

Aalborg University Copenhagen

# Turning Point

- An investigation of sustainable development on Bornholm

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## **Abstract**

Dette projekt har til formål at undersøge den igangværende bæredygtige udvikling på Bornholm. Den bæredygtige udvikling på Bornholm er drevet af kommunen, der har forankret udviklingen i en strategi kaldet Bright Green Island. Denne forankring er blevet undersøgt ved at se på tre problemstillinger omkring udviklingen: Hvordan arbejder kommunen med bæredygtig udvikling, og hvilke aktører er involveret. Hvordan tilgodeser disse strukturer omkring bæredygtig udvikling det bornholmske samfund. Samt, hvordan kan strukturerne forstås med henblik på at få en bredere forståelse for bæredygtig udvikling på Bornholm?

I projektet er der anvendt etnografiske metoder til at undersøge disse problemstillinger. Der er henholdsvis anvendt feltarbejde, feltobservationer i form af feltnoter, samt semistrukturerede interviews. Metoderne blev udført i nævnt rækkefølge. Feltarbejde og dertilhørende feltnoter er med til at åbne forståelsen for feltet op. Herefter er der udført to interview med centrale aktører, for at få en mere dybdegående forståelse for den bæredygtige udvikling i Bright Green Island. Den analytiske tilgang til denne forståelse tager udgangspunkt i terminologien fra aktør-netværk teori, og anvender teorien ud fra en mere metodisk tilgang; som et redskab til at forstå felten.

Opsamlende viser det sig, at det er svært at præcisere hvordan den bæredygtige udvikling på Bornholm forankre sig i kommunen. Det afhænger for det første af den teoretiske og metodiske tilgang til undersøgelsen, og dernæst til hvilke aktører der italesættes. Der fremhæves to netværk af forståelsen for den struktur der er omkring Bright Green Island strategien. Det ene netværk indikere, at strategien stadig er stærkt forankret af de aktører, der var med til at udvikle strategien. Det andet netværk viser, at på baggrund af den nuværende indsats, tyder det på at strategien er på vej til at blive en mere folkelig strategi. Et ønske der er stærkt efterspurgt i det bornholmske samfund af både politikere, erhvervslivet og borgerne.



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## Introduction

- What is sustainability?

For almost one and a half year, I have been trying to find an answer to that very question. I have finally concluded that there is not one answer to such question. It is, unfortunately, not that simple. This project has taken me on a long journey, with many bumps on the road. I was fortunate to get to conduct a fieldwork in a department on Bornholm, which is working on developing a local sustainability strategy called Bright Green Island.

Sustainability is not thing, but a plethora of a lot of values and understandings amongst many different actors. Sustainability has become such an entity through many years, as more and different actors have claimed the word as their own, and used it to push one of many agendas (Farley & Smith, 2014).

With this project, I have set out on a journey to explore one part of sustainable development. A supervisor at an exam once told me, that he saw technoanthropological projects as a needle prick deep into something very specific, as a form of analogy for what we as techno anthropology students were in fact doing during our projects. And that we during this project would obtain the knowledge of potential very difficult or diffuse subjects, but in a very narrow setting, in order to seek a solution to an equally narrow question within that subject.

These words have always stuck in my head, as some kind of guideline for what I was doing, when the project got a little out of control. Working with sustainability, I must admit that it is a very hard job to delimit the subject, as sustainability influences almost every aspect of our everyday life, in one way or another. At least, one can allow sustainability to be something that seemingly have an influence on something, without knowing the factual impact or implications of such connection.

However, following the words of my once supervisor, I have come to embraced narrowing down and trying to focus this project on one of many things within the world of sustainable development. I was fortunate to be able to conduct my fieldwork on Bornholm, a small island on the far most eastern part of Denmark. Here the municipality have for several years been working on sustainable development under the banner Bright Green Island. It has not always been a municipality based development



strategy. However, at current state it has been implemented as a department, seeking to revitalize the strategy as a mark of the ten years of Bright Green Island in 2018.

In another paragraph, I will seek to elaborate further on the history of Bright Green Island, as to give a deeper understanding of the settings for this project. The understanding of existing work done within a Bright Green Island context, also serves as a foundation for understanding where the work in the municipality is today, and why it is heading forward as a strategy within the municipality and provide an insight of the different actors working on developing the sustainable strategy on Bornholm.

This project is about trying to understand sustainable development within a small municipality. The baseline for the empirical data generation is a fieldwork conducted within the department of Bright Green Island, where I was able to become a part of the field as a part-time student employee. Furthermore, a series of field notes and interviews have become a substantial part of my understanding by the ongoing sustainable development on Bornholm.

## Problem Statement

In my work with the sustainable development strategy Bright Green Island on Bornholm, I have been working from a curiosity on how sustainability manifested as a phenomenon on the island. I have done so by trying to understand three layers of the sustainable development on Bornholm. Defined in a structural manner by following problem statement:

- In what ways are the municipality on Bornholm working with sustainable development, and what kind of actors are involved. How does the structures of the sustainable development take the society on Bornholm into account - additionally, how can I comprehend these structures in the Bright Green Island strategy in order to get a better understanding of sustainable implementation on Bornholm?

## History

In a time where Bornholm was developing the image of the island, sustainability became an important factor. The image was moving from cosy holiday island, fishing industries and diverse nature to something in a more modern context. Following a municipal lead, different stakeholders developed on Bornholm, what today is known as the Bright Green Island strategy (Schenk, 2017a).

To get a thorough understanding of the current sustainable development process on Bornholm, the following chapter will provide a historical review of the sustainable development strategy Bright Green Island. From the idea development phase in 2007 to the start of an ongoing revitalisation project in 2016, this review will go through a timeline of points of impact. Further, it will provide a detailed description of what foci were central at the different stages of the development.

In my opinion it is important to provide a context to the research process. This is not only for those who do not know about Bright Green Island, but because it offers a deeper understanding of the process in which the strategy itself has gone through.

### Put Bornholm on the Map Camp

In 2007 the very first steps of Bright Green Island were taken on Bornholm. In fact they were not only taken on Bornholm, but all the way around Bornholm. “Put Bornholm on the Map Camp” was an innovation camp organised by the municipality in order to conceive ideas that could rebrand Bornholm and create possibilities for growth and prosperity for the community on Bornholm (Bornholms Growth Forum, 2009:10). Part of the prime movers behind the idea was Lene Grønning and Business Center Bornholm. The camp took place on one of the old ferries, sailing 48 invited stakeholders around Bornholm in a concentrated 30-hour innovation camp. The underlying idea of the camp was to see Bornholm from a new perspective (Bornholms Growth Forum, 2009).

Furthermore, three public meetings were arranged in order to get a wide understanding on what identity Bornholm had. The general assumption was that the identity of Bornholm had a general “Green” theme (Bornholms Vækstforum, 2007:3).

The “Put Bornholm on the Map Camp” group consisted of key-stakeholders from the island businesses, different experts, communication consultants, civilians and members from the

municipality. The purpose was to redefine how Bornholm should brand itself in addition to nature, holiday and fishing. The long term goal was to create economic growth and attract new citizens. An analysis investigating the strengths of the island, the cultural identity and wishes for the future served as a point of reference (Schenk, 2017a). The concepts from the innovation camp were during 2007-2008 put into the creation of a branding strategy “More Bornholm” with the vision of a “Bright Green Island – 2014” (Bornholms Growth Forum, 2009).

Bornholm’s Growth Forum were to spearhead the guiding strategy for branding and marketing of the island, follow-up on the process of the ideas conceived on the camp, and co-author manuals in the interest of anyone who wanted to brand Bornholm in the context of the “Green” theme (Bornholms Vækstforum, 2007:10). In 2008 there was a political adoption of the branding and energy strategy for Bornholm. The Regional Municipality of Bornholm authored a manual on the branding strategy: “Bright Green Island – Branding Strategy” (Bornholms Growth Forum, 2009) and a separate 2025 Energy Strategy for Bornholm entitled “The Path to and Even More Sustainable Bornholm” (Regional Municipality of Bornholm, 2008). The manuals lay the groundwork for forthcoming sustainable development work on Bornholm in collaboration with the trade and industry, organisations, and civic associations.

#### Political implementation of Bright Green Island

The work done in respectively in 2007 and 2008 culminated with a political implementation of Bright Green Island. The manual “Bright Green Island – Branding Strategy” ensured that the strategy became the leading focus for the future business development strategy. It ensured a collaborative effort between Bornholm’s citizens, businesses, Growth Forum and the Regional Municipality. The strategy was also established in close relations to Bornholm’s Regional Development plan 2008, ensuring a broad municipal responsibility (Bornholms Growth Forum, 2009).

With “Bright Green Island – 2014” there was a clear vision for sustainable development on Bornholm; a 100% green and sustainable society based on 100% renewable energy (Bornholms Growth Forum, 2009, p. 6). In 2008 one the ideas was to have a common platform called “More Bornholm”. The goal was to brand the island globally on all the wonderful things there were ‘more of’ on Bornholm (Bornholms Growth Forum, 2009, p. 10). The platform focused on three aspects of the island: 1) The

uniqueness of the nature, geography and culture. 2) The creativeness that a lot of people combine with the island. 3) The quality of foods, business, ceramics, glass and so on.

There was also created a tool for anyone who wanted to brand Bornholm in a green and sustainable way. It was called “Bornholm Brand Radar”, and provided an overview of nine parameters one could evaluate their business or action from (Bornholms Growth Forum, 2009, p. 32) There were three target groups; newcomers, business and tourism outside of the summer season.



Figure 1: To evaluate if an action can contribute to the common branding of Bornholm each parameter must be scored from 1-5, where 5 is the highest. (Bornholms Growth Forum, 2009)

In addition to the branding strategy, the Regional Municipality of Bornholm also authored a separate energy strategy with a 2025 vision for a 100% CO2 neutral energy production on Bornholm (Regional Municipality of Bornholm, 2008). The strategy was called “The Path to an Even More Sustainable Bornholm” and focused on how the island could phase out the consumption of fossil fuels.

## Methods

The next chapter will focus on the different methods used to generate empirical data for this project. How one acquire data is different from project to project, and even though objectivity is valued, I believe ones bias will always influence the way empirical data for a project is produced. This also stems from the analytical delimitation already posed from the problem statement and research questions for the project, the way you engage with a given field, and what theoretical and methodological approach you chose to go engage in.

How do one generate, collect or even construct the data you need for a project, is often a result of carefully selected methods. For this project, I have worked with a series of different methods, counting field work, that generated empirical data through observations as field notes. Subsequently two rather semi-structured interviews, to get a deeper perspective on the initial amount of data produced.

Furthermore, this chapter will include a section on transcription, as the choices made before, during and after transcribing the interview sound files, have an impact on the final text result of the material I will use as data for the following analysis of the problem statement.

The first part of the chapter will be on fieldwork as a method for data generation. In this project, a part of my engagement with the field was being a part of the small unit in the municipality that is working with sustainable development as a student worker. Therefore, the section will include my reflections on my own bias. In addition, how I sought to deal with it coming into the field through foreshadowing. It will also go through participatory observations as a method of me to conduct the fieldwork and simultaneously act as a student worker. Conclusively I will go through how I wrote field notes during the fieldwork, as the notes is a useful sum of empirical data, generated throughout the fieldwork itself.

The second part of the chapter will focus on how I decided to continue the data generation through interviews. The qualitative interview is one of the most commonly used qualitative methods. Talking with other people, when we seek to acquire information about their experiences or their knowledge, is a highly regarded method, even though it was rather late in scientific development that interviewing as a science was recognized as a scientific method (Brinkmann & Tanggaard, 2010, p. 22). Therefore, it was important for me to interview a series of key actors in the field. This part will also include some

of my reflections on doing interviews, as I think it is a highly difficult method to master. Interviewing is influenced both by my bias from prior to the project, prejudice from the fieldwork itself, and from the familiarity I have gained to the co-workers, that an in interview context act as key informants.

The last part of the chapter will, as mentioned, focus on the transcription of the interviews. Transcribing is a useful tool in order to get transferred the audio data into a more tangible shape of empirical data. However, it does not come without complications, as it is a tool requiring a series of choices that in one way or another affect the data.

### [Access to the field](#)

My way into working with and writing about Bright Green Island on Bornholm in this project initially caught my attention through voluntary board work for another association on Bornholm, called LAG Bornholm. My contact to Lena Schenk, project coordinator for Bright Green Island in the municipality on Bornholm, was through a contact person in LAG Bornholm. As a part of my academic background as a techno-anthropology student, I was aware of how difficult it can be to get access to the field (Hastrup et al. 2011). Nonetheless, through my initial effort in the LAG Bornholm framework, it turned out to be a more smooth process than I had expected to get access to the field. However, my almost complete access to the internal work in sustainable development on Bornholm has are to be considered in a greater context.

LAG Bornholm, also called Local Action Group, is locally based association in different districts of Denmark under the Danish Business Authority (Erhvervsstyrelsen 2018). The work revolves around creating innovation and development in peripheral regions by allocating government and EU funds to relevant local projects. I am a youth representative in the board. On several occasions, I have in LAG Bornholm forum, engaged in discussions about sustainable development on Bornholm. I have also had the opportunity to explain to the board what I am studying. Doing a project in cooperation with Bright Green Island Bornholm came to my attention in this context, as several board members emphasized that this exact opportunity suited my interests. The LAG Bornholm coordinator helped me get in touch with Lena Schenk. After a short e-mail correspondence, Lena agreed to a meeting in her office on Bornholm.

The different actors in this process of negotiation act as central gatekeepers for my access to the field (Hastrup et al. 2011). Central gatekeepers are not necessarily the focus point for the fieldwork, and it is important to note that a successful fieldwork requires more than just the access. Therefore, getting access to the field is in some ways a continuous process, as new actors in the network in some circumstance can act as gatekeepers for information (Hastrup et al. 2011)

In this project, it was important for me, to become a part of the field of research. Hence, I was very dependent on the contact established amongst Lena Schenk and me. At the meeting that was setup as the initial negotiation process, Lena had invited co-worked Bjørn Haslund-Gjerrild to take part in the talk. It turned out to be a strong duo of gatekeepers for my further work on Bornholm, as they both agreed to take me on the team. They hired me as a student worker, and granted me office workspace and a laptop. Bjørn was going to be my contact person and help me get setup, internal e-mail system and access card, and Lena would be my supervisor.

I was for me interesting to see what a successful negotiation can mean for the anthropologist, as the access granted to me by Lena and Bjørn gave me a very free settings to work on my project from. I was able to take part in different levels of planning and development, from morning meetings in the department, to more structural meetings with cross department employees and superiors, and events ranging from small public meetings to larger scaled local development planning. However, getting further into the project, I learned that one can dive too deep into the field, and I had to find an appropriate way to cope with being an employee in the municipality simultaneously as working on my project. A process that required a lot more effort than I initially had expected. In the end, I had to resign from my work in the department, and turn my focus toward the continuation of this project.

When entering a new field, often it will be unfamiliar territory. Therefore, when you make yourself acquainted with any given field, it is reasonable to apply common courtesies in order to make the field you are observing and yourself comfortable in the different scenarios where you will be a part of the field (Sunstein & Chiseri-Strater, 2012, p 119). Furthermore, it is important to be respectful of the field you step into, and the actors of that field. It is considered a good idea to be aware of your own bias and assumptions towards the given field, and try to reflect upon how they influence your ethics and judgement of that field. In order to do so in this project, I sought to consider my own position towards the field before and during my fieldwork.



### Foreshadowing

In this paragraph, I will briefly reflect on my bias and positioning towards the field I am entering. Since my childhood and upbringing was on Bornholm, I am somewhat of an insider. Thus, I already have presumptions on how the municipality on Bornholm function and performs, let alone knowledge and bias towards the pre-existing sustainable development on the island. In order to engage with these presumptions, I have previously had success with doing foreshadowing (Sunstein & Chiseri-Strater, 2012, chapter 3).

When doing fieldwork, it is important to think of yourself as a protagonist of the early stage research process. Therefore, when you enter a field you will need to decipher yourself in the same way as you for example decipher literature of that field, in order to be aware of your position going into the field (Sunstein & Chiseri-Strater, 2012, p 111). What you take with you from the field, is affected by your background, both life experience and personal facts. Consequently, you need to consider that who you are, can influence what you see and understand in the settings of a new culture, even though it might not be very different from one you already know or live in.

