



International Centre for Reindeer Husbandry  
Международный Центр Оленеводства  
Riikkaidgaskasaš Boazodoalloguovddáš

# ANNUAL REPORT 2019



Front page picture: Yamal reindeer migration. Ellen Inga Turi, ICR/ IPY EALÁT, 2007.

## Part 1 - The ICR Board's Report for 2019

---

Based on the contents in this annual report, the Centre has done a very comprehensive work in 2019. 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 2019, 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 2019. 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 2019. 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 28, 2020.

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 husbandry<sup>1</sup>. The main aim of the Centre<sup>2</sup> 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 WRH<sup>3</sup>.

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 groups<sup>4</sup> for the work of the Centre are reindeer herders, public authorities, research and professional environments, other Arctic businesses<sup>5</sup>, 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.



---

<sup>1</sup> Letters of Award from the Ministry of Labour and Social Inclusion/ Ministry of Reform, Government Administration and Church

<sup>2</sup> The Statutes of the Centre, July 1st 2010, § 1.

<sup>3</sup> 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 2006-2019.

<sup>4</sup> The Statutes of the Centre, July 1st 2010, § 2

<sup>5</sup> 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 10<sup>th</sup> 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 Lapland, 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

All the major reindeer herding nations are represented on the Board.

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.

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 two meetings in 2019; A teleconference February 28, and an ordinary meeting in Kautokeino November 11. The Board has processed 16 case issues in 2019.

## **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.
- Mr. Mikkel Anders Kemi, Kautokeino, was employed full-time as Senior Advisor and Head of Finance until 31.03.2019.
- Mrs Hanne Hætta Gaup, Kautokeino, has been employed full-time as Senior Advisor and Head of Finance since 06.03.2019.
- 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. Mathiesen has also had a 20% work leave to work as Professor II at UiT Arctic University of Norway from 01.01.2019 to 31.05.2019.. In addition he has had a Professor II position at Sámi University of Applied Sciences.
- 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, Engagement 100% until September, and 50% since then.
- Ms. Alena Gerasimova, Saint Petersburg, Russia, Project Coordinator, Engagement 100% until September, and 50% since then.
- Ms. Rosa-Máren Magga, Heatta, Finland, Project Coordinator, Engagement 100% until June, and from September.

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 6,9 man labour-years, with 11 different people engaged at the Centre through the period. While this could be said 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 first meeting was held April 30 as a telephone meeting and the second meeting November 15 in Kautokeino. As earlier, the Administration and Chair has 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 with the Centre and auditing visit on September 19-23 in Kautokeino.

## 2.4 Key Figures from the Centre's Accounts in 2019

Below is a table of key figures from the Centre's accounts in 2019, in NOK.

<b>Key figures from the Centre's Accounts</b>	<b>2018</b>	<b>2019</b>
Man labour-years	7,20	6,91
Total allocation post 01-99	9 447 000	10 647 000
Degree of utilization post 01-99	88,60	87,79
Operating expenses	8 461 203	9 346 474
Wage share of operating expenses	53,30	48,80
Wage share per person	626 795	660 102

## Part III - Activities and Results over the Year

---

### 3.1 Introduction: The Challenges of Circumpolar Reindeer Herding

The Jåhkâmáhkke-Declaration from the 6<sup>th</sup> 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 21<sup>st</sup> 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 2019 the range of projects the Centre has initiated/ worked with includes the following initiatives, some of which will be specifically mentioned later (in no particular order):

- Arctic Council SDWG EALLU – Indigenous Youth, Climate Change & Food Culture
- Arctic Indigenous Peoples’ Culinary Institute/ Food Congress
- UNEP/ GEF/ CAFF Nomadic Herders Skills
- EU Horizon2020 INTERACT II Project (Lead WP9)
- EU Horizon2020 APPLICATE Project
- EU Horizon2020 new consortiums with UiT, Nord Univ, etc.
- FAO WAMIP/ Global Pastoralist Network Governance Project
- Training of Future Arctic Indigenous Leaders
- Food Innovation Leadership ECTS education course
- Food Innovation Leadership training component pilots
- Arctic Indigenous Peoples’ Food Congress

### 3.3 Cooperation agreements

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

- Arctic Portal, concerning ReindeerPortal.org (security measures and transfer to new platform at Arctic Portal)
- Norwegian Institute for Water Research (SIVA), concerning collaboration on the Nomadic Herders Skills project and the CLEO project.

### 3.4 Publications

In 2019 the Centre has authored, published and/ or substantially contributed to the following publications, also in partnership with UEI and its institutional partners:

- Oskal, Anders, Mikhail Pogodaev, Svetlana Avelova, Rosa-Máren Magga, Alena Gerasimova, Svein D. Mathiesen, Elna Sara, Per-Johan (Pelle) Agorelius, Iulie Aslaksen, Svetlana Avelova, Máret Rávdná Buljo, Svetlana Chernyshova, Ravdna B. M. Eira Sara, Marit M. Eira Murud, Ludmila Gashilova, Inger Marie Gaup Eira, Alena Gerasimova, Nadezhda Gerasimova, Kia Krarup Hansen, Kathrine Ivsett Johnsen, Mikkel Anders Kemi, Natuk Lund Olsen, Rosa-Máren Magga, Svein D. Mathiesen, Elvira Okotetto, Anders Oskal, Mikhail Pogodaev, Elna Sara, Nechei Serotetto, Inger Anita Smuk, and Ellen Inga Turi (2019): **EALLU - Arctic Indigenous Peoples’ Food Systems: Youth, Knowledge & Change 2015-2019**. Arctic Council Ministerial Meeting Deliverable 2019. International Centre for Reindeer Husbandry (ICR) Report 2019:1, Guovdageaidnu/ Kautokeino, Norway, 2019.  
*This publication includes an executive summary, project recommendations, and 23 different articles from a range of authors, within the following main topics: Transforming and understanding of Arctic indigenous food, food culture, food knowledge systems and practises, and food governance.*



- Johnsen, K.I., M. Niamir-Fuller, A. Bensada, and A. Waters-Bayer eds. (2019): **A case of benign neglect: Knowledge gaps about sustainability in pastoralism and rangelands**. United Nations Environment Programme and GRID-Arendal, Nairobi and Arendal, Norway, 2019.
- Turi, O.Á, A. Oskal, J.M Turi, R-M. Magga, M.A. Kemi and H.H. Gaup (2019): **Improving the Governance of the Global Pastoralist Network (WAMIP)**. Report to the Food and Agriculture Organization of the United Nations (FAO) on Improving the Governance of the World Alliance of Mobile Indigenous Peoples (WAMIP), 2018-2019. (UN FAO ref. GCP/GLO/611/GER). International Centre for Reindeer Husbandry (ICR) Report 2019:2, Guovdageaidnu/ Kautokeino, Norway, 2019.

