. A partnership could be described as a living, breathing organism or system, which can adapt and thrive under the right circumstances. When care for the organism is demonstrated in the form of sufficient input and facilitation of partnership processes, growth and development,

can oftentimes occur. When this occurs, the collective effort is viewed as greater than the individual work. This is known as synergy, the optimal goal of all collaboration. If partnership duties and responsibilities are neglected, the system could become stagnant and obsolete, resulting in less valuable outcomes. In the case of the Vestland partnership, findings indicate that the collaboration is regarded in high value.

It is often the nature of a problem that determines the course of action. Both governmental and non-governmental organizations have their own tasks and goals when dealing with complex issues, as made evident in the case in Vestland. Nevertheless, coordination of efforts among partners has been regarded as the best course of action to achieve higher level goals. Partnering organizations could find themselves in unknown territory, faced with differences in mission statements and working procedures (Koelen, Vaandrager & Wagemakers, 2008). Findings suggests, that this was the case for some organizations in the Vestland partnership, but the level of coordination and communication, made it possible for organizations to navigate unknown territory. Levels of coordination, cooperation, and interaction between partners, made it possible for each organization to reach own goals. Concurrently, they were able to achieve an overall effective and high value handling of the situation. This could be described as the overall objective of the collaboration, where the sum of the collective effort is greater than the individual work.

The issue at hand is very complex, requiring coordinated action from different organizations. In order to receive Ukrainian refugees and fulfil their basic needs, a unification of efforts was required to yield the best solutions. Thus, a dynamic partnership was forged where partners could exchange knowledge and address issues together. Ultimately, enabling an effective management of the urgent situation. This way of work is described by Abeykoon (2021) as sufficient when dealing with issues such as migration (Abeykoon, 2021). Relevant outcomes of the refugee crisis are currently unclear as the situation remains ongoing. However, partners identified and described the partnership as beneficial for the circumstances. As such, the study targets to explore and capture the multidimensional form and interactive processes of the collaboration in the early stages, through the BMCF, as many elements align with the model's aspect of collaboration and interaction.

6.2 Input

To explore partnership functioning´s, cycles of interaction must be examined. In accordance with the systems model, different inputs are identified as context, mission, partner resources, and financial resources (Corwin, Corbin & Mittlemark, 2012).

Context in this study has been identified as an outside factor, that is able to influence partner processes. The context is examined due to its influential capacity on partnership functioning's. It could be seen as an instigator for coordination and mobilization, impacting and promoting partnership processes in a positive manner. By identifying the context and understanding its potential influence, we gain a holistic view of the situation which assist in, the full examination of all partnership processes (Katsi et al., 2016). Corresponding with the concept set out by Corbin and Mittlemark (2008) on how the relationship between partnership processes and real-life setting are closely tied, promoting a contextual understanding (Corbin & Mittlemark, 2008). The role of the Norwegian welfare state, for example, outlines a distinctive relationship between state and county/municipalities. The municipalities are regarded and referred to as important initiators and creators of welfare, that have the ability to take measures such as regional police responsibility of the asylum registration processes (Sandvin, Vike & Anvik, 2020). The welfare system highlights the function of county/municipality as channels to influence national policy, allowing for regional/local action (Sandvin, Vike & Anvik, 2020). Hereby, and because of outside factors, the development of the partnership can be tied to urgency, policy, conflict, and a cultural/social pressure to help. This is highlighted by civilian organization to bring refugees into the country, emphasizing the role of the contextual/cultural aspect. By extension, it was therefore expected that organizations such as the state would provide aid.

The expectation that organizations face to offer help, is anchored in policy and statutory duties that could be less beneficial for partnership processes. Wildridge and colleagues (2008) argue that induced collaboration through policy can be a weaker and less dynamic approach as duties and responsibilities are centered as driving forces within a partnership (Wildridge, Childs, Cawthra & Madge, 2008). When action results from a sense of duty and not passion/interests, partnership activity may be less vigorous. But this is not necessarily negative, since partnerships solely driven by enthusiasms/passion, may find itself short of momentum when public interest fades (Koelen, et al., 2008).

However, this cannot be said to be the case of the partnership in Vestland. Even though governmental agents are key driving force behind the collaboration, findings indicate that the partnership is neither lacking interest or obligation. It appears that the partnership is framed by law obligated duties, but not steered solely through them. There is clear, personal and professional motivation that has provided a dynamic system through collaboration. This is an important finding as governmental organizations are known for their rigor and structure, yet these public partners were willing to apply flexibility to generate effective action. All partners showed an eagerness and participated more or less equally, contributing to dynamic interaction. This could also be connected to a cultural aspect, as Norway is known for its humanitarian engagement, implying a cultural/social inclination to assist in hard times (Borgrevink & Sandvik, 2021).

A context can highlight a sense of urgency, encouraging and increasing partner commitment (Corbin & Mittlemark, 2008). The urgency of the situation had the ability to put matters related to Ukraine higher on the agenda. Nevertheless, outside factors such as context can be said to have the ability to act both positively and negatively on collaborative processes. Further, a sense of urgency could also develop a shared vision and consensus to work jointly to achieve effective solutions (Wildridge et al., 2008). The sense of urgency and will to help, has undoubtedly affected the creation and development of the collaboration. Thus, it can be stated that context can promote positive cycles of interaction, as understanding its influence could lead to more innovative and effective collaborations in the future (Moreno-Serna et al., 2021).

Another aspect to consider in reference to context is media. Contributing to the context, as it has the ability to illustrate the sense of urgency, which may not be communicated as clearly without the media. Perez (2017) explored how media coverage on the refugee crisis in Europe 2015/2016 led to increased focus and attention to the situation (Perez, 2017). In this way, we can say that media contributes to the context and the contextual understanding of the situation. For instance, it could be argued that the media coverage on the hectic and chaotic situation at the national reception center, could have influenced the development of regional registrations, which has never been done before (Elster, Kræmer, &Moen, 2022). The media coverage could also be seen as the source for civilian organization to help bring Ukrainian refugees to Bergen. Further, the media framing of the Ukrainian refugees is significantly different from the Syrian refugees in 2015/2016, impacting public opinion (Sales, 2023).