According to Sunstein & Chiseri-Strater (2012), when doing fieldwork, all the subjective responses influence how we see data and makes up our positioning towards that field. Thus, the validity of ethnography is sometimes questioned as science, when the researcher is not able to give rise to objective data, as the data somewhat have been the subject for personal influence. It can be argued, nevertheless, that fieldworkers can seek to achieve some kind of objectivity through intersubjectivity. By connecting different sources of the same data, it is possible to interpret different perspectives and be aware of your own version as well as interpret new relations and leave some interpretations open (Sunstein & Chiseri-Strater, 2012, p 111). However, as it is not my intention in this project to rise question to the debate on whether one can achieve objectivity in science, I will continue to display how I methodically went on with setting my own bias under scrutiny.

As I argue; who I am influence the fieldwork I am doing, I find it important to include information about myself in connection to this project. Not only has it helped me understand my own position, it will similarly allow the reader to get an understanding of the background I come from, going into this project. Further leaning on the experience of Sunstein & Chiseri-Strater, I situated myself in relation

to my field in three different ways; fixed, subjective and textual (Sunstein & Chiseri-Strater, 2012, p 112).

Fixed positions are facts about the researcher. It could be age, class, gender or similar factors, which affect how we see data. These relations do not necessarily change during the time of the project and therefore sometimes taken for granted. However, no matter how fixed a position is, these can change during the project and will require attention.

Subjective positions are our experience and personal history, which in some cases can influence the research. Being in a field close to your own culture, can put higher demand on reflecting on these subjective experiences that may or may not affect the way we address the fieldwork.

Finally, language and textual choices that represent the way we interact with the field, are considered our textual positions. These positions potentially influence the written field notes, as well as the overall result of the ethnographic report. How you position yourself to the field you study, is a part of what determines the data gathered (Sunstein & Chiseri-Strater, 2012, p 112).

In preparation to my fieldwork on Bornholm, I sat down and contextualized my position to the field I was about to enter in the context of these three positions presented by Sunstein & Chiseri-Strater. The first set of positions is available in appendix 1, and was my primary foreshadowing going into the Bright Green Island department. Written after I had established contact and access through Lena Schenk.

Initially I focused on my positions as an insider; what was I bringing with me from my upbringing on Bornholm and my experiences with adulthood, moving to Copenhagen, studying and my political values. However, it is important to check in on these positions during the fieldwork (Sunstein & Chiseri-Strater, 2012, p 115). Doing a second round of positioning during the fieldwork, allows for a consideration of exactly how these influence your project. The data generation is a product of your engagement with the field, hence checking in during the project raises awareness to the fact that you are in fact producing data.

The second set of positions is available in appendix 2 and show how my awareness of the field influenced the way I saw my own positions. This mainly shines through on subjective and textual positions, as I grew aware of my positions initially was towards myself, more than they were towards the field I was entering.

After all, foreshadowing as a method helped me be aware of my position towards the field going into an interviewing process. Being in the field and taking notes influenced my positions towards the field, and therefore the second set of positions was more influential on how I designed the interview phase of the project. I had come to understand the field in a different perspective, and my bias towards the sustainable development on Bornholm affected how I chose to narrow down the investigation and the results of the project to a focus on one part of sustainability instead of the whole spectrum of development.

### Taking Field Notes

To introduce how I took field notes, I will here include some of my reflections on taking notes as well as comment on two sets of notes from my fieldwork. Both sets can be found in the appendix.

Keeping notes are an important part of being in the field. It is not an easy task, and there are not a correct way of taking the notes. Commonly conceived, we individually have to figure out how we take our notes, and why. The notes we take become a part of how we do fieldwork (Sunstein & Chiseri-Strater, 2012).

One way of taking notes that I have become fond of, not necessarily skilled at, is what Sunstein & Chiseri-Strater (2012) refers to as double-entry notes. These notes are typically set up in order for you to think twice on your observations, and thus generate more thinking and more text from your time in the field (Sunstein & Chiseri-Strater, 2012, p. 77). Typically, double entry field notes are done by having equally space on both the left and right side of a page vertically split. This way you are able to write down your observations on one side and personal reactions on the other side. The more advanced you make your notes, it can be useful to start numbering the notes, and keep specific information to iterate on your notes; things like place, date, who is there or other factors you find important.

I find taking notes similar to other ethnographic methods in the way that you have to personalise the method, but understand that they are important. To get a better view on my notes, I have added two sets of notes in the appendix. First set is fast-written and “free” notes with connotations to double-entry notes, but not with the vertically split setup. They can be seen in appendix 3. I have found it useful to write my observation and thoughts in a chronological way while being in the middle of an

ongoing activity. The second set is how I shift from fast pace writing into a more controlled and vertically split double-entry notes after I am done in the field. Here I take some time to polish the notes and create a structured setup for my notes. This can be seen in appendix 4.

At first, it may seem reasonable to note everything, but later on you have gained appropriate information to hold a more clear setup for your notes. Typically you end up taking a lot more notes than you will use in the project, however, all note taking enhances your ability to create notes that suit your field (Sunstein & Chiseri-Strater, 2012, p. 78). The important part is, that you find a system for your notes. You are not to copy what someone else did with their field notes, you are to design your notetaking strategies differently for each field of research.

### Interview

According to Brinkmann & Tanggaard (2010) it is through interviewing other people, that we gain access to information about their experience of different phenomenon in their lifeworld; the world we know and interact with in our everyday life. Interviewing gives a privileged insight to a person's experience of their lifeworld. Hence, it allows us to get a better understanding of a given field of interest.

Today it is a commonly accepted research practice in social and human science to interview one or more actors in a project in order to get an enhanced knowledge on a specific subject. It could be to get more information about life experiences, political values or in a work context. To interview is one of the most widespread approaches to qualitative research, and is considered the most used empirical method amongst some subject areas (Brinkmann & Tanggaard, 2010, p. 29).

Before heading into the process of interviewing, it is important to get a grasp of how to work with interviews in a project. To interview, ask questions and get answers, is not a simple method. There are several implications on the way from start to finish. To think one can just write up a few questions and carry on with an interview, will properly leave the result flawed or useless. Therefore, it is important during the course of deciding whom to interview, writing up the interview questions, doing the actual interview and recording the audio, to have a solid idea of where the methodological work will lead the project.

Interviewing is different from one interview to the other; one is face to face, another is group interviews, and it could even be via e-mails, chatrooms, over the phone or through carefully considered questionnaires. The more preparation going into the phase of interviewing, the more competently one will be able to conduct the following interviews. It is after all, a difficult task to accomplish a series of good interviews. Thus, done correctly, it can provide a lot of insight and a very effective way to understand people (Brinkmann & Tanggaard, 2010, p. 30).

Brinkmann & Tanggaard (2010, p. 32) argues that it is preferable to conduct a short series of interviews in order to manage the amount of data, rather than overwhelming yourself with data. This way, there is more emphasis on getting a thorough, considered and theoretically nuanced analysis. During the interview-study, the focus lies on how specific individuals understand certain episodes, situations of phenomenon. Hence, the interview can provide a detailed and systematic analysis of a limited amount of actors experience with a given incident or situation

Furthermore, it is important to note, that interviewing cannot necessarily provide useful data on any given subject. It is often useful to combine interviews with other methods. In this project, for example, interviewing was a useful method for me to compliment the field notes and participatory observations generated during my fieldwork.

#### [Semi structured Interview](#)

Before going into the interview phase, it is important to gain knowledge on the given field of interest. In order to recognize how you want to do the interviews, you need to understand what it is you are going to interview, to get perspective on the research field. Going through literature and articles on a given subject, helps you focus on what you are interviewing about, and should be careful or considerate about, that one might have missed if not doing research previously (Brinkmann & Tanggaard, 2010, p. 37). This is important for any type of interview research.

Going into a semi structured interview project, the interviews are normally conducted based on an interview guide. In order to have a set of guiding questions, one can create the interview guide before the actual interview takes place. Following the questions more or less structured is advised, but depending on the frame setup for the given interview. Having pre-established questions, does not mean one cannot diverge from the established frame. The interview itself can cause interactions, where it is more useful to follow a given thread or topic, instead of going through the planned questions. More often than not, listening to the interviewee and putting aside the interview guide, still

leads the interview around the themes sought investigated in the interview guide (Brinkmann & Tanggaard, 2010, p. 38). A copy of my base interview guide<sup>1</sup> can be seen in appendix 3. Before an interview, I used the blank space to focus the interview on the specific person I am interviewing by writing important information or sub-questions down. Information that I would like the interview to cover.

The interview should preferably go as a normal conversation, given the frame set up beforehand. Thus, it is therefore advisable for the researcher, to know the interview guide by heart, as it will allow for a focus on the conversation instead of the next question.

### Transcription

The last part of the interview-phase is to transcribe the recorded material. This is to ensure that a more systematic engagement in the data can take place. There are several ways to engage in transcribing. It is just as important as any other analytical process in a project. In the choices we make before, during and after transcribing, analytical implications takes place, and values transcend into the data constructing during the transcription. In other words, analysing the material also takes place in the transcription work (Kvale & Brinkmann, 2011, chapter 10).

In order to make the continuing use of the interviews relevant, it was for me important to make sure the transcriptions were done in a controlled and systematic way. The transcription frame can be found in appendix 6.

This constructed transcription-frame is not a closed frame, hence I accept that during the phase of transcribing, it is possible that I will have to change the initial frame in order to maximise the potential data quality of the interviews.

The interviews are transcribed from the standpoint of easily readable text, preferably formal written language style. Stems from a wish of spending less time on transcribing and re-reading the transcriptions. Iterations will not be included, and exclamations will also be left out.

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<sup>1</sup> The original interview guide is only provided in Danish.

The interviews are transcribed without including chit-chat and collegial talk before, during and after the interview. As the settings for the interviews were collegial and in the work settings, I was aware beforehand that this kind of conversation would happen.

All these choices are obvious analytical decisions from the starting point of transcribing, as mentioned before. Choices on what needs to be translated. It is mainly part of the interview, which goes beyond the interview guide. I would like the transcriptions to be as close to the selected frames for the interview as possible.

You could argue that I am getting close to some sort of condensed transcription, where questions and answers are transcribed while the rest is left out.

## Theory

For this project, the base relations of actor-network theory (ANT) has been the underlying inspiration as a theoretical approach in the work of understanding my field. For my process in trying to understand sustainable development on Bornholm in a municipality context, the thinking of ANT and the set of terminology it provides was a useful tool. Therefore, I will in the next section go through some of the elements of ANT and present some of the basic terminology that ANT offers. Furthermore, I will shortly comment on the scientific theoretical approach, which ANT represents. I will mainly account for the version of ANT as formulated by Bruno Latour through his studies and thinking.

Bruno Latour, Michel Callon and John Law developed the foundation of ANT as a theory and scholarly method in the early 1980s (Blok & Jensen, 2009). The timeframe of the development of ANT can be discussed, as Latours work with Steve Woolgars in *Laboratory Life* from 1979 already delves into some of the thinking Latour further develops in ANT. Existing theories and methods within the field of Science and Technology Studies (STS) was the building blocks for the ideas presented in ANT (Blok & Jensen, 2009). However, as this sections purpose is to introduce the terminology of ANT, I will not go further into detail on the contemporary movements of the time within STS, and the influence it had on ANT.

Latour argued through his ethnographic studies of scientific practices, that these sciences not necessarily should be considered detached areas of science (Blok & Jensen, 2009). He dismiss the normative science of nature as being something that can be studied objectively. Therefore, he argues that the traditional division of natural and social science could be reconsidered. The methods from anthropology was for Latour and Woolgar in *Laboratory Life* some of the main tools to study the production of science and technology, and it is considered the first ethnographic study of the scientific practice in a laboratory (Blok & Jensen, 2009). Their work and similar following work brought a lot of debate to the discussions within scientific forums.

According to Latour, the scientist should not be observing the nature, but instead considered to be a part of the network of the studied field; scientific facts are not discovered, they are constructed, formed and stabilized through the network of involved actors (Blok & Jensen, 2009). Conclusively,



to describe the construction of scientific facts and understand the mechanisms within the network that creates these facts are so to say the one of the pivotal points in ANT.

In ANT the world is considered to be of heterogeneous actors, that are connected in different network. Actors in ANT is not just human actors, as both discourses and objects are considered to have agency and therefore actors. The studied field consist of a network of actors that in different ways define and characterize the phenomenon. The phenomenon is only what the network considers it to be, and thus the term actor and network melts together in the act of defining the studied phenomenon; it is an actor, but it is only worth something in relation to the surrounding network (Blok & Jensen, 2009). The network both defines the actor, determine the status of the actor, and is the root to stabilizing or destabilizing the actor.

A big part of what determines the stability of an actor happens through translations. A translation happens when other actors give one actor, through negotiations in the network, meaning or influence. Hence, when a network is either stabilizing or destabilizing and actor, it happens through translations. When a translation goes from several actors towards on actor, this one actor is stabilized and gains influence and status in the network. The actor is then considered to be the other actors spokesperson, and now speak on behalf of multiple actors in the network (Olesen & Kroustrup 2007). Therefore, the actors in the network does not need to negotiate the phenomenon and the spokesperson stabilizes the network. As mentioned with actors, a spokesperson does not need to be a person, but can be both objects and discourses. All three kind of actors can thus be translated influence in a network and stabilize as a spokesperson for the phenomenon.

If continuously, translations go through the spokesperson, it can become so powerful in the network, that it will become a point for other actors to go through in order to influence the network. Such points are considered an obligatory passage point for the network (Olesen & Kroustrup, 2007). Therefore, if an actor in a network seeks to translate to other actors, it has to go through the obligatory passage point in order to do so.

Through this division of influence in the network, ANT considers actors to become either micro or macro actors in the network, depending on the translation processes. Hence, the actors become representative for micro or macro networks. The size of an actor reflects in the size of the network

and the number of alliances an actor has through translations. A macro actor is, so to say, just a micro actor with a greater network, more translations and more influence (Blok & Jensen, 2009).

As the network around a given actor increase and stabilizes, the translation processes decrease, thus it becomes difficult to understand the network behind the actor. In ANT when an actor is position in the network is well defined, it is considered a black box. The network that the actor represent is not very elusive, and there is an agreement on the values in the network. The network behind the black box is not questioned, and macro actors are therefore often defined as an actor with many black box actors in the network (Olesen & Kroustrup, 2007). To uncover these black boxes in a given field of study, is often the task of the anthropologist.

## Analysis

After going through various steps of understanding how to approach the field, the time has now come to get deeper into the substance of how sustainable development is happening on Bornholm in context of the municipality and the Bright Green Island strategy.

I have through the previous chapters sought to establish an understanding of how I both methodically and theoretically engaged in the field, by presenting different methods and going over some of the terminology from actor-network theory. I have also presented a brief history of Bright Green Island, in order to give a context to where the strategy is today, after 10 years in the making.

In order to do so, I have chosen to delve into two different understandings of the network revolving Bright Green Island. It has come to my awareness by going through my empirical data, that there are two sets of data; one from my field notes and one from my interviews. Both sets of data helped me get a better understanding of the sustainable development work done by the municipality on Bornholm.

Therefore, I will present two different networks derived from my understanding of Bright Green Island, respectively from the field notes and from the interviews. For each network, I will engage in opening up the understanding of the field, by going through the relations in the network from the base understanding of ANT.

Before I head into presenting the networks, I am going to present the different actors in the network and elaborate slightly on the respective actors. Some of the actors can indeed be considered networks on their own, however in the case of Bright Green Island I consider some of these smaller or secondary networks in relation to the sustainable development, to be black boxes. I will not seek to open up and understand these networks, as I in the project have focused on understanding the Bright Green Island strategy, and not all the different actors that a small society as Bornholm has to offer.

## Actors

In this section, I will go through the list of actors represented in my empirical data. I would like to emphasize, that I consider this an initial part of the analysis, as the actors listed here derive from my understanding of my field notes and interviews. It is not to be considered a generic representation of the actors in relation to the Bright Green Island strategy, as I am positive that other similar projects

would generate different lists of actors. Let alone the municipality itself, may not consider all of these actors to be a part of the sustainable development to Bornholm, and would possibly add actors to the list that I do not consider, looking at the Bright Green Island strategy through the lens of my data.

As the networks will show, the actors have different level of influence on the strategy. However, in this enumeration the actors mentioned is in no specific order as to the level of the influence. Only the network will elaborate this. Therefore, there is no reason to consider the actors listed first more important than the latter.

The first set of actors I would like to present is a series of human actors. These actors in different ways play a role in managing or developing the BGI strategy.