### **3.5 Actions and Measures in the Strategic Plan of 2019**

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. 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 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. The work has also included initiating and planning an Arctic Indigenous Peoples' Food Congress, cf. work on the EALLU project.

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

See information under 3.5.4.3.

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

## **3.5.2 Establishing a Database for Circumpolar Reindeer Husbandry:**

The Centre has a long-term goal to establish and maintain a database that includes all issues of significance for reindeer husbandry, as part of bringing forward necessary tools for management.

### ***3.5.2.1 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 outreach through ReindeerPortal and other written materials. These efforts have also been supplemented by the Centre's work with the Arctic Council AACA, the Arctic Council EALLU project, and more. Through the Nomadic Herders project, the information on particularly the Taiga regions has been maintained, as well as biodiversity data for the Barents region.

***The collection of baseline data for a database has had good progression, given available resources.***

## **3.5.3 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.

### ***3.5.3.1 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 hacker attacks on ICR's site in March-April, the Centre has transferred its website onto a new platform, in collaboration with Arctic Portal on Iceland. The transfer was fully operational from August 1, 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.

Together with Arctic Portal, ICR has been seeking to explore further options for online teaching based on the Arctic Portal platform.

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'.

The Reindeer Portal is currently home to multiple sub-project sites including nomadicherders.org, eallin.org, davggas.org, rievdan.org, ealat.institute, eallu.org and more. The Reindeer Portal is accessible through multiple URLs including reindeerportal.org, reindeerherding.org, reindeercentre.org and others, to maximise accessibility and traffic.

#### ***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 2 256 to 2 489, continuing earlier growth.

The Centre also uses Twitter to outreach and bring attention to content from ICR and the ReindeerPortal.org. The platform has a heavy emphasis on science and policy, which is considered to suit ICR core messages well. ICR further retains a Youtube channel ([www.youtube.com/user/icrh](http://www.youtube.com/user/icrh)) for outreach of videos.

#### ***3.5.3.2 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 MSP* concept application (small and medium sized project) in dialogue with UNEP, that focus on training of indigenous youth, biodiversity and land degradation. There is currently dialogue with UNEP on funding through GEF, which is so far not yet clarified. While the Administration together with WRH and partners has sought to realize the new initiative, there has been some signs indicating possible progress on this in 2020.

### **3.5.3.3 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 Nomadic Herders, including lectures and discussions by key ICR and WRH personnel and reindeer herding students. In addition, status and findings from regional EALLU sites and activities and CAFF Nomadic Herders have been continuously reported to the Arctic Council system, primarily national authority experts in SDWG and CAFF. 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.

### **3.5.3.4 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, 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 2015-2019, 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. Among other things, this includes a new proposed special course concept for Arctic indigenous peoples on adaptation and resilience, in the name of late Professor Jim McCarthy at Harvard Kennedy School of Government, Boston, US.

These efforts 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, 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.

#### ***3.5.3.5 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 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. Upon request from the leadership of SUAS, the ICR UEI Lead entered into position as project leader in November 2019.

***There has been good progress on outreach and knowledge development activities, and especially so regarding EALLU and Rievdan WP3. GEF/ UNEP Nomadic Herders has also had good progress, the external conditions taken into account.***



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

#### **3.5.4 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.

##### ***3.5.4.1 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 7<sup>th</sup> 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 2019, ICR has been involved in the planning of the World Reindeer Herders' Council Meeting held in Surgut September 30-October 3, as well as the planning of the next Council Meeting in 2020. Furthermore, ICR has been involved together with WRH in planning the 7<sup>th</sup> World Reindeer Herders Congress in Khanty-Mansiysk AO, Russia in 2021. ICR also have the responsibility to plan and implement 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).

#### **3.5.4.2 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 Taiga Reindeer Husbandry, Tsaganuur, Mongolia.
- Training Centre for Reindeer Husbandry, Teachers and Even Culture in Topolinoe, Sakha Republic, Russia.

In 2018, ICR together with WRH participated in an opening event for the *National Center for Reindeer Herding Development* in Salekhard, Yamalo-Nenets AO, Russia. In the period, ICR has had special emphasis on contributing to forming and establishing the centre in Yamal, together with WRH, including input on contents and draft statutes. The establishment of the Russian National Centre represents a major step in terms of institutional capacity building in world reindeer herding, as it will take a responsibility for reindeer herding across the territory of the Russian Federation, being based in the largest Russian reindeer herding region of Yamal. It is therefore a major achievement, facilitated by the work of ICR and WRH. ICR has sought to support and has cooperated with the centre in Yamal in the period, including on activities in Russia. 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.

#### **3.5.4.3 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, in dialogue and interaction with the Arctic Council and co-leads Norway, Russia, USA, Canada, Greenland/Denmark, Saami Council and AIA, as well as with all the other Permanent Participants of the Arctic Council, along with a few observer organisations.

