

Look to Gamvik:

Crisis Management in a Small Coastal Community in Norway



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Local development workshops in Gamvik 2005: «From fish processing to fish tourism...?»



- Crisis because of bankruptcy and closure of main fish industry
- Lack of crisis understanding and handling by mpl. leadership, expecting 'somebody' from outside to come and solve their problems (to buy the fish plant)
- Day-to-day problem solving («fire station model»), no capacity long-term development planning in the mpl. administration
- Problem with recruiting competent staff
- Budget deficiency, threat of state intervention
- The 'spell' of tourism, proposed solution to all economic problems

- Limited participation by political leadership in the workshops organized in Gamvik (symptomatic), affected the results of the workshops, on short and long term
- No political 'ownership' to recommendations from the workshops
- Most positive aspect: High level of youth participation

The local development workshops



- Bridging distance and conflicts between center and periphery (3 mini & 1 main development workshop)
- Youth and women, priority groups («without youth, no future»)
- Mapping and mobilizing all development resources in the municipality, for joint action
- SWOT-analysis, description of strong and weak sides of the communities today, opportunities and treats in future business and community development
- Formation of local development program and partnership to support and implement it

General problem background:



- Periodic bankruptcy in corner stone industries
 - Resource dependency
 - High unemployment
 - Strong out-migration
 - Aging population
 - Reduction in transfer of public funding
 - Deficient public services
 - Weakening of civil society
- Domino effect**
Vicious circle

Situation today: Part one



- Population growth (1200,+ 150 last 3 years)
- In-migration outnumber out-migration
- In-migration mainly from Eastern Europe
- Individual workers with families
- 22 nations represented in local workforce, 19 in municipal administration (most in health)
- Waiting list (9) for place in kinder garden
- Increased number of pupils in primary school
- Out-migrated highly educated young people return after establishing families
- Out-migrated locals return after reaching pension age

Situation today: Part two



- All 6 fish processing plants are working p.t.
- Improved infrastructure and services for local and ‘foreign’ fishermen
- 8 new tourist enterprises (fish tourism)
- Differentiated and more robust local economy
- Gamvik municipality and development agency work closely with local businesses
- More competent staff and resources for planning and implementing of development projects
- Positive image: rough, fighting spirit
- Strong regional, national and international connections
- **PARADOX:** Still vulnerable. Threatened by global change and a new ‘unfriendly’ national government

Corner stones: The Fishermen, not the fish processing industries!!!



- **Dependency of fish resources - and the fishermen** that bring the fish in from the sea
- New understanding - and realization???
- Improving harbour facilities for local and ‘foreign’ fishermen and fishing boats

- **Problem with external ownership/owners**
 - unstable
 - without any local basis, responsibility and/or commitment

How to build good coping strategies: Three requirements



- **Innovation:** New ways of organizing social and economic development in the municipality
- **Networking (and governance):** Diagonal networking through the connection of local, regional and national network and organizations from all sectors of society
- **Identity formation:** Construction of new identity, pro-innovation and entrepreneurship, built on local culture and economy
- **Goal:** Diversified, robust and resilient communities

What can we learn from Gamvik?

Part one:



- **Knowledge and capacity building** based on traditional economic activities (fishing and fish processing in the case of Gamvik)
- Strengthening of **local control of natural resources** that the communities depend on
- **Image building** based on an integration of traditional and modern culture and economic activities; **dynamic, innovative and progressive**
- **Broad mobilization** of people from all sectors of society, coordinated by local authorities
- Building of **extra-local support and cooperation** through **network and partnership organization**

What can we learn from Gamvik?

Part two:



- Diversification of the local economy
- Strengthen relations and cooperation between local authorities, business community and voluntary organizations (partnership)
- Stronger involvement of voluntary organizations in provision of public services, especially for elderly people
- Improvement of public and economic infrastructure
- Physical and estetical upgrading of all communities
- Holistic and all-inclusive perspective on community development
- Promotion video to market and 'sell' the municipality

We need more comparative studies



Thank you for your attention

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