Sales (2023) describe how the positive centered media portrayal, could have influenced responses to be more organized and, politically more welcoming of Ukrainian refugees, which is set in contrast to the situation involving the Syrian refugees (Sales, 2023). For example, the Ukrainian refugees were provided with free public transport in Vestland, while other refugees did not receive the same offer. As such, the media holds power in shaping and influencing crisis responses. Further, as stated in findings, there is little information and reportage on the pre-registration phase. Media has the ability to keep organizations accountable and transparent regarding their operations. In this case, media reportage was wanted by one participant due to the medias ability to clarify and direct partner action. Thus, the media could have specified roles and expectation, providing a sense of mission clarity.

The Mission gives direction to partners by providing a joint vision, approach, and starting point (Tell et al., 2022). The mission appeals to all partners in a way that requires the utilization of resources to achieve different goals, that in the end serve the overall objectives (Corbin et al., 2016). Usually, prior to the commencement of a collaboration, a mission or mission statement is agreed upon by partners, in addition to main goals. Often, a mission may be used to examine partnership outcomes, in this case, the mission will be utilized to explore partnership tasks and development due to the partnership being ongoing.

In a partnership, the mission can be viewed as a description of the partnership itself. A good mission statement makes it clear to its participants what and how things need to be done, in order to reach designated goals. The partnering organizations described similar aims and goals of the partnership, yet there were some uncertainties when asked to describe a unison mission statement. Previous studies explored through the BMCF on partnership functioning´s, illuminate the importance of an understandable, translatable, and clear mission statement to promote positive cycles of interaction (Tell et al., 2022; Katsi et al., 2016). A clear mission statement holds value, and is a source for synergy in practical terms, because it assures a mutual awareness and reflection (Tell et all., 2022). Due to mission unclarity, participants described it difficult to coordinate efforts at time. Thus, collaborative growth and productivity could have been more efficient if supplied with a clearer mission statement. As illustrated in section 2.1, context holds the ability to influence inputs such as the mission, that will later impact cycles of interaction. Nonetheless, mission unclarity was balanced out by partner commitment to fulfil Ukrainian basic needs, creating positive momentum towards partnership processes. Partner commitment is described positively, towards partner interaction and

processes. This commitment and motivation may be linked to contextual and cultural factors, such as urgency and the Norwegian welfare structure, impacting partner interaction and overall outcome. Participants describe this partnership as new and often difficult until footing was achieved.

Partner Resources are described as contributing elements to partnership functioning´s. These are often referred to as key elements to a successful partnership (Corbin et al., 2016). Resources through the partnering organizations have been identified as experience, commitment, willingness, skills, time, and monetary aid. These resources were communed through competent and passionate individuals from partnering organizations. These individuals were seen as resources to partnership tasks and productivity. Participants described how the individuals encompassing partnership roles, were just as important as resources, referring to ´key´ participants. Praising each organization for the allocation of individual professionals. Orientation from partnering organizations on competence to increase unity and effectives, shows signs of synergy. Previous studies, have regarded the diverse upmake of partner competence and knowledge, as factors of synergy (tell et al., 2022; Corbin & Mittlemark, 2008).

Due to the combined expertise, knowledge, and partners, the partnership makes up for a cross sector collaboration. As such, strengthening the partnerships ability to face complex issues such as migration. Between humanitarian principles from the Red Cross, and bureaucratic frames from public organizations, the partnership stands on solid ground to deal with and secure basic Ukrainian needs. Previous studies, highlight how combined partner efforts and knowledge, create momentum for positive cycles of interaction (Tell et al., 2022; Eriksson et al., 2014; Jones & Barry, 2011). Like so, we can say that this collaboration benefits from its interdisciplinary character. Further, findings illuminate a great willingness across all organizations and individuals, that could be regarded as a promoting factor of synergy. Willingness can create momentum and act as a motivating factor towards implementation and execution of solutions. In this case, willingness was regarded as commitment to the collaboration. The role of the county governor, is an example, of partner commitment.

The county governor was seen as essential to combine and apply resources, as each partner, holds set goals and autonomy, that could make collaboration difficult at times (Koelen et al., 2008). Their unifying efforts stimulated interaction and promoted momentum towards

partnership aims. In addition to the county governor, all participants credited each other for exceptional will, flexibility, and willingness, which may end up being their factor to success.

Financial input is also a contributing factor of partnership functioning's. In this case, financial inputs were identified as monetary and material resources. The matter of financial input was mainly discussed in relation to the needs of hygienic articles, clothes, and toys. Financial resources are regarded as very important to partnership functioning's and can be directly linked to synergetic or antagonistic tendencies (Corbin et al., 2016). As indicated in findings, the financial resources were mainly provided to the Red Cross by Bergen municipality to meet basic needs. Previous studies, illuminate that attention should be paid to the balance of financial input and partner resources, due to its effect on sustainability (Corbin et al., 2016; Corbin et al.,2017). In this case, insufficient funding could result in an over-reliance on the Red Cross and its volunteers, impacting the longevity of their contribution at Kokstad.

6.3 Throughput

The second global theme examines cycles of interaction. Interactions, positive or negative, occur in the throughput area, and is closely related to partnership functioning's. As such, the BMCF examines partnership functioning's through interaction on roles/structures, leadership, input interaction, and communication during production and maintenance tasks. Their interaction makes up for interactive cycles that can impact the partnership positively or negatively (Corwin et al., 2012).

By outlining fundamental partnership operations, **roles and structures,** are the backbones of each partnership. Several participants expressed that their role within the partnership was at times unclear, consequently, widening their working area. Role unclarity, for instance, impacted some Red Cross production tasks. Due to vague framing, the organization gained new unfamiliar tasks, like the distribution of material items. To avoid this, a formalization of roles, could provide a clearer structure and working environment. Formalized roles and responsibilities could strengthen partnership collaboration and productivity, promoting successful partnership functioning's (Corbin et al., 2016). Negative productivity can be linked to unclear roles and vague work descriptions (Corbin & Mittlemark, 2008). Gray and colleagues (2012) argue that the best framework is specific enough to achieve partner

mission, yet loose enough for partners to feel included and sense of autonomy maintained (Gray et al., 2012). The Vestland partnership, can be argued to be loose enough for partners to uphold their autonomy, but notice should be made towards formalization. Specific understanding of partner roles could enable improved coordination of efforts, and inspire higher interaction and commitment amongst partnering organizations (Corbin et al., 2016). Following, less clear roles and structures would indicate difficulties to coordinate efforts, and could be seen as a source for antagony. Here, the guidance and leadership provided by the county governor is seen as a measure to counteract the less specific roles, structure, and mission. Difficulties to specify partner roles and structures could also be linked to context influence. As described, the context provided a sense of urgency, that affected the initial ability to specify roles and structures. However, participants described that roles and structures became clearer as time passed and experienced was gained.