Activities of SDWG EALLU in 2019 includes the following community-based youth workshops, science seminars, showcases and actions:

- Hosting US Arctic Youth Ambassadors, including EALLU activities, January 18-24
- Pilot Course Food Innovation Leadership, with Nenets reindeer herding youth, Bodø, Norway, in relation to the High North Dialogue Conference, April 2-5
- UNESCO-Gourmand Global Food Summit, Paris, March 20-22

- Arctic Food Night, Institute Suedois, Paris, March 19
- Gourmand event, including presentation and demonstration of EALLU, Residence of the French Ambassador to Sweden, Stockholm, March 21
- EALLU Exhibition on «Krassin» Icebreaker, relating to the Arctic Territory of Dialogue Conference, in cooperation with Arctic Council IPS and the Ocean Museum in Russia and Rievdan WP3, April 8-12, 2019, St. Petersburg
- EALLU Exhibition Opening Reception, on the «Krassin» Icebreaker, April 8, St.Petersburg
- Seminar on EALLU and international work with the Youth Board of the Norwegian Sámi Reindeer Herders' Association, Kautokeino, April 17
- EALLU presentation and demonstrations, including Chinese Aoluguya Ewenki reindeer herders, at the Arctic Circle Shanghai Forum, May 10-12, Shanghai, China
- EALLU presentation relating to Paris Design Week, Institute Suedois, Paris, June 12-13
- EALLU Arctic Indigenous Peoples Food Culture Exhibition, at Northern Forum Sustainable Development Forum, Yakutsk, 26 September 2019.
- Gourmand event, including presentation and demonstration of EALLU, Residence of the French Ambassador to Sweden, Stockholm, December 17
- EALLU presentation at the Tsaatnii Naadam-2000 Official Celebration, Tsagaannuur, Mongolia, August 17
- EALLU indigenous food reception during Arendalsuka Conference 2019
- EALLU/ NSRI presentation for the Bilateral Workgroup between Norway and Russia, Bodø, Norway, June 18
- EALLU show kitchen, 24th International Gourmand Awards, Macao, China, July 4
- EALLU and Rievdan WP3 Science Outreach Seminar, 24th International Gourmand Awards, Macao, China, July 5
- EALLU expo stand, 24th International Gourmand Awards, Macao, China, July 2-5
- EALLU presentation at the Governor's Office conference on sustainable reindeer herding, Tromsø, Norway, August 27
- EALLU presentations at the Arctic Food Festival, Mosjøen, Norway, September 14-15
- EALLU presentation for students of the Calotte Academy, Kautokeino, November 17
- Arctic Week Paris, including presentations of EALLU and demonstrations of traditional indigenous food, Ministry of Europe and Foreign Affairs, Paris, December 9-13

Together with WRH, Arctic Council IPS and the Ocean Museum of St.Petersburg in Russia, ICR has developed and produced an EALLU Exhibition on Arctic indigenous peoples food systems.

As part of the WP3 of Rievdan and EALLU, PhD student Kia Krarup Hansen has also made photo exhibitions on traditional Sámi smoking of reindeer meat, displayed as follows:

- UiT 50 Year Anniversary, Exhibition at Galleri Nord, Tromsø, Norway.
- Swedish Embassy/ Institute Suedois, Paris, France, March 19-20
- French Embassy/ Residence of the French Ambassador, Stockholm, Sweden, March 21

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 standard 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 24<sup>th</sup> 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 Driedut book on Arctic indigenous peoples' food systems (Mathiesen et al, 2018) won the 1<sup>st</sup> prize for the *Best Arctic Culinary Book*, and the 2<sup>nd</sup> 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 Bodø 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. An 7,5 ECTS study credit version on Bachelor level was developed and approved at the Nord Business School. One has also implemented two pilot training courses in 2019:

- Bodø, Norway, April 2-5, for 5 Nenets students from Yamalo-Nenets AO, held in relation to the High North Dialogue Conference.
- Yakutsk, Sakha (Yakutia) Republic, September 23-25, for 30 indigenous students from Sakha, held in relation to the Northern Forum Sustainable Development Conference.

Work to further develop this concept will continue in 2020, based on experiences gained in the period.

During the ongoing Finnish Chairmanship of the Arctic Council, ICR and WRH have now together produced a formal Arctic Council deliverable – a 2nd Arctic Council Food Book – that was presented for the Arctic Council Ministerial Meeting in Rovaniemi in May 2019. Production of the draft report including policy recommendations was submitted and approved as an SDWG ministerial deliverable. And while the Ministerial Meeting did not



produce a declaration this time, EALLU is explicitly highlighted in the Arctic Council Chair's Summary, by Minister of Foreign Affairs of Finland Mr Timo Soini.

The work on EALLU has also included initiation and planning an Arctic Indigenous Peoples' Food Congress, to be held in 2020.

***As for cooperation and network building in reindeer husbandry, the Arctic Council EALLU Project has had very good progress, as a cornerstone project of the Centre and WRH in the Arctic Council. There has been good progress regarding 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 7WRHC.***

### **3.5.5. 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.

#### ***3.5.5.1 Participation in Arctic Council (\*)***

The Centre has participated together with WRH on all the most important meetings in Arctic Council in 2019, 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, CAFF and AMAP. Work has been concentrated on the SDWG EALLU project, CAFF Nomadic Herders, as well as observer-related issues and more.

Other related participation, in collaboration with WRH, the Saami Council and others:

- Svein D. Mathiesen: Participant in the Steering Committee for Arctic Science Ministerial II in Berlin, including follow up.
- Anders Oskal: Governing Committee and Council Member of the Arctic Economic Council.

#### ***3.5.5.2 UArctic EALÁT Institute at ICR (\*)***

The University of the Arctic Institute for Circumpolar Reindeer Husbandry: UArctic EALÁT Institute, was formally established the 5<sup>th</sup> 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 Training of Future Arctic Leaders program and development of other initiatives.***

### **3.5.6. 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).

#### ***3.5.6.1 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
- Arctic Territory of Dialogue, SPb, Russia
- High North Dialogue, Bodø, Norway
- Arctic Circle Shanghai Forum, China
- EAT Forum, Stockholm, Sweden
- 24th International Gourmand Awards, Macao, China, July 2-5
- Arendalsuka, Arendal, Norway

- Arctic Week, French Ministry of Europe and Foreign Affairs, Paris, France
- Barents Indigenous Peoples' Summit, Lycksele, Sweden
- Professor Dr Erik S Reinert 70 years Anniversary Symposium, University College London, February 15
- Co-hosting visit of Tuareg pastoralists and the Government of Mali, hosted by the Norwegian Ambassador to Mali H.E. Ole Lindeman, June 19-20
- Tsaatnii Naadam-2000 – Official Celebration (of Restoration of Reindeer Numbers in Mongolia Back to 2000 Heads), Tsagaannuur, Mongolia, August 16-17
- Hosting Norwegian SAO Ambassador H.E. Bård Ivar Svendsen, Ministry of Foreign Affairs, Kautokeino, September 16-17
- Hosting the UN Special Rapporteur on Human Rights and Environment, Mr David R. Boyd, Kautokeino, September 20
- Attending the 30 Years Anniversary of Sámi University of Applied Sciences, October 31
- Calotte Academy, Kautokeino, November 17
- Other activities, not listed.

