



International Centre for Reindeer Husbandry
Международный Центр Оленеводства
Riikkaidgaskašaš Boazodoalloguoovddáš

ANNUAL REPORT 2020



Front page picture: Traditional smoking of reindeer meat. Kia K. Hansen, ICR/ UEI 2016.

Part 1 - The ICR Board's Report for 2020

Based on the contents in this annual report, and despite the challenges of the pandemic, the Centre has done a very comprehensive work in 2020. The experience and work of the Centre shows that *the need for such a Centre is much greater than originally thought*. The activity of the Centre and the reception it has got in different forums and arenas shows that the establishment of such a Centre was appropriate, and that it fulfills important functions in circumpolar reindeer husbandry and in the work with specialists and authorities, functions that were not taken care of before. The Centre's work has been much in demand and many actors have apparently missed such a point of contact to the indigenous peoples engaged in reindeer husbandry throughout the circumpolar north. The Centre coordinates the work of different groups in reindeer husbandry and gains access for indigenous peoples and reindeer husbandry where it has not had access before. The activities and processes in and around the Centre are thus seen in light of the professional needs of the target groups.

Concerning the Centre's priorities in 2020, the Board put special emphasis on the following initiatives (in no particular order): The SDWG EALLU Project, Arctic Indigenous Peoples' Culinary Institute, UArctic EALÁT Institute at ICR, ReindeerPortal.org, UNEP/GEF Nomadic Herders/ Nomadic Herders Sápmi, Support of WRH, work in the Arctic Council, and the RCN Rievdan Project.

Many factors have influenced the goal achievements for the Centre in 2020. The Centre's wide-reaching institutional networks, the competence of ICR staff, the close coordination and collaboration with WRH and its member organisations, and a flexible and proactive basic organisation, have all in our view been key elements in securing goal achievement for the Centre in this period. As far as external factors goes, the current challenging international situation has not negatively affected ICR's operations directly, though restricting funding access for projects to some degree.

Summing up, the Centre has gone forward on all major points in the Strategic Plan for 2020. All tasks that were prioritized have had very good progress, and new initiatives with strategic potential have been identified and actively pursued. Virtually all the measures have been carried through or initiated as assumed, within available resources and conditions. Taken into account the given possibilities of the Centre, both externally and in terms of internal resources and capacity, the Board concludes that the Centre has achieved very much in this period.



February 24, 2021.

Inger Anita Smuk
Chair of the Board

Vyacheslav Shadrin
Board Member

Mai-Britt Utsi
Board Member

Nechei Serotetto
Board Member

Per Jonas Partapuoli
Board Member

Part II - Introduction and Key Figures

2.1 The Aims, Work and Organization of the Centre

The purpose of the International Centre for Reindeer Husbandry (ICR) is to strengthen the international cooperation of reindeer husbandry¹. The main aim of the Centre² is to contribute to the maintenance and development of a sustainable reindeer husbandry in the North and to contribute to a strengthening of the cooperation between the world's reindeer herding peoples. The Centre shall also contribute to taking care of the traditional knowledge of reindeer husbandry, and to spread knowledge and understanding of reindeer husbandry.

ICR shall gather information and get an overview of relevant knowledge about reindeer husbandry and pass on information and documentation about conditions important for reindeer herders, for their culture and ecology, also including research results and reindeer herders' traditional knowledge. The Centre can indicate the need for and initiate research in collaboration with others. The Centre shall also provide professional and administrative support to the Association of World Reindeer Herders and its international activities. The Centre shall be operated in deliberation with WRH³.

ICR shall be a Centre of knowledge for preparing and exchanging information and documentation between the different groups of reindeer herders, scientists and administrators in the Arctic countries and to promote cooperation between them. The Centre shall thus promote further knowledge production, enhanced information and understanding for reindeer husbandry and the people living off reindeer husbandry worldwide. The international target groups⁴ for the work of the Centre are reindeer herders, public authorities, research and professional environments, other Arctic businesses⁵, organizations, collaborative bodies, and mainstream societies in reindeer herding countries.

ICR is an independent institution with its own Board and budget, and is formally organized as a state administrative body with a special authority. When it comes to administrative and financial questions, the Centre reports to the Ministry of Local Government and Modernisation (following the Section on Sámi and Minority Issues). The Statutes of the Centre has been revised in 2010, and were approved by the Ministry on July 1. 2010. The basic work of the Centre in 2019 has been funded by the Norwegian Ministry of Local Government and Modernisation.

The Annual Report format has been adapted to the size and distinctive character of ICR.

¹ Letters of Award from the Ministry of Labour and Social Inclusion/ Ministry of Reform, Government Administration and Church Affairs/ Ministry of Local Government and Modernisation for 2006-2020

² The Statutes of the Centre, July 1st 2010, § 1.

³ The Statutes of the Centre, July 1st 2010, § 2 and 4. Letters of Award from the Ministry of Labour and Social Inclusion/ Ministry of Reform, Government Administration and Church Affairs/ Ministry of Local Government and Modernisation for 2006-2020.

⁴ The Statutes of the Centre, July 1st 2010, § 2

⁵ Discussion in the Norwegian Parliament on White Paper number 30 (2005) / Report to the Foreign Affairs Committee number 264 (2005)

2.2 The Board

The Board is the superior body of the Centre. It has the overall responsibility for the work and activities of the Centre. It is responsible for professional quality, for use of financial and other resources, and for strategic priorities. The Board decides the strategies for the Centre.

In a letter of 10th of October 2014 the Norwegian Ministry of Local Government and Modernisation invited the organizations of reindeer herders in the Russian Federation, Sweden, Finland and Norway, University of Tromsø, University of Umeå, Herzen University, Russian Science Academy in Yakutsk, University of Lappland, University of the Arctic, WRH, Sámi University College and the Sámi Council to propose candidates for the Board. In a letter of October 19, 2018 the Ministry asked Herzen University, North Eastern Federal University in Russia, WRH and the Russian National Union of Reindeer Herders to propose replacement candidates for Board Member Rosa Laptander and Deputy Ludmila Gashilova. Based on the incoming suggestions, the Ministry, in deliberation with WRH, appointed the following members for the Board from the period 2018-2022:

- Reindeer herder Mrs. Inger Anita Smuk, Vice-Chair of WRH, *Chair*
- Reindeer herder Dr Mikhail Pogodaev, Chair of WRH
- Reindeer herder Mr. Per Jonas Partapuoli, Sáminuorra and SSR, Sweden
- Reindeer herder Nechei Serotetto, Yamal, Reindeer Herders' Union of Russia/ Yamal
- Prof. Dr Mauri Ylä-Kotola, Rector of University of Lapland, Finland
- Mrs. Mai-Britt Utsi, Associated Professor, Sámi University of Applied Sciences. Norway

The following were appointed as Deputies:

Rated deputies for members from Norway:

1. Mr. Lars Kullerud, President, University of the Arctic
2. Dr. Mikkel Nils Sara, Associated Professor, Sámi University of Applied Sciences.

Rated deputies for members from Sweden:

1. Ms. Helena Omma, SSR, Sáminuorra, Sweden
2. Mrs. Anne-Maria Magga, Suoma Boazosámit, Finland

Rated deputies for members from Finland:

1. Mrs. Anne-Maria Magga, Suoma Boazosámit, Finland
2. Ms. Helena Omma, SSR, Sáminuorra, Sweden

Rated deputies for members from Russia:

1. Dr. Vyacheslav Shadrin, Associate Professor, Russian Science Academy, Russia
2. Dr. Elida Atlasova, Associate Professor, North Eastern Federal University, Russia

The Board has representatives from all the major reindeer herding States.

As of March 13, 2019, Dr Mikhail Pogodaev stepped down as Board Member of the ICR due to his appointment as Deputy Minister of the Sakha (Yakutia) Republic in Russia. Since then, Deputy Board Member Dr. Vyacheslav Shadrin has been summoned as a Regular Board

Member. Since then, Mrs Inger Anita Smuk has also functioned as Chair of the Board of WRH.

The Chair of the Board was appointed by the Ministry of Local Government and Modernisation together with WRH. The Board is appointed for four years. Following practice, the Board can elect its own Vice-Chair. Dr. Mikhail Pogodaev, Russia, was unanimously re-elected upon nomination as Vice-Chair at the Board meeting in Salekhard November 27, 2018. Following Pogodaev's resignation, the ICR Board has not elected a new Vice-Chair.

The Board has had one meeting and two circulatory protocols in 2020, in part due to the pandemic; Circulatory protocols of February 28 and July 17, and a Zoom Conference meeting on 20, 25 and 26 November. The Board has processed 14 case issues in 2020.

2.3 The Administration

The Centre's staff has included the following persons in the current period:

- Mr. Anders Oskal, Kautokeino, has been employed full-time as Executive Director
- Mrs Hanne Hætta Gaup, Kautokeino, has been employed full-time as Senior Advisor, and also as Head of Office since May 1.
- Ms. Elna Sara, Kautokeino, has been employed full-time as Information Manager.
- Prof Dr Svein D. Mathiesen, Kautokeino/ Tromsø, has been employed full-time as Senior Science Advisor/ UEI Professor and Institute Lead of UArctic EALÁT Institute at ICR. In addition he has had a Professor II position at Sámi University of Applied Sciences and at North Eastern Federal University in Sakha (Yakutia) Republic, Russia.
- Mr. Johan Mathis Turi, Kautokeino, has been employed at 30% as Senior Strategic Advisor.
- Ms. Sara Ellen Vars, Kautokeino, has been employed at 24% as cleaning deputy.
- Prof Dr Robert W Corell, Miami, USA, constituting 10% Senior Science Advisor/ UEI Professor II.
- Ms. Svetlana Avelova, Saint Petersburg, Russia, Project Coordinator 50%.
- Ms. Alena Gerasimova, Saint Petersburg/ Neryungri, Russia, Project Coordinator, 50%.
- Ms. Rosa-Máren Magga, Heatta, Finland, Project Coordinator, Engagement 100% until April 14.