Allan Westh is head of the Center for Business, Education & Employment<sup>2</sup> in the regional municipality of Bornholm. The center houses the Bright Green Island strategy. He is engaged in the strategical and financial planning of the strategy. He is one of several, which holds responsibility for the outcome of the development of the Bright Green Island strategy on Bornholm.

Bjørn Haslund-Gjerrild is a project manager in the municipality. He works in the Center for Business, Education & Employment in a department for commercial development and education. He works mainly with social projects, stretching from new arrivals on Bornholm to young people and their relation to getting an education on Bornholm. He is part-time working on the Bright Green Island strategy, mainly focused on develop and facilitate events, but also engaged in the more strategical development processes and discussions about the values in the strategy.

Lena Schenk is project manager for the Bright Green Island strategy. Lena is structurally placed in the Center for Business, Education & Employment in a department for employment and education. She has been the main project manager for the development of the Bright Green Island strategy since late 2016, where the municipality decided that the strategy was going to be revitalized as an internal strategy in the municipality.

Winni Grosbøll is the mayor of Bornholm, and has been a strong advocate for sustainable development on Bornholm. Her focus for the Bright Green Island strategy has been mainly on keeping

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<sup>2</sup> Own translation from Danish: Center for Erhverv, Uddannelse & Beskæftigelse.

business and environment in a strong sustainable state, as a branding for the island. She was also engaged in the years the strategy was considered a branding strategy. However, she has moved towards the strategy today should embrace the whole population on Bornholm, and consider the social parts of the island to also be a part of the sustainable development.

The second set of actors is a series of discourses, which represent the sustainable development in different aspects.

Bright Green Island as a Branding Strategy. One of two understandings commonly referred to, when addressing the reason for sustainable development on Bornholm. As mentioned in the history of Bright Green Island, the strategy was earlier a branding strategy for the businesses on the island and the island itself. Today it represents how some parts of the society on Bornholm still believe the development should focus on, namely for branding.

Bright Green Island as a Citizen Strategy. The second understanding commonly referred to, however this way of thinking has only gained popularity in last couple of years, as the strategy has shifted from one position to another in the society on Bornholm. It represents a more holistic view of sustainable development, where the citizens are the focal point for the development of the strategy.

Economic Sustainability is one of three layers of sustainable development thinking on Bornholm. On Bornholm, the connotation of economic sustainability derives from the several years the strategy focused on sustainable development for business and branding for the island. Therefore, it is often used as a way of addressing how business should develop in a sustainable way on Bornholm, more than as a discussion of general wealth on the island.

Environmental Sustainability is another of three layers of sustainable thinking on Bornholm. The focus from the municipality is here mainly on preserving the nature on Bornholm, from which a lot of people make their living. Equal to economic sustainability, the environment has been considered a strong value through the development of Bright Green Island.

Social Sustainability is the latter of the three layers of sustainable thinking on Bornholm. At the current stage, there is no clear specification from the municipality on how to understand or practice social sustainability on Bornholm.

There is also a small set of actors, which are technological objects.

The Bright Green Island Facebook Page and the Bright Green Island Website are the main instrument for daily communication and engagement with the citizens. The website provides a base for information about sustainable development on Bornholm, and provides contact information and news about projects on Bornholm that is related to Bright Green Island. The Facebook page

The last group of actors in the network I consider to be networks in themselves. In one way, these could be seen as black boxes for what lies behind the network of multiple actors and relations. However, in the case of this network, as mentioned earlier, I will accept these networks into the greater network, hence a sort of macro network, where some actors already are stabilized networks.

The Citizens is included as an actor, because I found it important to seek an understanding of which actors actually engaged in developing an understanding for sustainability amongst the public, and when they do it. Since the municipality is the public service agency on Bornholm, I was curious in what level the Bright Green Island strategy was actually having an impact on or influenced by the inhabitants of the island.

BGI Forum is a group of mixed Bright Green Island stakeholders, invited to be part of a subgroup within the development of the strategy. Lena Schenk initiated the forum. She invited stakeholders from business community, local associations, policy-makers, and different central figures from the municipality. The role of the BGI forum is to broaden the Bright Green Island strategy, so that it encompasses as much of the society on Bornholm as possible. Also to get key actors within sustainable development on Bornholm to meet regularly and create a strong network.

Agriculture as an actor represent a broad variety of influencers. Alongside the BGI Forum, this network is not necessarily representative for one group of the society on Bornholm. However, I have decided to include it as one actor in the Bright Green Island strategy network. This is due to the

relation I have seen the between the development of the strategy and the way sustainability is thought as to influence agriculture on Bornholm.

CEUB is a shortened name for the department in the municipality where the strategy resides; the Center for Business, Education & Employment. Even though some of the actors in the Bright Green Island strategy network already works under the CEUB center, I have included the center, as it is representative for a large part of the municipality that works in areas that are connected to the strategy.

Business Center Bornholm was the initial caretaker for the Bright Green Island strategy, when it was a branding strategy. The center plays a less important role today, however it still is an agency related to the municipality and business development influencer. Hence, are sustainable development going to be a part of business consultancy on the island, the Business Center Bornholm has a role to play.

Management as an actor is referring to the management of the municipality. This actor plays a role in setting the boundaries for the financial and internal strategical level of influence, which the Bright Green Island strategy can have.

Municipal Council is the final actor in the network. This is the political organ in the municipality, which played a vital role in deciding that the Bright Green Island strategy needed a revitalization. Hence the reason for where the strategy is today. The members of the council are representative for the public, therefore they are continuingly a strong influencer of which direction the strategy is going.

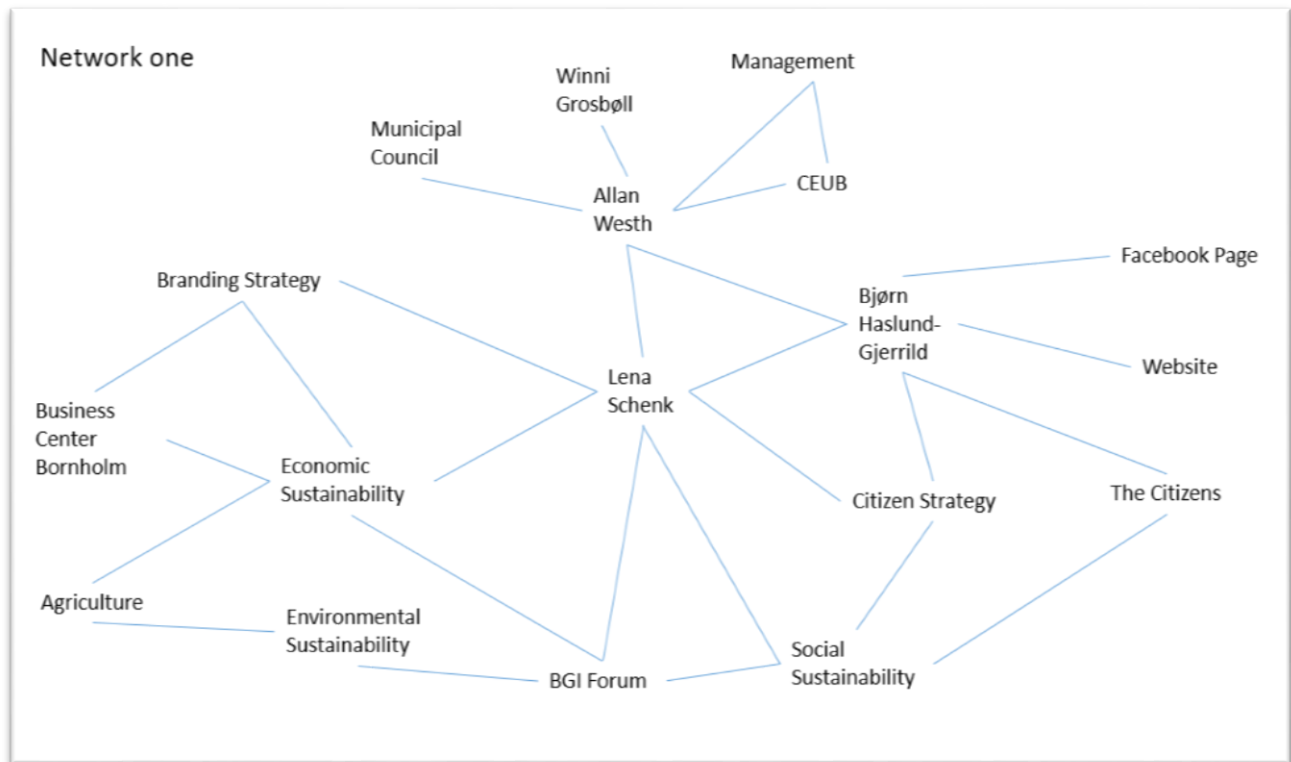
### [The Bright Green Island strategy - network one](#)

Understanding how sustainable development is going on within a municipality is in my opinion not an easy task. Therefore, the first step for me to attempt to get a better understanding of Bright Green Island was to setup a network based from my observations, established through my field notes.

The network is a macro network, as it represents a series of actors, discourses and smaller networks within. I have elaborate on these networks in the previous section, giving a brief description of each networks role. I will here present the network as it ended up after working with it through some iterations. However, it was a process of have a larger setup of post-it's on a table going over the

connections of the network, that helped me get to the setup which I am currently positioning the further understanding of the Bright Green Island strategy from.

The network in its current form is presented in the picture below as network one.



For this network, there are several points I would like to highlight, in order to provide a better understanding of how the network affects the development of the Bright Green Island strategy. I shortly go through the six points here, and then continue by elaborating on each one of them individually. Through multiple translations, there are three actors in the network I deem spokesperson; namely Allan Westh for the municipal organization behind the strategy, Economic Sustainability as an important value for actors within the business life, and Bjørn Haslund-Gjerrild for the dialogue outwardly and with the citizens of the island. Furthermore, I consider BGI Forum to be a macro actor, almost a black box of a strong network of stakeholders, that helps stabilize the Bright Green Island strategy network, by having alliance with all of the different sustainable discourses in the network. I will also look at Lena Schenk, as an obligatory passage point for most of the translations that are happening in the larger network. Finally, I have found it interesting, that The Citizens seem to have no real influence in the Bright Green Island strategy network, even though the sustainable development on Bornholm are considered to be for and in the interest of the public.



The first observation I would like to elaborate on, is Bjørn Haslund-Gjerrild as a spokesperson for the two technologies Facebook Page and Website, and alliance with The Citizens and Citizen Strategy. Bjørn has part-time devoted in his work in the municipality to manage communication and plan and facilitate events that focus on civic-engagement for Bright Green Island. What is going on through the communication technologies translate their value to Bjørn, and Lena Schenk interest in having a strong alliance with Bjørn is increased. Therefore, Bjørns position in the network becomes stronger.

One could argue that the communication technologies translate value to Citizen Strategy, as it is through communication with the citizens of Bornholm, that the Citizen Strategy becomes relevant in the network. However, as this network rely on my observation through my field notes; I saw that Bjørn played a strong role in acting as a spokesperson for the values considered important in the Citizen Strategy. Thus, he becomes the spokesperson, and his position in the network stabilizes around his engagement with the civic part of the Bright Green Island strategy.

On the opposite value frame, I find that Economic Sustainability stabilizes as an important actor. These actors has been a part of the Bright Green Island strategy network from when it was more of a branding strategy. They still sees sustainable development on Bornholm as an important factor for the development of a sustainable economy. The Business Center Bornholm is now a separate actor from the strategy, and translates the values of the former strategy into the new one. Therefore, it seeks to stabilize both of the actors Branding Strategy and Economic Sustainability in the new network. Agriculture and Economic Sustainability have a strong alliance in the network, as both seem depended on each other. The agriculture industry on Bornholm is one of the strongest industries, and therefore it translate value to Economic Sustainability, as this specific discourse in the Bright Green Island strategy network is very important for Agriculture. However, it also has a connection to Environmental Sustainability, as a lot of the discussion that problematize agricultural development stems from the clash of conventional and organic farming, which is a heavily debated part of Environmental Sustainability. However, it is a topic not included in my field notes, and I will therefore not elaborate further on this specific connection.

Economic Sustainability also have a connection to BGI Forum. I will return to this connection further down in this section; however, I find it important to note that the connection helps stabilize Economic Sustainability as a strong actor in the Bright Green Island strategy network.

As all these actors stabilize Economic Sustainability, it becomes a spokesperson for the sum of their values, and thereby has a connection to Lena Schenk. The discourse of Economic Sustainability in the network continues to be a strong actor, not only because of the history of the strategy, but because several actors of today's network find it a strong ally and consider it a spokesperson for their engagement in the Bright Green Island strategy network.

I consider Allan Westh to be the third strong spokesperson in this network. Going through my notes, Allan Westh and Lena Schenk has a strong alliance in the work with developing the Bright Green Island strategy. Lena as the project manager for the strategy and Allan Westh as head of the department, are able to be two strong pillars in the sustainable development foundation that the municipality is currently building. Both the Municipal Council, though their direct influence on a daily basis is low, and the Winni Grosbøll go through Allan Westh when they have any interest in the strategy. The Management have two relations, one to Allan Westh and one to CEUB, but as Allan is head of the Center. He is in these translations becoming the spokesperson for the greater part of the municipality.

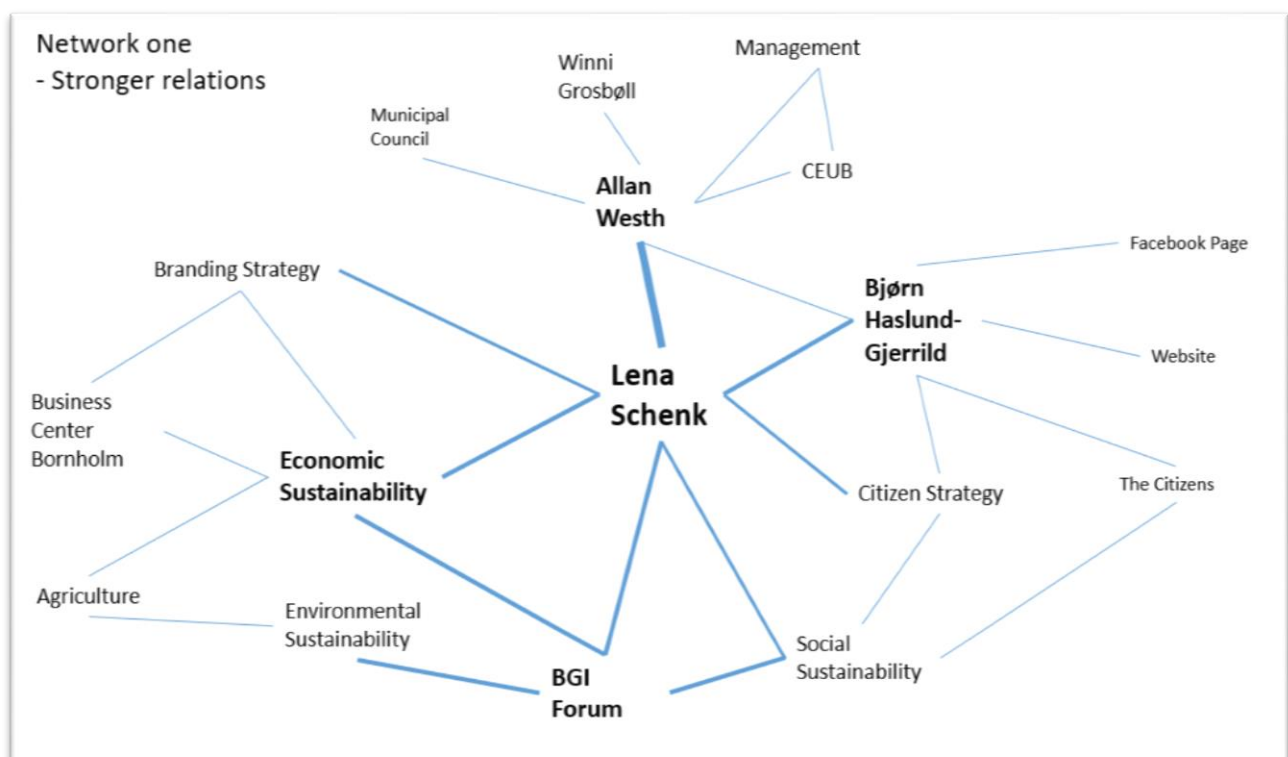
The BGI Forum is a strong actor in the overall network. Due to the BGI Forum being a bricolage of different stakeholders, BGI Forum is translating and therefore stabilizing several other actors in the network. The focus of the discussions in the BGI Forum revolves around which direction the revitalization of the Bright Green Island strategy is going, and should be going in the future. Nevertheless, as the strategy derives from a business perspective on sustainability, the BGI Forum is a strong ally with Economic Sustainability. Since the BGI Forum is heavily influencing the network and stabilizing several macro actors, I see a possibility for the forum to not only become a spokesperson for several of the actors in the network, but also in time become a black box in the Bright Green Island strategy network.