#### **3.5.6.2 Participation in Relevant Forums and Networks**

- The Centre has actively participated at various meetings and activities of UArctic.
- The Centre has participated at meetings of the Norwegian-Russian Chamber of Commerce, as a member of this forum.
- The Centre has participated in the Arctic Circle, also as the Executive Director of ICR is a member of the Arctic Circle Advisory Board, the Arctic Frontiers conference, and the Arctic Territory of Dialogue conference.
- The Centre has actively participated at events of Gourmand International, including the UNESCO/ Gourmand Global Food Summit in Paris, and the 24<sup>th</sup> Gourmand Awards in Macao, China.
- Meeting with the Finnish National Committee on the implementation of UN CBD, Hetta, Finland, August 19
- EU Arctic Dialogue Meeting, including participation in the EU Indigenous Peoples Dialogue, Umeå, Sweden, October 3-4
- 6th Arctic Parliamentary Nordic Dimension Forum, Bodø, Norway, November 18-19

#### **3.5.6.3 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 a diversity of international seminars and community-based workshops in circumpolar reindeer herding areas in the period. (See separate mentioning of this above.)

#### **3.5.6.4 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:

- EALLU and Rievdan events (various media, including local media)
- Nomadic Herders events (various media, including local media)

### **3.5.6.5 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
- 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.

### **3.5.6.6 Initiation and Participation in Joint Projects on Knowledge Development, Traditional Knowledge, Training and Information**

- As part of the *RCN Rievdan Project*, 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.
- Training of future Arctic Indigenous leaders. International Introductory Course: The Arctic Council and the Role of the Permanent Participants. Held in Moscow, November 17-18

### **3.5.6.7 Other Activities**

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

***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 2,7 man-labour years in the current period, while women have been employed equaling ca 4,3 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 people's religion, sexual orientation and so on.

#### **4.5. Other Common Directives in the Letter of Award**

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

##### Concerning efficiency measures:

The following points have been initiated/ implemented in order to make ICR's work more efficient and simplifying regulations etc. (ie. reporting of 'tidstyver' etc. Listed in no particular order):

- Assessment/ streamlining of ICT-function and ICR-systems.
- Drafting/ making new personnel regulations, ie. relating to administrative simplifications.

Throughout the year, ICR has been working on efficiency measures in terms of work processes and services. When it comes to measures to give concrete effects for end users, ICR has prioritized Russian content on reindeerportal.org, in order to make ICR's work and outputs more available also for Russian speaking users, and thus more efficient.

##### Concerning apprentices:

ICR has not taken in an apprentice (l rling) in the period, but has generally assessed how this arrangement could be utilized in its future work. This includes consideration of the parts of the sc. Presidential program of the Confederation of Norwegian Enterprise (NHO) that is aimed at the public sector. 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. The Centre has had contact and collaboration with the office of apprentices in reindeer herding in this regard.

##### 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, the 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 and participated in safety/ fire drills in the period. The Centre annually prepares a short and concise risk and vulnerability assessment (ROS), as part of its risk management system. This has also been shared and a topic of discussion in the semi-annual meetings with the Ministry.

Concerning user assessments:

The World Reindeer Herders' Congresses have provided direct input for ICR's work, for instance through the latest Jåhkåmåhkke Declaration. Efforts on considering mechanisms for meaningful user feedback will continue next year, in dialogue with WRH.

Concerning prevention of work-related crime (arbeidslivskriminalitet):

Procurement at the Centre follows the regulations for the State system. The Centre is included in most of common purchase agreements that the Directorate for Financial Management (DFØ) makes for Norwegian state entities. For ICR's own agreements multiple tenders/ offers are required. The system also includes collecting declarations of safety and security regulations (HMS-erklæring), as well as tax payment documentation (skatteattest) for procurement over set levels, as appropriate. These systems at the Centre are designed and practised to avoid work-related crime.

Concerning 'Klart Språk':

The Centre seeks to use a clear and understandable language in all its communications, internally and externally.

Concerning inclusiveness (Inkluderingsdugnaden):

In line with the Letter of Award of January 16, 2019, the percentage of inclusive hiring is not reported, as there have been less than five people hired in the period. Due to the same reason, there has not been implemented any specific measures in the period in this regard. Overall, the Centre seeks to be inclusive in its hiring of personnel.

Concerning financial management at the Centre:

The Ministry of Local Government and Modernisation decided on a new Main Directive for Financial Management at ICR June 30, 2014. A new Main Directive has been under preparation in the period. Based on the Main Directive, the Centre has also developed an Internal Directive for Financial Management, to be further refined next year. See also points above.

## Part V - Assessment of Future Prospects of the Centre

---

### 5.1 Planned Work in 2020 and Onwards

In the work plan for 2019 there are initiatives that will be continued in 2020 onwards. Here one would especially mention the work with Arctic Council EALLU project, Arctic Indigenous Peoples' Culinary Institute, UArctic EALÁT Institute and course development, the ReindeerPortal.org, and the UNEP Nomadic Herders Project. The preparation and planning together with WRH of the World Reindeer Herders' Council Meetings and Congress will also be important. Further, work to follow-up and establish a network of and for local reindeer herding centres will be of importance. The Centre's continued engagement in knowledge production, TK, research and education will also be important for goal achievement.

Another area the Centre will have to focus on in 2020 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 6<sup>th</sup> World Reindeer Herders' Congress, the *Jåhkâmáhkke-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.

### 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, meaning that the Board is better able to cover the geographical scope of the Centre, including regional networks and contacts. It should be considered to add a Board Deputy Member from the eastern regions outside Russia, ie. Mongolia or China, for better regional coverage and legitimacy.

