



International Centre for Reindeer Husbandry
Международный Центр Оленеводства
Riikkaidgaskašaš Boazodoalloguovddáš

ANNUAL REPORT 2025



**Pic: Meeting with H.E. President Khürelsükh Ukhnaa of Mongolia
Opening Ceremony for the Intl. Year of Rangelands and Pastoralists
@ FAO HQ, Rome, Italy, December 2, 2025**

Part 1 - The ICR Board's Report for 2025

Based on the contents in this annual report, the Centre has done a very comprehensive work in 2025. 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 2025, the Board put special emphasis on the following initiatives within the strategic priority areas of youth, climate change adaptation, food, and reindeer herders' cooperation (in no particular order): Support for WRH, NOMAD Indigenous FoodLab, Arctic Council, ARISE/ Training of Future Arctic Leaders, GEF/ UNEP Peatland & Nomadic Herders Resilience, UArctic EALÁT Institute at ICR (UEI), Reindeer herding information centers, Reindeer Portal, and the UN IYRP 2026.

Multiple factors have influenced the goal achievements for the Centre in 2025. 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 significantly negatively affected ICR's operations directly in the period.

Summing up, the Centre has gone forward on all major points in the Strategic Plan for 2025. 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. The Board is very pleased with ICR's scientific work, as necessary for the fulfillment of the Centre's mandate on traditional knowledge. Taken into account the given possibilities of the Centre, both externally and in terms of internal resources and capacity, and given the complex international situation, the Board concludes that the Centre has achieved very much in this period.



March 13, 2026

Helena Omma
Chair of the Board

Lars Kullerud
Vice Chair of the Board

Janne Näkkäljärvi
Board Member

Ellen Sara Sparrok
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 strengthening 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 were approved by the Ministry December 12, 2019. The basic work of the Centre in the period has been funded by the Norwegian Ministry of Local Government and Regional Development.

The Annual Report format is 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/ Ministry of Regional Government and Districts/ Ministry of Local Government and Regional Development for 2006-2025

² The Statutes of the Centre, December 12, 2019, § 2

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/ Ministry of Regional Government and Districts/ Ministry of Local Government and Regional Development for 2006-2025.

⁴ The Statutes of the Centre, December 12, 2019, § 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 strategic priorities. The Board decides the strategies for the Centre.

In a letter of May 26, 2023 the Norwegian Ministry of Local Government and Regional Development invited the organizations of reindeer herders in Norway, Sweden, Finland, Greenland, Mongolia and China, University of the Arctic, WRH, Sámi University College and the Sámi Council to propose candidates for the Board. Based on the incoming suggestions, the Ministry, in deliberation with WRH, appointed the following members for the Board for the period 2022-2026:

- Mrs. Helena Omma, WRH, Sweden, Chair of the Board
- Ms. Tsetsemaa Gombo, Taiga Nature Society, Mongolia
- Mr. Xinjun Gu, Aoluguya Ewenki Organisation, China
- Mr. Janne Näkkäljärvi, Suoma Boazosámit, Finland
- Mr. Lars Kullerud, President, University of the Arctic
- Ms. Ellen Sara Sparrok, NRL, Norway

The following were appointed as Deputies:

Rated deputies for members from Norway, Sweden, Finland and Greenland:

1. Ms. Sara-Elvira Kuhmunen, Sáminuorra, Sweden
2. Mr. Manitsiaq John Nielsen, Isortoq Reindeer, Greenland
3. Mrs. Ellen Inga Turi, WRH, Norway
4. Mr. Klemetti Näkkäljärvi, Suoma Boazosámit, Finland

Rated deputies for members from Mongolia and China:

1. Ms. Khongorzhol Mungunshagai, Taiga Nature Society, Mongolia
2. Mrs. Ying Wang, Aoluguya Ewenki Organisation, China
3. Mr. Wanjun Zhang, Aoluguya Ewenki Organisation, China

The Chair of the Board of ICR was appointed by the Ministry of Local Government and Modernisation in deliberation with WRH. Following practice, the Board can elect its own Vice-Chair. The new ICR Board unanimously elected Mr Lars Kullerud as Vice-Chair at its first Board Meeting in December 2023. The Board has had the following meetings in the period: first on March 13-14, 2025 in Guovdageaidnu/ virtual; then virtually December 13-14, 2025. The Board processed 18 case issues in the period.

2.3 The Administration

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

- Mr. Anders Oskal, Guovdageaidnu, Executive Director.
- Prof Dr Svein D. Mathiesen, Guovdageaidnu/ Tromsø, Senior Science Advisor/ UEI Professor and Institute Lead of UArctic EALÁT Institute at ICR. (In addition Professor II at Sámi University of Applied Sciences).
- Mrs Hanne Hætta Gaup, Guovdageaidnu, Senior Advisor and Head of Office.
- Ms. Alena Gerasimova, Project Coordinator.
- Ms. Svetlana Avelova, Ulaanbaatar, Mongolia, Project Coordinator 50%.
- Mr Issat Isaksen Turi, Guovdageaidnu, Project leader, 20%.
- Mrs Kathrine Ivsett Johnsen, Grimstad, Senior Researcher, engagement 20% 15.03.2023-14.03.2027 and 30% engagement 15.09.2025-30.04.2026.
- Ms Marina Tonkopeeva, Tromsø, project leader 100% engagement 10.07.2023-03.07.2026.
- Ms. Anna Eline Vars, Guovdageaidnu, Cleaning Deputy 24%.
- Mr Andreas Ausland, Guovdageaidnu, Producer, engagement 40% 01.03.2024-31.12.2025
- Mr Issát Juvvá Ánte Näkkäljärvi, Guovdageaidnu, Advisor engagement 50% 15.08.2024-16.08.2025.
- Ms Anna Degteva, Tromsø, Project leader, engagement 100% 22.09.2025-06.01.2026.

In addition, there has been various, short-time engagements based on hourly rates and/or contracts, 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 7 man-labour years, with about 12 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 Regional Development in the period, following the Letter of Award. The meetings were held

April 10 and December 18 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.

2.4 Key Figures from the Centre`s Accounts in 2025

Key figures from the Centre`s Accounts	2024	2025
Man labor-years	10	7
Total allocation post 01-99	9 970 815	10 443 000
Degree of utilization post 01-99	131	138
Operating expenses	13 103 938	14 462 640
Wage share of operating expenses	51	43
Wage share per man	673 913	885 375



3.1 Introduction: The Challenges of Circumpolar Reindeer Herding

The Jáhkkámáhkke-Declaration from the 6th World Reindeer Herders' Congress in 2017 and the Guovdageaidnu-Declaration from the World Reindeer Herders' Congress in 2022 provides updated descriptions of the possibilities, the challenges and the problems of reindeer husbandry from reindeer herders' own perspectives. These declarations are 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 situation with recognition of reindeer herders' rights is still largely unclarified. There seems to be an overrepresentation of reindeer herding and indigenous issues in courts in Fennoscandia. Recent examples are the Swedish Supreme Court *Girjas case* of 2021, the Norwegian Supreme Court *Fosen case* of 2021, and the UN Human Rights Council case on *Näkkäljärvi vs Finland*⁶ from 2017. In a time of climate change and the "green transition", impacts from climate change mitigation needs to be addressed, ie. in the form of windmills, hydroelectric energy, bioenergy/ industrial forestry and so-called "green mining". The negative impacts of increasing encroachment, human activities and fragmentation of reindeer pastures represents legitimate concerns for the sustainability of reindeer herding units. Increasing land encroachment has also been highlighted in all Declarations from the World Reindeer Herders' Congresses.