In addition, there has been various, short-time engagements based on hourly rates, related to miscellaneous projects and other initiatives. This includes limited engagements of indigenous youth connected to projects.

In all, the Centre has had employees constituting roughly 6,4 man labour-years, with 11 different people engaged at the Centre through the period. While this could be seen to represent a relatively wide spread of resources personnel-wise, it is part of a conscious strategy of widening ICR's reach in terms of people and networks especially related to project activities.

In addition, there has been a range of people from WRH’s voluntary networks associated and working with the Centre in the period, connected to their roles in projects, local activities, voluntary work etc. These people have not received any salary from ICR (and are thus not included in the man-labour year setup).

There has also been learning for the Centre in terms of the administrative functions, including reporting, financial management, documentation and other demands. New tasks have also been introduced in this regard. In the current period one has also worked with developing and refining processes and routines for the work of the Centre. This work will continue next year.

There has been two semi-annual meetings with the Ministry of Local Government and Modernisation in the period, following the Letter of Award. The meetings were held August 17 and November 30 by teleconference. As earlier, the Administration and Chair has also had continuous contact with the Ministry on administrative issues in the period.

The accounts of the Centre are kept by the Norwegian Government Agency for Financial Management (DFØ-Direktoratet for Økonomistyring). The Centre is audited by the Office of the Auditor General in Norway. The Office of the Auditor General had a regular contact meeting and audit with the Centre by teleconference on September 4.

2.4 Key Figures from the Centre’s Accounts in 2020

Below is a table of key figures from the Centre’s accounts in 2020, in NOK.

Key figures from the Centre’s Accounts	2019	2020
Man labour-years	6,39	6,39
Total allocation post 01-99	10 647 000	10 976 000
Degree of utilization post 01-99	85,15	77,28
Operating expenses	9 346 474	8 481 712
Wage share of operating expenses	48,80	54,90
Wage share per person	713 819	728 757

3.1 Introduction: The Challenges of Circumpolar Reindeer Herding

The Jåhkâmáhkke-Declaration from the 6th World Reindeer Herders' Congress in 2017 provides an updated description of the possibilities, the challenges and the problems of reindeer husbandry from reindeer herders' own perspectives. The declaration is concerned with diverse challenges such as reindeer herders' economy, biodiversity and protected areas, fragmentation of grazing lands, health and well-being, the challenges of taiga reindeer herding, education, research and management, as well as international collaboration. The Honningsvåg-Declaration from the Sámi Conference in 2005 emphasizes that the indigenous peoples themselves shall manage their own knowledge. The conducted reindeer husbandry projects under the umbrella of the Arctic Council also draw up challenges for reindeer husbandry (eg. Sustainable Reindeer Husbandry I and II, EALÁT and EALLIN, ARA/ ARR, AACA, as well as the ongoing projects EALLU and Nomadic Herders).

Other documents and reports of importance to circumpolar reindeer husbandry, are the UN Declaration of Indigenous Peoples, the UN Convention on Biological Diversity, the UN declaration on Agenda 21, part 26, the Sustainable Development Goals, the ILO Convention 169 on the rights of indigenous peoples, the UNESCO Convention on the preservation and development of cultural diversity, the IPCC assessments, the Arctic Council Adaptation Action to a Changing Arctic assessments, and the human rights criteria for the global resource sector (GRS) in accordance with the FTSE 4Good and Dow Jones Sustainability Indexes.

The beginning of the 21st century marks a time of changes in the Arctic, changes in geographical areas and in societies. Climate change and changes in the use of the Arctic are important drivers for this development. These questions are being highlighted in the Arctic Council reports Arctic Climate Impact Assessment (ACIA) of 2004, the Arctic Human Development Report (AHDR) of 2004 and the Adaptation Action to a Changing Arctic assessments (AACA), the GLOBIO project within the framework of the UN Environmental Program (2001), and reports from the UN International Panel on Climate Change (IPCC). The Centre was established as a response to these challenges, cf. the Norwegian Parliamentary Report number 30 (2005) "Possibilities and challenges in the North" and the Report of the Standing Committee on Foreign Affairs of the Norwegian Parliament number 264 (2005).

The mechanisms and the network established by the Centre should be used towards practical reindeer husbandry. Through the work of the Centre, reindeer husbandry has been represented in arenas where it was not represented before. This is done in order to spread knowledge on circumpolar reindeer husbandry, its possibilities and its challenges. One has also focused on international networks in order to strengthen the role and possibilities of young reindeer owners. The Centre has deliberately worked to recruit youth to this line of work.

3.2 Projects

In 2020 the range of projects the Centre has initiated/ worked with includes the following initiatives, some of which will be specifically mentioned later (here in no particular order):

- Arctic Council SDWG EALLU – Indigenous Youth, Climate Change & Food Culture
- 1st Arctic Indigenous Peoples’ Food Congress
- Arctic Indigenous Peoples’ Culinary Institute
- UNEP/ GEF/ CAFF Nomadic Herders Skills/ Peatlands and Nomadic Herders Resilience
- EU Horizon2020 INTERACT II Project (Lead WP9)
- EU Horizon2020 APPLICATE Project
- EU Horizon2020 POLARNET II Project (Task lead)
- Training of Future Arctic Indigenous Leaders: Planning the James J McCarthy Leadership Training Seminar for January 2021
- Food Innovation Leadership ECTS education course
- Food Innovation Leadership training component pilots
- Arctic Indigenous Peoples’ FoodLab

3.3 Cooperation agreements

The Centre has made cooperation agreements with the following institutions in the period:

- Harvard University Kennedy School of Government, Belfer Center for Science and International Affairs, Boston, US. Agreement including training of Arctic indigenous youth and the James J McCarthy indigenous leadership seminar, Arctic Resilience Forum, and Harvard Arctic Knowledge Systems Study Group.
- United Nations Environmental Programme (UNEP), Nairobi, Kenya. Agreement on UNEP Peatlands and Nomadic Herders Resilience PPG.
- Alfred Wegener Institut (AWI), Bremerhaven, Germany. Consortium Agreement on EU Horizon2020 PolarNet II.

3.4 Publications

In 2020 the Centre has authored, published and/ or substantially contributed to the following publications, also in partnership with UEI and its institutional partners:

- Sara, Ravdna B.M.E and S.D Mathiesen (2020): *Sámi Gastronomy: the Role of Traditional Knowledge*. [Journal of Gastronomy and Tourism](https://doi.org/10.3727/216929720X15968961037890), Volume 5, Number 1, December 2020, pp. 33-49(17). <https://doi.org/10.3727/216929720X15968961037890>
- Krarup Hansen, K., Moldenæs, T., & Mathiesen, S. D. (2020). *The knowledge that went up in smoke: Reindeer herders’ traditional knowledge of smoked reindeer meat in literature*. *Polar Record*, 1-16. doi:10.1017/S0032247420000170
- Oskal, A (2020): Arctic - World Reindeer Herders. In *Agorelius, Cointreau and Lamy (ed): Sustainability Rocks*. Hallbars Sustainability Awards. Hallbars.org, Sweden. ISBN 978-91-986625-1-1. (Institutional chapter on world reindeer herding, together with chapters from Rainforest Alliance and Bill & Melinda Gates Foundation.)

3.5 Actions and Measures in the Strategic Plan, with Initial Comments Concerning the Covid19 Pandemic

As the Covid19 Pandemic broke loose in the beginning of 2020, much of ICR's international activities, projects and processes were severely impacted. As all travel in Norway stopped from mid-March, adaptations and adjustments were made as necessary. ICR had already established an emergency response group. ICR then converted much of its international activities to web-based formats, especially utilizing Zoom meetings and webinars. At the same time, planned delayed investments could be made, including costs related to ICR's migration to new offices in Guovdageaidnu. Currently, ICR has managed to consolidate its activities to the largest possible extent.

Here follows a comprehensive review of the Centre's Strategic Plan for the period. According to the Board's Decision on the ICR Strategic Plan, some activities in the plan were given priority over others. In the review below these priority activities are marked with a (*).

3.5.1 Traditional Knowledge in Reindeer Husbandry:

One of the Centre's main purposes is to take care of and document traditional knowledge from reindeer husbandry, in close cooperation with local reindeer herders, with the aim that this knowledge can be utilized in management of reindeer husbandry and the natural environment.

3.5.1.1 UArctic EALÁT Institute at ICR (UEI at ICR) – University of the Arctic EALÁT Institute for Circumpolar Reindeer Husbandry (*)

UEI at ICR has arranged/ co-arranged a variety of professional seminars and workshops in the period. There has also been arranged courses, cf. later chapters in this report.

As a legacy of SDWG EALÁT, the SDWG EALLIN and SDWG EALLU projects in the Arctic Council has been major follow-up platforms of the EALÁT concept, continuing refinement of methods and tools as well as institutional networks, with a focus on reindeer herding youth and active youth participation. See separate chapter on SDWG EALLU.

3.5.1.2 Arctic Indigenous Peoples' Culinary Institute

The indigenous reindeer herding communities in Fennoscandia, Russia, China, Mongolia and North America are presently facing new challenges and threats against a sustainable development and local value added. The reasoning behind the *Arctic Indigenous Peoples' Culinary Institute initiative (AIPCI)* is that ICR wish to develop methods and skills to improve the economy of reindeer husbandry to maintain its resilience and sustainability in face of rapid Arctic change, focusing on diversity and economic freedom of reindeer herders. ICR acknowledge that the traditional knowledge among the reindeer husbandry professionals is the foundation for a sustainable livelihood and nomadic civilization. At the same time, it is seen as key to ensure the reindeer herders' access to and ownership of the most profitable parts of their value chains.