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 2006-2016 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.
- 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 2020 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 2019**

---

### **6.1 The Board's Comments to the Accounts for 2019**

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 2019 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 2019, ICR has disposed total grants of expenditure on chapter/ item 056 301 of NOK 6 549 000, cf. the appropriation report. Under-expenditure for item 01 was NOK 168 825. On chapter / item 356303 the hire income was NOK 19 020 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 187 845.

In addition, the Centre has grants of totally NOK 4 273 807 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 772 984 and additional income on revenue account 356302 of NOK 446 906. This sums up to NOK 1 219 890 in all, which will be transferred to next year, in accordance with note B. The reason for this transfer from 2019 to 2020 is primarily connected to grants on multi-year projects. Some of the income was allocated in the end of the year, also grants on multi-year projects. The total is thus NOK 1 219 890, to be transferred to 2020.

### **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 June 30, 2014 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.

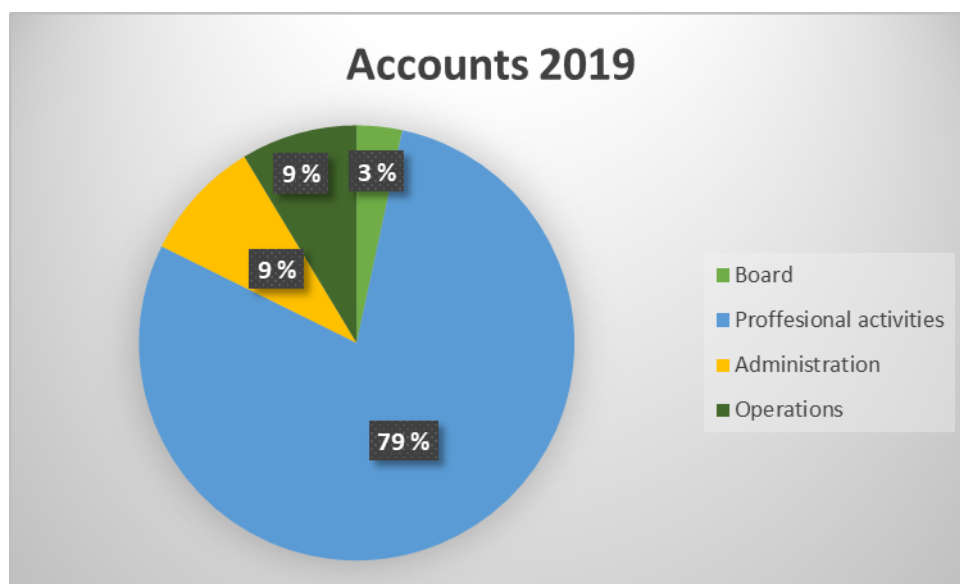
## 6.5 The Budget and Accounts for 2019

With reference to Board decision 15/18 Budget for 2019, the periodic economic report and prognosis to the Ministry by 31 August 2019, the Board's discussion and decision in case 11/19 Budget and Accounts for 2019, and the accounts for 2019 from Norwegian Directorate for Financial Management (DFØ), the ICR accounts for 2019 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 187 845 for 2019 concerning the basic budget (ie. apart from projects). This is within the 5% transfer limit and will be applied transferred to 2020.

Overall, the year has been normal in terms of economic activities, compared to previous years with very high project activity. This is mainly related to some projects finishing in 2018 and some new projects starting late in 2019 to continue into 2020. The administration has accordingly balanced the basic budget and transferred funding to 2020 as appropriate.

In sum there is a surplus on project income of roughly NOK 1 219 890, largely due to some larger multi-year project continuing into 2020, where the income has come before corresponding expenses.



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 1 812 034, or around 18% of the total account of the Centre in 2019. These shares are in line with figures

from previous years, demonstrating that a relatively limited amount of ICRs budget is used for administration tasks.

Similarly, around NOK 8 092 212 or 79% of the total expenditure in 2019 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 experiences from previous years.

With regards to Projects, the accounts show that ca. 38% of the total income of the Centre for 2019 was external financing. Net short-term debts per December 31, 2019 amounted to NOK 171 281, mainly consisting of tax deductions for the 6th term of 2019 and VAT, and in addition there are accounts payable of NOK 2 999 due to payments which due dates falls in the accounting year of 2020.

### **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](http://www.reindeerherding.org) when it becomes publicly available.

Guovdageaidnu, March 14, 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 05 November 2015. 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 31.12.2019

Utgiftskapittel	Kapittelnavn	Post	Posttekst	Note	Samlet tildeling*	Regnskap 2019	Merutgift(-) og mindreutgift
0563	Driftsutgifter	01			6 549 000	6 380 175	168 825
0563	Spesielle driftsutgifter	21			3 827 000	3 054 016	772 984
1633	Nettoordning for mva i staten	01			0	186 673	
<i>Sum utgiftsført</i>					10 376 000	9 620 864	
Inntektskapittel	Kapittelnavn	Post	Posttekst		Samlet tildeling*	Regnskap 2019	Merutgift(-) og mindreutgift
3563	Diverse inntekter	02			2 717 000	3 163 906	446 906
3563	Leieinntekter	03			271 000	290 020	19 020
5309	Tilfeldige inntekter	29			0	10 400	
<i>Sum inntektsført</i>					2 988 000	3 464 326	
<b>Netto rapportert til bevilgningsregnskapet</b>						<b>6 156 538</b>	
<b>Kapitalkontoer</b>							
60089001	Norges Bank KK /innbetalinger					3 453 827	
60089002	Norges Bank KK/utbetalinger					-9 580 172	
706721	Endring i mellomværende med statskassen					-30 193	
<i>Sum rapportert</i>						0	
<b>Beholdninger rapportert til kapitalregnskapet (31.12)</b>							
Konto	Tekst				2019	2018	Endring
706721	Mellomværende med statskassen				-174 281	-144 088	-30 193

\* Samlet tildeling skal ikke reduseres med eventuelle avgitte belastningsfullmakter (gjelder både for utgiftskapitler og inntektskapitler). Se note B  
*Forklaring til brukte fullmakter og beregning av mulig overførbart beløp til neste år for nærmere forklaring.*