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).

⁶ UN HRC ref: CCPR/C/124/D/2950/2017.

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.

Following the consequences of the Ukraine crisis, the Board is concerned with the long-term effects for the cooperation between the reindeer herding peoples, which represents an explicit part of ICR's mandate in the Statutes of the Centre.

3.2 Projects

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

- ARISE Indigenous Youth – Arctic Resilience, Indigenous Sustainability & Empowerment
- Arctic Council SDWG EALLU – Indigenous Youth, Arctic Change & Food Culture (Finalized May 2025)
- NOMAD Indigenous FoodLab
- UN FAO World Food Forum, Rome
- Arendal Week, Norway
- UNEP/ GEF Peatlands and Reindeer Herders Resilience project (RHR)
- Training of Future Arctic Indigenous Leaders: James J McCarthy Leadership Training Seminars; ICR-Harvard Kennedy School/ Belfer Center program on Leadership and Resilience.
- Training of Future Arctic Indigenous Leaders: ICR-Fletcher School of Law and Diplomacy program on Leadership and Diplomacy.
- Follow-up of Arctic Indigenous Peoples' Food Congress
- UN International Year of Rangelands and Pastoralists (IYRP)
- KlimaSápmi project
- RCN Verddezagat project
- The WAGE project (Canada)
- The ECONOR project

3.3 Cooperation agreements

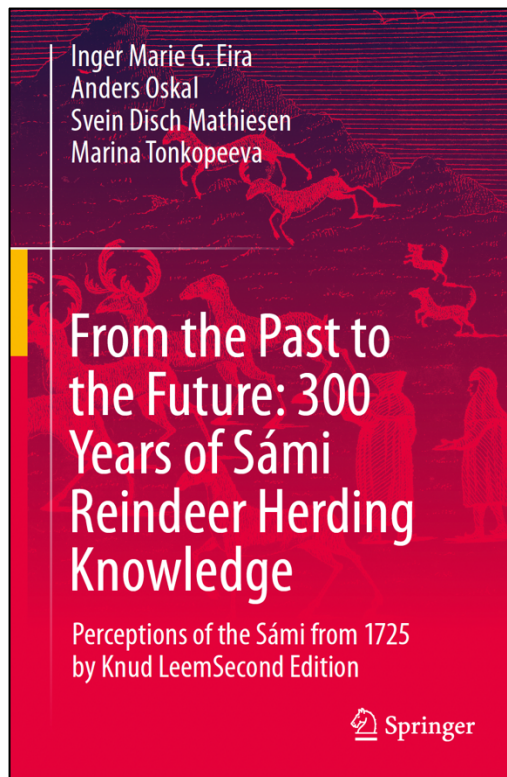
The Centre has made cooperation agreements with the following institutions in the period:

- Norwegian Institute for Water Research (NIVA), on the Participation Process and Knowledge Summary of the National Assessment of Climate Change Impacts for the Sámi people, as commissioned by the Norwegian Environmental Agency.
- UN FAO, on the NOMAD FoodLab events under the 2026 World Food Forum in Rome.
- Statistics Norway, on the ECONOR Project

3.4 Publications and Knowledge Development

3.4.1 Publications

The Centre has authored, published and/ or substantially contributed to the following scientific publications:



- Eira I.M.G., A. Oskal, S.D. Mathiesen, and M. Tonkoyeva (2025): *From the past to the future – 300 years of reindeer herding knowledge. Perceptions of the Sámi from 1725 by Leem*. Springer Polar Series, Switzerland.

In addition comes publications under preparation for 2026, with work undertaken in 2025:

- Eira I.M.G., S.D. Mathiesen, and N.I. Eira (2026 forthcoming): Sámi nomadic reindeer herding and the changing cryosphere in Western Finnmark. In Elias and Kelly (Eds.) (2026): *Comprehensive Cryospheric Science and Environmental Change*, First Edition, pp. 95-116, Elsevier Inc.

In summary, the period has represented a relatively productive year in terms of publications.

3.4.2 Knowledge Development by Education and Training

As part of the Arctic Council EALLU project and the UNEP/ GEF Reindeer Herders & Resilience project, linked with the UArctic EALÁT Institute at ICR, and the Training of Future Arctic Indigenous Leaders initiative, the following courses for young indigenous leaders have been organized (courses implemented in the period with *tilted fonts*):

- Online Course, January 18-22, 2021
 - Resilience Leadership & Crisis Management
 - James J McCarthy Leadership Seminar
- Arendalsuka, August 14-19, 2022
 - Resilience Leadership, Harvard Kennedy School, Belfer Center
 - Diplomacy & Leadership, Fletcher School of Law and Diplomacy
- Boston, January 10-18, 2023
 - Arctic Policy Innovation Lab @ Harvard Kennedy School
 - HKS Native Program session
 - Negotiation Course and Simulation @ Fletcher School of Law and Diplomacy, based on the Harvard Program of Negotiation (PON) methodology
- Arendalsuka, August 13-18, 2023

- Resilience Leadership, ICR & Harvard Kennedy School/ Belfer Center
- Boston, January 5-12, 2024
 - Arctic Policy Innovation Lab @ Harvard Kennedy School
 - HKS Native Program session
 - Policy Course @ Woodwell Climate Research Center, Cape Cod
- Guovdageaidnu, February 21-23, 2024
 - Negotiation Course and Simulation @ ICR with Fletcher School of Law and Diplomacy, based on the Harvard Program of Negotiation (PON) methodology
- Tsaaganuur, Mongolia, August 2024
 - GEF/UNEP Course: Reindeer Milking and Land Degradation, incl. youth seminar, coordinated by the Reindeer Herders Resilience project, held in the taiga of Tsaaganuur
- Boston, January 10-17, 2025
 - Arctic Policy Class and Innovation Lab @ Harvard Kennedy School
- Tsaaganuur, Mongolia, September 22-25, 2025
 - Arctic Policy Innovation Lab for Mongolian Dukha reindeer herding youth, with Harvard Kennedy School
- Boston, January 10-17, 2026 (*Planning during 2025*)
 - Arctic Policy Class and Innovation Lab @ Harvard Kennedy School
- ICR-Fletcher School Leadership & Diplomacy program 2025 (*Planning during 2025*)

3.5 Actions and Measures in the Strategic Plan, with Initial Comments Concerning International Risks

With the Ukraine war starting in the beginning of 2022, ICR's international activities, projects and processes towards Russia were severely impacted. This also occurred as one were recovering from the effects of the Covid19 Pandemic. 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 the ARISE initiative.