Leadership is held on high regards due to its ability to influence, effect, and shape overall partnership production and effectives. Leadership is one of the elements most clearly connected to synergy, as clear leadership has a domino effect on partnership processes (Jones & Barry, 2016). Thus, clear leadership is the heart of partnering processes and functioning's. Traditionally, leadership is connected to power, authority, and influence over others, however, the majority of partnering organizations are self-governing, underlining the importance to upheld autonomy. As such, no one person was in charge and the element of power and authority was distributed amongst partners. Nevertheless, the county governor gained an unofficial role as coordinator and ´leader´. Despite any lack of official power and authority, their initiatives and suggestions were often followed. Thus, the demonstrated leadership had the ability to promote positive interactions, by inspiring efficacy, willingness, and vision. A pro-solution atmosphere was created, which fostered participation.

By identifying the county governor as their informal leader, a consensus amongst partners is found. The informal leadership was perceived to have a hands-on approach, facilitating partnership processes in a positive way, through empowerment and encouraging interaction, while supporting autonomy. To effectively work together and produce synergy, leadership is reliant on **communication** between stakeholders. The informal leadership, anchored strategies and mechanisms of communication, that enabled adequate information flow. Leadership and communication can here be viewed as actions which directly contribute or

support engagement and productivity in the partnership (Corbin et al., 2016). When the county governor stepped back, overall communication and dialogs were impacted.

After the county governor stepped back, participants experienced the frequency of meetings and dialogs to be varied. Partners found themselves to be working more independently. Due to communication inconsistency, Leischow and colleagues (2010) argue that partnership coordination and efforts could suffer (Leischow et al., 2010). This could be connected to a lack of consensus on communications strategies and subjective use of dialogs from partners (Corbin et al., 2016). Consequently, impacting production and maintenance tasks due to lack of information flow on. For instance, less contention on health services was identified, due to a contrast from what was needed to what was offered. This could be linked to inconsistency in communication and leadership. Partner dialog is an important component to identify needs and secure efforts to achieve the mission (Corwin et al., 2012). The resuming of meetings, is an indicator, that there was a need for regular meetings and frequent communication to support partnership functioning's.

Input interaction occurs between inputs, partners, and environment, during maintenance and productions tasks, impacted by roles/structure, communication, leadership, and input (Katsi et al., 2016). In harmony with the BMCF, all elements of functioning's appear to interact with each other. Partners were working together, sharing knowledge, illustrating willingness and commitment. In turn, trust was built among partners, crucial for commitment and action, and is regarded as a source of synergy (Jones & Barry, 2016). Interaction of partner resources such as knowledge, skills, and expertise, are elements which facilitated for positive loops of interaction, inspiring synergy. This loop/interaction can enable and encourage other positive interactions as partner processes can feed back into the collaboration. For example, trust can enable partners to share knowledge and promote clear and open dialogs, while leadership can facilitate for the interaction of inputs. For instance, the calling of meetings by the county governor, allowed partners to discussed and decide how resources should be applied, like the utilization of Red Cross volunteers to hand out hygienic articles.

Leadership acts as a supplement to add more structure to a collaboration, by indicating which atmosphere, input, and role, is required to interact and produce action (Corbin et al., 2016). The county governor provided a framework, simultaneously enabling mechanisms of communication to promote partner dynamic. This is a positive loop of interaction, inspiring

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other loops, like trust. Loops of interaction hold a domino effect, effecting other interactions (Corbin et al., 2016). For instance, negative loops of interaction, such as inconsistent communication, can influence partner processes by making it harder to facilitate for positive interaction. It is important to understand what partnership processes are, how they occur, and what promotes them, because they effect the overall collaboration.

The BMCF further highlights the influence of outside elements on loops of interaction, which is visible here, through context. Context retains the ability to influence partner processes positively and negatively (Corbin et al., 2016). In this case, the sense of urgency enabled quick partnering, and solution orientation activities. Further, Covid is an outside factor which influenced partner functioning's in a positive way, by enabling digital forms of communication, fast cooperation, and the widening of professional networks. This outside factor is connected to maintenance tasks, as it enabled for easier systems of support, and encouragement of production tasks, through mechanisms of communication. Further, establishing reception centers at different hotels, meant that protocols and measures against infection, had to be put into place to secure Ukrainian health. Due to Covid, there were few obstacles during this process, as hotel staff was familiar with measures on infection prevention and control. In addition to facilitate maintenance tasks, Covid can also be connected to productions tasks. Past experiences from Covid, supported the provision of health services from Bergen municipality, making it easier to provide services in line with health standards. Thus, Covid holds value and synergy in practical terms.

6.4 Output

The third global theme sets out to explore and examine partnership outcomes. Outlined by the BMCF, outputs are inspired and impacted by partnership processes and functioning's. As the Vestland partnership is ongoing, it is difficult to conclude on any definitive outcomes. However, the utilization of the systems model, allows for the translation of interactions to indicate the nature of outputs, as either additive, synergetic or antagonistic.

As discussed, the partnership holds value and is inclined to achieve synergy in practical terms. Le Pennac and Raufflet (2018) describe a partnership as valuable and successful, when the unified actions of collaborators are greater than independent actions (Le pennac & Raufflet, 2018). The case of Iraq in 2014, Lebanon in 2011-2015 and Norway in 2015/2016, illustrate

that intersectoral partnerships are required to deal with complex issues, such as migration, due to multi faced aspects such as health and housing. Therefore, making it difficult for partners to achieve the fulfilment of Ukrainian basic needs without coordination.