Lena Schenk is a crucial part of the network. As project manager for the revitalization of the Bright Green Island strategy, she is already poised to be an influential actor in the network. From my notes, it is clear that Lena Schenk is the obligatory passage point in the Bright Green Island strategy network. Several actors translate values to Lena, and some of them are strong actors in the form of spokespersons. There is kind of a two-way obligatory passage point created, in the fact that we have the municipality working on developing the strategy and the society being the one that should carry

out the actual strategy. Lena is not the one doing the sustainable development. She is, as the network shows, the point where power in the network moves between the municipality and the citizens on Bornholm.

Continuing on the road of the actor The Citizens; during the process of understanding the network, I was pondering on why this specific actor was not more influential in translating values in the strategy. It seems as if at the current state of the revitalization process, The Citizens is still not considered a strong actor in the Bright Green Island strategy network. This observation made me want to investigate further on the part of the strategy that revolves around Social Sustainability, and how some of the key actors see this discourse in the network as a pivotal point in the future.

After going through and trying to get a deeper understanding of my initial understanding of the Bright Green Island strategy network, the understanding of network map one has changed the influence of the actors and their alliances. Therefore, the network with stronger relations can be seen as follows:



Consequently, we now see a more structured map of the network, where it is possible to get a better understanding of the power of the actors on the network. Lena Schenk and Allan Westh have a strong alliance in forming the Bright Green Island strategy. Influencing the way the strategy will end up,

however, are also strong actors in the BGI Forum, Economic Sustainability and Bjørn Haslund-Gjerrild. Contrarily, it stands out that the parts of the strategy that revolves around civic-engagement and a more broad sustainable development for all citizen on Bornholm, stands in the background. This is maybe due to the Bright Green Island strategy deriving from a business perspective. However, in order to understand this observation, the following section will focus on how the strategy can be broader and how actors such as Social Sustainability will gain more influence. The investigation rely on two interviews done separately with respectively Lena Schenk and Bjørn Haslund-Gjerrild.

### [The Bright Green Island strategy - network two](#)

In this section, I will focus on understanding the Bright Green Island strategy network in relation to my initial understanding, but enhanced by the opinions of Lena Schenk and Bjørn Haslund-Gjerrild. The methodological approach on how I did my interviews has been covered in an earlier chapter. Hence, I will not go in depth with the way they were procured, instead focus on contextualizing the views from the interviews with the first Bright Green Island strategy network presented in the previous section. I will do so by highlighting statements as quotes, in relation to areas in the network I am investigating. Transcriptions of the quotes from Lena Schenk can be seen in appendix 7. Please note that the quotes used here are own translation. They are marked with green in the appendix, so they are easier to locate. The same procedure goes for Bjørn Haslund-Gjerrild, his quotes can be seen in appendix 8.

There are three interesting points made by Lena Schenk and Bjørn Haslund-Gjerrild, which I will seek to elaborate on in a continuous manner, as they somewhat go hand in hand. The first point delves on the increasing political will to have a more broad sustainable development strategy on Bornholm, and the affect it has on the revitalization. In connection to this, Lena Schenk argues that a critical point in broadening the strategy was the creation of the BGI Forum. The forum, according to Lena, is to serve as a voice for the public, as a wide range of actors represents the forum from different layers of the society on Bornholm. Finally, the importance of having a strong network around the Bright Green Island strategy will be addressed. According to Lena Schenk and Bjørn Haslund-Gjerrild, there is a mismatch in the municipal visions and the actual allocation of resources to the development of sustainability.

When the Municipal Council on Bornholm agreed to grant continuation of the Bright Green Island strategy by allocating resources, it was the first step in revitalizing the strategy in a municipal context. The strategy had for many years served mainly for business development, in the form of a Branding Strategy. However, according to Lena Schenk, the revitalization of Bright Green Island started with a political wish of sustainable development as something the people on Bornholm cared for: *“The politicians are too engaged by this should be something that the locals took to their hearts, and became proud of. So it is evident, that there should be broader roots in the local community than Business Center Bornholm had as business center.”* (Schenk, 2017, OT<sup>3</sup>).

Here we see an interest in the new phase of sustainable development on Bornholm being more centered towards the general population on the island, instead of merely focusing on the business. That tells me, that there in fact is a political will today, to have the Bright Green Island strategy focus more on the three different layers of sustainable development. The Municipal Council translate power to Social Sustainability, however it is still through the actors of Allan Westh and Lena Schenk. Nevertheless, Citizen Strategy alongside Social Sustainability are more stable in the network than initially presumed.

According to Lena Schenk, the way the municipality have decided to carry out the process of rooting the strategy in the local community, is by having a clear idea of how the municipality manage the strategy and by having an actual website and a contact point where citizen can get in touch with Bright Green Island.

*“The old strategy have to be updated, or revitalized, and we need a new plan of action, and a new set of common goals for what it is we will work towards 2025. The revitalization must occur as stronger rooted in the local population. Then there is a task of creating this contact point. We need a website and a phone you can call, and someone to pick it up. And we have to make it clear, so people know that we are here, that there is a place where you can address someone, no matter if you are tourist, business or local.”*  
(Schenk, 2017, OT).

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<sup>3</sup> OT is in relation to quotes used as abbreviation for Own Translation.

By having a clear definition of what the Bright Green Island department should consist of, the actors Website and Facebook page becomes more important in the network. They are by the municipality considered strong actors in rooting the strategy in the local community, as tools for communicating the strategy.

This is a very important part of the revitalization, according to Bjørn Haslund-Gjerrild, because the public has heavily criticized the Bright Green Island strategy. It has since the beginning of Bright Green Island been a problem for the strategy, that many citizen considered it a strategy not for them, but for the business on Bornholm. Even though in fact, the focus for the strategy was business.

Hence, in the revitalization it is important to close the gap between the different actors on Bornholm. The Bright Green Island strategy needs to be more homogeneous, in order for the rooting that the municipality seeks to achieve: *“At the same time there was a lot of criticism, because people were saying it was hot air and all manner of things. Hence, no connection between us as regular citizen and these strategies and this thinking. So in one way or another it was perceived that it was pulling in different directions.”* (Haslund-Gjerrild, 2017, OT).

By getting the public closer to the Bright Green Island strategy, the actors representing them can help stabilize the network and thus have a stronger strategy. Having strong actors in the network was also one of the main reasons for Lena Schenk to establish the BGI Forum. For her, it was important to see if it would bring something positive to the revitalization of the Bright Green Island strategy, if she brought together competent people from different places: *“There are not that many big businesses, so the power of development around here is not that strong. Spotting out, well are there in fact some competent people in some organizations, which you could get something from bringing together.”* (Schenk, 2017, OT).

By getting strong allied in the network, Lena Schenk is trying to establish a network with multiple spokesperson, which she in time can be the obligatory passage point for. However, by starting to create strong actors in the network, I think that slowly part of the network is becoming black boxes. I see a near future, where the BGI Forum is becoming a black box for much of what the public translate to the Bright Green Island strategy. This is not necessarily a negative thing for the Bright Green Island strategy network. A series of black boxes in the network could make it so there was fewer questions towards the purpose of the strategy. As Lena Schenk further argues:

*“(...) the different actors on the island, that are interested in this agenda, to create a room where they meet and where we jointly can address what is meaningful. Which collaborations can we figure out, which ones do we need. And now when we start this revitalization, it has been important to even talk about how it could be an interesting way to visualize the strategy.”* (Schenk, 2017, OT).

This further leads me to understand the establishment of the BGI Forum as a way of providing the Bright Green Island strategy with strong allied black boxes. In long-term, the BGI Forum as an actor can play several roles in the network, however it is a crucial actor in having a wider approach to rooting the strategy in the local communities on Bornholm.

The third point I would like to examine through the eyes of Lena Schenk and Bjørn Haslund-Gjerrild, is the strategical placement of the Bright Green Island strategy in the municipality. Now, through the spectacles of my field notes, Allan West is considered a spokesperson for the municipality and Lena Schenk is the obligatory passage point in the network. However, after undertaking the interviews, I have changed my view on this specific observation.

According to Lena Schenk, it is a challenge for the development of the Bright Green Island strategy, that her job is placed in a department that does not have direct contact to the mayor and the management: *“The challenge with the placement is, that we are slightly too far away from the top of the direction in the municipality, from the mayor and the city manager.”* (Schenk, 2017, OT). Not having direct access to some of the more powerful actors in the municipality, could be a problem for the internal Bright Green Island network. According to Lena, this creates a form of internal bureaucracy, where she cannot clear projects with the top of the direction and she has to go through Allan Westh: *“(...) we also sit on another location, on another address, so you can just poke your nose in at Peter or Winni<sup>4</sup> and clear things, and that is a challenge. It makes it so it is a bit more formally heavy, that I have to ask Allan, who has to remember to address it in a meeting with Peter.”* (Schenk, 2017, OT).

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<sup>4</sup> Peter Loft is the city manager in the municipality and Winni Grosbøll is the mayor of Bornholm.

Through this observation, it becomes clearer that Allan Westh can be considered the obligatory passage point for the Bright Green Island strategy network. As Lena states, she cannot go directly to the chain of command if she want to clear something; it has to go through Allan Westh. This way, Lena Schenk moves to be more of a spokesperson for the different macro networks in the Bright Green Island strategy network. Even black boxes, as the BGI Forum is slowly becoming.

However, Lena Schenk sees a strong allied in Allan Westh, as he has the resources from the CEUB actor to back it up. No doubt, it is going to be pivotal for the development of the strategy that there are more resoluteness in the department, so that the network can develop freely from connecting networks: *“The hope is that when we create this new strategy and plan of action, it will provide some settings so we can feel more on safe ground when it comes to take action. However, it is a big benefit that Allan have plenty of resources in his team. There is good support.”* (Schenk, 2017, OT).

Bjørn Haslund-Gjerrild also brings up the topic of resources. He agrees that there is a need for more resources allocated to the Bright Green Island strategy, if the municipality are to succeed in creating a more locally rooted sustainable strategy. Having an intention in the revitalization being for everyone, it is not enough only to keep it at a political value level. Getting schools, organisations, small businesses and the agriculture to follow requires resources.

*“I think that in some way it would be, if you had more resources in relation to it. Exactly because it is connected to a development strategy. This part of getting it in to schools and in many other contexts. Because it is broad, it also requires a lot. There are a lot of attitudes and meanings about it, right? Therefore, it takes a lot of volume if it really has to be connected.”* (Haslund-Gjerrild, 2017, OT).

When asked, what he thinks the municipality need to do, he speaks to the strategy as being a part of the local development plan on Bornholm. Thus being more important and demanding, than the municipality maybe even considered when initiating the revitalization process. Through this, I see the actors Municipal Council and Management grow in importance for the network. Even though their power is not translated to Citizen Strategy in the initial network, it is more evident now that there is a clear relation between the actors. Had I done this project 6-8 years ago, I might have seen a



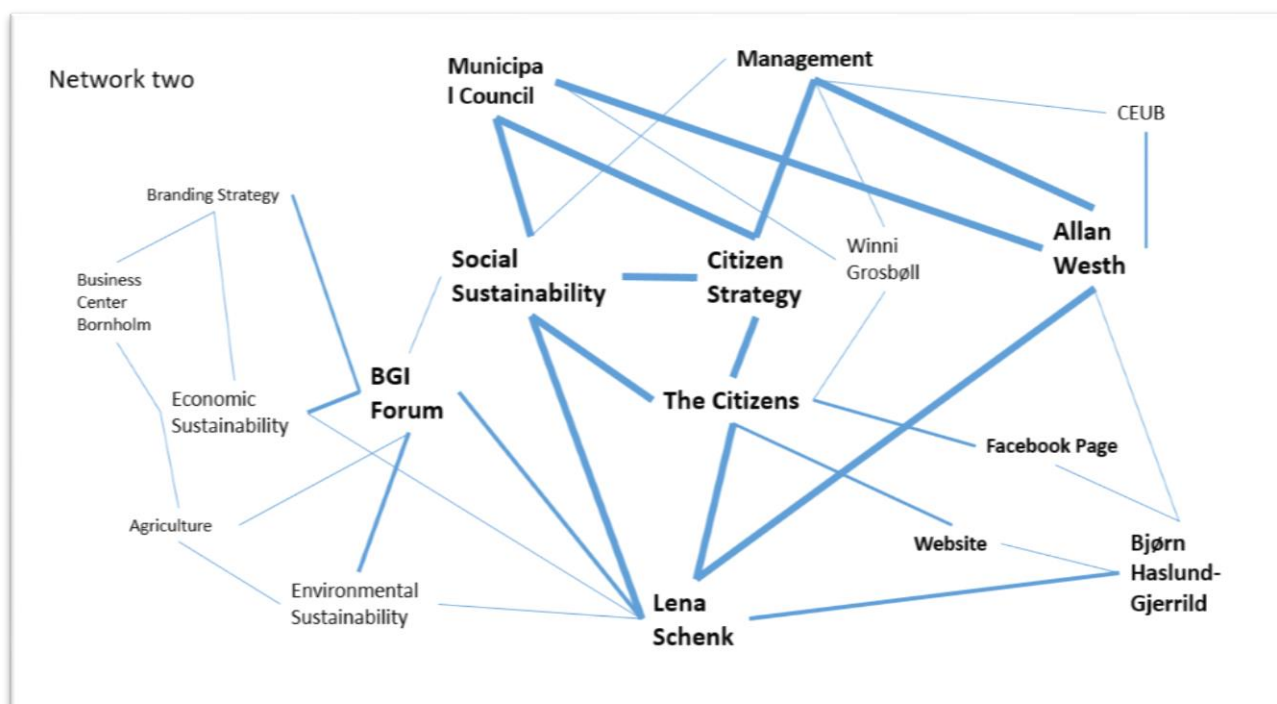
strong relation to the Branding Strategy. However, at the current stage of the revitalization process, the translation is going towards the Citizen Strategy. Thus making it a more stable actor in the network.

Conclusively, on the importance of resources, Lena Schenk states that the Bright Green Island strategy network is vulnerable to the extent of how many resources are allocated in the municipality towards propelling the sustainable development in a more social way.

*“I think that, if you read the project application to the growth forum, then it is very ambitious what we want. In that case, I think there has not be allocated the necessary resources to perform the task. In addition, I think that it is vulnerable to have one project manager, which is almost also the project group. The point was that I was to have a project group. I am both project manager and project group, then I have some colleagues loosely attached, and that is vulnerable. This means, that we are moving really slowly. I think it is vulnerable that we do not have a higher degree of freedom, so there is more space to just do things.” (Schenk, 2017, OT).*

Here Lena Schenk moves some of the importance of her as an actor in the network towards herself, from Allan Westh. Thus, increases the importance of Bjørn Haslund-Gjerrild in the network, as we learn that there are in fact very few resources allocated to the daily work in revitalizing the strategy.

By going over all the different information mined from the interviews, I see a clear translation of power towards the parts of the network related to rooting the strategy as a part of the identity of Bornholm. Revisiting network one, I was able to defuse the structures based on my field notes, in order to create a more holistic network. Thus, as the headline of this section suggests, I present here a second edition of the Bright Green Island strategy network, network two:



In network two, we see a clear difference from network one. The actors Municipal Council, Social Sustainability, Citizen Strategy, The Citizens, Facebook Page, and Website now holds a lot more power than in the first and second rendition of network one. As covered in the above sections, these actors play a more vital role in the revitalization of the Bright Green Island strategy, as accorded by Lena Schenk and Bjørn Haslund-Gjerrild.

However, we also see how Allan West and Lena Schenk has become somewhat a shared obligatory passage point in the network, as most actors in one way or another goes through their status in the network. This is definitely a point able to be investigated further, as it in my opinion still is difficult to see whom in the network that acts as obligatory passage points. It could be related to the fact, that the revitalization process is still in its early phases, and therefore there are no clear-cut obligatory passage points for actors in the network.