3.5.1.2 NOMAD Indigenous FoodLab (*)

The indigenous reindeer herding communities globally are presently facing new challenges and threats against a sustainable development and local value added. The reasoning behind the *NOMAD Indigenous FoodLab (former Boasšu)* is that ICR wish to develop methods and skills to improve the economy of reindeer husbandry to maintain its resilience and sustainability, focusing on diversity and economic freedom of reindeer herders. ICR acknowledge that the traditional knowledge among reindeer herders 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 2025, ICR and WRH with partners in Denmark SKK ApS, Bakkely ApS and KSH ApS refined the concept of the FoodLab. The FoodLab is a partnership between ICR and WRH, while ICR was managing its operations in the period. Through WRH, as a follow-up of earlier food initiatives in Guovdageaidnu, there was developed a FoodLab Mark II, stationed in Denmark.

The following NOMAD Indigenous FoodLab and/or Arctic Council EALLU events have been undertaken in the period:

- Norwegian Arctic Council Chairship *1st Arctic Youth Congress*, Tromsø, Norway, January 23-26, 2025.
- Bocuse d'Or Global World Finale, Lyon, France, January 25-26, 2025 (foodlab not physically present).
- Arendalsuka (The Arendal-week), Norway, August 11-15, 2025.
- NOMAD Indigenous FoodLab @ UN FAO World Food Forum, with the presence of the General Director of FAO. Held at FAO HQ, Rome, Italy, October 13-17, 2025.



Progression has been very good in the period, based on available resources. Further concept development and funding efforts has continued. Looking ahead, the potential for using the FoodLab for *food diplomacy* on various arenas is substantial.

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, including connected to the EU H2020 PolarNet II project, as a startup and baseline foundation for revisions of its ethical guidelines for traditional knowledge. From this point of departure, and with the WRH Declarations in mind, ICR and WRH is sketching a working group on this topic.

The work with UArctic EALÁT Institute at ICR, the Arctic Council EALLU Project, the Arctic Indigenous Peoples' Innovation FoodLab, and baseline for ethical guidelines have had very good progress, the international situation taken into account.

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 and Social Media (*)

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. The Reindeer Portal is currently home to multiple sub-project sites including nomadicherders.org, davggas.org, rievdan.org, ealat.institute, eallu.org and more. The Reindeer Portal was also used to spread registrations for educational course run by ICR and Uarctic EALAT Institute.

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 and Instagram. Key search terms to find us are 'reindeer herders', 'reindeer herding' and 'reindeer'.

Statistical Analysis:

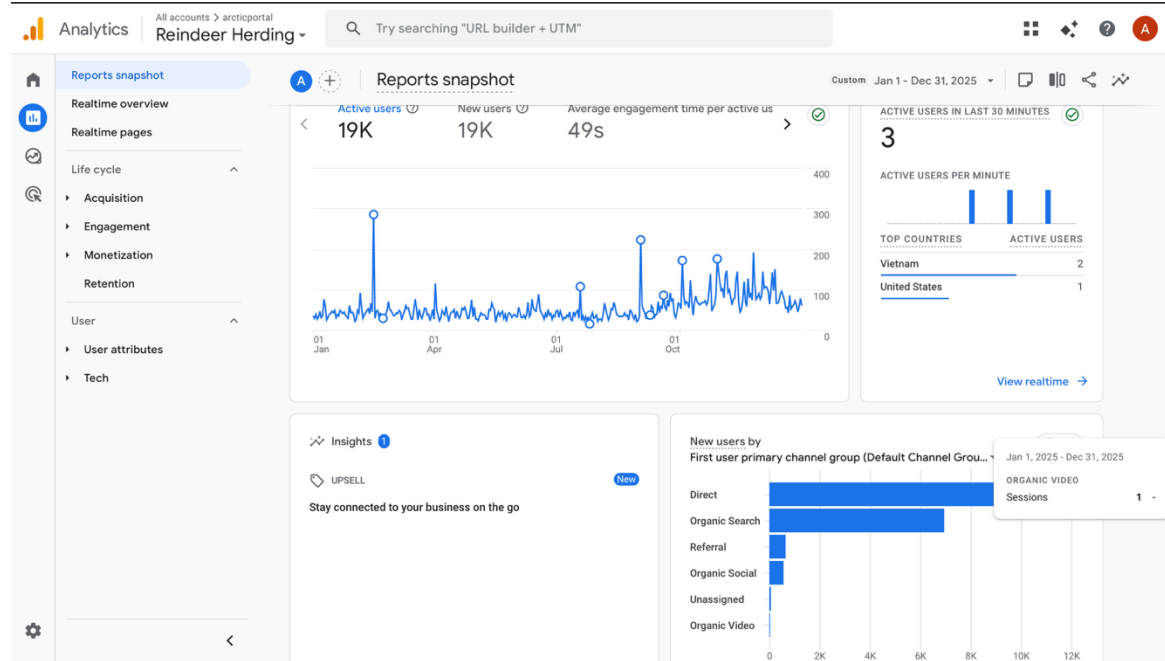
The Centre uses Google Analytics as a tool to observe the traffic on Reindeer Portal. AI has been used to assist interpretation of the traffic snapshots. During the period from 1 January to 31 December 2025, the portal attracted approximately 19,000 active users, almost all of whom were new visitors. User activity remained stable in the first half of the year, increasing significantly from late summer onward, reaching its highest levels in the final quarter.

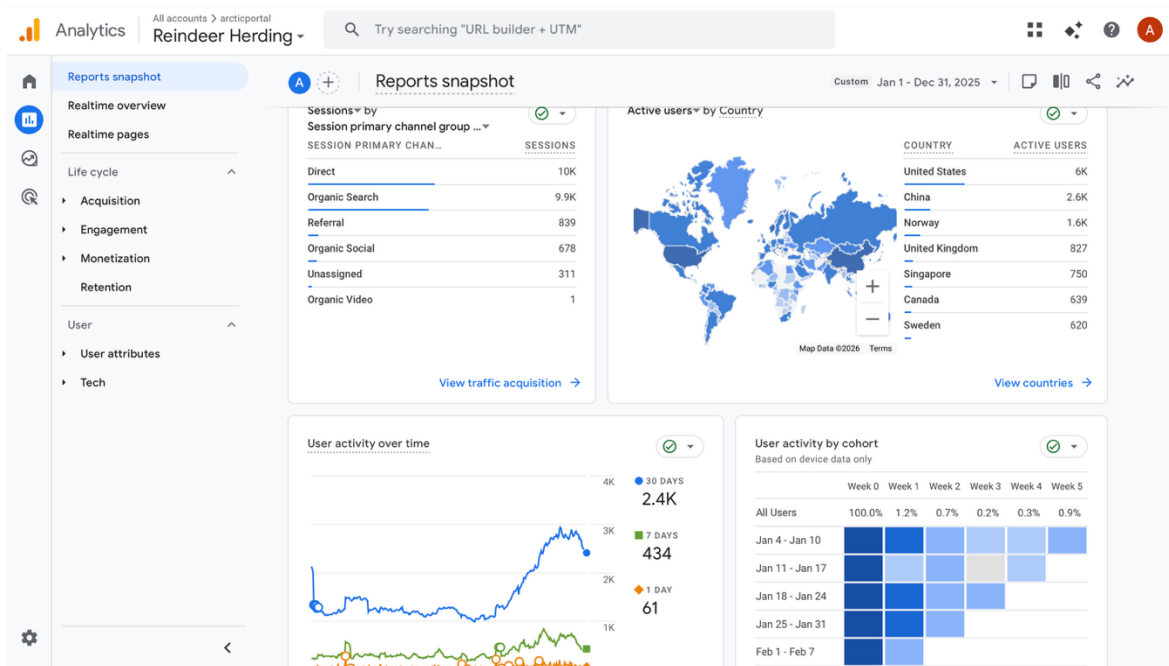
Traffic was driven mainly by Direct and Organic Search channels, generating approximately 10,000 and 9,900 sessions respectively. This reflects strong search visibility as well as direct access through bookmarks, academic references, or institutional use. Referral and Organic Social traffic contributed smaller but meaningful volumes, while other channels played a minimal role.