Combining efforts can create momentum to elevate partnership processes. According to Jones and Barry (2011), a partnership produces **synergy** when inputs such as skills, knowledge, and expertise, are applied and utilized, to produce effective solutions (Jones & Barry, 2011). For instance, the development of the pre-registration center, to make the asylum registration processes more effective. Synergy was demonstrated through interactive processes that promoted shared resources, solution orientation, willingness, and enthusiasm. This type of interaction can create dynamic, adding to partnership functioning's. The urgency of the situation is another potential source for synergy, by stimulating input interaction through frequent strategical meetings, and dialogs between partners (Corbin & Mittlemark, 2008). The stimulation of partner processes can create movement and dynamic within the collaboration, promoting positive cycles of interaction. Further, the previous experience of Covid, was also seen as a helpful platform and stimulator of partner communication, indicated signs of synergy. The outside factor facilitated maintenance tasks, by promoting swift and digital communication. Findings show, that it enabled mechanisms of communication, which influenced partner functioning's in a positive way. Thus, Covid was able to enhance forms of communication. As such, partnership processes were stimulated and enabled for positive cycles of interaction. Gray and colleagues (2012), found that the development of synergy is prominent in the initial stages of a partnership, due to consensus on efforts and actions (Gray et al., 2012). The Vestland partnership does lack a formal unison mission statement, however, efforts and aims to fulfil Ukrainian basic needs, signal collective understanding. In this way, the start-up phase of the collaboration showed signs of synergy.

Corbin and Mittlemark (2008) described all inputs as potential sources for **antagony,** which can later encourage partner reflection (Corbin & Mittlemark, 2008). Reflection enables partnering organizations to review elements of synergy or antagony, providing an opportunity to learn, that could later feed back into the collaboration (Corbin, Mittlemark, & Lie, 2013). This is illustrated in section 2.1, where we see an arrow feeding back into the collaboration. In this case, antagony could become a plausible outcome, if limited financial aid becomes an issue that results in an over-reliance on volunteers. Further, participants clearly expressed a wish for meeting platforms to discuss. If meetings had not resumed, this could have been an

source for antagony. Antagony can also take place when partners view the collaboration as a waste of resources and time, which does not seem to be the case here (Corbin & Mittlemark, 2008). However, the less clear roles/structures, and mission statement could act as potential sources for antagony. Unclarity can create an environment of partner uncertainty, which could promote loops of negative interaction (Corbin & Mittlemark, 2008). For instance, when the county governor stepped back, communication changed, leading partners to work more independently. Impacting information flow and could potentially be the reason for less contention on the provision of health services. Little contention could act as theme for antagony, if not addressed amongst the partnering organizations.

Further, several participants expressed a vacuum in leadership, after the stepping down of the county governor. The void in leadership can act as a potential theme for antagony and enable negative loops of interaction. In this case, the county governor inspired communication and interaction amongst partners, stimulating coordination through hands-on leadership. The lack of, seems to have introduced more independent collaboration. In some cases, partnership failings can be attributed to a lack of clear leadership (Armistead, Pettigrew, & Aves, 2007). Several participants expressed a wish for the leadership void to be filled. Leadership and synergy are closely associated and should therefore be considered in developing and maintaining intersectoral partnerships (Corbin et al., 2016).

Participants expressed a need to decompress or a follow-up due to strong emotional impressions which could be regarded as a potential theme for antagony. Participants described difficult experiences as hard to navigate, and a wish for a follow-up was made. This would fall under the scope of maintenance tasks, as it is important to maintain and protect participants within the collaboration (Corbin et al., 2016). It is important to protect and make sure individuals feel sheltered, and able to processes impression, to prevent burnout and impact collaboration sustainability. To enhance synergy and inhibit antagony, knowledge of elements that could hinder progress and success is important to overall partnership functioning's (Corwin et al., 2012). For instance, knowledge of strong emotional experiences or aspiration for leadership, would falling under the scope of maintenance tasks to support partnership functioning's.

The sum of collective efforts, is in this case, greater than the individual effort alone. The individual efforts could be regarded as less likely to result in long-lasting solutions. Thus,

additive outputs have not been identified in the early stages of this partnership. Output is a piece of the puzzle in exploring, and mapping of functioning's, thus more research is needed to study the influence of outputs on partnering functioning's (Corbin et al., 2008). As such, particular outcomes are hard to define, however, interactions acts as insightful translations on partnership functioning's.

6.5 Applying the BMCF

The model has been used actively to frame and structure this study. The model is known amongst health promotion researchers, but previously applied to numbered health promotion initiatives (Corbin et al., 2018). The active use of the BMCF as a structuring tool was perceived to be relevant and beneficial for this study. It was helpful in identifying and exploring interactions, guiding the formation of narrative questions such as: who participates, how did they participate, and how does everything tie together. The model was especially helpful in understanding the interplay within the collaboration, illustrating the importance of each element and their significance to cycles of interactions. Further, the model was used as a structuring tool, in presenting and analyzing data, due to its informative ability to explore partnership interaction and processes.

Based on previous literature, the model has been used to study the collaboration between NGOs and the public sector. Tell and colleagues (2022) believed there to be value in expanding the model by including own partner goals (Tell et al., 2022). Here, the literature explored how individual partner goals could add to synergetic outcomes, if included as a factor. Including partner goals could stimulate further partner participation and commitment long-term (Tell et al., 2022). Allowing for a broader understanding of partnering organizations and their incentives. However, as the model has only been applied to a numbered set of contexts, it is difficult to generalize if the model as whole, would benefit from including individual partner goals, or just specific partnerships between public and non-governmental organizations. Governmental organizations have statutory duties while humanitarian organizations have set mandates, which drives them both to secure and provide services. The partnering public organizations in Vestland, showed great willingness and flexibility around their tasks, but never deviating from their central responsibilities. In this way, it could be argued that the identification of partner goals as a factor, could affect

partnership functioning's, by highlighting driving forces behind the curtain. This calls for further consideration of the topic, as more data is needed to form a conclusion.

The main theoretical contribution of the systems model, is its ability to identify and illustrate partner processes between outside factors and inputs (Corbin et al., 2016). The model illuminates how positive or negative interactions, influence and effect the overall achievement of goals, by exploring participation and efforts of partnering organizations. The overall application and use of the model has been beneficial, nevertheless, some downsides are found.