In the period, ICR has implemented activities of AIPCI in coordination with SDWG EALLU and partly RCN Rievdan. See also the chapter for SDWG EALLU. These efforts were also linked to UArctic EALÁT Institute.

In the period, ICR has worked on refining the concept of the virtual culinary institute. This has included initial work to clarify R&D components, mapping partner institutions and people, networking and relation building, work with funding applications and more. Funding applications have been developed. This also links to the Arctic Indigenous Peoples' Food-Lab project, see below.

3.5.1.3 Arctic Council EALLU: Indigenous Youth, Climate Change and Food Culture (*)

See information under 3.5.4.3.

3.5.1.4 Ethical Guidelines for Handling of Traditional Knowledge

In the period, ICR has gathered relevant materials, especially connected to the EU H2020 Interact II project, as a startup and baseline foundation for revisions of its ethical guidelines for traditional knowledge.

The work with UArctic EALÁT Institute at ICR, the Arctic Council EALLU Project, the Arctic Indigenous Peoples' Culinary Institute, and baseline for ethical guidelines have all had good progress.

3.5.2 Outreach and Information, Knowledge Development, Development of New Outreach Tools:

The Centre is to contribute to sustainable reindeer husbandry through circumpolar knowledge promotion and development. It is a goal to establish the Centre's position as a key knowledge provider on circumpolar reindeer husbandry.

3.5.2.1 Development of the ReindeerPortal.org (*)

In the period the Centre has retained all the social media and information platforms that one has been running since 2013. The ReindeerPortal.org is developed in a continued partnership with WRH, as well as other UArctic partners.

As a follow-up of earlier hacker attacks, the Centre has transferred its website onto a new platform, in collaboration with Arctic Portal in Iceland. The transfer was fully operational in 2019, and is now the platform upon which all ICR and WRH sites are managed. There have been some training activities for ICR personnel in this regard.

The previous website successfully operated in English and Russian languages. After the hacker attack and the launch of a new platform for the website, the content was restored primarily in the English language. In the period translation of the website's entire content into Russian was initiated, and the function of switching the website language will be fully organized in 2021. At the same time, new contents like news posts, articles, announcements and so on have been published in both English and Russian in the meantime.

The Reindeer Portal is currently home to multiple sub-project sites including no-madicherders.org, davggas.org, rievdan.org, ealat.institute, eallu.org and more, including the following: All key information about the first Arctic Indigenous Peoples' Food Congress including the registration system has been preserved on the website, and can thus be used again if and when the event is actually implemented. The website also hosts the World Reindeer Herders Congress (WRHC) and the 7th WRHC in Khanty-Mansiysk, Russia in 2021. Here the Reindeer portal can be used as a main platform to effectively present the event, with links for broadcasting and recordings of the Congress's events. Another project that is saved on the site is the James J. McCarthy leadership seminar for Arctic Indigenous Youth Leaders in 2021, with a separate tab, video presentations and so on.

The Reindeer Portal is accessible through multiple URLs including reindeerportal.org, reindeerherding.org, reindeercentre.org and others, to maximize accessibility and traffic.

Most people find the site through Google search or are referred via Facebook. Yandex, the Russian search engine is now a much used search engine used to find our site, also reflecting Russian contents. Key search terms to find us are 'reindeer herders', 'reindeer herding' and 'reindeer'.

Utilization of social media:

As an integral part of the focus on the ReindeerPortal.org, one has also worked further on the inclusion and linkages towards new social media. The aim is to also utilize social media with the whole ReindeerPortal.org concept to secure mutually supportive outreach strategies and build-up of wanted traffic. Newly generated content is reflected automatically through selected social media channels. In order to enhance the reach and linkages to different user groups, ICR has maintained social media pages linked to the ReindeerPortal.org, and vice versa. The Centre's social media platforms are important means by which ICR outreach its work and news related to reindeer husbandry world wide.

The Centre has its own page on Facebook, which represents a popular means of outreaching ICR news and content, as well as that of other partners. This platform has a low technical barrier to entry, and a relatively wide reach. In the period, the number of ICR followers grew from 2 489 to 2 498, representing a moderate continuation of earlier growth, though under special pandemic conditions on external activities and visibility. ICR further retains a Youtube channel (www.youtube.com/user/icrh) for outreach of videos. The Centre to a modest degree also uses Twitter to outreach and bring attention to content from ICR and the ReindeerPortal.org.

ReindeerPortal traffic:

Overall traffic on the ReindeerPortal in 2020 included over 16 000 users and over 43 000 pageviews.

Traffic to the website came from organic search (45%), direct traffic (34%) and social media (19% mainly from Facebook but also Vkontakte, Twitter and Instagram etc.), and finally referral traffic (10%).

Traffic from top countries includes US (30%), Norway (11%), Canada (9%), Russia (7%), UK (5%), China (4%), Finland (3%), Sweden (3%), France (2%), Germany (2%) and so on. Traffic from especially Russia is considered somewhat low, but is connected to ongoing reconstruction of Russian contents.

In 2020 there was produced and published over 70 original news-articles and posts on the websites. A new tab for the 1st Arctic Indigenous Peoples' Food Congress was viewed over 7 800 times. The most popular single posts in English were connected with the 1st Arctic Indigenous Peoples' Food Congress hitting over 2 000 views. The most popular post in the Russian language was about the Evenk cuisine book becoming the best cookbook in the world in the Arctic category, hitting over 2 100 views.

3.5.2.2 Collection of Baseline Data on Circumpolar Reindeer Husbandry

The Centre has focused on collection of data from different regions in partnership with WRH through existing projects and processes. Gathered materials have to some extent, been outreached through ReindeerPortal and other written materials. These efforts have also been supplemented by the Centre's work with the Arctic Council EALLU project, GEF/UNEP/CAFF Peatlands & Nomadic Herders, and more. Through the Peatlands & Nomadic Herders project, the information on particularly the Taiga regions has been maintained and supplemented.

3.5.2.3 UNEP Nomadic Herders Project (*)

The Centre has delivered the *UNEP Nomadic Herders Program* application, ie. through the implementation of the GEF Project Preparation Grant (PPG) pre-project, together with WRH and UNEP/ GRID-Arendal already in 2013. There has been done a range of refinements and developments of the main application since then, in close dialogue with UNEP. The final decision for approval of the main project has not yet been made by GEF, due to challenges in GEF Washington allegedly relating to G7 sanctions on Russia.

The Nomadic Herders project is especially important because of its focus and potential significance for the very challenged taiga reindeer herding peoples and regions, cf. the Jåhkåmåhkke Declaration of 2017. ICR efforts has on one hand focused on supporting WRH in trying to address these issues with affected national states and regions, while maintaining contact and engagement locally. While the situation is not yet clarified, some progress has been made in partnership with WRH.

Furthermore, ICR together with WRH has developed a global *Nomadic Herders Skills MSP* concept application (small and medium sized project) in dialogue with UNEP, that focus on training of indigenous youth, biodiversity and land degradation. However, during the course of 2020, the MSP was also halted due to other unrelated criticism of GEF from developing countries.

During 2020, ICR and WRH with partners have had dialogue with UNEP and GEF to solve this issue. This has resulted in the designed MSP components being merged with another GEF project on Peatlands in Mongolia, with formation of a new PIF and allocated GEF funding for a new PPG. The agreed aim with UNEP is now to uphold the MSP contents and

budgets for a new main project, where the PPG phase is running in 2020-2021. The new project is entitled *GEF/UNEP Managing Peatlands in Mongolia and Enhancing the Resilience of Pastoral Ecosystems and Livelihoods of Nomadic Herders*.

As a result of these processes, and a parallel due diligence process in UNEP, ICR has been clarified as a *UNEP Executing Agency* in 2020. Furthermore, ICR have entered into an agreement with UNEP on the implementation of the reindeer herding components of the UNEP/GEF Peatlands & Nomadic Herders Resilience project PPG.

3.5.2.4 Course in Circumpolar Reindeer Husbandry – Outreach Towards Authorities

Regional and national authorities have been actively involved in professional seminars and workshops linked to SDWG EALLU and SDWG ARF, including lectures and discussions by key ICR and WRH personnel and reindeer herding youth. In addition, status and findings from regional EALLU sites and activities have been continuously reported to the Arctic Council system, eg. national authority experts in SDWG. While the Centre is seeking options to re-run the UArctic Master Course entitled *Adaptation to Globalisation in the Arctic: The Case of Reindeer Husbandry (AGA)* and the *Course on Biodiversity and Traditional Knowledge (CBD 8J)*, these initiatives together with the Training of Future Arctic Leaders concept forms building blocks for the Centre's efforts towards outreach and training of also local authorities. This also relates to the *Food Innovation Leadership* Course developed together with Nord University and partners.

3.5.2.5 UArctic EALÁT Institute at ICR and Course Development (*)

Please see also 2.5.5.2 UArctic EALÁT Institute at ICR.

In the period, the work has been concentrated on the *Training of Future Arctic Leaders* concept, as initially developed by ICR within the framework of UArctic EALÁT Institute. In a joint effort together with the SDWG EALLU project, ICR has coordinated training programs for reindeer youth in 2015-2020, also as part of the further development of this course concept. This work is linked to the RCN Rievdan project, AIPCI and Arctic Council EALLU.

In the period there was also developed a course concept on *Food Innovation Leadership* in partnership with Nord University in Norway, linked to EALLU and Rievdan WP3.

Furthermore, ICR also developed concepts for education courses under the UNEP/GEF/CAFF Nomadic Herders project.