The website reached a broad international audience. The United States accounted for the largest share of users, followed by China and Norway, with additional significant engagement from the United Kingdom, Singapore, Canada, and Sweden.

Content consumption was strongest on educational and cultural pages. The home page received the highest number of views, followed by pages focused on Sámi communities and explanatory content on reindeer husbandry. User behavior data indicates active reading, with high page view and scroll activity, while clicks and file downloads occurred less frequently. Overall, the data shows growing international visibility, strong organic performance, and clear opportunities to enhance user experience and engagement depth.

Data traffic for Reindeer Portal (Jan 1, 2025 – Dec 31, 2025), generated by Google Analytics:





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 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. During the period 1 January–31 December 2025, the Facebook page demonstrated stable performance with consistent reach, sustained audience engagement, and modest organic growth. Over the year, the page generated a total of 81,584 views, with 56.8% originating from existing followers and 43.2% from non-followers, indicating continued visibility beyond the core audience. Content performance was driven primarily by traditional formats, with link posts accounting for 44.4% of views, followed by photo posts (28.3%) and multi-photo posts (24.8%), while video and reel content contributed marginally. The page recorded 1,672 total interactions, representing a 7.5% decrease compared to the previous year; engagement consisted mainly of reactions (1,537), alongside 106 shares and 29 comments, reflecting predominantly passive interaction. Followers generated 74.5% of all interactions, underscoring strong loyalty within the existing community. By year-end, the page reached 3,063 total followers, achieving a 1.6% net increase, with 47 new follows and 34 unfollows. The audience profile was largely concentrated in users aged 35 years and older, and geographically led by Norway (36.4%), followed by the United States (19.3%), Sweden (12.8%), Finland (7%), and Canada (6.9%). Overall, the page maintained steady relevance and reach throughout 2025, supported by a clearly defined and engaged audience base.

The Instagram account **@intltreindeer** functions as a complementary communication channel supporting the visibility of ICR and its activities. During the reporting period, the account maintained a limited but clearly defined presence, with 41 published posts and a small, niche follower base primarily connected to Arctic research, indigenous knowledge, and reindeer husbandry networks. Content focused on institutional activities, workshops, collaborations, and field-based events, reinforcing the organization's mission and professional profile rather than prioritizing broad audience growth.

Engagement levels remained modest, consistent with the account's size and specialized focus, with posts typically receiving low but relevant interaction. The account's value lies primarily in its qualitative reach to partners, stakeholders, and affiliated institutions, serving as a visual documentation and outreach tool. While overall visibility is currently limited, the platform presents clear potential for gradual growth through increased posting frequency, cross-promotion with other channels, and expanded use of visual storytelling related to reindeer herding, culture, and research activities.

ICR also hosts Facebook page for the GEF UNEP Reindeer Herding and Resilience (RHR) project, and in 2024 the project introduced the website of the project (<https://reindeerherdingandresilience.org/>).

3.5.2.3 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 Springer books, the EALLU project, The Peatlands & Reindeer Herders Resilience project, and more.

3.5.2.4 GEF/ UNEP Peatlands and Reindeer Herders Resilience Project (*)

As a result of a due diligence process in UNEP, ICR was clarified as a *UNEP Executing Agency* in 2020, with subsequent design, funding and startup of GEF/ UNEP projects. During the period, ICR and WRH with partners have managed to successfully implement the project *GEF/UNEP Managing Peatlands in Mongolia and Enhancing the Resilience of Pastoral Ecosystems and Livelihoods of Nomadic Herders*, with startup in 2023. It is referred to the UNEP Progress Reports from ICR for 2025. (See financial comments under chapter 6.) Among the numerous activities and measures undertaken, here one mentions the Centre's contribution to the official UNEP Event *Harnessing Science and Indigenous Knowledge for Climate Resilience and Nature Action*, held at the UN Environment Assembly December 2026, at UNEP HQ, Nairobi.

3.5.2.5 Course in Circumpolar Reindeer Husbandry – Outreach Towards Authorities

Regional and national authorities have been actively involved in professional seminars and workshops linked to EALLU and Nomadic Herders, 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. Furthermore, the GEF/ UNEP Peatlands and Nomadic Herders Resilience project creates certain courses aimed at a combination of reindeer herding youth and public managers as students.

3.5.2.6 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 onwards, also as part of the further development of this course concept. This work is linked to the Arctic Council EALLU project and the GEF/UNEP Reindeer Herders & Resilience project.

In the period there was also implemented and refined a new course concept on *Leadership and Diplomacy* in partnership with Fletcher School of Law and Diplomacy in MA, USA, linked to EALLU and the GEF/UNEP Reindeer Herders & Resilience project. A new MoU was signed with the Fletcher School in the period, regulating these joint efforts.

Furthermore, ICR also developed other concepts for educational courses under the GEF/UNEP Peatlands and Nomadic Herders Resilience project, also as framed under UArctic EALÁT Institute at ICR.

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. Out of this there was developed a joint educational course concept, focused on leadership and resilience. Here one seeks to alternate indigenous student cohorts of 15-25 students between activities in Norway and the US. As part of the course setup is a combination of the Centre's groups of Arctic indigenous students with Harvard Master students in a Harvard Policy Course on the Arctic, with exams for all participants in the form of an Arctic Policy Innovation Lab at the Kennedy School. ICR has also had several meetings with the Deans of Harvard Kennedy School, both in relation to course implementation and beyond. Here it has been expressed that the Kennedy School much appreciate the collaboration with ICR, as it is seen as contributing in concrete ways to their educational programs and knowledge development.

There has been multiple student cohorts, including in the period (ie. either implementation and/ or planning). See chapter 3.5 for an overview.

These course concepts grew out of an earlier 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 courses was a way of honoring Professor McCarthy's strong Arctic engagement and concern for indigenous peoples. This is a continuation of WRH's 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 built 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.

3.5.2.7 The RCN Verddežagat Project

In 2025, the Sámi University of Applied Sciences together with ICR and other partners (including from ICR's networks) developed and submitted the Verddežagat project to the Research Council of Norway. The overarching goal is to create a scientific centre for land governance, where ICR's responsibilities centers around reindeer herding and indigenous youth training. The project was included in the shortlist of projects, currently under consideration for funding. ICR has responsibility for work packages in the project.

3.5.2.8 Follow-up of the EU Horizon 2020 PolarNet II Program

As a consortium partner to the EU Horizon 2020 PolarNet II Program, ICR had a role as Task Leader for efforts on bridging science and society, and highlighting research needs. In the period, one has worked with strategies for continuing efforts beyond the now finalized project period.