I find it interesting to see how strong the actors Social Sustainability and Citizen Strategy has become in the network. I think that there are several things to take from this. One is of course, that the Bright Green Island strategy today is something different from what it was, when it was a branding strategy. However, as my field notes reflects what I see, and the interviews reflect what I am told, I am curious to what level of influence the two actors in fact play in the current stage of the development. Also worth noting, is that my approach to the process of interviewing was influenced by my interest in

understanding why social sustainability and the connected actors was not playing a pivotal role in the network I saw through my field notes. Nevertheless, before I get to ahead of myself, I would like to move these thought on to the next chapter. In this chapter, I will seek to discuss some of my findings in relation to a topic brought to my attention by Lena Schenk; is the municipality its own bottleneck in this revitalization process, as visions and reality does not contribute equally. In addition, enhanced by the fact, that the municipality still lack areas in the society on Bornholm, where people can actively become a part of the Bright Green Island strategy.

## Discussion

In this chapter, I would like to take it a step further up on the philosophical ladder, and ponder on the implications of my findings and the outcome of the analysis. The discussion will be a composition of the analysis, statements from Lena Schenk and Bjørn Haslund-Gjerrild and my own thought on the subject. This is, after all, my project; hence, my thoughts are what initiate the subject for this discussion. However, derived from all the work done through the different phases, I count my knowledge on the subject of this project to be a substantial role in how I see the networks and in this chapter understand the discussion.

I would like to kick off this chapter by presenting you with a quote from my interview with Lena Schenk. Now, it is important to note that I do not consider this quote to be a part of my analytical chapter, I merely use it here as an ante for myself, in relation to what I would like to address in this discussion. The same counts for subsequent quotes: *“Right now, I think that it is as if we are becoming our own bottleneck, and our own obstacle for really getting this thing going.”* (Schenk, 2017, OT). I think, that what Lena Schenk is addressing here, is in case a very interesting topic. One that I hope the municipality is aware of in their future planning of sustainable development.

It is very likely that there is going to happen a clash between the visions for the strategy posed by the municipal council, and the de facto management of the revitalization process. Just by being a part of the field, it was clear to me, that there was a lot more expected to happen, than what one person could possibly provide. Lena Schenk has of course not been alone in this revitalization, but it looks like that the allocated resources does not meet the requirements of what is expected from the whole of the municipality.

This goes hand in hand with one of the parts that is also being addressed in the process, namely, what the municipality is supposed to expect and perform in relation to the sustainable development on Bornholm. As long as Lena Schenk and the connected actors in the Bright Green Island strategy network does not impose the municipality how to perform sustainability, I think that the allocated resourced will never meet the goals for the revitalization.

Thus, we come to a point where the municipality becomes its own bottleneck; Lena Schenk and connecting actors are the neck, and the bottle is the rest of the municipality. In ANT terminology, I would consider to argue that in a macro municipality network, Bright Green Island, as an actor

becomes the obligatory passage point for all sustainable development. As long as it is mainly Lena Schenk working as both project manager and project group, I think the municipality is in for a long-term sustainable bottleneck slope.

Another topic I would like to revisit, as it is briefly mentioned in the previous chapter, is the case of how the municipality is not offering attachment points for the public in relation to the sustainable development strategy. As we learn through the analysis, the municipality and namely the Municipal Council would like the Bright Green Island strategy to be more rooted amongst the inhabitants of Bornholm. This can only happen by having strong actors in the network, that address this exactly problem. Looking at network two, we might be fooled into thinking that the Bright Green Island strategy is highly engaged in the civic-sustainable development. However, revisiting both the interview with Bjørn Haslund-Gjerrild and Lena Schenk, I can find a statement from both of them on the exact problem.

According to Bjørn Haslund-Gjerrild, the problem is very simple: *“Right now I think we are lacking behind on creating the option for anyone to be able to become a part of exactly that community on Bornholm, that is about creating a sustainable Bornholm.”* (Haslund-Gjerrild, 2017, OT). And I can definitely see where his statement stems from. Yes, there has been an emphasis on Bright Green Island to have a website, a facebook page and even an e-mail and a phone number, that people could use to reach out. However, by using these communication technologies they are not really becoming a part of any sustainable development community on Bornholm. I hope that further down the road from now, the development of the revitalization process has given options for such an engagement. This would be a unique way of sustainable development, as not many municipalities are at all transmitting sustainable values towards their local communities. To close this flow of thoughts, Lena Schenk puts it very simple: *“(...) we talk about the lack of attachment-possibilities, the lack for an opportunity to sign up.”* (Schenk, 2017, OT).

A final topic I would like to address in this chapter revolves around the strategy being elitist. Being from Bornholm, I have had the chance to hear many different opinions towards the Bright Green Island strategy over the years. A common issue is that many people on Bornholm sees the strategy as exclusive, ‘this is not something for me’ would be their way of thinking, or something similar.

I think that one of the main problems with the Bright Green Island strategy lies in the incapability to have the citizens connect to the different goals within the strategy. The ambitions, those can be many and very different, lies within the different organizations, businesses and high profile people in the municipality. For example, the ambitions for reducing CO2 emissions on Bornholm is mainly rooted in the energy department and energy business on Bornholm. There are some impressive technological development projects taking place on Bornholm in relation to sustainable energy development, however they are known by almost none. It has only been brought to my attention as I have met some of the actors in these projects, in relation to my own field study on the Bright Green Island strategy.

What I am trying to get to is an observation of mine; that many of the sustainable goals on Bornholm only resides amongst those who produced the goal. I fear, that the goals never propagate or spread to the rest of the island, and that a huge part of the inhabitants therefore does not either care or know about the strategy. I see this both in network one and network two in my analysis, as the process of rooting sustainable development in the communities seem more as a strategical point in the municipality, than something established in actual events and engagements towards the people of Bornholm.

To recapitulate; by looking at the Bright Green Island strategy development through respectively my field notes and my interviews, I fear that the municipality is its own antagonist. I see value-based politics driving the revitalization of the strategy into something that can embrace the population on Bornholm. However, a process that fails to take into consideration how the inhabitants and local communities could be included in the sustainable development strategy. The strategy was a branding strategy, and I think it will have a hard time developing into a citizen strategy.

This said, I also think there are some positives to take from looking at the networks; morphing into a strategy for the people is arguably embedded in the language of the people working with the revitalization. I see a clear difference in my observations and field notes from being in the field, to having actors from within the field address the issues with their own words. Thus, it could be only a matter of time before we see a transition from talking about the Bright Green Island strategy as rooted in the population to it actually being it. As more and more people are influenced by the work done by the municipality, there is a chance that the municipality driven sustainable transition will be successful.

## Conclusion

Traveling to Bornholm in order to conduct a fieldwork on sustainable development in a municipal context has taught me several things. For almost ten years, sustainable development on Bornholm has taken form in a sustainable development strategy called Bright Green Island. The strategy has gone through multiple stages of development, under different management. Today the strategy resides within the management of the municipality on Bornholm.

There is a plethora of actors, which over the years have had influence of the development of the strategy. Today the list of actors in the Bright Green Island strategy network is less comprehensive; however, several actors are considered black boxes of smaller networks that represent different groups of Bornholm.

The way I delved into understanding the Bright Green Strategy is just one of many. However, I would like to argue, that the way on which you understand this sustainable development on Bornholm, depends on the approach. My understanding builds from the set of empirical data produced by being in the field and taking notes, to the transcriptions of two interviews I performed with central actors of the network.

Through my work, I state that the sustainable development is still under influence of the past versions of the Bright Green Island strategy. Thus, it is increasingly difficult to investigate, how the strategy take into account social sustainability. However, by addressing my interviews to this problem, I find that there is an increasing interest from the municipality to broaden the strategy. Looking at the networks presented in the analysis, it is evident that the Bright Green Island strategy seeks to become more a part of the population on Bornholm.

I continue by addressing some of the issues connected to having a municipality manage sustainable development. On Bornholm, it becomes clear, that some of the structures revolving the sustainable development could in fact become a bottleneck for the Bright Green Island strategy. The ability to implement sustainability on Bornholm depends on the way in which the municipality handles ambitions in relation to resources put into the strategy. If the structures of the Bright Green Island

strategy network is not stabilized by allocating resources, I question whether the municipality is able to implement successfully sustainable development in the communities on the island.



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- Schenk, Lena. (2017): Interview in relation to fieldwork, transcription can be found in appendix 7.
- Haslund-Gjerrild, Bjørn. (2017): Interview in relation to fieldwork, transcription can be found in appendix 8.

## Appendix 1

### Fixed positions

- I am a 27 old male
- I come from a middleclass family.
- I was raised on Bornholm from age five until I moved out at age 21.
- I have lived and studied in Copenhagen for 6 years.
- On Bornholm, I lived on the countryside.
- I went to nature-kindergarten
- I went to private school for 10 years.
- I am the oldest of three siblings.

### Subjective positions

- I grew up very privileged, not needing anything basic in life.
- My family has always prioritized a good everyday life instead of saving up for going south to beaches or north to mountains.
- Next to studying, I have had many different jobs, and I have been working part time since I was 14.
- I have since late teenage been interested in society and sustainability in an everyday context.

### Textual positions

- I consider myself to be very normative in my textual positions.
- I can think outside the box, maybe too much sometimes, so instead of solving a problem it creates one.
- I have, since I learned the term during my bachelor project, liked to say that I enjoy to work Bricolage methodically, combining different methods and theories so that they suits the field I am engaged in.

## Appendix 2

### Fixed positions

- I am 27, male
- I was raised on Bornholm in a middleclass family.
- I went to private school my whole life
- I have been living and studying in Copenhagen for 6 years
- I just moved back to Bornholm

### Subjective positions

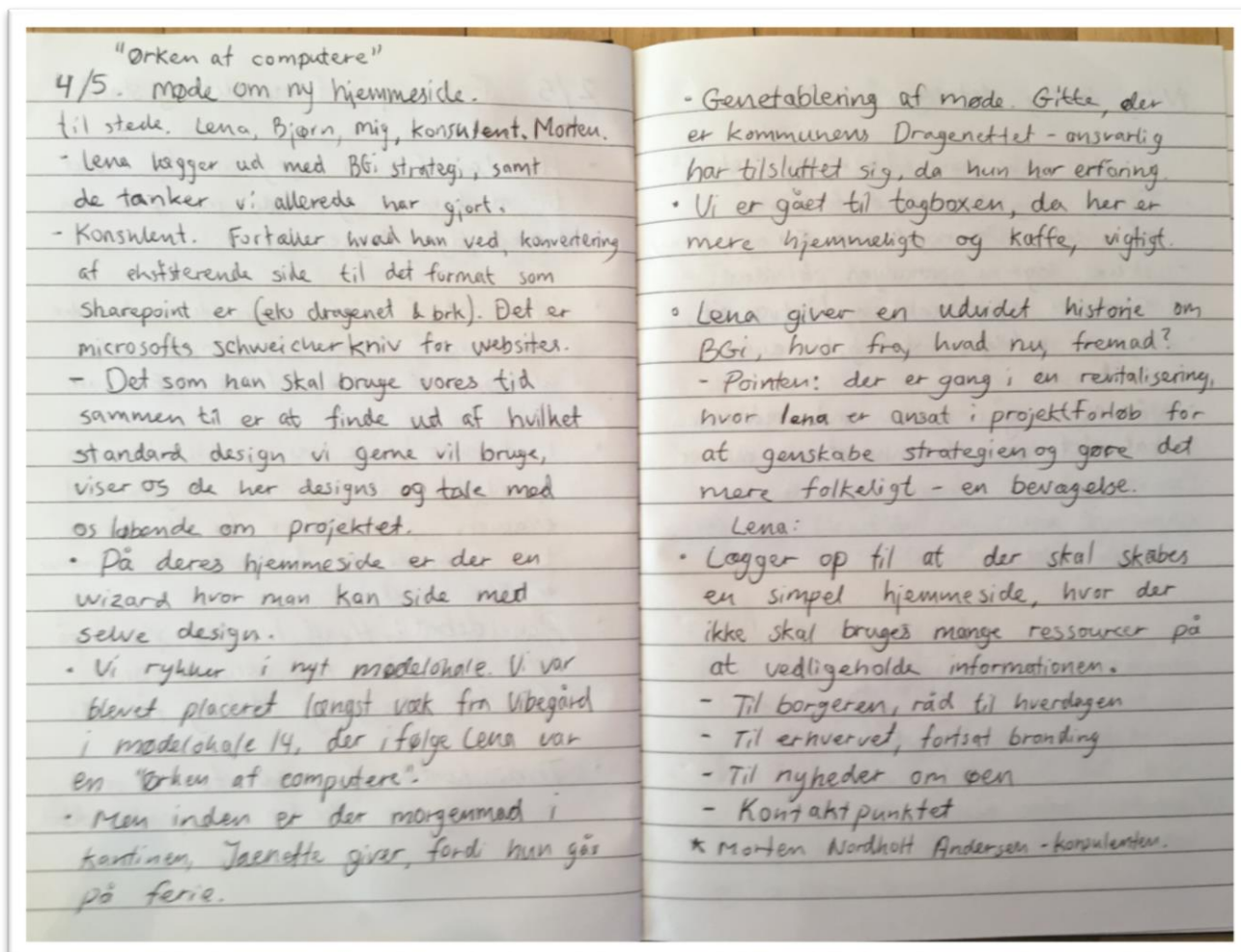
- I just got my first job in a municipal context.
- I have been working different jobs all my life.
- My experience with the municipality is relatively small, but I personally think there is too much bureaucracy.
- I am doing this partly, because I want to work with sustainability in the future.
- I am pro sustainable development.

### Textual positions

- I have never worked with Sustainability like this before, writing and reading intensely on the subject
- I have to represent the municipality when working in facebook and the website for the Bright Green Island department.
- I consider my choice of vocabulary influenced by the field I am studying
- I have, since I learned the term during my bachelor project, liked to say that I enjoy to work Bricolage methodically, combining different methods and theories so that they suits the field I am engaged in.

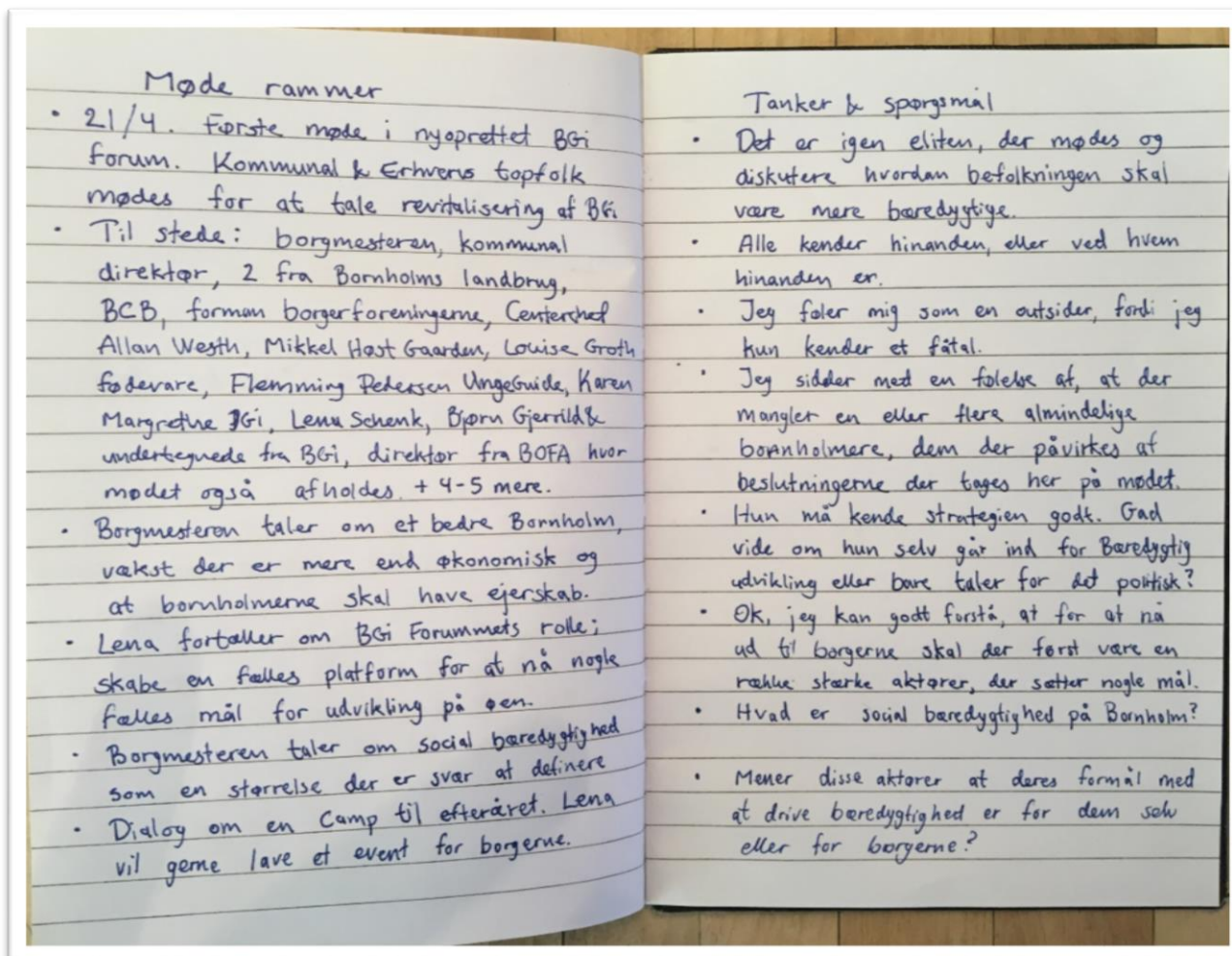
### Appendix 3.