By its cooperation agreement with Harvard University Belfer Center, ICR together with WRH, UEI and Harvard Kennedy School developed the James J McCarthy Arctic Indigenous Leaders Training Seminar Series in 2020. The first pilot version was planned for implementation in January 2021, with 26 young Arctic indigenous students from the pan-Arctic area. This course was a joint idea between WRH, ICR and the late Harvard Professor James J McCarthy, the former co-lead of IPCC, main author of Arctic Council ACIA Chapter 17, ARCADIA and IPY EALÁT Co-Investigator, and former President of AAAS. Planning and implementing the course was a way of honoring Professor McCarthy's strong Arctic

engagement and concern for indigenous peoples. As part of the first pilot training program, ICR also co-hosted and planned an open Arctic Memorial Lecture for Professor McCarthy at Harvard Kennedy School in January 2021. This is a continuation of WRH and ICR collaboration with Harvard, going back to 2002.

These efforts and historical timelines to Professor McCarthy also forms the substance of ICR's developed concept of an Arctic Resilience Centre/ Tromsø Resilience Centre, initiated in 2014. This concept is building on the ARCADIA project, the Arctic Council ACIA report ch. 17, the IPY/ Arctic Council EALÁT project, the Arctic Council EALLIN and EALLU projects, the RCN Davggas project, the UNEP Nomadic Herders projects, as well as RCN Rievdan project WP3. Since 2014, ICR has been working steadily to secure institutional partners in this endeavour, building on the UArctic EALÁT Institute at ICR.

3.5.2.6 The Rievdan Project (*)

In 2014, Sámi University of Applied Sciences (SUAS) together with ICR developed and submitted the Rievdan project to the Research Council of Norway. Rievdan has an overarching goal to build up a master program in reindeer herding at SUAS. The project achieved funding, and final agreements with the Research Council and SUAS was signed in 2015. ICR has had responsibility for WP3 and partially WP4 in the project, focusing on food culture and outreach, respectively. In the period, ICR has planned and implemented its components of the project, and reported this to SUAS both in project meetings and by formal reports.

Even without upcoming scientific production due in 2021, ICR delivered more than its specified scientific Rievdan deliveries by 2020. ICR's pipelined production in 2021 includes a new science book published by Springer currently counting 10 scientific article manuscripts currently ready for blind review. This makes it evident that ICR will have delivered way beyond expectations in the RCN Rievdan application, and thus towards the Rievdan project goal of realizing a Master program in reindeer herding at SUAS.

3.5.2.7 EU Horizon 2020 Interact II Program (*)

As a consortium partner to the EU Horizon 2020 Interact II Program, ICR had a role as Work Package Leader for WP9 Adaptation to Environmental Changes. As part of the work, ICR together with project partners developed a guidebook for increasing linkages between Arctic scientific research institutions (in Interact) and indigenous and local societies, thus maintaining ICR's focus on the interaction and bridging of gaps between traditional indigenous knowledge, science and society. While the project was prolonged with one year due to Covid19, ICR delivered all its work and the full work package by the original schedule.

There has been good progress on outreach and knowledge development activities, and especially so regarding EALLU and Rievdan WP3. Interact II has been delivered as planned, and GEF/ UNEP Peatlands and Nomadic Herders Resilience has also had good progress, external conditions taken into account.



Pic: Canadian Reindeer Herd. N. Dory, 2014.

3.5.3 Contact, Cooperation and Network Building within Reindeer Husbandry:

The Centre shall establish contact and communication between world reindeer herding peoples, and between reindeer husbandry and other entities. The cooperation with WRH is a critical condition for this, and so assistance to WRH is a key element in the Centre's strategy.

3.5.3.1 Support to WRHs Secretariat (*)

In supporting WRH, the Centre has been assisting WRH in its international work as well as helping in planning and arranging WRH Executive Board meetings, WRH Council meetings and the 7th World Reindeer Herders' Congress. In 2017, the Boards of ICR and WRH made an agreement that ICR would organize WRH's secretariat, and where the current Director of ICR now also leads the secretariat. As before, assistance in WRHs work in the Arctic Council has been a main focus, as well as support to WRHs administrative work.

In 2020, ICR has been involved in the planning of the World Reindeer Herders' Council Meeting originally planned in 2020. Furthermore, ICR has been involved in planning the 7th World Reindeer Herders Congress in Khanty-Mansiysk AO, Russia in 2021, under challenging pandemic conditions. ICR also have the responsibility to plan the professional components of the Congress, including Reindeer Herders' Professional Day, and has initiated work on this in the period. While there have been contributions made to projects and initiatives of WRH, including special efforts to implement Council meetings, it has not been possible to contribute a regular full position to WRHs work (as recommended by the Inter-Ministerial Working Group in 2004).

3.5.3.2 International Network of Reindeer Herders' Information Centres (*)

In the period, there has been ongoing work to establish several new centres, including the following initiatives/ regions:

- Centre for Dukha Taiga Reindeer Herding, Tsaaganuur, Mongolia.
- Training Centre for Reindeer Husbandry, Teachers and Even Culture in Topolinoe, Sakha Republic, Russia.

Through the development of the UNEP Peatlands and Nomadic Herders Resilience project, efforts were undertaken to prepare for an ICR office in Mongolia, to be seen in relation to the Centre's efforts to establish an Information Centre for Dukha Taiga Reindeer Herding in Tsaaganuur together with WRH and Taiga Nature Society in Mongolia.

In 2018, ICR joined WRH for the opening of the *National Center for Reindeer Herding Development* in Salekhard, Yamalo-Nenets AO, Russia. ICR has continued cooperating with the

centre in Yamal in the period. One has also continued developing plans for a possible training/ exchange concept for the different regional reindeer herding centers, linked with other initiatives of ICR.

3.5.3.3 Arctic Council EALLU: Indigenous Youth, Climate Change and Food Culture (*)

ICR together with WRH was able to achieve good progress for the EALLU initiative in the period given limitations of the Covid19 Pandemic, in dialogue and interaction with the Arctic Council and co-leads Norway, Russia, Canada, Saami Council and AIA, as well as with all the other Permanent Participants of the Arctic Council, along with a few observer organisations.

The work has also included initiating and planning the *1st Arctic Indigenous Peoples' Food Congress* in Guovdageaidnu March 9-13, cf. work on the EALLU project, which had to be cancelled the week before due to the Covid19 Pandemic. Elements originally included in the planned Congress were downscaled and implemented according to health regulations, including the visit from the Norwegian Minister of Regional Government and Modernization and Food Innovation Leadership training. The Congress was postponed for another feasible time and place.

In addition, ICR supported WRH in achieving a prolonging of the EALLU project into the upcoming Russian Chairmanship of the Arctic Council in dialogue with co-lead States, PPs and SDWG, as partly necessitated by the Covid19 pandemic impacts.

Still, activities of SDWG EALLU in 2020 includes the following community-based youth workshops, science seminars, showcases and actions:

- Special Food Session for Norwegian Minister Linda Hofstad Helleland, Ministry of Regional Government and Modernisation, March 11
- Food Innovation Leadership course, for indigenous youth/ arrived participants for 1AIPFC, Guovdageaidnu, March 9-11
- Inuit Food Night, for arrived participants for 1AIPFC, Guovdageaidnu, March
- Sámi Food Night, or arrived participants for 1AIPFC, Guovdageaidnu, March
- Demonstration of barbecue of a whole reindeer, by Master Chef Carloz Lopez from Argentina, for arrived participants for 1AIPFC, Guovdageaidnu, March
- Demonstration of Sámi traditional field slaughter of reindeer, Guovdageaidnu, March
- Arctic Resilience Forum session on Indigenous Youth Leadership, coordinated by ICR and WRH, November 7
- Planning for the James J McCarthy Indigenous Leadership Seminar in January 2021, together with partners Harvard University Kennedy School Arctic Initiative, WRH, IPS and UArctic.
- Development of business cases on Arctic indigenous entrepreneurship etc. in partnership with Harvard Business School, Boston, US, also including CHNL, Norway.

As part of EALLU, ICR has also made exhibitions displayed as follows:

- EALLU exhibition at the Municipal Council Meeting Hall, LES, Guovdageaidnu, from March 9

- EALLU Evenki Food Culture Special Demonstration for Minister Helleland, Guovdageaidnu, March 11
- EALLU exhibition at Alfred Nobel house, Björkborn, Sweden, April-December
- EALLU II exhibition at the Hallbars Sustainability Awards at Alfred Nobel house, Björkborn, Sweden

While one has been able to implement activities together with other ICR projects and initiatives, the EALLU project has yet to achieve basic funding for project management and coordination of deliverables production. Applications and dialogue have been initiated towards the Norwegian MFA, Nordic Council of Ministers, the Barents Secretariat, and others.

The project has consistently been reported in to the Arctic Council SDWG/ SAO meetings through presentations and materials, and through the established reporting mechanisms of the Arctic Council. The general project work has been based on collaboration with WRH, WRH member organisations, local indigenous institutions, business actors, as well as regional authorities. There has also been positive collaboration with all PPs and specific observers in terms of practical implementation.

At the 24th International Gourmand Awards Ceremony held in Macau, China July 3-4, 2019, the Russian edition of the EALLU book won a *Gourmand Special Award*, in recognition of the dissemination of the book to a full pan-Arctic audience. Furthermore, the Rievdan WP3 Diedut book on Arctic indigenous peoples' food systems (Mathiesen et al, 2018) won the 1st prize for the *Best Arctic Culinary Book*, and the 2nd prize for the *Best Scientific Food Publication*. This work is also linked to EALLU.