There has been good progress on outreach and knowledge development activities, and especially so regarding training courses with Harvard Kennedy School and other partners. GEF/ UNEP Peatlands and Nomadic Herders Resilience has also had very good progress in the period.



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 WRH 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 the period, ICR has been involved in the planning the World Reindeer Herders' Congress in 2026. While there have been contributions made to projects and initiatives of WRH, including special efforts to implement 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). This is especially worrying given the challenging times for WRH's international work, esp. given the tensions of the current international situation. Subsequently, the current Board of ICR has made certain priorities for the year 2025 onwards to seek to rectify this, also in line with former Board decisions.

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

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

- Centre for Dukha Taiga Reindeer Herding, Tsaaganuur, Mongolia.
- Centre for Reindeer Herding in Scotland, Caingorms, UK.

Through the development of the UNEP/ GEF Peatlands and Nomadic Herders Resilience project, there is now an ICR office in Mongolia, also 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 the Taiga Nature Society of Mongolia. Preliminary scoping and planning has been undertaken in the period.

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

As the Arctic Council has been on a technical pause due to the Ukraine crisis in parts of the period, Arctic Council EALLU has also been put on partial hold. Here, it is referred to the free-standing educational programs developed together with Harvard University and Fletcher School under Scandinavian EALLU components, implemented independently in collaboration with the Arctic Council Chairship. In the period, the efforts of EALLU and training programs have been refined into a new project initiative entitled ARISE: Arctic Resilience, Indigenous Sustainability and Empowerment. This project initiative was presented for the Arctic Council SDWG in the period, and after an application process core funding was awarded for 2024-2025 from the Norwegian MFA. See chapter 3.5.2.5.

As for cooperation and network building in reindeer husbandry, the Arctic Council EALLU Project has been finalized, while the new ARISE initiative has been developed. There has been good progress regarding regional information centers, ie. within constraints resulting from the international situation. The support to WRH has been focused on consolidating the international cooperation of reindeer herders under very difficult external conditions, and has been critical to that effect.

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 (*)

According to current limitations and conditions, ICR has assisted WRH's work in the Arctic Council, including project related efforts connected to eg. EALLU and ARISE in SDWG, and other working groups like CAFF, AMAP and ACAP.

3.5.4.2 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 research and development work of the Institute.

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.
- Participation in various UArctic activities and seminars.
- Further development of the initiative on an Arctic Resilience Center, as conceived by ICR in 2014.
- James J McCarthy legacy leadership training program at Harvard Kennedy School and ICR, a joint resilience leadership training program for Arctic indigenous youth as emerging and talented leaders.
- Leadership and Diplomacy training program, with ICR and Fletcher School of Law and Diplomacy.

- Applications for funding for different Institute courses etc.
- Further concept development for the institute.

3.5.4.3 UN Year of Rangelands and Pastoralists - IYRP 2026 (*)

In the period, ICR's Executive Director has been a member of the IYRP Global Coordinating Group (GCG) and the IYRP Regional Support Group (RISG) for the Arctic Region. In 2025 the Director was also elected into the official UNEA/FAO International Steering Committee for IYRP. This work has included preparations for meetings, participation in events, preparation and outreach of reindeer herding issues, preparation of proposals for global funding, and more. Through ICR's participation, it was put forward proposals to secure global funding for a worldwide gathering of nomadic pastoralists before 2026, endorsed by the IYRP GCG. Relevant for the UN IYRP is the envisioned World Reindeer Herders Congress in Tsagaanuur in 2026. Activities in 2025 included participation in the official FAO opening ceremony of IYRP in December in Rome, including the Director's keynote opening address and a joint WRH/ICR exhibition on Arctic reindeer pastoralism. This also included meeting the President of Mongolia and the Director General of FAO together with WRH.

3.5.4.4 World Alliance of Mobile Indigenous Peoples (WAMIP) (*)

To support WRH's position as representing the Arctic region in the World Alliance of Mobile Indigenous Peoples (WAMIP), ICR has contributed to preparation of meetings of WAMIP. The input from WRH (by ICR's assistance) to the Interim Board of WAMIP have especially focused on the governance of WAMIP, the need for a global gathering of nomadic pastoralists, and how WAMIP should utilize IYRP to meet its goals. Despite efforts, WAMIP globally has this far only been able to make limited progress on these matters.

The Centre has followed up the Arctic Council work as far as practically possible on key issues for reindeer husbandry. As for the UArctic network, cornerstone achievements include the Training of Future Arctic Leaders programs with HKS and Fletcher, and development of other initiatives. The Centre has also contributed to WRH's work with the UN IYRP.

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, including:

- Arctic Frontiers, Tromsø, Norway.

- Arctic Circle, Reykjavik, Iceland.
- Other activities, not listed.

3.5.5.2 Participation in Relevant Forums and Networks

- The Centre has actively participated at activities of University of the Arctic.
- The Centre has actively participated at activities of Bocuse d'Or.
- The Centre has actively participated at activities of International Conference of Arctic Research Planning (ICARP).
- The Centre has actively participated at activities of International Arctic Science Committee (IASC) and Arctic Science Summit Week (ASSW).
- The Centre has actively contributed to the UN FAO World Food Forums.
- The Centre has actively contributed to the UNFCCC Local Communities and Indigenous Peoples Platform.
- The Centre has actively contributed to the UN Civil Society and Indigenous Peoples' Mechanism for the UN Commission on Food Security (CSIPM for UNCFS).

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

- Through the GEF/ UNEP Nomadic Herders project and more, ICR has arranged online workshops in circumpolar 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.
- One has focused media work in relation to ICR events and participation in different forums, for example NOMAD FoodLab events (various media internationally, including local media), the McCarthy legacy leadership training course, and so on.

3.5.5.5 Lectures for Indigenous Students, University Students or in Different Forums

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

- Students in reindeer herding at Sámi University College in Guovdageaidnu.
- Master and PhD students at Harvard Kennedy School.
- Master and PhD Students at Fletcher School of Law and Diplomacy.
- MBA students at Harvard Business School.
- Others

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 NOMAD Indigenous FoodLab, 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.

3.5.5.7 Other Activities

Together with WRH, ICR has also contributed to the FAO Steering Committee on the International Year of Rangelands and Pastoralism.

ICR has been involved in the planning processes for the 5th International Polar Year 2030-2032 (IPY-5) and ICARP.

Together with WRH, ICR has also contributed to the establishment of the UN FAO Coalition on Indigenous Peoples Food Systems, at the World Food Forum in Rome. Likewise, ICR has contributed to the UN FAO Indigenous Peoples Food Systems Hub.

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 Regional Development. 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 Duodjesiida-building are well suited for the Centre's activities, providing a proper working environment. The trainee program for reindeer herding and duodji/ handicraft is also currently located here, as well as the Duodji Institute, representing both a relevant professional environment and a gathering point for reindeer herders as a primary target group of the Centre. The office space maintained at Diehtosiida and the FRAM Centre further provide useful work environments for ICR. The earlier offices in Russia has been closed in 2022, while there is work to make a new office in Mongolia.

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 regular absence at the Centre has been registered to 0,7% of total wages (ie. in wage compensation) 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 7 man-labour years in the current period, while women have been employed equaling ca 8 man-labour years, including all. 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 etc.