The model does not describe or account for the influence and interaction of trust and power (Jones &Barry, 2018). Trust and power are described as influential inputs, able to stimulate action, relevant to intersectoral partnerships (Jones & Barry, 2018). Findings suggests that the county governor held unofficial power, which stimulated action and dynamic. The factor of power is important to mention and understand in partnering processes, as power has multiple purposes and functionalities. This is important because misuse of power could hinder growth or prevent partnerships from functioning at all (Jones &Barry 2018). In this case, there are no official power structures or mechanism beyond the facilitative leadership. There is however, a feeling of ´shared power´, that inspired trust, contribution, and collective responses. Power awareness could hinder power misuses (Jones &Barry 2018). The potential of power misuse is present in partnerships, as such, the model could benefit from an increased awareness on power in partnership.

6.6 Partnerships and health promotion

In a global development context, the partnering efforts of the collaboration in Vestland can be linked to the Sustainable development goals (SDGs). The Russian war against Ukraine caused a disruption in the lives of millions of people, where life in peace, was now a life filled with conflict, uncertainty, and displacement. When addressing the impact of migration and displacement, key challenges such as providing adequate health services occur (WHO, 2018). Here, the SDGs are regarded as pillars in global development, calling for collective action in dealing with global issues. Issues such as health, are addressed through orientation on global health concerns and initiatives, advocating and enabling principles for health equity and wellbeing (Spencer et al., 2019). This frames important questions and approaches to health, drawing attention to health promotion principles and action, fitting well within the health

promotion discourse (Eckermann, 2016). In this way, several aspects tied to the SDGs are visible in this partnership due to the enabling and covering of basic needs.

Partnerships, are frequently used within health promotion initiatives to address health issues, due to their effectiveness in dealing with health questions (Koelen et al., 2008). Individual effort alone to cover Ukrainian basic needs, would have been difficult, thus, partnering organizations are working together to effectively fulfil Ukrainian needs. The mediating partnership facilitated direct action for people's health, in character with health promotion efforts and SDG 3: *Ensure healthy lives and promote wellbeing for all at all stages (*UN, nd*)*. In this way, needs were identified and looked after, such as mother and child health, access to quality health services, and provision of housing, which connects to SDG goal 11.

Therefore, it can be argued that local/national efforts to help Ukrainian refugees, directly relate to efforts in dealing with global issues, such as migration and health. The collaboration can further be said to bear characteristics of health promotion principles, by directing attention to determinants of health, factors which influence health outcomes (Jones & Barry, 2016), such as the social, physical, and economic environment (WHO, 2017). Thus, bearing traces of health promotion principles through their aspiration and solution orientation to cover and fulfil Ukrainian basic needs.

6.7 Limitations

Typical boundaries to a 30 ECTS thesis, such as time and scope limitations are obvious, nonetheless, the overall exploration is sufficient and satisfactory in exploreing partnering efforts in Vestland. If not for these frames, the study could be broadened to include additional participants from the operational level of the collaboration, to add a deeper practical view of the partnership. This could add deeper insight onto partnership processes and deepen trustworthiness of data. The use, and application of the theory, as a systemic framework makes it difficult to avoid repetition of model components, as the theory is very present in the findings and discussion. As such, division between findings and discussion is less strict and elements that could reside in section 6.0 can be found in section 5.0.

As this is an ongoing collaboration, it is difficult to point out any clear antagonistic, synergetic, or additive outputs. However, as Corbin and Mittlemark (2008) describe, all

elements entering a partnership could cause antagony. In this case, some partner provision has been viewed as less satisfactory, compared to what is needed and could therefore be argued as a potential source for antagony. To determine this, it would be fruitful to collect data after the final stages of the collaboration. It has been highly interesting in studying this subject, due to its relevance and timing. Due to the unique context and setting of the situation, it is difficult to derive any definite conclusions. Following, as collaborative outcomes are key aspects in exploring and assessing partnerships, the aspect of partnerships outcomes, cannot be fully covered at this time. Limiting the study's ability to generalize from findings. As illustrated in figure 1, partnership outcomes feed back into the collaboration and can affect the overall success of partnerships. As such, it would be interesting to study this context in a couple of years when outcomes are clearer.

7.0 Conclusion and recommendation

7.1 Recommendations

Responding to key findings, some reflections can be tied to promote long-term and sustainable coordination of efforts. These recommendations, could potentially influence outcomes and future partnerships of this dimension. Bearing in mind, that the context of the situation, will influence practical implementation.

First, an initial gathering of partners to discuss the situation, and emerging needs, will be beneficial for the unification of efforts and mission agreement. This will allow each partner to understand their role, clearing any misunderstanding connected to their tasks, and responsibilities, promoting overall productivity. Further, this could motivate interaction and spike enthusiasm amongst partnering organizations. Second, due to the experience of strong emotional impressions, a form of follow-up would be recommended, to allow individuals to decompress and work through strong impression. Focusing on individual wellbeing, can prevent burnout and stress, that could later feed back into the collaboration, through participant engagement and contribution. Third, it would be recommended to take opportunities to reflect. A mission review, would benefit the collaboration as a whole, in addition to each partnering organization, making it easier to address areas of improvement such as health. Further, allowing each partnering organization to identify and track mission progress, and make revisions along the way. This type of reflection could stimulate greater dynamic and synergetic outcomes. Fourth, clear and hands-on leadership. The Vestland

partnership would benefit from a clear and hands-on leader to promote partner interaction, enforce mechanisms of communication and utilization of resources. A proactive leader will inspire efficacy and production, in addition to inspire and unify partners. The partnership, would benefit from this type of leadership, as an active leader, could promote effective coordination of partnering efforts.

Partnering reflection on leadership and communication, will be beneficial for the partnership, as it encourages positive loops of interaction. However, there is a learning curve on matters such as these, where uncharted territory is to be navigated. Nevertheless, the partnership in Vestland has proven capable steering on rocky roads, through the unification and coordination of efforts. Taking opportunities to reflect with each other, on roads taken and future direction, could impact their overall efforts, but also inspire future Norwegian collaborations. Scarce literature, on previous Norwegian partnerships to address migration issues, indicate that the demonstrated coordination in Vestland, could be of educational character for the future.