These EALLU and Rievdan WP3 knowledge contributions, co-produced by pan-Arctic indigenous youth, was thus able to retain and achieve global attention and recognition within the world of food books and publications. It is especially rewarding that one has been able to maintain and develop the international recognition of the food related work of ICR and partners, with regards to scientific production.

In the period, ICR and WRH has collaborated with Nord University in Norway in further course development, under the MoU between ICR and the University signed in Salekhard, YNAO in March 2018. Together, one has refined the course concept entitled *Food Innovation Leadership*, responding directly to the Arctic Council Fairbanks Declaration of 2017. In the period ICR has also worked together with UArctic, Nord University in Norway, Saskatchewan University in Canada and North Eastern Federal University in Russia to develop a new module of the Food Innovation Leadership program on training educators for teaching food innovation and entrepreneurship, by support of UArctic Norway. Work to further develop these concepts will continue in 2020, based on experiences gained in the period.

As for cooperation and network building in reindeer husbandry, the Arctic Council EALLU Project has had very good progress - given pandemic limitations, as a cornerstone project of the Centre and WRH in the Arctic Council. There has been progress re-

garding regional information centers concerning consolidation of the centre in Yamal and processes in new regions. The support to WRH has been focused on planning, implementing and reporting the WRH Council and Board Meetings, Arctic Council related work, and planning the 7WRHC under otherwise demanding pandemic conditions.

3.5.4. Contact, Cooperation and Network Building in Research and Professional Environments of the North:

The Arctic Council and UArctic are considered key collaborative bodies and arenas with regard to the research, education and professional environments of the north. The long-term goal of the Centre is to build up the knowledge on reindeer husbandry in the Arctic Council system and UArctic, and to earn and maintain a role as the key knowledge provider on circumpolar reindeer husbandry on these key arenas.

3.5.4.1 Participation in Arctic Council (*)

The Centre has participated together with WRH on all the most important meetings in Arctic Council in 2020, with the long-term aim to build an international network for knowledge exchange and collaboration. This includes all meetings of SAOs and SDWG, as well as meetings of ACAP and CAFF. Work has been concentrated on the SDWG EALLU project, CAFF Nomadic Herders, as well as observer-related issues and more.

3.5.4.2 Participation in the Arctic Economic Council

Following nomination by the Saami Council, the director of ICR was a member of the Arctic Economic Council and its Governance Committee, until the Saami Council chose to withdraw from the Council in 2019/2020.

3.5.4.3 UArctic EALÁT Institute at ICR (*)

The University of the Arctic Institute for Circumpolar Reindeer Husbandry: UArctic EALÁT Institute, was formally established the 5th November 2010.

The institutional framework of the institute have been further developed in the period, including efforts along with the agreements with institutions within the IPY EALÁT Legacy networks. The Centre has the responsibility for international coordination of the UArctic EALÁT Institute. Prof. PhD Svein D Mathiesen has functioned as Institute Lead in the period, while Prof. PhD Robert W Corell has been engaged as a Special Scientific Advisor/ Professor II. The Executive Director and the whole range of ICR employees have also all been involved in the work of the Institute, to variable degrees.

The UArctic EALÁT Institute has been engaged in a wide spectrum of knowledge challenges for circumpolar reindeer herding in the period, including education, training, traditional knowledge, information and outreach.

Activities of UArctic EALÁT Institute at ICR in the period includes:

- Various outreach events on indigenous peoples' food culture and food systems, including activities under Arctic Council EALLU and RCN Rievdan.

- Participation in various UArctic activities and seminars.
- Further development of the initiative on an Arctic Resilience Center, as conceived by ICR in 2014.
- Food Innovation Leadership, ECTS education program, and practically oriented training program.
- Applications for funding for different Institute courses etc.
- Further concept development for the institute.

The Centre has closely followed up the Arctic Council work on key issues for reindeer husbandry. As for the UArctic network, cornerstone achievements include the Food Innovation Leadership program, the pilot Training of Future Arctic Leaders program with HKS and development of other initiatives.

3.5.5. Open Post - Other Activities and Initiatives:

The Centre has also been engaged in a range of other activities and initiatives, of which some are reported here. They have been contributing to fulfill the purposes of the Centre in different ways, within the Centre's field of operations. This includes network building, participation in meetings/ seminars etc. related to traditional knowledge, participation related to national and regional reindeer herders' NGOs and authorities, planning, implementation and participation on professional seminars, conferences, workshops etc., work towards national and international media, lectures for indigenous students and in different forums. Activities are listed below (in no particular order).

3.5.5.1 Meetings, Conferences, Hosting Delegations and More

The Centre has taken part in a wide diversity of different activities in the period, some of which are listed below.

- Arctic Frontiers, Tromsø, Norway
- Arctic Circle, Reykjavik, Iceland
- Wilson Center Arctic Events
- International Gourmand Awards events
- Meeting Norwegian SAO Ambassador H.E. Hilde Svartdal Lunde, Ministry of Foreign Affairs, FRAM, Tromsø
- Launch event for the Norwegian Government's White Paper on the Arctic, hosted by Minister Frank Bakke Jensen, FRAM, Tromsø
- Other activities, not listed.

3.5.5.2 Participation in Relevant Forums and Networks

- The Centre has actively participated at various meetings and activities of UArctic.
- The Centre has actively participated at events of Gourmand International

3.5.5.3 Planning and Implementation of Professional Seminars, Conferences, Workshops etc.

- Through the Arctic Council EALLU project, the GEF/ UNEP Nomadic Herders project, the EU H2020 Interact II project and more, ICR has arranged online workshops in circum-polar reindeer herding areas in the period.

3.5.5.4 Work towards National and International Media

- The Centre has received international media focusing on indigenous peoples in the north, reindeer herding and global change. This includes an article in NY Times in November.
- One has focused media work in relation to ICR events and participation in different forums, for example EALLU events (various media internationally, including local media), the McCarthy leadership training course, and so on.

3.5.5.5 Lectures for Indigenous Students or in Different Forums

The Centre has given various other lectures in the period, including for:

- Students in reindeer herding, journalism etc. at Sámi University of Applied Sciences in Kautokeino
- Students at Herzen University in St.Petersburg, Russia
- Master and PhD students at Harvard University, in the Harvard Kennedy School Arctic Courses.
- Students at the Food Innovation Leadership program hosted at Nord University, Norway
- EALLU Youth participating at events during the year
- Training of Future Arctic Leaders program, including indigenous youth training on the Arctic Council.

3.5.5.6 Initiation and Participation in Joint Projects on Knowledge Development, Traditional Knowledge, Training and Information

- As part of ICR projects, there was produced different articles in the period, see under ICR publications.
- The efforts of the Birgen project has been sought continued through the work with the Arctic Indigenous Peoples' Culinary Institute, where womens' roles and traditional knowledge on food culture and raw materials is a key part of the concept. Such continuation needs to be worked on next year.
- Participation in the Harvard Kennedy School of Government study group on Arctic Knowledge Systems, with Master, PhD and PostDoc students at Harvard University.

3.5.5.7 Other Activities

Together with WRH, ICR has also contributed to the Committee on an International Year of Rangelands and Pastoralism, including forming a separate regional steering group for pastoralism in the Arctic.

Concerning other activities, the Centre has achieved much within the main goals of the Centre, with limited resources. Several of these activities and initiatives have shown strategic potential for the Centre, and have had significant positive impact on other operations, projects and initiatives of the Centre.

Part IV - Management Control at the Centre

4.1 Management Control Systems

The Centre's Management Control Systems are centered around the standard Full-Service Solution provided by the Norwegian Government Agency for Financial Management (DFØ). These solutions have been designed to fulfil all requirements for financial management in Norwegian State Agencies.

The Centre further utilizes the standard ethical guidelines for the State sector in Norway, and has its own separate ethical framework document for handling of traditional knowledge of indigenous societies. In addition, the Centre has developed separate routines for internal and external reporting of any irregular activities, or so-called whistle-blowing. These routines are subject to discussions at Office staff meetings and/ or personnel seminars at ICR.

4.2 Risk Management Tools

The Centre has developed a risk-management tool, also refined through its own experiences since its inception. This tool is based on core risk-management parameters such as probabilities, consequences and adaptive measures, and is connected to the professional goals of the Centre as defined by the ICR Strategic Plan. The risk tool and its basic data is reviewed regularly, including through Office staff meetings and/ or personnel seminars, and is also subject to discussion at the semi-annual meetings with the Ministry of Local Government and Modernisation. The risk management tool is handled by the Board as an addendum to the ICR Strategic Plan.

4.3 Working Environment and the Outer Environment

The offices at the LES-building are suited for the Centre's activities, providing a proper working environment. The regional reindeer husbandry administration is also currently located in LES, as well as the Sámi newspaper Ávvir, representing both a relevant professional environment and a gathering point for reindeer herders as a primary target group of the Centre. The office space at Diehtosiida and the FRAM Centre further provide useful work environments for ICR.

The Centre seeks to actively work with reduction of sick-leaves, inclusion of people with reduced working capacities, as well as continued engagement of older employees. The rate of absence at the Centre has been registered to less than 1% in the period.

The Centre uses digital means of communication in its work, such as e-mail, Skype, videoconferencing and other electronic tools. It is necessary to use these means of communication because of the vast geographical region in which the Centre works and for financial reasons. Furthermore, the Centre only sends out Board case documents electronically.

These priorities are also necessary to maintain the outer environment. The Board is of the opinion that the work of the Centre does not pollute the outer environment.

4.4. Gender Equality and Diversity

Of the 6 members of the Board, 3 are men and 3 are women. This means that there are 50% of each gender on the Board. In addition, the Chair of the Board, carrying a double vote, is a woman.