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.

Work to reduce climate gas emissions, nature footprint and energy use: In its work to reduce climate gas emissions, nature footprint and energy use, ICR has considered its fulfilment of core tasks and cost efficiency. ICR made an earlier decision to move its offices out of the LES-building as it was heated with oil. ICR has together with the new office space owners at Duodjesiida been considering additional energy efficiency solutions like heat pumps. ICR seeks to minimize travel by utilizing remote work solutions like Zoom, and combining activities as appropriate. At the same time, in order to fulfill ICR's core tasks it is not possible to avoid travels.

Hiring of people with disabilities or CV holes: ICR values work-force diversity, while the institution has relatively few hirings due to its size. While the development has been discussed with employees, the low frequency of hirings influence this issue. The current status for hiring people with disabilities or CV holes is the same as earlier, given these preconditions. As there have been less than five people hired in the period, percentages of inclusive hiring is not reported, according to earlier regulations from the Ministry. The administration has considered ways in which inclusion could be integrated in ICR's 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 reduced use of external consultants: ICR has had a relatively limited use of regular consultants of ca. NOK 63 000 in 2025, relating to specific needs in a project. Counting in also operational services the sum amounts to ca. NOK 165 000 for the period. ICR generally works to reduce its use of external consultants, by a desire to utilize internal resources efficiently. ICR has not used any consulting services from the communications industry. Consultancy is also limited by investments to develop ICR's internal competencies, including the leadership.

Concerning the trust reform (tillitsreformen): What regards the trust reform, one is awaiting further clarifications on whether or how this could be relevant for ICR. Meanwhile, the work on ICR's innovative project on the NOMAD Indigenous FoodLab is continuing.

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 NOMAD FoodLab/ EALLU and Reindeer Herders and Resilience project initiatives, and the programs for Training of Future Arctic Leaders 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 decentralized work: ICR has continued its praxis for decentralized work. At the same time, it must be noted that ICR's domestic offices are all located in northern Norway, where one has very good experiences with local workforce. Therefore, in order to increase the decentralized work at ICR one would have to decentralize "within the north", which would quickly in practice mean home offices etc. The Board has wanted ICR to build some critical mass of workforce in Guovdageaidnu, also to maintain work environment. ICR has not considered significantly *increasing* its decentralized work in the period.

Other issues:

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/ State 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 utilization of cloud-based work environments including specific security measures. This continues into the next year.

Concerning emergency and safety plans: Work with societal safety and preparedness is part of the Centre's operations. While ICR also 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 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 2026 and Onwards

In the work plan for 2025 there are initiatives that will be continued in 2026 onwards. Here one could especially mention the work with Arctic Council ARISE project initiative, NOMAD Indigenous FoodLab, UArctic EALÁT Institute, course development and the Training of Future Arctic Indigenous Leaders, the ReindeerPortal.org, and especially the UNEP Peatlands & Nomadic Herders Resilience Project. The preparation and planning together with WRH of the World Reindeer Herders' Congress will also be important, as will UN IYRP. 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 2025 and further, is the coordination of information and communication tasks in 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 World Reindeer Herders' Congress, the *Jáhkâmáhkke-Declaration of 2017* and the *Guovdageaidnu-Declaration of 2022* will have clear impacts and implications for the work of ICR, as a very important policy documents for the professional work of the Centre, as will future WRH Declarations.

It is considered important to define positive strategies to handle the situation that reindeer herders are in at the moment. This includes both research and development work, outreach, making visible the positive aspects of reindeer herding, educational and training efforts for capacity building, creating dialogues, and food diplomacy.

What is central is the *cultures* of reindeer herding peoples, cf. the International Covenant on Civil and Political Rights article 27. This includes joik and traditional music, storytelling, food systems, and cultural expressions revolving around reindeer herding.

It would be important to continue the educational and training efforts on diplomacy, negotiations, leadership and resilience, under the Training of Future Arctic Indigenous Leaders umbrella. There is a potential to do more here, eg. in replicating course efforts with Harvard, Fletcher School and others for a wider audience, based on ICR's own resources and networks. This way, more young reindeer herders could be reached.

It is also seen as key to follow up and consolidate the Arctic Council, and to contribute where possible. This could include efforts like food diplomacy (eg. utilizing NOMAD FoodLab under different chairships), course development for youth, youth engagement, exploring possibilities for appropriately maintaining established contacts with reindeer herders in Russia, to name a few. These factors also represents important arguments to

consolidate and support WRH, as an Observer to the Arctic Council and the voice of nomadic indigenous peoples in the Arctic.

In addition, the work with pastoralists on the global level through UN IYRP has great potential.

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. This is no less the case under today's tense international situation. The Centre has important functions in circumpolar reindeer husbandry and in the work with specialists, diplomats 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 Centre has contributed significantly to people-to-people cooperation and public diplomacy in the Arctic. 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, UN FAO, UN IYRP, and IPY-5, 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, like China and Mongolia. 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 internationally. The composition of the Board of the Centre needs to reflect 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. This is also key under the current international situation.

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 in the 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 Duodjessiida building in Guovdageaidnu in November 2020, 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 Guovdageaidnu (the Sámi Science Building), with collaboration partners and projects, and office space on site. The Centre maintains an office at the FRAM II Centre in Tromsø, Norway. While the offices in Russia have now been closed, it has been established offices in Mongolia.

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 current basic funding.

Issues like translation and interpreting are natural parts of the work of an international Centre. This includes Mongolian and Chinese languages. 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 reindeer husbandry regions in the east. The experience from 2006-2025 show that this represents a larger expense than initially thought. 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:

- 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 north – both on the short and long term perspective. The Board sees this as a key issue.
- NOMAD Indigenous FoodLab: Because Arctic indigenous reindeer herders today are facing unprecedented change and therefore also specific challenges, it is of utmost importance to secure that also local indigenous communities are able to exploit possibilities arising from Arctic change. The establishment of a culinary institute/ FoodLab 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 (currently paused) Arctic Council EALLU project, the finished RCN Rievdan project WP3, the current GEF/UNEP Reindeer Herders Resilience project, as well as potential links with the earlier BIRGEN initiative of the Women's Network in Reindeer Husbandry. Therefore, the Board stress the importance of this initiative by WRH and ICR, and urge the need to secure appropriate funding through ICR to give momentum to this initiative, through

funding for engagement of indigenous youth in local economic development. While the FoodLab is administratively operated by ICR, it is seen as a joint venture with WRH, whose networks are key for its operations. The Ministry's investment support and other support for the FoodLab is seen as a very positive contribution. The concept also holds great potential for *food diplomacy*, as experiences from the FoodLab up until now clearly illustrates. This potential could be leveraged in different forums, like the Arctic Council and the UN, between reindeer herders and mainstream society, but also between different subgroups of indigenous peoples. The common denominator is that indigenous peoples' food has the potential to join (differing) people together.

- The need for the Centre, its work and activity: It is evident 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 Mongolia, China and North-America. It is also necessary to secure resources to establish a network for local reindeer herding centres.
- 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 inter-departmental 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 the period will be very 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 crisis in Ukraine is at this moment unclear, while it may also have some longer-term impacts for the Centre's international work. The same might apply for alterations in the transatlantic cooperation. ICR will continue to follow these situations, and respond as appropriate.