7.2 Conclusion

The study objectives were to explore the emergence and collaborative coordination between partnering organizations. This was carried out through the structuring of the BMCF, that later influenced a systematical analysis and reflection of data. The systems model, illustrates the value of understanding and mapping contexts and inputs, due to their role on partnership functioning's. As explored in this study, there are many variables to account for when exploring partnership functioning's. The studies reviewed in this thesis, illuminate the dynamic processes within a partnership, and its importance to the production of results. Partnerships that have been regarded through the BMCF, have identified the same ingredients such as inputs, throughput, and output, and found the application of reality/context to have diverse implications on functioning's. In this way, this study harmonizes with the model's depiction, on how a system works in its surroundings to create value and synergy.

The findings in this study, give important insight on partnership functioning's between Norwegian governmental, and non-governmental organizations, illuminating it´s importance to deal with complex matters such as migration. To sustain effective, coordinated action, an awareness of partner processes is illuminated. As such, this thesis outlines four recommendation, for future sustainable cooperation and coordination. One, initial gatherings

followed by regular meetings and communication. Two, provide follow-ups as a means to processes strong impressions. Three, utilize opportunities to reflect, and communicate on partnering processes. Four, clear and hands-on leadership, to inspire partner dynamic and interaction. By paying attention and securing good communication, clear roles, purpose, leadership and unity, the collaboration could secure the platform needed to make the partnership thrive further. This could help the partnership in practical terms, but also stimulate further enthusiasm, and motivation amongst partners, which would later feed back into the collaboration.

Summing up, successes or failure is not necessary described as either the absence of antagony or presence of synergy. What is important to note, is that all partnership will have elements of synergy, and antagony. No pure positive or negative interactions were described. There will always be traces of something that works well and something less well. It is how the partnership works with these elements, that is important. Each partner has the opportunity to learn from what is good and bad, illuminating which factors, and processes promote or inhibit good partnership functioning's and success.

As discussed, the ongoing situation is fluent, meaning it could change rapidly from day to day. This study has found the efforts and actions, taken by this partnership, as crucial and suitable to cover the basic needs of the Ukrainian refugees. As such, this partnership could be depicted as a role model for future Norwegian collaborations, between public organizations and NGOs.

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Appendix

Appendix 1: Bergen Model of Collaborative Functioning (Adapted from Corbin & Mittlemark, 2008).
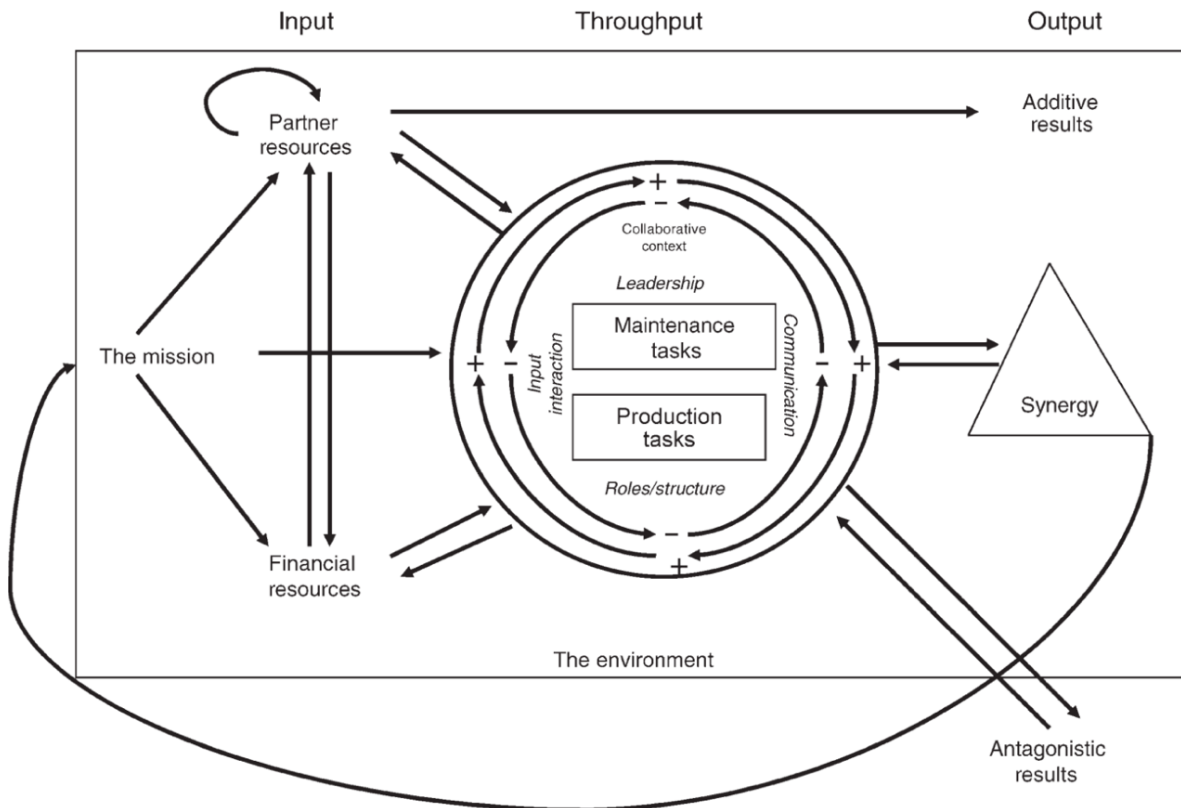
Vil du delta i forskningsprosjektet

" Utforskningen av et tverrfaglig partnerskap i preregistreringsfasen av Ukrainske flyktninger"?

Dette er et spørsmål til deg om å delta i et forskningsprosjekt hvor formålet er å utforske koordineringen av ulike norske institusjoner og organisasjoner i mottak av ukrainske flyktninger på Kokstad. I dette skrivet gir vi deg informasjon om målene for prosjektet og hva deltakelse vil innebære for deg.