Notes written fast while being in the field.



## Appendix 4.

Notes written as double-entry notes.



## Appendix 5

Hvem er du, og hvad er din faglige baggrund?

Hvor arbejder du og hvad består det arbejde af?

Hvordan er din arbejdsplads placeret rent organisatorisk i kommunen?

Hvad er dit forhold til BGI strategien?

- Er dit arbejde på nogen måde involveret i BGI strategien?
- Hvad tænker du om måden hvorpå kommunen håndtere BGI strategien?
- Kunne organiseringen af BGI strategien gøres anderledes?

Social bæredygtighed – Hvad tænker du når der tales om Social Bæredygtighed i forhold til BGI strategien?

- Hvis social bæredygtighed skal forankres bedre i kommune- og erhvervslivets hverdag, hvordan bør vi i så fald definere eller konkretisere social bæredygtighed?
- Mener du at social bæredygtighed bør være værdibaseret eller målbaseret?

## Appendix 6.

Reflections on the usefulness of my transcriptions:

- Given that I am looking for discourses in the interviews, I do not find it relevant to have linguistic details such as breaks, empty words and such included.
- The transcription are to construct the translations as loyal as possible to the answers given in the interviews, focusing on a formal written language. Though aware that some of the temporal in the interview can be lost.
- Try to distinguish between what to transcribe, so that chitchat and collegial talk during the interviews are not a part of the transcription.
- Transcribe with focus on keeping it simple, in order to get a linear sample size of data, where it is easy to create overview.
- Indicate with capital letter the first letter of who is talking.
- Double line break when the person speaking changes.
- Write in times new roman size 12, with one and a half spacing.



## Appendix 7

Interview med Lena Schenk – Projektkoordinator Bright Green Island, Bornholms

Regionskommune.

Dato: august 2017.

Til stede: Interviewer Emil Juul-Pedersen (E) og interviewperson Lena Schenk (L)

E: Vil du starte med at fortælle mig lidt om dig selv og din faglige baggrund i korte træk?

L: Jeg er fra RUC, pædagogik og socialvidenskab, og så har jeg over 10 års erfaring med at arbejde i kommuner.

E: Hvad er det du laver nu, og hvad består det arbejde i?

L: Nu er jeg ansat i en nyoprettet funktion i kommunen, som måske har titel af at være koordinator for Bright Green Island. Funktionen er oprettet på den måde, at kommunen har bevilliget min stilling, og så har vi et 3-årigt vækstforums projekt, som jeg er projektleder for, som har en række ambitioner og mål, og nogle midler at nå dem med.

E: Hvor meget ved du omkring kommunens beslutning om at oprette din nuværende stilling – hvad ved du om det?

L: Ja, altså det jeg ved egentlig, og jeg har også en lille smule læst mig frem til, det er at Bright Green Island strategien blev startet for 10 år siden. Og så var den forankret i vores Business Center Bornholm, det vil sige, at det var et erhvervsfremme tiltag i sin tid, og der fulgte nogle projektmidler med. Jeg kan ikke i detaljer, men den første projektperiode var Lene Grønning, og jeg ved ikke hvor mange midler, der var i halen på det. Og så ved jeg at senere hen var der en ny projektperiode med Mette Tiensuu. Og da de projektmidler løb ud, sådan som jeg forstod det, så var der ikke rigtig nogen til at tage hånd om strategien, så var den der bare. De papirer der var, altså strategien fra 2008 og de publikationer Mette havde lavet, de var jo mere sådan nogle opsamlende status publikationer, de var der bare. Men der var ikke rigtig nogen der havde den, du kunne ikke rigtig ringe til Bright Green Island, du kunne ringe til Business Center Bornholm, men den boede

ikke nogen steder. Og så var Bornholms Energi og Forsyning, som jeg forstod det, de holdt fanen højt i forhold til at tage de CO2 mål, der var blevet sat i 2008, alvorligt. Og LAG Bornholm og Energitjenesten var også nogen af dem, der synes at det her var den rigtige strategi for Bornholm at holde fast i, der lavede nogle delprojekter der nede. Og så ved jeg ikke andet, end at der har været forskellige, sikkert både i kommunen og i erhvervslivet, forskellige der har gået og tænkt, hvad skal vi stille op med den, og så var der, det ved jeg ikke om jeg kan huske helt rigtigt om det var i 2014, men det kan du i hvert fald se i papirerne, men der var i hvert fald gjort et stykke status arbejde, hvor en kollega der sad i det sekretariat jeg sidder i, men nu sidder hun et andet sted i kommunen, hun lavede sådan et status arbejde på hvor langt er vi egentlig kommet med de tiltag, der stod i den oprindelige strategi, og hvilke er gennemført, hvad er faldet fra ... Diana hedder hun. Og så lavede de et temamøde for TMU, Teknik og Miljø Udvalget, og måske også for økonomi, nej det kan jeg ikke helt huske... Der blev i hvert fald lavet et temamøde, hvor de snakkede om hvad vil vi. Og hvor de sagde, vi vil gerne holde fast i Bright Green Island, vi vil gerne de her ting. Og de pegede også på hvad der var vigtigt i forhold til det. Og det blev sådan den første optakt til at sige, jamen så må vi jo give det nogle ressourcer, og så blev forslaget, det ved jeg så ikke helt præcist hvem der fødte den, men at det røg tilbage i kommunen. Så i stedet for at lægge forankret i Business Center Bornholm, jeg tror også det var en erkendelse af at man godt ville have det var et bredere perspektiv, fordi noget af det der var sket en masse... hvad kan man sige, man havde oplevet nogle resultater og det var blevet et cementeret brand, men bornholmerne er ikke rigtig kommet med. Det er i hvert fald den gængse fortælling, i hvert fald når man spørger bornholmerne. **Politikerne er også optaget af at det her skulle være noget som bornholmerne tog til sig, og blev stolte af. Så er det måske mere oplagt, at det må være en lidt bredere forankring end Business Center Bornholm havde som erhvervscenter,** og så tror jeg tanken var, at så tager vi den ind i kommunen og giver det en ....

E: Den 3-årige projektperiode du er i nu, som er en revitalisering af Bright Green Island, den startede i efteråret 16?

L: Ja, det er vækstforum ansøgningen, som har nogle mål stående i sig. Men det skal vi have lavet en ny strategi. **Altså den gamle strategi skal opdateres, eller revitaliseres, og vi skal have lavet en ny handleplan, og sat os nogle nye fælles mål for hvad er det vi vil arbejde hen i mod 2025. Den revitalisering skal ske stærkere forankret i den bornholmske befolkning. Og så er der et opdrag om, at vi skal oprette det her kontaktpunkt. Vi skal have en hjemmeside og en telefon man kan ringe til,**

og nogle mennesker der tager den. Og det skal vi ligesom have gjort tydeligere, så folk er klar over at vi er her, at der er et sted man kan henvende sig, ligegyldig om man er turist eller virksomhed eller bornholmer.

E: Når du siger vi, kan du uddybe det, hvem er vi?

L: Jamen det er jo kommunen der har fået opgaven kan man sige, eller taget opgaven, vi har jo taget den i og med at kommunalbestyrelsen har bevilliget, og så har vækstforum jo haft en ekstra bevilling, ikke. Men det skal jo ske i samarbejde med interessenter og partnere. Det står også i det der opdrag, at det hele skal jo ske ... altså det er en anden del af den her projektbeskrivelse, er den her meget koordinerende funktion. Og blive bedre til at sige, hvad er det allerede vi gør på øen, hvad er det allerede vi ved, og kan vi få noget mere synergi ud af det ved at koble folk bedre. Så jeg synes også der lå et opdrag i min stilling, i at lave sådan en kortlægning af, hvad foregår der allerede, hvem er parterne, hvad vil de, og hvordan kan man understøtte at der er et endnu bedre samarbejde.

(Småsnak om lean og effektivisering af kommunen)

L: Når vi er sådan en ø, der har en af hver, og den og den og sådan. Altså der er ikke mange store virksomheder, så udviklingskraften rundt omkring er jo ikke så stor. Få øje på, jamen sidder der så faktisk nogle kompetente folk i nogle organisationer, kunne man få noget ud af at bringe dem sammen. Og problemet er, at den der administrative del til at lave sådan noget, findes jo heller ikke særligt mange steder. Og det er jo så det man skulle håbe, at i min stilling, så sige, jamen hvis jeg dedikere noget administrativ tid til at lave mødeindkaldelse, altså helt banale ting og få samlet folk og få fulgt op og lavet referater....

E: Det der med at være et koordineringspunkt, som du selv siger?

L: Ja.

E: Hvad med sådan den organisatoriske placering, hvordan er du placeret i kommunen?

L: Jamen jeg er så... organisatorisk er jeg ovre i Center for Beskæftigelse, Uddannelse og Erhverv, i et team der under, der hedder uddannelse og beskæftigelse.

E: Hvordan fungere det team, altså er der en struktur der giver mening, at du er i den struktur?

L: Jamen, det er super heldigt at jeg er havnet der, vil jeg sige. Fordi jeg sidder sammen med de folk i kommunen, der arbejder med udviklingen af øen, og som har indsigt og viden i, både historisk set, man kan sige jeg, jeg er faktisk rimelig, Folkemødet gav mig en rigtig bred indsigt i forskellige parter på øen, og forskellige aktører som går igen også i Bright Green Island, men jo fra en helt anden vinkel. Altså dengang havde jeg jo et helt konkret projekt med folkemødet, som var centrum. Her er det jo lidt anderledes, fordi nu er det jo vores fælles projekt, og med udgangspunkt i de forskellige aktører hvor de er. Og der har det været super givtigt, og er givtigt, at jeg så sidder i det her tidligere vækstforums sekretariat folk, som har historikken med sig. Hvad er der sket de sidste 10 eller 15 eller 20 år på Bornholm, inden for de forskellige sektorer.

E: Hvilke sektorer er det?

L: Det er turistbranchen, det er industrien og produktionen, det er landbruget og fødevarebranchen, byggeribranchen.

E: Så du synes egentlig at det er en kompetent gruppe du er placeret i?

L: Super kompetente kollegaer, det er på den ene siden, og på den anden side er der en udfordring, altså man kan sige det super fint, og så kan man sige min historik i kommunen hvor jeg har arbejdet meget med lederne tidligere, gør at jeg kender rigtig mange i ledelsesgruppen. Derfor har jeg et godt netværk i forhold til at finde ud af, hvad er der folk, fordi en del af opdraget er også at vi skal få det integreret bedre i kommunen, så på den vej rundt så fungere det. Udfordringen med den placering er, at vi er lige langt nok væk fra topledelsen i kommunen, altså fra borgmester og kommunaldirektør.

E: Hvor mange led er der? Kan du prøve at forklare det? Hvem har du over dig?

L: Jamen så har jeg jo Allan Westh, Centerchef, og hans direktør er så heldigvis kommunaldirektøren, så der er bare dem i mellem, og så er der Winnie (Borgmesteren, red.)

E: Der er ikke mellemlid mellem Allan Westh og Peter Loft?

L: Nej, det er der ikke nu. Det var der lige før, fordi der havde han servicedirektøren.

E: Hvornår er det blevet lavet om?

L: Det blev lavet om, da Peter Loft blev ansat. Fordi så har de delt området lidt anderledes, og man kan sige, det hjælper lidt. Men det er jo nyt, fordi lige før var der 4. Der har hele tiden været en direktion på 3, men før der havde økonomidirektøren, eller servicedirektøren, vores teams område. Men det var kun i en årgangsperiode, fordi vi var uden kommunaldirektør i en periode. Så hun var også direktør for det tidligere, den tidligere kommunaldirektør. Men der er bare et eller andet i at vi sidder også på en anden lokation, på en anden adresse, så man kan ikke bare stikke næsen ind forbi Peter eller Winnie og lige cleare ting, og det giver en udfordring. Det gør at det er sådan lidt mere tungt formelt, at jeg skal spørge Allan, som lige skal huske at tage det op i et møde med Peter. Da jeg sad på Ullasvej, der var det bare lidt mere enkelt at man lige kunne stikke næsen ind og få clearet, og hvad med det og hvad med det og skal vi gå den vej. Der kan være en lille udfordring i at jeg sidder i et team ude på Landemærket. Og så sidder jeg så endda ude på Vibegård. Og på den måde kan man sige, selvom jeg synes at Allan er en fanstatisk chef, så er han jo bare en centerchef af flere, så han skal jo også gå dialogens vej med rigtig mange ting, og det skal vi jo selvfølgelig alligevel, men ... Så det er lidt tungt at vi ikke har mere beslutningskraft, synes jeg, i Bright Green Island. Håbet er jo, at når vi får lavet den her nye strategi og handleplan, at det så skulle give nogle rammer så man føler sig lidt mere på sikker grund, i forhold til at agere selv. Men altså den store fordel er, at Allan har så mange ressourcer i sit team. Så man er godt understøttet. Havde jeg siddet på Ullasvej, var jeg bange for at der er så mange enkeltfunktioner, der har helt særskilte områder, at der ikke havde været den samme støtte.

E: Hvad tænker du om måden kommunen håndtere den projektperiode du er i nu, eller det her revitaliseringsprojekt. Nu sagde du selv, at du var placeret godt. Men er der nogle steder hvor du mener, at man kunne ændre på noget, eller give dig flere ressourcer, eller ansætte flere folk under

dig? Altså hvad tænker du om hele den måde man ligesom, ... er det for lidt, at man har ansat dig og bare sagt, Lena, nu skal du bare tage styring om det her?

L: Jeg tænker, at hvis man læser projektansøgningen til vækstforum, så er det ret ambitiøst det vi vil. Og der tænker jeg at så har man ikke allokateret de ressourcer der skal til, for at løfte den opgave. Og jeg synes også det er sårbart, at man har én projektleder, der nærmest også er projektgruppen. Pointen var også, at jeg skulle have en projektgruppe. Så jeg er både projektleder og projektgruppe, og så har jeg nogle løst tilkoblede kollegaer, det er sårbart. Og det betyder, at vi går rigtig langsomt. Jeg synes også det er sårbart, at vi ikke har noget mere frihedsgrad, at der ikke er lidt mere plads til bare at gøre.

E: Specielt når du kun er én, ikke?

L: Jo, præcis. Og på den måde så synes jeg, at man vil rigtig meget med rigtig lidt. Og jeg synes måske der mangler... men man kan sige, det er også som det er, det er jo en ny stilling, det er en nyt for kommunen at tage den hjem. Så alle er jo sådan lidt, hov, hvordan gør vi her, og jeg synes langsomt vi er ved at finde vores ben. Men jeg tænker, at på den måde har der sidste år, ja jeg kommer til at kalde det spildtid, men nogle andre kalder det procestid, med at få topledelsen, altså direktionen i kommunen, bare overhovedet til at nogenlunde have den samme ide om hvad det er vi skal. Og der mangler måske lidt mere at man havde lavet sådan nogle, ledelsesmæssige interne samtaler eller processer, i virkeligheden, og fået lidt bedre skåret ud hvad er det vi vil.

E: Hvis du nu skulle have lov til at bestemme hvordan din egen stilling skulle være organiseret, hvad var så drømmescenariet, sådan hvis du tænker lidt ud af boksen?