Part VI - Budget and Accounts for 2025

6.1 The Board's Comments to the Accounts for 2025

The International Centre for Reindeer Husbandry (ICR) was established by the Norwegian Government in 2005 in Guovdageaidnu, 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 Regional Development. 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 2025 from the Ministry of Local Government and Regional Development, 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 externally financed projects on chapter/item no 0563 21 there are accounted costs of NOK 7,572,412 and accounted revenues on chapter/item no 356302 of NOK 9,333,223. This under-expenditure of NOK 1,760,412 will be used for covering the costs from 2023 and 2024 in the United Nations Environment Programme (UNEP) as we did not receive the payment before 2025.

6.4 The Framework for the Financial Management of the Centre

The Letter of Awards from the Ministry of Local Government and Regional Development, and the main Directive for the Financial Management at ICR as of January 20, 2025 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 2025

ICR accounts for 2025 are found in the reporting list of grants at the end of this report. Key figures are also presented in chapter 2.4 above.

The accounts show an under consumption/result of NOK 292,772 concerning the basic budget (ie. apart from projects). This is within the 5% transfer limit and will be applied transferred to 2026.

The incomes from external projects were NOK 9,333,223 and the costs for those projects were NOK 7,572,412. The under-expenditure of NOK 1,760,412 will cover project costs from 2023 and 2024 that were not covered earlier year.

Based on expenditure and cost sites (and allocation of wages for administrative tasks and the Chair), the costs for administration and operations were NOK 2,199,593, or 15 % of the total account of the Centre in 2025. 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 (fig 1).

Similarly, NOK 11,937,661 or 83% of the total expenditure in 2025 were allocated to professional activities, ie. including projects and the boards 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 (fig 1).

With regards to Projects, the accounts show that 57% of the total income of the Centre for 2025 was external financing. Net short-term debts per December 31, 2025 amounted to NOK 916,029 consisting of unused multiyear project funds, tax and pension deductions for the 6th term of 2025.

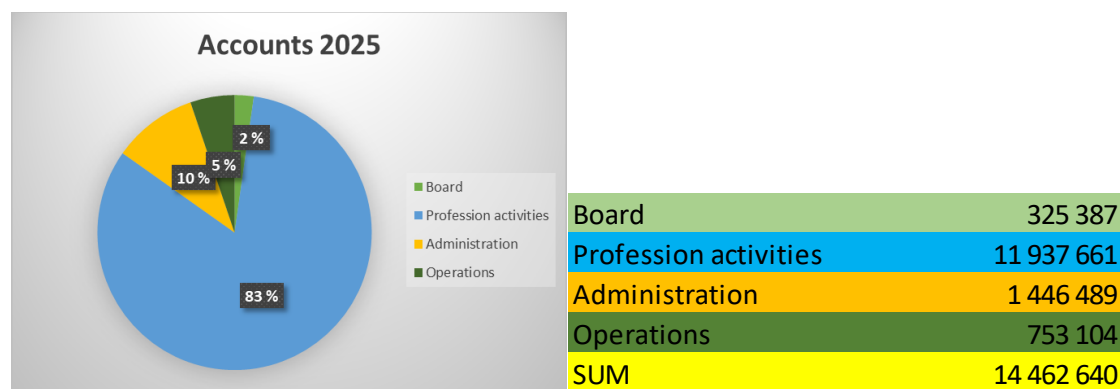


Fig 1: Distribution of costs in 2025

6.4.1 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 13, 2026

Helena Omma
Chair of the Board

Anders Oskal
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 6 to the report on ledger accounts show differences between the settlement with the treasury and the state treasury.

Oppstilling av bevilgningsrapportering 31.12.2025

Utgiftskapittel	Kapittelnavn	Post	Posttekst	Note	Samlet tildeling**	Regnskap 2025	Merutgift (-) og mindretgift
0563	Internasjonalt Reindriftssenter	01	Driftsutgifter	A,B,C	7 183 000	6 890 228	292 772
0563	Internasjonalt Reindriftssenter	21	Spesielle driftsutgifter	AB	3 260 000	7 572 412	-4 312 412
1633	Nettoordning, statlig betalt merverdiavgift	01	Nettoordning for mva i staten		0	384 024	
<i>Sum utgiftsført</i>					<i>10 443 000</i>	<i>14 846 663</i>	
Inntektskapittel	Kapittelnavn	Post	Posttekst		Samlet tildeling**	Regnskap 2025	Merinntekt og mindreinntekt(-)
3563	Internasjonalt Reindriftssenter	02	Diverse inntekter		3 260 000	9 333 223	6 073 223
5309	Tilfeldige inntekter	29	Tilfeldige inntekter		0	17 798	
<i>Sum inntektsført</i>					<i>3 260 000</i>	<i>9 351 021</i>	
Netto rapportert til bevilgningsregnskapet						5 495 643	
Kapitalkontoer							
60089001	Norges Bank KK / innbetalinger					9 302 910	
60089002	Norges Bank KK / utbetalinger					-14 827 464	
706721	Endring i mellomværende med statskassen					28 911	
<i>Sum rapportert</i>						<i>0</i>	
Beholdninger rapportert til kapitalregnskapet (31.12.)							
Konto	Tekst				2025	2024	Endring
706721	Mellomværende med statskassen				-916 029	-944 940	28 911

Note A Forklaring av samlet tildeling utgifter

Kapittel og post	Overført fra i fjor	Årets tildelinger	Samlet tildeling
056301	228 000	6 955 000	7 183 000
056321		3 260 000	3 260 000

Note B Forklaring til brukte fullmakter og beregning av mulig overførbart beløp til neste år

Kapittel og post	Stikkord	Merutgift(-) / mindre utgift	Utgiftsført av andre iht. avgitte belastnings-	Merutgift(-) / mindretgift etter avgitte belastnings-	Merinntekter / mindreinntekter(-)	Omdisponering fra post 01 til 45 eller til post 01/21 fra neste års bevilgning	Innsparinger(-)	Sum grunnlag for overføring	Maks. overførbart beløp *	Mulig overførbart beløp beregnet av
056301		292 772		292 772				292 772	347 750	292 772
056321	Kan overføres	-4 312 412		-4 312 412	6 073 223			1 760 811	6 401 000	0

Note C Oversikt over binding på framtidige års bevilgninger

Avtaler om leie av kontorlokaler				
Gjenværende varighet per 31.12.	Årlig leiebeløp	Av neste års bevilgning	Av senere års bevilgning	Samlet binding på framtidige års bevilgninger
Varighet over 5 år	70 064	70 064	840768	910 832
Varighet over 5 år	66 420	66 420	1 062 720	1 129 140
Varighet over 5 år	70 621	17 655	0	17 655
Varighet over 5 år	30 000	30 000	0	30 000
Varighet over 5 år	333 804	333 804	0	333 804
Totalt	570 909	517 943	1 903 488	2 421 431