## Oppstilling av artskontorrapporteringen 31.12.2019

	31.12.2019	31.12.2018
<b>Driftsinntekter rapportert til bevilgningsregnskapet</b>		
Innbetalinger fra gebyrer	0	0
Innbetalinger fra tilskudd og overføringer	3 308 574	2 797 110
Salgs- og leieinntekter	145 352	328 895
Andre inntekter	0	0
<i>Sum inntekter fra drift</i>	3 453 926	3 126 005
<b>Driftsutgifter rapportert til bevilgningsregnskapet</b>		
Utbetalinger til lønn	4 561 305	4 512 924
Andre utbetalinger til drift	4 785 169	3 861 498
<i>Sum utbetalinger til drift</i>	9 346 474	8 374 421
<b>Netto rapporterte driftsutgifter</b>	<b>5 892 548</b>	<b>5 248 416</b>
<b>Investerings- og finansinntekter rapportert til bevilgningsregnskapet</b>		
Innbetaling av finansinntekter	0	0
<i>Sum investerings- og finansinntekter</i>	0	0
<b>Investerings- og finansutgifter rapportert til bevilgningsregnskapet</b>		
Utbetaling til investeringer	83 059	83 090
Utbetaling til kjøp av aksjer	0	0
Utbetaling av finansutgifter	4 658	3 692
<i>Sum investerings- og finansutgifter</i>	87 717	86 782
<b>Netto rapporterte investerings- og finansutgifter</b>	<b>87 717</b>	<b>86 782</b>
<b>Innkrevingsvirksomhet og andre overføringer til staten</b>		
Innbetaling av skatter, avgifter, gebyrer m.m.	0	0
<i>Sum innkrevingsvirksomhet og andre overføringer til staten</i>	0	0
<b>Tilskuddsforvaltning og andre overføringer fra staten</b>		
Utbetalinger av tilskudd og stønader	0	0
<i>Sum tilskuddsforvaltning og andre overføringer fra staten</i>	0	0
<b>Inntekter og utgifter rapportert på felleskapitler *</b>		
Gruppelivsforsikring konto 1985 (ref. kap. 5309, inntekt)	10 400	9 438
Arbeidsgiveravgift konto 1986 (ref. kap. 5700, inntekt)	0	0
Nettoføringsordning for merverdiavgift konto 1987 (ref. kap. 1633, utgift)	186 673	153 971
<i>Netto rapporterte utgifter på felleskapitler</i>	176 273	144 533
<b>Netto rapportert til bevilgningsregnskapet</b>	<b>6 156 538</b>	<b>5 479 732</b>
<b>Oversikt over mellomværende med statskassen</b>		
<b>Eiendeler og gjeld</b>	<b>31.12.2019</b>	<b>31.12.2018</b>
Fordringer	0	0
Kontanter	0	0
Bankkontoer med statlige midler utenfor Norges Bank	0	0
Skyldig skattetrekk og andre trekk	-156 959	-141 046
Skyldige offentlige avgifter	-11 804	-3 042
Annen gjeld	-5 518	0
<b>Sum mellomværende med statskassen</b>	<b>-174 281</b>	<b>-144 088</b>

### Kontrollsum:

6 156 538

6 156 538

0

<b>Note A Forklaring av samlet tildeling utgifter</b>			
<b>Kapittel og post</b>	<b>Overført fra i fjor</b>	<b>Årets tildelinger</b>	<b>Samlet tildeling</b>
56 301	85 000	6 464 000	6 549 000
56 321	1 110 000	2 717 000	3 827 000

**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 belastninger	Merutgift (-)/ mindre utgift etter	Merinntekter / mindreinntekter (-) iht. merinntekt	Omdisponering fra post 01 til 45 eller til post 01/21 fra neste	Innsparinger (-)	Sum grunnlag for overføring	Maks. overførbart beløp *	Mulig overførbart beløp beregnet av virksomheten
56 301	Kan overføres	168 825		168 825	19 020			187 845	327 450	187 854
56 321	Kan overføres	772 984		772 984	446 906			1 219 890	1 219 890	1 219 890
xxxx21				0				0		
xxxx45				0				0		
xxxx45				0				0		
xxxx70				0	Ikke aktuell	Ikke aktuell	Ikke aktuell	Ikke aktuell		
xxxx75				0	Ikke aktuell	Ikke aktuell	Ikke aktuell	Ikke aktuell		

\*Maksimalt beløp som kan overføres er 5% av årets bevilgning på driftspostene 01-29, unntatt post 24 eller sum av de siste to års bevilgning for poster med stikkordet "kan overføres". Se årlig rundskriv R-2 for mer detaljert informasjon om overføring av ubrukte bevilgninger.

Forklaring til bruk av budsjettfullmakter:

Departementet har delegert til virksomheten fullmakt til å overskride driftsbevilgningen under kap 563 post 01 mot tilsvarende merinntekter på kap 563 post 03, og fullmakt til å overskride driftsbevilgningen under kap 563 post 21 mot tilsvarende merinntekter på kap 3563 post 02.

Kan overføres: Det er opprettet en egen post for utgiftsføring av eksternt finansiert prosjekter. Formålet er å skille prosjektkostnader fra de ordinære driftskostnadene. Bevilgningen er på samme nivå som inntektsbevilgningen. Det er tilført stikkord «Kan overføres» slik at prosjektinntekter som kommer inn ett år, kan benyttes til prosjektkostnader påfølgende år i den grad inntekter kommer før pålagte kostnader.

Mulig overførbart beløp: Virksomhetens ubrukte bevilgning på kapittel post 056301 beløper seg til 187 845. Da dette beløpet er under 5% regnes hele beløpet som mulig overføring til neste budsjettår. Beløpet som står på kapittel post 056321 kan overføres i sin helhet da stikkordet «kan overføres» er knyttet til kapittel posten. Beløpet inngår i beregningen mulig overførbart beløp til neste år.

**Note 1 Driftsinntekter**

	<b>31.12.2019</b>	<b>31.12.2018</b>
<b>Inntekt fra bevilgninger*</b>		
Inntekt fra bevilgninger	0	0
<b>Sum inntekt fra bevilgninger</b>	<b>0</b>	<b>0</b>

\*Etter de statlige regnskapsstandardene beregnes inntekt fra bevilgninger for bruttobudsjetterte virksomheter som differansen mellom periodens kostnader og opptjente transaksjonsbaserte inntekter og eventuelle inntekter fra tilskudd og overføringer til virksomheten. En konsekvens av dette er at resultat av periodens aktiviteter blir null.