L: Altså drømmescenariet kunne være, at vi i hvert fald var et team på 3. Fordi det giver en god dynamik. Der mangler en på kommunikation, helt sikkert. Det behøvede ikke være 3 fuldtids. Og så en eller anden form for studenterhjælp, eller et eller andet, der kunne understøtte og udføre opgaver, og en på kommunikation, og så mig som projektleder. Og så kunne jeg ønske mig, at der var, men det kan jo være at det kommer, at der var et mål og en tanke på, at Bright Green Island skulle rykke ud af kommunen. At man opretter en forening, fordi så får man mange flere frihedsgrader, man kan lave mange flere tilslutningsmuligheder. Der er jo flere der henvender sig og spørger om de må

være frivillige, og det kan vi ikke sige ja til i kommunen, med den type arbejdsopgaver. Så det er i hvert fald meget bøvlet, så det har vi ikke kunne finde ud af at favne. Så jeg savner, at man ligesom tør sige, det her Bright Green Island det vil vi virkelig gerne fra den her kommune, og nu nurser vi den lige nogle år i kommunen, men det er meningen at den skal rykke ud og blive fri og det kan være, at det er nogle helt andre end mig, der skal på. Men at man ligesom tør virkelig lade den vokse, fordi jeg kan mærke at der er en lyst der ude og der er en nysgerrighed og der er en vilje og der er alt muligt, men det er som om vi ikke rigtig har apparatet til at tage i mod. Altså der her med at mere avler mere, og lige nu synes jeg at det er som om at vi bliver vores egen flaskehals, og vores egen stopklods i virkelig at få det her til at rykke sig.

E: Er det forkert, når jeg hører dig sige, at man på den ene side er ambitiøs i sine bæredygtighedsmål i kommunen, men efterfølgende så lever man egentlig ikke helt op til de mål, som man har sat for sig selv?

L: Ja, man får i hvert fald ikke ordentligt tænkt over, hvad det er for en organisering, og hvad for nogle ressourcer der skal til, for ... jeg snakker jo ikke om, at vi skal blive ... man skal også være realistisk. Det kunne være dejligt at være 8 eller 10 eller hvad ved jeg, men det er jo fuldstændig urealistisk. Men jeg tænker, at én det er lige, det er simpelthen for underdimensioneret i forhold til at skulle være på så mange flanker samtidig, og skulle opbygge de her netværk og skulle drive dem og få ting til at ske. Det er simpelthen for lidt.

E: Har du artikulert det, og hvad har du så mødt?

L: Det har jeg. Jamen jeg har nævnt det siden vi skrev ansøgningen.

E: Hvad har du typisk mødt? Noget af det jeg har hørt, er det her med at kommunen har allerede en masse tiltage i gang på bæredygtighedsfronten, og de kører ligesom af sig selv, så derfor er det jo ikke kun dig der laver noget. Altså det her med, at det er forankret i kommunen, men ...

L: Ja, det er jo ligesom det der er problemet, jeg ved ikke rigtig, altså ... Det er en lidt sjov kommentar, fordi meningen var jo ikke, at jeg skulle gå ud og lave bæredygtighed. Det er netop alle mulige andre, der skal lave det på deres fagområder. Men hvis man vil løfte til en folkelig

bevægelse og til et brand, og til en følelse af at vi har en fælles motor omkring det her, at vi har et arnested for det, som vi alle sammen nære til, og det ikke er mig, der er arnestedet, overhovedet ikke, men det er dét, der er Bright Green Island. Hvad kan man sige, det er ideen, det er tanken, og det er det fællesskab vi kan få op og stå omkring det. Men det kræver nogle administrative ressourcer. Det kræver nogen der sidder og opdatere en hjemmeside, det kræver nogen der får indkaldt til møder, det kræver nogen der møder borgerne, der bliver ved med at lytte, og hører, og tager nogle surveys, og får analyseret dem og får fortalt de rigtige mennesker hvad var tilbagemeldingerne. Det kræver nogle, der kan sige ja tak til frivillige, og give dem et møderum, hvor de kan sidde og arrangere deres ting i. Og det jo lidt det, der er min erfaring fra Folkemødet, og det synes jeg ikke helt at vores forskellige ledere køber, det er, det er rigtig sjovt at være en del af en bevægelse, som man har en stolthed omkring og som man sætter en ære i. Og så skal man også have lov til at være en del af det. Altså dem der var frivillige på Folkemødet, det var fordi de ville være frivillige på Folkemødet, det var ikke fordi frivillige for en sportsforening. Det ville nogle af dem måske, altså dem der gik i sportsforeningen. Det ville andre jo ikke. Så tanken om at det skal man bare gøre der ude, den synes jeg ikke helt anerkender den lyst og kraft, der ligger i at man er en del af noget fælles. Så det hvis man kan sige, jamen jeg er frivillig på Bright Green Island, det er noget andet end at sige, jamen jeg er frivillig i min egen forening og laver bæredygtighed. Det er bare to forskellige kræfter, der ligger i det. Og de er gode begge to, men lige nu har vi ikke plads til, at man kan blive en del af Bright Green Island bevægelsen som sådan, og det tænker jeg, at der synes jeg vi kommer til at tabe nogle muligheder.

E: Kan man snakke om, at det på en eller anden måde stadig er for elitært? Det her med, at ambitionerne ligger hos de forskellige foreninger og mellemledere og energi visionen ligger hos energiforsyningen i stedet for at ligge hos borgerne. Altså kan man snakke om, at de enkelte mål ligger mere hos dem som i princippet producere målet, i stedet for det ligger hos befolkningen?

L: Altså, jeg synes man kan tale om, at der nogen der, jeg ved ikke om jeg vil kalde det elitært, vi taler om, at der mangler de der tilkøbningsmuligheder, der mangler muligheden for at man kan melde sig ind, eller sådan; melde sig ind i foreningen, komme til det årlige arrangement, eller de tre årlige arrangementer. Der mangler, at man kan blive en del af det. Fordi det at få at vide, at du er en del af det bare du sortere skrald, eller bare du tager et kort bad eller køber en elbil, det er ikke nok. Det er små livsstilændringer, som når sundhedsstyrelsen kommer ud med og siger du må ikke ryge



og sådan. Det er ikke det at være en del af et ø-fællesskab. Det synes jeg de misser, nogen folk, når jeg taler med dem. At det egentlig er den længsel, der kunne være i det. Fordi vi kan alle sammen synes vi har en bæredygtig levestil, fordi vi på forskellige måder agere lidt anderledes end vi gjorde for 5 år siden, vi køber lidt mere økologisk, eller et eller andet. Men så er man bare en del af en større fortælling, en global fortælling, som jeg som individ kobler mig på, men det har ikke noget at gøre med mit lokalsamfund. Det er dét folk savner, at få lov at være en del af, og synes de er stolte over at vi som ø, tager nogle skridt sammen. Og det tænker jeg, at det er det der kunne være den mulighed med at lave det her kontaktpunkt.

E: Lad os lige gå et skridt dybere, i forhold til selve hele den strategi der ligger i Bright Green Island. Vi har talt om, at den står på 3 ben, hvor en af dem er social bæredygtighed, som er det jeg forsøger at beskrive. Hvad tænker du, når jeg siger social bæredygtighed og Bright Green Island strategien?

L: Nu ved jeg ikke, hvordan jeg skal sige det, Emil. Om det er politisk, eller om det er Lenask,

E: Prøv at sig det med den rolle som du sidder i nu, altså med dit erhverv. Det job du sidder i.

L: øøhhmmmm. (tænker)

E: Lad mig prøve at omformulere det. Når du gik ind i den her strategi, og du skulle til at revitalisere noget som næsten har eksisteret i 10 år, var social bæredygtighed så noget hvor du tænkte; det her er til stede, der er bare nogen der skal gribe det, eller er det noget du selv har prøvet at trække ind i det, og sagt; der er altså også nogle mennesker på øen, som skal være en del af det her?

L: Nej, social bæredygtighed stod ikke stærkt i den første strategi.

E: Har det overhovedet været nævnt, altså som fænomen, det her med ”social bæredygtighed”.

L: Omkring 2013, da Mette Tinsue lavede det arbejde de lavede i BCB dengang, der bredte de den der, det var der de lavede det der nye logo hvor de lavede de forskellige livsverdener. Og der

begyndte de at tale om, at det også handler om det liv vi lever, og det gode liv, og den slags. Så der blev det italesat. Jeg tror udfordringen var, at det var ikke rigtig politisk besluttet. I det opdrag der var, altså i den vækstforums ansøgning, der beskriver vi jo, at det skal være en del af det. Og på den måde, hvis jeg så skal svare dig først, så kan man sige, det har ikke været noget der stod tydeligt eller var vægtet særligt tungt i den første strategi. Så har man begyndt at tale om det, og nu tænkte jeg at tiden så var moden til at det faktisk blev en rigtig integreret del af strategien. Det har så vist sig, at der politisk også er sådan lidt uklarhed omkring, hvordan er det egentlig vi griber det der med at tale om den sociale bæredygtighed. Er det noget, der understøtter den grønne, eller er det noget i sig selv, eller er det noget vi i virkeligheden skal orientere nogle helt andre steder. Så derfor er jeg faktisk blevet lidt overrasket over hvor meget uklarhed der er omkring det element, og det håber jeg rigtig meget den her camp vi skal på, at den på en eller anden måde skal få afklaret.

E: Også sådan noget med borgerinvolvering?

L: Ja, altså, man kan sige at når vi har været ude og spørger borgerne, så virker det til at de klart ser det meget meningsfuldt, at det sociale element bliver en del af det. Både den survey vi har lavet, og de workshops og sådan vi har lavet. Der bliver det, der kobler de sig meget hurtigt på den del. Men der er ikke den samme politiske genklang, så jeg håber virkelig at med den her camp, der bliver det en mulighed for at få adresseret det, og få talt om hvordan skal det være en del af Bright Green Island, hvordan skal vi tale om det.

E: Så netop, så du ikke sidder med det alene?

L: Ja, noget der er interessant også, var da vi lavede vækstforums ansøgningen, der talte min chef og koordinator meget om resiliens, som sådan et begreb. Og det har man især ovre i Vejle, er det jo en integreret del af deres måde at arbejde med bæredygtig udvikling på. Og deres social resiliens står helt klart der, også tydeligt frem. Og det har vi også ligesom kommet lidt væk fra. Noget med at folk synes vi skulle tale et sprog man kan forstå, og så prøver vi at sige, jamen resiliens er et forholdsvis nyt begreb, så det er der ikke rigtig mange der har nogen ....

E: Specielt sådan noget med social resiliens, så bliver det pludselig to verdner der skal forenes.

L: (griner) Ja, det er lige før forskerne heller ikke rigtig ved hvad det er.

E: Med det arbejde du laver nu, og nu nævner du så også campen, som skal være et led i ligesom at definere det her social bæredygtighed. Men hvad tænker du ellers omkring, at hvis social bæredygtighed som en størrelse, ligesom skal forankres i kommunen, hvad mener du så at man bør gøre som kommune for ligesom at konkretisere eller definere social bæredygtighed? Og bør man gøre det overhovedet, egentlig, er måske spørgsmålet. Eller skal det ligge som sådan en underlæggende værdi i det man antager at social bæredygtighed er vigtigt?

E: Det hele er jo i princippet politisk. Angående der her Bright Green Island Forum, det var noget du var med til at oprette?

L: Ja det var mig, der oprettede det.

E: Hvad er meningen eller formålet med det her Bright Green Island forum?

L: Det er faktisk, tilbage til noget af det jeg talte om før, med at få skabt et fælles ø rum på en eller anden måde. Og egentlig vil jeg godt have startet op meget tidligere, men der var også sådan lidt forvirring omkring det. Men det var netop for at sige, jamen de forskellige aktører der er på øen, som har en interesse i denne her dagsorden, at få skabt et rum hvor de mødes, og vi sammen kan få talt om, hvad er meningsfuldt. Hvad for nogle samarbejder kan vi finde ud af, hvad er der brug for. Og helt nu når vi starter, i den her revitalisering, så har der været brug for overhoved at tale om, hvad kunne være en interessant måde at synliggøre strategien på. Og så er det jo interessant når folk siger, jamen vi skal fortælle alle de resultater vi har. Og når vi så går, alle os der har administrativ tid til det, går tilbage og leder i det, så er det ikke så enkelt. Og så er det også noget med egentlig at få gjort noget grundarbejde i samklang med de mennesker der efterspørger det, og skal være med til at videreformidle det. Og så komme tilbage og sige, hov jamen vi det og det og det kan vi formidle på den der måde, og hvad synes i om det, og så, ... Jeg håber virkelig den kan få lov til at bestå og mødes de der nogle gange over året, så man kan få sådan lidt fælles fodslag omkring nogle initiativer.

E: Er der også et formål i gruppen, at den skal løbende definere hvad Bright Green Island er? Altså, bliver folk hørt, i sådan en, hvis der er nogen der kommer til forummet og siger; jeg synes vi skal være mere fokuseret på energidelen. Eller; jeg synes vi være mere fokuseret på miljø og natur, eller et eller andet. Er det også et rum hvor man kan diskutere selve strategien?

L: Man kan sige, at lige nu er den jo karakter af at være et uformelt netværk, tror jeg man kunne kalde det. Fordi den har ikke nogen formel tilknytning til min stilling, overhovedet. Og lige nu er det egentlig også de første gange vi mødes her, men det er et sjovt perspektiv du har, men der har den jo mest af alt været, at vi overhovedet skal have aktørerne samlet og set hinanden i øjnene på 'hov, nu er vi her igen'. Hvad er det vi vil, og mærke hinanden efter på tænderne og få talt sammen. Og så har vi talt om, kan den blive et mere formelt rum, senere hen. Det her med, om det kunne blive et ad hoc udvalg, eller kunne det blive en bestyrelse, hvis man lavede en forening en gang, eller hvad kunne det. Og så kunne det måske mere blive nogle der sådan sagsbehandlede, men altså lige nu er det for tidligt at vide hvor den går hen.

E: Så det er stadig sådan byggeklodser i en proces?

L: Ja, det er det virkelig. Det er virkelig sådan overhovedet at finde formen, stadigvæk.

E: En ting som jeg hører, eller også læser om, det er det her med mål overfor værdi. Altså om man har målsætninger for strategien eller om man har værdier i strategien, som vi alle sammen arbejder hen i mod. Altså om bæredygtighed er en værdi, eller om vi skal have konkrete mål. F.eks. på energidelen er det jo nemt at sige nå men vi skal være 100% CO2 neutrale i 2025. Det er sådan meget konkret, og man kan forholde sig til det. Og så må vi finde ud af, hvordan kommer vi der hen. Men i forhold til social bæredygtighed, der tænker jeg, at det må være en udfordring, specielt for dig, når du ligesom prøver at sige, nå, men vi skal have social bæredygtighed ind i strategien, men hvordan skal vi egentlig konkretisere den? Skal den være værdigbaseret sådan så man siger, jamen både på kommunal plan men også på samfundsplan, der tænker vi social bæredygtighed som en værdi, eller tænker du, at der skal prøve at være nogle klare mål, for på den måde at få aktørerne til at binde sig til det?

L: hm. Jeg tror, altså når man laver samfundsforandring, som man kan sige at det her jo egentlig er, med så mange aktører, i sådan en kompleks verden, så tror jeg, at det skal være et både og. Altså, det er helt umuligt, at det ikke er værdibaseret, det er det. Og det skal det være, de værdier skal vi blive ved med at diskutere og tage op. Jeg tænker, at der er en kæmpe kommunikationskraft i at sætte mål. Der er også en masse dilemmaer i dem, hvis man stirrer sig blind på dem, og hvis det er de forkerte mål og sådan. Men jeg tænker, der er en kæmpe kommunikationskraft og en samlekraft i, at turde sætte sig nogle mål og turde sætte sig ned og sige det er det, og det, og det. Hvis man samtidig også har den ydmyghed at sige, jamen det vigtigste i verden er ikke at vi når de mål. Det vigtigste er, at vi prøver at gøre os konkrete på, hvor er det vi gerne vil bevæge os hen af. Og når man så arbejder hen mod de mål, så vil det jo vise sig om det var de rigtige mål, eller var det for højt eller for lavt, eller var der noget der egentlig var mere vigtigt at kaste sig over. Jeg tror, at hvis man ikke sætter sig nogen mål, så kan der mangler der måske en eller anden samlingskraft, i det man laver. Og målene kan jo være på meget forskellige niveauer, altså det kan jo være, jeg har prøvet at forslå nogle som jeg ikke har fået kvalificeret med fagfolk, så det kan være det er ude i hampen. Men det kan jo være alt fra at sige, jamen lige nu lægger vi i den nederste kvartil i Danmark i forhold til vores sundhedsprofil, og i socialstatistikkerne, men kunne vi løfte den, altså kunne vi som samfund sige at det vil vi simpelthen ikke, vi vil hjælpe hinanden med at få det bedre. Vi vil passe godt på hinanden, og vi vil have nogle gode miljøer for vores børn, så de kan klare sig og få en uddannelse, og så de har et sted at gå hen hvis deres egne familier er i opløsning. Så det tænker jeg, og hvordan vi så når det mål, det er der så 117 måder og 117 aktører, der selv skal arbejde på. Det kunne måske også være nogle helt andre konkrete mål, der hedder, vi vil oprette, der skal være fritidstilbud for alle unge på Bornholm. Det er jo sådan en anden type mål, det er sådan lidt mere hvad kan man sige konkret mål, fordi man så antager at det at have fritidsaktiviteter det gør noget godt for de unge. Men jeg tænker at begge slags mål er legitime i sådan en proces, og så skal man selvfølgelig evaluere dem hele tiden, og er det de rigtige vi har sat, men hvis vi ikke sætter os nogen, så kan vi bare sidde og blive enige om at vi synes at vi alle sammen skulle få det bedre, men for vi rykket på det, får vi taget de der skridt, får vi lavet de rigtige prioriteringer. Det tænker jeg, at det at sætte mål det gør det mere synligt, og at vi faktisk sætter handling bag vores ord, bag vores intentioner.