Oppstilling av artskontorrapporteringen 31.12.2025

	Note	2025	2024
Driftsinntekter rapportert til bevilgningsregnskapet			
Innbetalinger fra tilskudd og overføringer	1	9 333 223	4 842 068
<i>Sum innbetalinger fra drift</i>		<i>9 333 223</i>	<i>4 842 068</i>
Driftsutgifter rapportert til bevilgningsregnskapet			
Utbetalinger til lønn	2	6 197 628	6 739 128
Andre utbetalinger til drift	3	8 118 757	6 012 814
<i>Sum utbetalinger til drift</i>		<i>14 316 384</i>	<i>12 751 942</i>
Netto rapporterte driftsutgifter		4 983 161	7 909 875
Investerings- og finansutgifter rapportert til bevilgningsregnskapet			
Utbetaling til investeringer	5	136 857	338 200
Utbetaling av finansutgifter	4	9 399	13 795
<i>Sum investerings- og finansutgifter</i>		<i>146 256</i>	<i>351 995</i>
Netto rapporterte investerings- og finansutgifter		146 256	351 995
Innkrevingsvirksomhet og andre overføringer til staten*			
Innbetaling av skatter, avgifter, gebyrer m.m.	6	0	1 580
<i>Sum innkrevingsvirksomhet og andre overføringer til staten</i>		<i>0</i>	<i>1 580</i>
Inntekter og utgifter rapportert på felleskapitler **			
Gruppelivsforsikring konto 1985 (ref. kap. 5309, inntekt)		17 798	26 049
Arbeidsgiveravgift konto 1986 (ref. kap. 5700, inntekt)		0	15 557
Nettoføringsordning for merverdiavgift konto 1987 (ref. kap. 1633, utgift)		384 024	340 542
<i>Netto rapporterte utgifter på felleskapitler</i>		<i>366 226</i>	<i>298 937</i>
Netto rapportert til bevilgningsregnskapet		5 495 643	8 559 227
Oversikt over mellomværende med statskassen ***			
Eiendeler og gjeld		2025	2024
Skyldig skattetrekk og andre trekk		-373 132	26 613
Skyldige offentlige avgifter		0	-9 019
Avsatt pensjonspremie til Statens pensjonskasse****		-263 170	-455 121
Mottatte forskuddsbetalinger		-282 002	-507 412
Lønn (negativ netto, for mye utbetalt lønn m.m)		2 275	0
Sum mellomværende med statskassen	7	-916 029	-944 940

Note 1 Innbetalinger fra drift

	31.12.2025	31.12.2024
<i>Innbetalinger fra tilskudd og overføringer</i>		
Tilskudd fra andre statlige virksomheter	246 594	278 120
Tilskudd fra andre departementer	1 273 341	1 745 731
Tilskudd fra EU	6 589 718	1 393 820
Tilskudd fra kommunale og fylkeskommunale etater	82 247	419 940
Andre tilskudd og overføringer	1 141 323	1 004 457
Sum innbetalinger fra tilskudd og overføringer	9 333 223	4 842 068
Sum innbetalinger fra drift	9 333 223	4 842 068

Note 2 Utbetalinger til lønn

	31.12.2025	31.12.2024
Lønn	5 534 686	6 195 450
Arbeidsgiveravgift	0	15 557
Pensjonsutgifter*	264 993	622 678
Sykepenger og andre refusjoner (-)	-8 837	-449 630
Andre ytelser	406 785	355 074
Sum utbetalinger til lønn	6 197 628	6 739 128

Antall utførte årsverk: 7 10

Lønn og andre ytelser til virksomhetsleder

Direktør: Anders Oskal, fast ansatt 1 336 270 1 220 377

Lønn og andre ytelser til styreleder og de enkelte medlemmer av styret

Styreleder: Maria Helena Omma	118 072	206 474
Styremedlem : Lars Kullerud	13 179	11 173
Styremedlem : Ellen-Sara Sparrok	15 471	11 173
Styremedlem: Janne Oula Näkkäläjärvi	21 487	0
Styremedlem: Tsetsegma Gombo	22 284	0
Styremedlem: Xinjun GU	0	0
Varamdlem: Khongorzul Mungunshagai	25 981	0
Varamdlem: Sara Elvira Kuhmunen	0	4 360
Varamedlem: Manitisaq John Nielsen	0	0
Varamedlem: Ellen Inga Turi	0	0
Varamedlem: Klemetti Näkkäläjärvi	0	0
Varamedlem: Ying Wang	0	0
Varamedlem: Wanjung Zhang	0	0

Styret er oppnevnt for 4 år og gjelder for perioden 01.07.2023-30.06.2027

Styreleder har fast årlig honorar, som hvert år reguleres av departementet.

Styreleders årlige honorarsats hittil: 2023 - Kr 121 437 / 2024 - kr 127 873 / 2025 kr 134 395.

Styremedlemmer mottar honorar ihht deltakelse på styremøter og evt andre representasjonsoppgaver.

Det er ikke inngått vesentlige avtaler som kan innebære fremtidige utbetalinger ved opphør eller endring av arbeidsforholdet eller andre særskilte avtaler med virksomhetsleder eller leder av styret.

Note 3 Andre utbetalinger til drift

	31.12.2025	31.12.2024
Husleie	597 963	633 655
Andre utgifter til drift av eiendom og lokaler	1 262	20 772
Mindre utstysanskaffelser	248 824	143 952
Leie av maskiner, inventar og lignende	591 384	257 511
Kjøp av konsulenttjenester	172 067	119 178
Kjøp av andre fremmede tjenester	1 883 750	960 938
Reiser og diett	2 197 879	1 304 771
Øvrige driftsutgifter	2 425 629	2 572 039
Sum andre utbetalinger til drift	8 118 757	6 012 814

Note 4 Finansinntekter og finansutgifter

	31.12.2025	31.12.2024
<i>Utbetaling av finansutgifter</i>		
Renteutgifter	9 399	13 795
Sum utbetaling av finansutgifter	9 399	13 795

Note 5 Utbetaling til investeringer og kjøp av aksjer

	31.12.2025	31.12.2024
<i>Utbetaling til investeringer</i>		
Driftsløsøre, inventar, verktøy og lignende	136 857	338 200
Sum utbetaling til investeringer	136 857	338 200

Note 6 Innkrevingsvirksomhet og andre overføringer til staten

	31.12.2025	31.12.2024
Tilfeldige og andre inntekter (Statskonto 530929)	0	-1 580
Sum innkrevingsvirksomhet og andre overføringer til staten	0	-1 580

Note 7 Sammenheng mellom avregning med statskassen og mellomværende med statskassen

Del A Forskjellen mellom avregning med statskassen og mellomværende med statskassen

	31.12.2025	31.12.2025	Forskjell
	Spesifisering av <u>bokført</u> avregning med statskassen	Spesifisering av <u>rapportert</u> mellomværende med statskassen	
Omløpsmidler			
Kundefordringer	263 201	0	263 201
<i>Sum</i>	<i>263 201</i>	<i>0</i>	<i>263 201</i>
Langsiktig gjeld			
Kortsiktig gjeld			
Leverandørgjeld	-543 939	0	-543 939
Skyldig skattetrekk og andre trekk	-385 301	-373 132	-12 169
Annen kortsiktig gjeld	-517 613	-542 897	25 284
<i>Sum</i>	<i>-1 446 853</i>	<i>-916 029</i>	<i>-530 824</i>
Sum	-1 183 652	-916 029	-267 623