Formål

Formålet med denne studien er å utforske koordineringen av ulike norske institusjoner og organisasjoner i mottak av ukrainske flyktninger i Vestland. Dette innebærer identifisering av innsats for å sikre grunnleggende behov av ukrainske flyktninger, gjennom statlige og ikke-statlig innsats og samarbeid. Dette innebærer kontakt og intervju med de primære aktørene som var vesentlig i organiseringen og mottak av Ukrainske flyktninger på registrerings mottaket.

Forskningsprosjektet er en masteroppgave som er tilknyttet HEMIL- instituttet ved Universitetet i Bergen. Problemstillingen vil være sentral i oppsett og gjennomføring av prosjektet. Problemstillingen i dette prosjektet er *utforske koordineringen og partnerskapet mellom ulike norske institusjoner, som politiet, UDI, Røde Kors, og Statsforvalter når det gjelder mottak av ukrainske flyktninger.*

Hvem er ansvarlig for forskningsprosjektet?
HEMIL – instituttet er ansvarlig for prosjektet.

Hvorfor får du spørsmål om å delta?
Utvalget for dette prosjektet vil bestå av de primære aktørene i koordineringssamarbeidet i Bergen for å motta Ukrainske flyktninger. Du får spørsmål om å delta da ditt perspektiv kan bidra til økt forståelse og utvikling av det pågående samarbeidet. Din kunnskap kan hjelpe fremtidig samarbeid innen migrasjon på en positiv måte.

Hva innebærer det for deg å delta?

Dersom du velger å delta i dette prosjektet, innebærer det at du stiller til intervju. Intervjuet vil være semistrukturert, dette betyr at du vil få spørsmål samtidig som du har muligheten til å utvide videre. Intervjuet vil inneholde spørsmål om organisasjonens innsats, deres rolle i partnerskapet og hvordan du vurderer den generelle funksjonen til partnerskapet. Svaret ditt vil bli tatt opp elektronisk før svarene transkriberes. Du vil motta en utskrift av intervjuet og få mulighet til å se over det som har blitt sagt, og dermed ha mulighet til å trekke fra eller legge til.

Det er frivillig å delta

Det er frivillig å delta i prosjektet. Hvis du velger å delta, kan du når som helst trekke samtykket tilbake uten å oppgi noen grunn. Alle dine personopplysninger vil da bli slettet. Det vil ikke ha noen negative konsekvenser for deg hvis du ikke vil delta eller senere velger å trekke deg.

Ditt personvern – hvordan vi oppbevarer og bruker dine opplysninger

Vi vil bare bruke opplysningene om deg til formålene vi har fortalt om i dette skrivet. Vi behandler opplysningene konfidensielt og i samsvar med personvernregelverket. All informasjon som blir innsamlet vil kun være tilgjengelig for meg og veileder. Videre vil informasjonen sikres ved at navn og kontaktopplysninger vil erstattes med en kode som lagres på en egen navneliste adskilt fra øvrige data. Opptakene vil bli lagret på et trygt og sikkert sted som kun jeg har tilgang til. Du vil få muligheten til å bestemme hvordan du ønsker å bli nevnt i dataene, da det er en måte å skjerme og beskytte dine personopplysninger på, enten ved tittel, alder eller yrke. Slik vil da dataene bli anonymisert.

Hva skjer med personopplysningene dine når forskningsprosjektet avsluttes?

Prosjektet vil etter planen avsluttes rundt mai/juni 2023. Etter prosjektslutt vil datamaterialet med dine personopplysninger anonymiseres. Dette betyr at eventuelle opplysninger som kan bidra til din identifikasjon vil anonymiseres gjennom koder eller generelle betegnelser.

Hva gir oss rett til å behandle personopplysninger om deg?

Vi behandler opplysninger om deg basert på ditt samtykke.

På oppdrag fra HEMIL instituttet har Personverntjenester vurdert at behandlingen av personopplysninger i dette prosjektet er i samsvar med personvernregelverket.

Dine rettigheter

Så lenge du kan identifiseres i datamaterialet, har du rett til:

- innsyn i hvilke opplysninger vi behandler om deg, og å få utlevert en kopi av opplysningene
- å få rettet opplysninger om deg som er feil eller misvisende
- å få slettet personopplysninger om deg
- å sende klage til Datatilsynet om behandlingen av dine personopplysninger

Hvis du har spørsmål til studien, eller ønsker å vite mer om eller benytte deg av dine rettigheter, ta kontakt med:

- HEMIL instituttet ved Albjona Xhemajli axh001@uib.no
- HEMIL instituttet ved Ørjan Skaga orjan.skaga@uib.no
- Vårt personvernombud: Janecke Helene Veim Personvernombud@uib.no

Hvis du har spørsmål knyttet til Personverntjenester sin vurdering av prosjektet, kan du ta kontakt med:

- Personverntjenester på epost (personverntjenester@sikt.no) eller på telefon: 53 21 15 00.
-

Med vennlig hilsen

Prosjektansvarlig   *Student*

Ørjan Skaga   Albjona Xhemajl

Samtykkeerklæring

Jeg har mottatt og forstått informasjon om prosjektet *utforskningen av et tverrfaglig partnerskap i preregistreringsfasen av Ukrainske flyktninger,* og har fått anledning til å stille spørsmål. Jeg samtykker til å delta i dette forskningsprosjektet og er innforstått med hva dette innebærer.

Jeg samtykker til;

☐ Å delta i forskningsprosjektet
☐ At anonymiserte opplysninger om meg publiseres slik at jeg kan refereres til ved enten yrke, kjønn, alder eller tittel
☐ Samtykker til at anonymiserte sitater fra intervju kan bli publisert

Jeg samtykker til at mine opplysninger behandles frem til prosjektet er avsluttet

----
(Signert av prosjektdeltaker, dato)

Appendix 3: Interview guide

Hvilken rolle har din tilhørende organisasjon i samarbeidet av mottaket av Ukrainske flyktninger i Vestland?

Hvilken rolle har du innen din organisasjon?

Hadde dere forventinger til samarbeidet, eventuelt hvilke forventinger?

Hvordan ville du beskrevet samarbeidet mellom de ulike aktørene?

Opplevde du noe positivt i et slikt samarbeid?

Opplevde du noe utfordrende i et slikt samarbeid?

Opplevde du samarbeidet til å ha noen effekt?