E: Til sidst, er der noget, nu har vi snakket om alt muligt i øst og vest, er der noget som du tænker, at der er nogle vigtige pointer eller noget vigtig viden, som jeg kan tage med videre?

L: Jeg er selv blevet forundret over den modstand der er på det. Og den synes jeg er interessant, for hvad handler den om. Jeg hørte jo faktisk borgmesteren sige på et møde, jamen erhvervslivet er bange for, at vi glemmer energidelen. Og for mig at se, kan jeg se, personligt undrer det mig sådan, hvordan at man kan adskille det. Altså hvordan de ikke kan tænke, at de mennesker der skal være med til at hjælpe til at vi CO2 nedsætter, det gør man hvis man har overskud i sit liv. Hvis man har økonomisk overskud, og socialt overskud, og viden og indsigt og alle mulige andre ting. Og det handler om vores sociale sfære, det handler om vores fællesskaber, om hvor vi kompetenceudvikler os. Så hvordan de kan adskille det, det undrer mig meget. Og hvordan de kan have sådan en modstand på, at det ene kan tage dagsordenen fra den anden.

E: Så det du siger er, at der er nogle af dem der sidder i den del af Bright Green Island strategien som arbejder på energi, som har svært ved at se koblingen til det sociale?

L: Vi hørte jo i hvert fald bare, at de var bange for at den overskyggede, eller tog, den bekymring kan jeg mærke, den undrer mig. Altså hvorfor, eller hvor den kommer fra? Fordi der har jo aldrig været tale om, at vi skulle ændre vores CO2 mål eller noget som helst. Så jeg blev sådan lidt nysgerrig på, hvad er det der gør, hvad er det med det her social bæredygtighed, der trickser folk. Hvordan kan vi meningsfuldt tale om social bæredygtighed over for de to andre, som adskilte størrelser, eller som ikke adskilte størrelser.

E: Hvad mener du med det?

L: Jeg mener, at når vi taler om revitalisering, så taler vi jo meget om at vi skulle gøre det tydeligt, at hvis man vil noget bæredygtigt, så er alle 3 dimensioner til stede. Du kan ikke forestille dig, at du f.eks., det kan du godt forestille dig, men det giver ikke mening at have en virksomhed, som har en masse grønne høje idealer, men et elendigt arbejdsmiljø, eller underbetaler sine medarbejdere, eller hvad ved jeg. Det hænger ikke sammen, det er det med det værdigbaserede også. Det giver heller ikke mening at vi bare har det godt og klapper hinanden på skuldrene, men at vi samtidig sviner og glemmer at slukke lyset. Så på en eller anden måde, er øvelsen jo bare at sige, at de ting går hånd i hånd. Men så samtidig, kan vi mærke, at vi også hele tiden forfalder til at skille dem ad oppe i vores hovedet, så sige jamen nu arbejder vi med den ene, nu arbejder vi med den anden. Så hvordan er

det, at vi får samlet det, eller hvad er det der sker. Hvordan kan vi ligesom gøre det meningsfuldt, når vi taler om grøn omstilling. Jeg kommer også hurtigt til at forfalde til, at det skal være en løftestang for det grønne. Så hvor henne kan man begrebsmæssigt se at folk arbejder med det som det, eller som at det har en berettigelse selv, og hvor går grænsen for hvornår taler vi så overhovedet om bæredygtig udvikling. Det er spændende at se, hvordan vi taler om det på forskellige måder, når bornholmerne gerne vil mere social bæredygtighed, hvad er det egentlig, hvad kobler de det på? Er det så fordi de så glemmer, at så handler det også om grøn omstilling eller er det fordi de ønsker noget mere fællesskab? Eller hvad er der faktisk de, de her bornholmere, der har tjekket ind her, og siger det vil vi gerne noget mere af, hvad er det de kobler det til? Fordi så kan Winnie jo godt have ret, i at sige det kan vi godt have som adskilte rum, vi kan sagtens have lokal samfundsudvikling og vi laver vævekoner og madfest og alt muligt andet, som ikke har noget med Bright Green Island at gøre. Hvad er det egentlig bornholmerne kobler til det her.

## Appendix 8

Interview med Bjørn Haslund-Gjerrild – Projekt medarbejder Bright Green Island, Bornholms Regionskommune.

Dato: august 2017.

Til stede: Interviewer Emil Juul-Pedersen (E) og interviewperson Bjørn Haslund-Gjerrild (B)

E: kan du ikke starte med at fortælle hvem du er, og din faglige baggrund, og så kan vi komme ind på hvad du arbejder med i dag bag efter?

B: Bjørn. Uddannet på RUC i kommunikation og geografi. Og har så arbejdet dels med den formidlingsmæssige del da jeg blev færdig, og lavet tv programmer og den slagt. Flyttet til Bornholm og så ellers så arbejdet først i amtslig sammenhæng og så i kommunal sammenhæng, med organisations udvikling. Og nu ansat i Center for Erhverv, Uddannelse og Beskæftigelse i afdelingen Uddannelse og Erhvervsudvikling. Og arbejder med mange forskellige, hvad kan man sige, projekter og opgaver. Fortrinsvis noget der har med unge og uddannelse at gøre, men så også Bright Green Island.

E: Kan du komme lidt nærmere ind på, hvad dit arbejde består af i dagligdagen? Nu siger du unge og Bright Green Island, kan du uddybe det en smule?

B: Jamen, det kan jeg godt. Altså, hvad kan man sige, vi har, i den her enhed vi har, som vi kalder Tagboksen, har vi igennem de sidste 7 år arbejdet med EU Socialfondsprojekter. Og det vil sige, del med at styre og gennemfører de her projekter, men også nu at ny-udvikle projekter. Så vi kører et Socialfondsprojekt, der hedder Ungeguide, og som kører til 2019. Og i den sammenhæng så arbejder jeg blandt andet med, eller i forhold til vores digitale platform, der hedder Ung Bornholmer, og i forhold til Facebook, og hele den der formidling i forhold til de unge grupper. Så det er et område. Så arbejder jeg med den del, der hedder innovation, man kalder det hverdagsinnovation i vores center, og det handler simpelthen om at prøve at mobilisere og finde ud af de personer, der sidder i vores center, hvilke ressourcer, eller folk der har tænkning og lyst til at være med til at finde på nye og bedre løsninger, i forhold til nogle af de opgaver man sidder med. Prøve at se hvordan kan vi understøtte det, og hvad kan vi gøre i organisationen for at skabe rum for



nytænkning og forandring. Så det er det andet område. Så arbejder jeg det hele omkring tilflytning, omkring hvad kan vi gøre for at skabe samarbejde mellem f.eks. borgerforeninger og kommunen omkring det at synliggøre steder rundt omkring på øen.

E: Er det også et projekt under Uddannelse og Erhvervsudvikling?

B: Det er også en del under Uddannelse og Erhvervsudvikling. Så det betyder, sådan alt i alt, og så fungere jeg også som proceskonsulent, altså dels i vores eget center, men også i andre sammenhænge. Altså, for Teknik og Miljø, har jeg kørt nogle ting i forhold til center sundhed, og været lidt facilitator. Så det er egentlig sådan meget, meget bredt.

E: Og hvad så med Bright Green Island?

B: Ja, men så er jeg så blevet koblet på Bright Green Island og har ikke sådan nogen specifik opgave i den sammenhæng, men har arbejdet både med nogle meget konkrete ting, men også med hele den sådan overordnede tænkning og strategi i forhold til BGI.

E: Hvor lang tid, har du været koblet på dér?

B: Det er et godt spørgsmål, jeg vil skyde på det er tre kvarte dele af et år. Men jeg er ikke så godt til sådan noget med tal.

(Taler om en misforståelse af tiden Bjørn har arbejdet på BGI, jeg hørte det som 3 og et kvart år, men det han sagde var 3 kvarte dele af et år)

E: Det her med hvordan arbejdspladsen er placeret i kommunen, det nævnte du en lille smule, men kan du prøve at uddybe, hvad er det sådan, hvor mange lag har du i princippet over dig?

B: Jamen altså, sådan som det er nu, så har vi Allan Westh som den øverste chef, så har vi, som koordinater har vi så Janne Westerdahl. Og så er vi jo så placeret under Janne. Og selvfølgelig, Allan har jo så en...

E: Han er centerchef for det hele?

B: Han er centerchef for hele Uddannelse og Erhvervsudvikling, eller Erhverv, Uddannelse og Beskæftigelse som jo er en ret stor virksomhed.

E: Og hvad er der så over ham?

B: Jamen der har vi jo så en af direktørerne, og det er jo så service chefen Johannes Nielsson, og så er der kommunaldirektøren og så er der jo så det politiske, kan man sige.

E: For at komme tilbage til Bright Green Island, som det jo er lidt er det, det handler om her. Det første spørgsmål er; hvad er dit forhold til Bright Green Island strategien, hvis vi skal se sådan også historisk på det? Hvornår lærte du til Bright Green Island strategien at kende, var du med fra starten af, eller?

B: Jamen altså, nu har jeg boet på Bornholm i 20-21 år, eller noget i den retning. Og inden da, så læste jeg på RUC der, og læste geografi, og en af mine første samf-bas opgaver det var Bornholm som grøn ø. Så det vil sige, at, og jeg har altid været vildt optaget af det her med energi og alt sådan noget, og hele miljødelen. Så det var jo vildt sjovt at få lov til at interviewe, fordi der var Bornholm virkelig pionere, og få lov til at interviewe Brandt, som var amtsborgmester og direktøren for Østkraft, direktøren for limtræs fabrikken, som lavede vinger til nogle forsøgsmøller og sådan hele vejen rundt, og få det der indblik. Så derfor har det sådan ligget helt naturligt, at da så hele Bright Green Island strategien kom, der synes jeg jo bare det var vildt fascinerende. Og allerede dengang, tilbage ved Bornholm som grøn ø, der havde man visioner om, at der skulle komme et biogas anlæg, der skulle lægge ved Aakirkeby, og sådan noget. Og det er jo sådan blevet til virkelighed, ik.

E: Bornholm som grøn ø, var det, det første led i Bright Green Island strategien, eller var det før?

B: Nej, man kan sige det her det er jo lang tid før. Vi er jo helt tilbage i 80'erne, midt 80'erne eller sådan noget. Så det er jo lang tid tilbage, men på en eller anden måde så er det jo det, der har, altså ting kommer jo ikke bare ud af ingenting, det er jo det, der på en eller anden måde også giver noget historisk validitet, i forhold til Bright Green Island. Så kan man sige, så var der meget stille omkring det. Og for min egen del, så fik jeg bygget mig en masse ovn da vi fik huset, og sådan, og

tænkte, ej, jeg må have nogle af de der elementer, og havde lyst til det. Men der var meget stille om det, og så kom jo så hele den her strategien, som jo så på en eller anden måde blev fra ingenting til stor. Og den har jeg ligesom fulgt med spænding, fordi jeg synes det da både med el-bilerne, der var jo en hel masse omkring det der, og vi fik også som familie mulighed for at køre el-bil i tre måneder. Og hele den her tænkning sådan, ej det her det er spændende sådan at få fokus på Bornholm. Og det kørte jo så de her 10 år. Men samtidig var der så bare rigtig meget kritik, fordi mange sagde det er varm luft, og alt muligt andet. Og der med ikke sammenhæng mellem os som almindelige borgere og så de her strategier og den her tænkning. Så på en eller anden måde så blev det oplevet, at det trak i hver sin retning. Men da vi kørte vores UTA (uddannelse til alle, red.) projekt, der havde vi blandt andet et ungeråd. Og det lavede vi sammen med Business Centeret, og der tog vi netop nogle af de her tanker op omkring Bright Green Island og sådan noget, sammen med de her unge. Og man kunne mærke, det her, det var virkelig noget man gerne ville.

E: Blandt de unge?

B: Ja præcis. Og havde tanker og ideer om, og jeg kan huske vi havde sådan en ung gut, som gik på HHX, som virkelig sådan, jeg skal simpelthen tilbage til Bornholm, og jeg skal arbejde med det her område. Så på den måde kunne vi på nogle måder koble det på nogle af de andre ting vi har arbejdet med. Vi tænkte også f.eks. sådan noget, kunne vi, da vi lavede projektet i forhold til unge, kunne vi lave sådan at som en del af deres arbejde med at udvikle sig, kunne vi lave et passiv hus, sådan så de nogle af de her uafklarede unge simpelthen gik og byggede sådan et passiv hus, og ligesom fik indblik i hvordan katten fungerer det her. Så kunne man så bruge det som udstilling, og man kunne bruge det som tilflytter hus, eller et eller andet, andet. Så vi prøvede at tænke det ind, uden der var nogen der spurgte os om det.

E: Hvad tænker du om måden som kommunen håndterer strategien på i dag?

B: Jeg tænker, at det er jo egentlig fint nok, at kommunen har taget den til sig. Det eneste som jeg sådan ser som lidt problematisk, det er at man har Bornholms Udviklings Strategi, hvor man har gået ind og taget en allerede eksisterende og så sætter man bare en overskrift på, der hedder Bright Green Island.

E: Kan du uddybe det, hvad man har gjort?

B: Man har den her udviklingsstrategi, og den har nogle forskellige emner, som den arbejder med. Og den skal man ligesom forny.

E: Altså, det er en kommunal udviklingsstrategi?

B: Ja præcis, og så har man valgt at sige, jamen, og det er selvfølgelig med en god mening, lad os kalde det Bornholms Bright Green Island og så Bornholms Udviklings Strategi. Men det blev bare lidt for bagvendt. Altså, det vil jo egentlig være vigtigt at sige, nu udvikler vi den her med Bright Green Island briller, sådan at den gennemsyrrer den. Men det må så blive næste led. Men altså bare det, at man har taget det til sig, at man faktisk, på trods af den her modstand, også politisk, at man siger, det her, det skal vi altså holde fast i ved. Og det som jeg synes er rigtig fedt, det er at virksomhederne er så skarpe på at sige, det må vi simpelthen ikke slippe det her. Vi skal simpelthen bevare den her profil og strategi. Lige nu synes jeg stadig vi halter med at få skabt den mulighed, at man kan blive en del af dét bornholmske fællesskab, der handler om at skabe et bæredygtigt Bornholm.

E: Hvad tænker du, kunne man fra kommunen side, for det er jo lidt kommunen der er afsenderen på strategien, kunne man gøre noget for at organisere sig bedre? Nu har man jo ansat Lena til at tage projektstyring på det, men hvis der nu var frie rammer, og du kunne sige hvad man skulle gøre, hvad ville du så mene kommunen skulle gøre for sådan virkelig at rodfæste strategien?

B: Jeg tror at på en eller anden måde så ville det være, hvis man egentlig havde nogle flere ressourcer i forhold til det. Netop fordi at det er koblet på en udviklingsstrategi. Det her med at få ind på skoler og i alle mulige andre sammenhæng. Fordi det er så bredt, så kræver det også rigtig meget. Der er så mange holdninger og meninger om det, ikke? Så det kræver altså noget af en volumen hvis det virkelig skal hænge sammen.