In the administration men have been employed in positions equaling ca 2,9 man-labour years in the current period, while women have been employed equaling ca 3,5 man-labour years, including longer term temporary positions/ engagements (>1 year). The Centre works towards an equal gender balance in the administration. The Centre also seeks to follow non-discrimination practices towards peoples' religion, sexual orientation and so on.

4.5. Other Reporting and Reporting on Common Directives

Here follows a report on other factors and common directives given to the Centre in the Letters of Award and regulations, applied as far as they are relevant.

Concerning inclusiveness (Inkluderingsdugnad):

As there have been less than five people hired in the period, percentages of inclusive hiring is not reported, according to the regulations from the Ministry. The administration has considered ways in which inclusion could be integrated in ICRs operations for hiring, in order to fulfill the goals of the inclusiveness efforts in the State, while there has not been implemented any specific measures in the period in this regard. As a result there is also limited experience gathered for sharing in the period. Overall, the Centre seeks to be inclusive in its hiring of personnel.

Concerning information security:

Overall, ICR has relatively low amounts of sensitive information, most of which is in the form of personnel-related data. Following the systems of the Directorate for Financial Management (DFØ) and its systems, there is established two-step internal control system for sensitive information. Furthermore, ICR has made sure that the access to its switches, firewall and fiber internet entry point is restricted within ICR's new offices and thus in effect to ICR employees. The service provider for internet solutions has also been consulted in terms of security assessments, and has performed some trials to this effect with ICR employees. One has also started assessing utilization of cloud-based work environments including specific security measures. This work continues into the next year.

Concerning apprentices:

ICR has not taken in an apprentice (lærling) in the period, but has generally assessed how this arrangement could be utilized in its future work. Although no apprentice has been formally taken in for the period, ICR has nonetheless actively worked with including and engaging reindeer herding youth in different projects, processes and initiatives, especially the EALLU and Nomadic Herders project initiatives, and the programs for Food Innovation Lea-

dership and Training of Future Arctic Leaders with Harvard University etc. The Centre has also had contact and some collaboration with the office of apprentices in reindeer herding in this regard, which may also be further developed.

Concerning emergency and safety plans:

Work with societal safety and preparedness is an integral part of the Centre's operations. While ICR have offices at Diehtosiida and the Fram II Centre, their respective emergency plans and concepts developed are available for the Centre. Based on this, the Centre has also refined its plans for the rest of the office space, which will also be continuing into next year. The Centre has conducted safety drills in the period. The Centre annually prepares a concise risk and vulnerability assessment (ROS), as an integrated part of its risk management system. This has also been shared and a topic of discussion in the semi-annual meetings with the Ministry.

Part V - Assessment of Future Prospects of the Centre

5.1 Planned Work in 2021 and Onwards

In the work plan for 2020 there are initiatives that will be continued in 2021 onwards. Here one could especially mention the work with Arctic Council EALLU project, Arctic Indigenous Peoples' Culinary Institute/ FoodLab, UArctic EALÁT Institute and course development, the ReindeerPortal.org, and the UNEP Peatlands & Nomadic Herders Project. The preparation and planning together with WRH of the World Reindeer Herders' Council Meetings and Congress will also be important. The Centre's continued engagement in knowledge production, traditional indigenous knowledge, research and education will also be important for goal achievement.

Another area the Centre will have to focus on in 2021 and further, is the coordination of information and communication tasks in Russia, Mongolia, China and North-America, including gathering of information. In relation to this, the continued development work on the ReindeerPortal.org is key, where one seeks to ultimately reap the full benefits of modern information and communication technology for reindeer herders in a changing world, by building the ReindeerPortal.org into the best source of information on world reindeer husbandry. Development, evaluation and implementation of the course materials on circumpolar reindeer husbandry will also continue. The same goes for the further development of the network of information centers in reindeer husbandry.

The Centre will continue to build competence about the Northern areas amongst youth working in reindeer husbandry. This will be done directly at the Centre and through recruitment. This task will also be vital in the future.

As the common statement of world reindeer herding peoples from the 6th World Reindeer Herders' Congress, the *Jáhkâmáhkke-Declaration* will have clear impacts and implications for the work of ICR, as a very important policy document for the professional work of the Centre. The same goes for future WRHC Declarations.

5.2 Summing Up and Thoughts About the Future Work

The work of the Centre so far has shown that the need for such a Centre actually is much greater than initially assumed. The Centre has important functions in circumpolar reindeer husbandry and in the work with specialists and authorities in the high north, functions that were not taken care of before. The large activity in and around the Centre reveals that it fills both professional needs, knowledge needs and coordination needs for the different groups the Centre is working with. The Board would like to underline the important role of the Centre for the sustainable development in the high north, both seen from the cooperation with WRH and the Arctic Council, the work the Centre has done during IPY, in UArctic, in UNEP and the IPCC, as well as within the framework of the High North Strategy of the Norwegian Government.

Societal structures, infrastructure, institutions and organizations in reindeer husbandry are generally very diverse throughout the reindeer herding world. Infrastructure is often quite

challenging in the most isolated reindeer herding communities, and many threatened reindeer herding cultures today are to be found in the eastern parts of Eurasia. It is therefore necessary to continue and even strengthen the international focus of the Centre for it to succeed in its mandate to maintain a sustainable reindeer husbandry in the circumpolar areas. The composition of the Board of the Centre includes two representatives from Russia, and a Deputy from Mongolia/ China, meaning that the Board is better able to cover the geographical scope of the Centre, including regional networks, contacts and legitimacy at large.

Even though the Centre has come a long way since its startup in 2005, the work to establish its structure is not yet finished. There is still much work to be done to consolidate and develop the Centre into an international tool for circumpolar reindeer husbandry, not least seen in relation to the needs and the very serious, complex and diverse challenges of reindeer herding societies in the high north today. As such, the Centre will still be in a development phase for some time.

Due to the special current international situation, the Centre's work on true people-to-people collaboration between Arctic indigenous peoples is seen as more important than ever before. In a situation where the political cooperation is more challenging, and national economies are receding, there are clear dangers and experience that ordinary indigenous people are the first to feel negative impacts from this situation. Therefore it is of utmost importance that the Centre is properly equipped and made able to function as a real hub for transparent and concrete people-to-people collaboration across the circumpolar north. This will be of importance both to reindeer herding societies, the northern indigenous peoples, the Arctic region, as well as mainstream society.

As the Centre has expanded since its startup, there are now more activities and people involved than initially expected. The Centre moved its main administration into the LES building in Kautokeino in 2010, providing good space and working environment for the main base of employees, adequate location for profiling and so on. At the same time, the Centre still maintains connections to Diehtosiida in Kautokeino (the Sámi Science Building), with collaboration partners and projects, and office space on site. The Centre has also opened an office at the FRAM II Centre in Tromsø, Norway.

Looking at the project portfolio of the Centre, it is however also clear that there are some limitations to further expansion of project activity in terms of the current basic funding.

Issues like translation and interpreting are natural parts of the work of an international Centre. This is a challenge that also has financial consequences. The Centre needs to use financial resources on this in order to be able to function internationally, especially in conjunction with the large reindeer husbandry regions in the east. The experience from 2006-2020 show that this represents a larger expense than initially thought, although some relief has been found in engagement of Russian speaking personnel. An interdepartmental committee assessed the establishment of the Centre in 2004. At that time it was envisaged that the Board would be comprised only of Norwegian citizens. This committee, and the

Centre itself, have done some calculations and have come to the result that an international Board will double the expenses of the work of the Board when one includes translation and interpreting. The Board does not see it as possible to reduce these expenses if the Centre shall function according to its intentions. The traditional knowledge of the people engaged in reindeer husbandry is also stored and accessible through different languages of the indigenous peoples in the high north. This is a challenge in itself.

The Board recommends that the financial basis of the Centre should be strengthened in future budgets so that the Centre will be better able to carry out its tasks and reach its goals in appropriate and rational ways. The Board wants that the following fields should be prioritized:

- The need for the Centre, its work and activity: It is clear that the need for the Centre internationally is much larger than assumed earlier. The Board sees that there is a clear need for strengthening the professional resources of the Centre, to meet the real challenges and needs that exist in international reindeer husbandry. It is therefore clearly necessary to increase the staff at the Centre, especially when focusing on the reindeer herding regions in Russia, Mongolia, China and North-America. It is also necessary to secure resources to establish a network for local reindeer herding centres.
- Arctic Indigenous Peoples' Culinary Institute/ Food Congress: Because Arctic indigenous reindeer herders today are facing unprecedented change and therefore also specific challenges, it is of outmost importance to secure that also local indigenous communities are able to exploit possibilities arising from Arctic change. The establishment of a culinary institute for Arctic indigenous peoples represents a new approach to handle Arctic change, building on the traditional knowledge on food culture in the local communities in a new and positive way. Today, traditional food culture of Arctic indigenous peoples are hardly documented and used for local business development and value-added for reindeer herders. The issues of food security and food safety for indigenous peoples is also gaining international attention in face of Arctic change. This project is linked to the Arctic Council EALLU project, the RCN Rievdan project, as well as potential links with the BIRGEN project of the Women's Network in Reindeer Husbandry. Therefore, the Board stress the importance of this initiative by ICR and WRH, and urge the need to secure appropriate funding through ICR for such an initiative. The Ministry's investment support for the Arctic Indigenous Peoples' FoodLab is seen as a very positive contribution in this regard.
- Support to WRH: As another issue it has not been possible with the current situation to allocate one labour man-year for support to WRH, although this was recommended by the interdepartmental working group in 2004. This needs to be corrected because cooperation with WRH is a critical success factor for reaching the goals of the Centre, especially concerning maintaining and developing contacts with different regions of reindeer husbandry and the different reindeer herding peoples in the circumpolar north.
- Multilingualism: The expenses in connection with multilingualism in the Board and in the work of the Centre will exceed the calculated expenses in the report from the interdepartmental working group in 2004. This has got to do with the international composition of the Board and with expenses to translation and interpreting etc.