Appendix 4: Thematic network analysis

Global themes	Organizing themes	Basic themes
Input	Context	Overview, setting
	Partner resources	UDI, police, Bergen municipality, county governor, Red Cross, digital resources, Covid-19, financial resources, willingness
	Individual input	Previous experiences, background, refugee crisis 2015/2016, previous cooperation, in addition to regular job
	The mission	Needs, gain overview, uncertainty, clarification, organization
	Organizational input	previous experiences, commitment, skills, willingness
	Financial input	partner resources, roles, unclear roles, responsibilities, infection prevention
Throughput	Roles/structures	Coordination, unclear roles, expectations
	Leadership	sharing information, Authority, meetings, selfcare
	Input interaction	Communication, partner interaction, share

		experiences, communication, networking
	Communication	Communication amongst partners, information flow, information
	Production & maintenance tasks	partner interaction, communication, meetings, partner activities
Output	Synergy	Dynamic, positive interaction, positive experiences,
	Antagony	Learning points, reflection, outcome, challenging experiences,
	Additive	

Appendix 5: NSD/SIKT Ethics approval

◆◗ Sikt

Meldeskjema / Masteroppgave / Vurdering

Vurdering av behandling av personopplysninger

Referansenummer	**Vurderingstype**	**Dato**
234326	Standard	05.10.2022

Prosjekttittel
Masteroppgave

Behandlingsansvarlig institusjon
Universitetet i Bergen / Det psykologiske fakultet / Hemil-senteret

Prosjektansvarlig
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Prosjektperiode
10.10.2022 - 01.06.2023

Kategorier personopplysninger
Alminnelige

Lovlig grunnlag
Samtykke (Personvernforordningen art. 6 nr. 1 bokstav a)

Behandlingen av personopplysningene er lovlig så fremt den gjennomføres som oppgitt i meldeskjemaet. Det lovlige grunnlaget gjelder til 01.06.2023.

Meldeskjema ↗

Kommentar
OM VURDERINGEN
Personverntjenester har en avtale med institusjonen du forsker eller studerer ved. Denne avtalen innebærer at vi skal gi deg råd slik at behandlingen av personopplysninger i prosjektet ditt er lovlig etter personvernregelverket.

Personverntjenester har nå vurdert den planlagte behandlingen av personopplysninger. Vår vurdering er at behandlingen er lovlig, hvis den gjennomføres slik den er beskrevet i meldeskjemaet med dialog og vedlegg.

VIKTIG INFORMASJON TIL DEG
Du må lagre, sende og sikre dataene i tråd med retningslinjene til din institusjon. Dette betyr at du må bruke leverandører for spørreskjema, skylagring, videosamtale o.l. som institusjonen din har avtale med. Vi gir generelle råd rundt dette, men det er institusjonens egne retningslinjer for informasjonssikkerhet som gjelder.

TYPE OPPLYSNINGER OG VARIGHET
Prosjektet vil behandle alminnelige kategorier av personopplysninger frem til den datoen som er oppgitt i meldeskjemaet.

LOVLIG GRUNNLAG
Prosjektet vil innhente samtykke fra de registrerte til behandlingen av personopplysninger. Vår vurdering er at prosjektet legger opp til et samtykke i samsvar med kravene i art. 4 og 7, ved at det er en frivillig, spesifikk, informert og utvetydig bekreftelse som kan dokumenteres, og som den registrerte kan trekke tilbake.

Lovlig grunnlag for behandlingen vil dermed være den registrertes samtykke, jf. personvernforordningen art. 6 nr. 1 bokstav a.

PERSONVERNPRINSIPPER
Personverntjenester vurderer at den planlagte behandlingen av personopplysninger vil følge prinsippene i personvernforordningen om:

- lovlighet, rettferdighet og åpenhet (art. 5.1 a), ved at de registrerte får tilfredsstillende informasjon om og samtykker til behandlingen
- formålsbegrensning (art. 5.1 b), ved at personopplysninger samles inn for spesifikke, uttrykkelig angitte og berettigede formål, og ikke behandles til nye, uforenlige formål
- dataminimering (art. 5.1 c), ved at det kun behandles opplysninger som er adekvate, relevante og nødvendige for formålet med prosjektet
- lagringsbegrensning (art. 5.1 e), ved at personopplysningene ikke lagres lengre enn nødvendig for å oppfylle formålet

DE REGISTRERTES RETTIGHETER
Så lenge de registrerte kan identifiseres i datamaterialet vil de ha følgende rettigheter: innsyn (art. 15), retting (art. 16), sletting (art. 17), begrensning (art. 18), og dataportabilitet (art. 20).

Personverntjenester vurderer at informasjonen om behandlingen som de registrerte vil motta oppfyller lovens krav til form og innhold, jf. art. 12.1 og art. 13.

Vi minner om at hvis en registrert tar kontakt om sine rettigheter, har behandlingsansvarlig institusjon plikt til å svare innen en måned.

FØLG DIN INSTITUSJONS RETNINGSLINJER
Personverntjenester legger til grunn at behandlingen oppfyller kravene i personvernforordningen om riktighet (art. 5.1 d), integritet og konfidensialitet (art. 5.1. f) og sikkerhet (art. 32).

Ved bruk av databehandler (spørreskjemaleverandør, skylagring eller videosamtale) må behandlingen oppfylle kravene til bruk av databehandler, jf. art 28 og 29. Bruk leverandører som din institusjon har avtale med.

For å forsikre dere om at kravene oppfylles, må dere følge interne retningslinjer og/eller rådføre dere med behandlingsansvarlig institusjon.

MELD VESENTLIGE ENDRINGER
Dersom det skjer vesentlige endringer i behandlingen av personopplysninger, kan det være nødvendig å melde dette til oss ved å oppdatere meldeskjemaet. Før du melder inn en endring, oppfordrer vi deg til å lese om hvilke type endringer det er nødvendig å melde: https://www.nsd.no/personverntjenester/fylle-ut-meldeskjema-for-personopplysninger/melde-endringer-i-meldeskjema

Du må vente på svar fra oss før endringen gjennomføres.

OPPFØLGING AV PROSJEKTET
Personverntjenester vil følge opp ved planlagt avslutning for å avklare om behandlingen av personopplysningene er avsluttet.

Lykke til med prosjektet!