For informasjon om mottatte bevilgninger se oppstilling av bevilgningsrapportering.

**Inntekt fra tilskudd og overføringer**

Tilskudd fra Norges forskningsråd	0	0
Tilskudd fra andre statlige virksomheter	1 546 695	826 759
Tilskudd fra EU	0	0
Andre tilskudd og overføringer	1 761 879	1 970 351
<b>Sum inntekt fra tilskudd og overføringer</b>	<b>3 308 574</b>	<b>2 797 110</b>

**Inntekt fra gebyrer**

Gebyrer	0	0
<b>Sum inntekt fra gebyrer</b>	<b>0</b>	<b>0</b>

**Salgs- og leieinntekter**

Salgsinntekt tjenester, avgiftspliktig	0	0
Prosjektinntekter (Salgsinntekt tjenester, avgiftsfri)	0	0
Inntekter fra undervisningsoppdrag	99	0
Andre inntekter	145 253	328 895
<b>Sum salgs- og leieinntekter</b>	<b>145 352</b>	<b>328 895</b>

**Andre driftsinntekter**

Gevinst ved avgang av anleggsmidler	0	0
<b>Sum andre driftsinntekter</b>	<b>0</b>	<b>0</b>

<b>Sum driftsinntekter</b>	<b>3 453 926</b>	<b>3 126 005</b>
----------------------------	------------------	------------------

## Note 2 Lønnskostnader

	31.12.2019	31.12.2018
Lønn	3 876 959	3 903 609
Feriepenger	0	0
Arbeidsgiveravgift	0	0
Pensjonskostnader*	461 773	450 288
Lønn balanseført ved egenutvikling av anleggsmidler (-)**		
Sykepenger og andre refusjoner (-)	0	0
Andre ytelser	221 166	159 026
<b>Sum lønnskostnader</b>	<b>4 559 898</b>	<b>4 512 924</b>

**Antall utførte årsverk** 0 0

\* Pensjoner kostnadsføres i resultatregnskapet basert på faktisk påløpt premie for regnskapsåret. Premiesats for 2019 er 12 prosent. Premiesatsen for 2018 var 12 prosent.

\*\* Inneholder lønn og sosiale kostnader (feriepenger, arbeidsgiveravgift og pensjonskostnader).

### Note 3 Andre driftskostnader

	31.12.2019	31.12.2018
Husleie	618 648	616 461
Vedlikehold egne bygg og anlegg	0	0
Vedlikehold og ombygging av leide lokaler	0	0
Andre kostnader til drift av eiendom og lokaler	106 149	56 760
Leie maskiner, inventar og lignende	17 298	18 013
Mindre utstyersanskaffelser	52 511	23 500
Reparasjon og vedlikehold av maskiner, utstyr mv.	0	0
Kjøp av fremmede tjenester*		362 407
Kjøp av konsulenttjenester*	53 980	
Kjøp av andre fremmede tjenester*	484 811	
Reiser og diett	1 533 930	1 469 677
Tap og lignende	0	0
Øvrige driftskostnader	1 780 635	1 314 680
<b>Sum andre driftskostnader</b>	<b>4 647 963</b>	<b>3 861 498</b>

\*Fra og med 2019 presenteres konsulenttjenester og andre fremmede tjenester separat. I sammenligningstallene for 2018 er kjøp av fremmede tjenester presentert samlet på notelinjen kjøp av fremmede tjenester.

#### Tilleggsinformasjon om operasjonelle leieavtaler

Gjenværende varighet	Type eiendel					Sum
	Immaterielle eiendeler	Tomter, bygninger og annen fast eiendom	Maskiner og transportmidler	Driftsløsøre, inventar, verktøy og lignende	Infrastruktur eiendeler	
Varighet inntil 1 år						0
Varighet 1-5 år						0
Varighet over 5 år						0
Kostnadsført leiebetaling for perioden	0	0	0	0	0	0

#### Note 4 Finansinntekter og finanskostnader

	31.12.2019	31.12.2018
<b>Finansinntekter</b>		
Renteinntekter	0	0
Valutagevinst (agio)	0	0
Utbytte fra selskaper	0	0
Annen finansinntekt	0	0
<b>Sum finansinntekter</b>	<b>0</b>	<b>0</b>
<b>Finanskostnader</b>		
Rentekostnad	4 658	3 692
Nedskrivning av aksjer	0	0
Valutatap (disagio)	0	0
Annen finanskostnad	0	0
<b>Sum finanskostnader</b>	<b>4 658</b>	<b>3 692</b>

#### Note 5 Utbetaling til investeringer og kjøp av aksjer

	2019	2018
<i>Utbetaling til investeringer</i>		
Immatrielle eiendeler og lignende	0	0
Tomter, bygninger og annen fast eiendom	0	0
Beredskapsanskaffelser	0	0
Infrastruktureiendeler	0	0
Maskiner og transportmidler	0	0
Driftsløsøre, inventar, verktøy og lignende	83 059	83 090
<b>Sum utbetaling til investeringer</b>	<b>83 059</b>	<b>83 090</b>

	2019	2018
<i>Utbetaling til kjøp av aksjer</i>		
Kapitalinnskudd	0	0
Obligasjoner	0	0
Investeringer i aksjer og andeler	0	0
<b>Sum utbetaling til kjøp av aksjer</b>	<b>0</b>	<b>0</b>

**Note 6 Sammenheng mellom avregnet med statskassen og mellomværende med statskassen  
(bruttobudsjetterte virksomheter)**

**A) Forklaring til at periodens resultat ikke er lik endring i avregnet med statskassen i balansen (konguensavvik)**

	31.12.2019	31.12.2018	Endring*
<b>Avregnet med statskassen i balansen</b>	<b>-154 599</b>	<b>-264 985</b>	<b>110 387</b>

Bakgrunnen for at periodens resultat ikke er lik endring i avregnet med statskassen i balansen for bruttobudsjetterte virksomheter, er at konsernkontoene i Norges Bank inngår som en del av avregnet med statskassen i balansen. I tillegg hensyntas enkelte transaksjoner som ikke er knyttet til virksomhetens drift og transaksjoner som ikke medfører ut- eller innbetaling. Nedenfor vises de ulike postene som er grunnen til at endring i avregnet med statskassen i balansen ikke er lik balansens resultat.