These conditions all mean that the budget for 2021 will be tight. This also puts a limit on the possibilities to handle further external funding for the professional activities of the Centre, even though financial opportunities for project funding may exist.

Finally, the full range of consequences of the ongoing international Covid19 outbreak is at this moment unclear, while it may also have some longer-term impacts for the Centre's international work. ICR will continue to follow the situation, and respond as appropriate.

Part VI - Budget and Accounts for 2020

6.1 The Board's Comments to the Accounts for 2020

The International Centre for Reindeer Husbandry (ICR) was established by the Norwegian Government in 2005 in Kautokeino, as a contribution to the unique international cooperation of circumpolar reindeer herding peoples. ICR is an independent professional unit, with its own board and budget. Its core funding is provided by the Norwegian Government through annual grants from the budget of the Ministry of Local Government and Modernisation. The annual accounts constitute part VI of the annual report of ICR.

6.2 Confirmation

The financial statements are prepared in accordance with the regulation for financial management in the Norwegian State, circular R-115 from the Ministry of Finance, the Letter of Awards 2020 from the Ministry of Local Government and Modernisation, and the requirements for ICR in the Directive on Financial Management. The Board believes the accounts provide a comprehensive picture of the Centre's disposable appropriations, recorded expenses, revenues, assets and liabilities.

6.3 Assessment of Significant Issues

In 2020, ICR has disposed total grants of expenditure on chapter/ item 056 301 of NOK 6 696 000, cf. the appropriation report. Under-expenditure for item 01 was NOK 109 893. On chapter / item 356303 the hire income was NOK 19 778 higher than allocation, and will be increased from under-expenditure for chapter/item 056301. Total sum transferred to the next year on chapter/ item 056301 according to the calculations in note B will thus be NOK 129 671.

In addition, the Centre has grants of totally NOK 3 585 174 on chapter/ item 056 321 - Special operating costs, for charging costs of externally funded projects. The grant may be exceeded following corresponding additional income on chapter / item 356302, and may also be transferred to the next year so that project revenues received one year can be used for project expenditures the subsequent years, to the extent that the income comes before the expenses. The grant is at the same level as the income appropriation under chapter / item 356302. The Centre has an under-consumption on chapter / item 056321 of NOK 2 259 339 and lower income on revenue account 356302 of NOK 423 826. This sums up to NOK 1 835 513 in all, which will be transferred to next year, in accordance with note B. The reason for this transfer from 2020 to 2021 is connected to grants on multi-year projects, and postponements of project work due to covid-19. Some of the income was allocated in the end of the year, also grants on multi-year projects. The total is thus NOK 1 835 513, to be transferred to 2021.

6.4 The Framework for the Financial Management of the Centre

The Letter of Awards from the Ministry of Local Government and Modernisation, and the main Directive for the Financial Management at ICR as of September 2, 2020 lays out the

framework for the management of the finances of the Centre. In these documents, there are regulations on financial management, routines and reports, as well as more detailed rules on the dialogue between ICR and the Ministry.

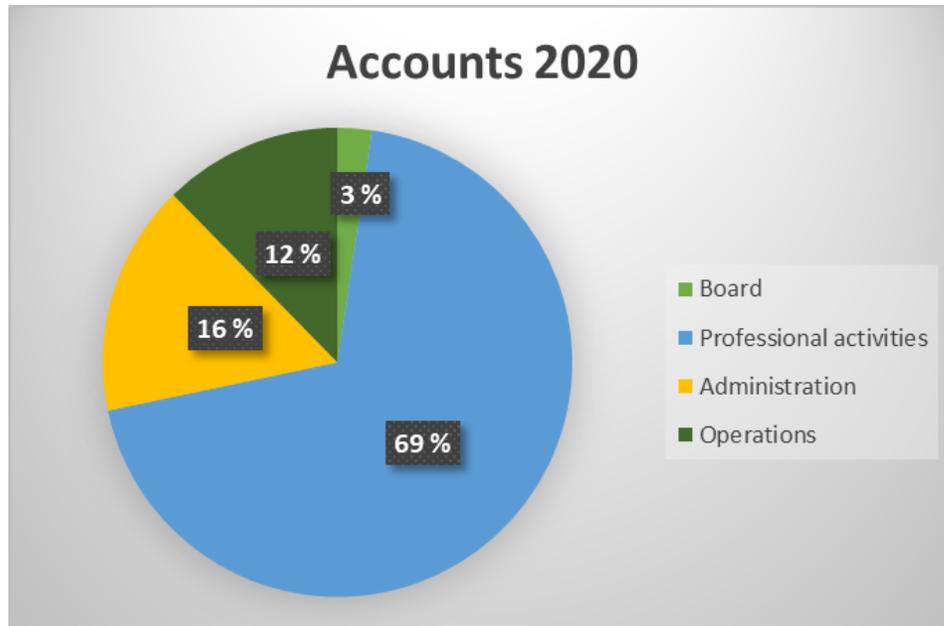
6.5 The Budget and Accounts for 2020

With reference to Board decision 13/19 Budget for 2020, the periodic economic report and prognosis to the Ministry by 31 August 2020, the Board's discussion and decision in case 7/21 Budget and Accounts for 2020, and the accounts for 2020 from Norwegian Directorate for Financial Management (DFØ), the ICR accounts for 2020 are found in the reporting list of grants at the end of this report. Key figures are also presented in chapter 2.4 above.

Due to the Covid19 Pandemic and its consequences nationally and internationally, 2020 has been a year somewhat out of the ordinary. The pandemic has affected our work, both in terms of administration and projects. It has subsequently been necessary to adjust some of the costs in the budget. Changes have been made related to reduction of travel expenses etc, which have been used for deferred investments as well as investments in connection with moving to new offices. The administration has accordingly balanced the basic budget and transferred funding to 2021 as appropriate.

The accounts show an under-consumption/result of NOK 129 671 for 2020 concerning the basic budget (ie. apart from projects). This is within the 5% transfer limit and will be applied transferred to 2021.

In sum there is a surplus on project income of roughly NOK 1 835 513, largely due to multi-year projects continuing into 2021, where the income has come before corresponding expenses. The remaining project funds of NOK 1,835,513 should (according to new routines) have been in account 2902, but are placed in account 34xx. Due to this, the project funds are higher than if account 2902 had been used. In 2021, these funds will be transferred from account 34xx to 2902. Some of the projects in 2020 have expenses that will be covered by grants received in 2021.



Based on expenditure and cost sites (and allocation of wages for administrative tasks and the Chair), the costs for administration and operations were around NOK 2 400 390, or around 28% of the total account of the Centre in 2020. These shares are in line with figures from previous years, demonstrating that a relatively limited amount of ICR’s budget is used for administration tasks, even given pandemic impacts on the Centre’s work in the period.

Similarly, around NOK 5 880 954 or 69% of the total expenditure in 2020 were allocated to professional activities, ie. including projects and the Board’s work. In other words, most of the Centre’s resources are allocated to professional work, and only limited amounts on administration and operations. This is roughly on the same level as previous years.

With regards to Projects, the accounts show that ca. 34% of the total income of the Centre for 2020 was external financing. Net short-term debts per December 31, 2019 amounted to NOK 174 579, consisting of tax deductions for the 6th term of 2020 and VAT.

6.5.1 Additional Information

The Office of the Auditor General of Norway is the external auditor confirming the Centre’s annual accounts. The audit report can be read on our website www.reindeerherding.org when it becomes publicly available.

Guovdageaidnu, March 11, 2020

Anders Oskal (sign.)
Executive Director

Appendix: Note on Principles to the Annual Accounts

Annual accounts for government businesses are prepared and presented in accordance with further guidelines laid down in the regulations for financial management in the Norwegian State ("Regulations"), adopted 12 December 2003 with amendments, the latest of 02 September 2020.. The annual accounts are in accordance with the requirements in the Regulations, section 3.4.1, specific decisions in circular note R-115 from the Ministry of Finance, and any additional requirements determined by own Ministry.

The reporting list of grants includes an upper part with a report of grants, and a lower part showing values that the business is listed up with in the capital accounts. The report of the ledger accounts has an upper part showing what is reported to the government accounts according standard plan for accounts for state businesses, and a lower part showing groups of accounts that are included in the account for national treasury.

The reporting list of grants and report of general ledger accounts are prepared of the base of the Regulations, section 3.4.2 - the basic principles of annual accounts:

- a) The accounts follow the calendar year
- b) The accounts contain report of all expenses and revenues for the financial year
- c) Expenses and revenues are kept in the accounts with the gross sum
- d) The accounts are prepared in accordance with the cash basis/principles

The reporting lists of grants and report of general ledger accounts are prepared according to the same principles, but grouped by various account plans. The principles correspond with the requirements in the Regulations, section 3.5 on how businesses must report to the government accounts. Total sum line "Net reported to the grants accounts" is similar in both lists.

All government businesses are affiliated with the state group accounts scheme in Norges Bank in accordance with the requirements in the Regulations, section. 3.7.1. Ordinary administrative agencies (gross budget businesses) are not supplied with available funds throughout the year. At the end of the year, the balance of the individual accounts is reset at the transition to a new year.

Reporting of grants

The reporting list of grants shows the business' accounts numbers reported to the government accounts. The report is listed up after chapters and items in the report of accounts, which the business has been given authority to dispose. The report shows all financial assets and liabilities of the business listed in the state capital accounts. The column for total grants shows what the business has been granted in the Letter of Awards for each combination of chapter/item.

The report on ledger accounts

The report on ledger accounts presents accounts numbers that the business has reported to the government accounts accordingly the standard plan for accounts state businesses. The enterprise has a credit facility for disposable awards on the consolidated accounts in Norges Bank. The supports shall not be recognized and therefore do not appear as revenue in the report.

Note 7 to the report on ledger accounts show differences between the settlement with the treasury and the state treasury.

Oppstilling av bevilgningsrapportering 31.12.2020

Utgiftskapittel	Kapittelnavn	Post	Posttekst	Note	Samlet tildeling*	Regnskap 2020	Merutgift (-) og mindretgift
0500	Spesielle driftsutgifter	☞	21		500 000	355 856	144 144
0563	Driftsutgifter	☞	01		6 696 000	6 586 107	109 893
0563	Spesielle driftsutgifter	☞	21		4 009 000	1 546 884	2 462 116
1633	Nettoordning for mva i staten	☞	01		0	410 919	
<i>Sum utgiftsført</i>					11 205 000	8 899 765	
Inntektskapittel	Kapittelnavn	Post	Posttekst		Samlet tildeling*	Regnskap 2020	Merinntekt og mindreinntekt(-)
3563	Diverse inntekter	☞	02		4 009 000	3 585 174	-423 826
3563	Leieinntekter	☞	03		279 000	298 778	19 778
5309	Tilfeldige inntekter	☞	29		0	32 400	
<i>Sum inntektsført</i>					4 288 000	3 916 352	
Netto rapportert til bevilgningsregnskapet						4 983 413	
Kapitalkontoer							
60089001	Norges Bank KK /innbetalinger					2 683 166	
60089002	Norges Bank KK/utbetalinger					-8 886 281	
706721	Endring i mellomværende med statskassen					-299	
<i>Sum rapportert</i>						-1 220 000	
Beholdninger rapportert til kapitalregnskapet (31.12)							
					31.12.2020	31.12.2019	Endring
xxxxx	[Aksjer]				0	0	0
706721	Mellomværende med statskassen				-174 579	-174 281	-299
* Samlet tildeling skal ikke reduseres med eventuelle avgitte belastningsfullmakter (gjelder både for utgiftskapitler og inntektskapitler). Se note B <i>Forklaring til brukte fullmakter og beregning av mulig overførbart beløp til neste år</i> for nærmere forklaring.							

Oppstilling av artskontorrapporteringen 31.12.2020

	Note	2020	2019
Driftsinntekter rapportert til bevilgningsregnskapet			
Innbetalinger fra gebyrer	1	0	0
Innbetalinger fra tilskudd og overføringer	1	2 362 188	3 308 574
Salgs- og leieinnbetalinger	1	301 764	145 352
Andre innbetalinger	1	0	0
<i>Sum innbetalinger fra drift</i>		2 663 952	3 453 926
Driftsutgifter rapportert til bevilgningsregnskapet			
Utbetalinger til lønn	2	4 656 759	4 561 305
Andre utbetalinger til drift	3	3 824 953	4 785 169
<i>Sum utbetalinger til drift</i>		8 481 713	9 346 474
Netto rapporterte driftsutgifter		5 817 761	5 892 548
Investerings- og finansutgifter rapportert til bevilgningsregnskapet			
Utbetaling til investeringer	5	0	83 059
Utbetaling av finansutgifter	4	7 134	4 658
<i>Sum investerings- og finansutgifter</i>		7 134	87 717
Netto rapporterte investerings- og finansutgifter		7 134	87 717
Innkrevingsvirksomhet og andre overføringer til staten			
Innbetaling av skatter, avgifter, gebyrer m.m.	6	22 200	0
<i>Sum innkrevingsvirksomhet og andre overføringer til staten</i>		22 200	0
Inntekter og utgifter rapportert på felleskapitler *			
Gruppelivs forsikring konto 1985 (ref. kap. 5309, inntekt)		10 200	10 400
Arbeidsgiveravgift konto 1986 (ref. kap. 5700, inntekt)		0	0
Netto føringsordning for merverdiavgift konto 1987 (ref. kap. 1633, utgift)		410 919	186 673
<i>Netto rapporterte utgifter på felleskapitler</i>		400 719	176 273
Netto rapportert til bevilgningsregnskapet		6 203 414	6 156 538
Oversikt over mellomværende med statskassen **			
Eiendeler og gjeld		2020	2019
Fordringer		0	0
Kontanter		0	0
Bankkontoer med statlige midler utenfor Norges Bank		0	0
Skyldig skattetrekk og andre trekk		-141 510	-156 959
Skyldige offentlige avgifter		-33 069	-11 804
Annen gjeld		0	-5 518
Sum mellomværende med statskassen	7	-174 579	-174 281
* Andre ev. inntekter/utgifter rapportert på felleskapitler spesifiseres på egne linjer ved behov.			
** Spesifiser og legg til linjer ved behov.			

Note 1 Innbetalinger fra drift

	31.12.2020	31.12.2019
<i>Innbetalinger fra gebyrer</i>		
Sum innbetalinger fra gebyrer	0	0
<i>Innbetalinger fra tilskudd og overføringer</i>		
Tilskudd fra andre statlige virksomheter	360 000	1 546 695
Tilskudd fra EU	714 391	0
Andre tilskudd og overføringer	1 287 797	1 761 879
Sum innbetalinger fra tilskudd og overføringer	2 362 188	3 308 574
<i>Salgs- og leieinnbetalinger</i>		
Tilfeldige inntekter (post 01, 02)	2 986	99
Hus/ fremleieinntekter. States bygg	298 778	145 253
Sum salgs- og leieinnbetalinger	301 764	145 352
<i>Andre innbetalinger</i>		
Sum andre innbetalinger	0	0
Sum innbetalinger fra drift	2 663 952	3 453 926

Note 2 Utbetalinger til lønn

	31.12.2020	31.12.2019
Lønn	3 980 025	3 876 959
Arbeidsgiveravgift	0	0
Pensjonsutgifter*	435 767	461 773
Sykepenger og andre refusjoner (-)	0	0
Andre ytelser	240 967	222 573
Sum utbetalinger til lønn	4 656 759	4 561 305
Antall utførte årsverk:	6,4	6,9

*** Nærmere om pensjonskostnader**

Pensjoner kostnadsføres i resultatregnskapet basert på faktisk påløpt premie for regnskapsåret. Premiesats for 2020 er 12 prosent. Premiesatsen for 2019 var 12 prosent.

Note 3 Andre utbetalinger til drift

	31.12.2020	31.12.2019
Husleie	665 871	684 178
Vedlikehold egne bygg og anlegg	0	0
Vedlikehold og ombygging av leide lokaler	0	0
Andre utgifter til drift av eiendom og lokaler	69 568	106 149
Reparasjon og vedlikehold av maskiner, utstyr mv.	0	0
Mindre utstyranskaffelser	395 717	59 380
Leie av maskiner, inventar og lignende	52 315	17 298
Kjøp av konsulenttjenester	319 542	53 980
Kjøp av andre fremmede tjenester	414 674	539 906
Reiser og diett	229 034	1 533 930
Øvrige driftsutgifter	1 678 234	1 790 347
Sum andre utbetalinger til drift	3 824 953	4 785 169

Note 4 Finansinntekter og finansutgifter

	31.12.2020	31.12.2019
<i>Innbetaling av finansinntekter</i>		
Renteinntekter	0	0
Valutagevinst	0	0
Annen finansinntekt	0	0
Sum innbetaling av finansinntekter	0	0

	31.12.2020	31.12.2019
<i>Utbetaling av finansutgifter</i>		
Renteutgifter	7 134	4 658
Valutatap	0	0
Annen finansutgift	0	0
Sum utbetaling av finansutgifter	7 134	4 658

Note 5 Utbetaling til investeringer og kjøp av aksjer

	31.12.2020	31.12.2019
<i>Utbetaling til investeringer</i>		
Immaterielle eiendeler og lignende	0	0
Tomter, bygninger og annen fast eiendom	0	0
Infrastruktureiendeler	0	0
Maskiner og transportmidler	0	0
Driftsløsøre, inventar, verktøy og lignende	0	83 059
Sum utbetaling til investeringer	0	83 059

Note 6 Innkrevingsvirksomhet og andre overføringer til staten

	31.12.2020	31.12.2019
Tilfeldige og andre inntekter (Statskonto 530929)	22 200	0
Sum innkrevingsvirksomhet og andre overføringer til staten	22 200	0

Note 7 Sammenheng mellom avregning med statskassen og mellomværende med statskassen.

Del A Forskjellen mellom avregning med statskassen og mellomværende med statskassen

	31.12.2020	31.12.2020	
	Spesifisering av <u>bokført</u> avregning med statskassen	Spesifisering av <u>rapportert</u> mellomværende med statskassen	Forskjell
Finansielle anleggsmidler			
Investeringer i aksjer og andeler*	0	0	0
Obligasjoner	0	0	0
<i>Sum</i>	0	0	0
Omløpsmidler			
Kundefordringer	22 200	0	22 200
Andre fordringer	0	0	0
Bankinnskudd, kontanter og lignende	0	0	0
<i>Sum</i>	22 200	0	22 200
Langsiktig gjeld			
9 Annen langsiktig gjeld	0	0	0
<i>Sum</i>	0	0	0
Kortsiktig gjeld			
Leverandørgjeld	-588 094	0	-588 094
Skyldig skattetrekk	-141 510	-141 510	0
Skyldige offentlige avgifter	-127 855	-33 069	-94 786
Annen kortsiktig gjeld	0	0	0
<i>Sum</i>	-857 459	-174 579	-682 880
Sum	-835 259	-174 579	-660 680

* Virksomheter som eier finansielle anleggsmidler i form av investeringer i aksjer og selskapsandeler fyller også ut note 8 B