**Endring i avregnet med statskassen**

*Konsernkontoer i Norges Bank*

Konsernkonto utbetaling			-9 580 172
Konsernkonto innbetaling			3 453 827
<i>Netto trekk konsernkonto</i>			-6 126 345
<i>Innbetalinger og utbetalinger som ikke inngår i virksomheten drift (er gjennomstrømningsposter)</i>			
- Innbetaling innkrevingsvirksomhet og andre overføringer			0
+ Utbetaling tilskuddsforvaltning og andre overføringer			0
<i>Bokføringer som ikke går over bankkonto, men direkte mot avregning med statskassen</i>			
+ Inntektsført fra bevilgning (underkonto 1991 og 1992)			0
- Gruppeliv/arbeidsgiveravgift (underkonto 1985 og 1986)			-10 400
+ Nettoordning, statlig betalt merverdiavgift (underkonto 1987)			184 708
<i>Andre avstemmingsposter</i>			
Spesifikasjon av andre avstemmingsposter			0
<i>Forskjell mellom resultatført og netto trekk på konsernkonto</i>			-5 952 038
Resultat av periodens aktiviteter før avregning mot statskassen			5 841 651
<b>Sum endring i avregnet med statskassen *</b>			<b>-110 387</b>

\*Sum endring i avregnet med statskassen skal stemme med periodens endring ovenfor.



**Note 6B Sammenheng mellom avregnet med statskassen og mellomværende med statskassen (bruttobudsjetterte virksomheter)**

**B) Forskjellen mellom avregnet med statskassen og mellomværende med statskassen**

	31.12.2019	31.12.2019	
	Spesifisering av bokført avregning med statskassen	Spesifisering av rapportert mellomværende med statskassen	Forskjell
<b>Immaterielle eiendeler og varige driftsmidler</b>			
Immaterielle eiendeler	0		0
Varige driftsmidler	0		0
<i>Sum</i>	0	0	0
<b>Finansielle anleggsmidler</b>			
Investeringer i aksjer og andeler	0	0	0
Obligasjoner	0	0	0
Andre fordringer	0	0	0
<i>Sum</i>	0	0	0
<b>Omløpsmidler</b>			
Beholdninger av varer og driftsmateriell	0	0	0
Kundefordringer	22 200	0	22 200
Opptjente, ikke fakturerte inntekter	0	0	0
Andre fordringer	0	0	0
Bankinnskudd, kontanter og lignende	0	0	0
Fordringer vedrørende innkreivingsvirksomhet og andre overføringer	0		
<i>Sum</i>	22 200	0	22 200
<b>Langsiktige forpliktelser og gjeld</b>			
Avsetninger langsiktige forpliktelser	0	0	0
Øvrig langsiktig gjeld	0	0	0
<i>Sum</i>	0	0	0
<b>Kortsiktig gjeld</b>			
Leverandørgjeld	-2 518	0	-2 518
Skyldig skattetrekk og andre trekk	-156 959	-156 959	0
Skyldige offentlige avgifter	-11 804	-11 804	0
Avsatte feriepenger	0	0	0
Mottatt forskuddsbetaling	0	0	0
Annen kortsiktig gjeld	0	-5 518	5 518
Gjeld vedrørende tilskuddsforvaltning og andre overføringer fra sta	0	0	0
<i>Sum</i>	-171 281	-174 281	2 999
<b>Sum</b>	<b>-149 081</b>	<b>-174 281</b>	<b>25 199</b>



INTERNASJONALT REINDRIFTSSENTER  
Org. nr.: 988820016

## Riksrevisjonens beretning

### Uttalelse om revisjonen av årsregnskapet

#### Konklusjon

Riksrevisjonen har revidert Internasjonalt Reindriftssenters årsregnskap for 2019. Årsregnskapet består av ledelseskomentarer og oppstilling av bevilgnings- og artskontorrapportering, inklusiv noter til årsregnskapet for regnskapsåret avsluttet per 31. desember 2019.

Bevilgnings- og artskontorrapporteringen viser at 6 156 538 kroner er rapportert netto til bevilgningsregnskapet.

Etter Riksrevisjonens mening gir Internasjonalt Reindriftssenters årsregnskap et dekkende bilde av virksomhetens disponible bevilgninger, inntekter og utgifter for 2019 og kapitalposter pr 31. desember 2019, i samsvar med regelverket for økonomistyring i staten.

#### Grunnlag for konklusjonen

Vi har gjennomført revisjonen i samsvar med *lov om Riksrevisjonen, instruks om Riksrevisjonens virksomhet* og internasjonale standarder for offentlig finansiell revisjon (ISSAI 1000–2999). Våre oppgaver og plikter i henhold til disse standardene er beskrevet under «Revisors oppgaver og plikter ved revisjonen av årsregnskapet». Vi er uavhengige av virksomheten slik det kreves i lov og instruks om Riksrevisjonen og de etiske kravene i ISSAI 30 fra International Organization of Supreme Audit Institutions (INTOSAI's etikkregler), og vi har overholdt de øvrige etiske forpliktelsene våre i samsvar med disse kravene og INTOSAI's etikkregler. Etter vår oppfatning er revisjonsbevisene vi har innhentet tilstrekkelige og hensiktsmessige som grunnlag for vår konklusjon.

#### Øvrig informasjon i årsrapporten

Ledelsen er ansvarlig for årsrapporten, som består av årsregnskapet (del VI) og øvrig informasjon (del I–V). Riksrevisjonens uttalelse omfatter revisjon av årsregnskapet og virksomhetens etterlevelse av administrative regelverk for økonomistyring, ikke øvrig informasjon i årsrapporten (del I–V). Vi attesterer ikke den øvrige informasjonen.

I forbindelse med revisjonen av årsregnskapet er det vår oppgave å lese den øvrige informasjonen i årsrapporten. Formålet er å vurdere om det foreligger vesentlig inkonsistens mellom den øvrige informasjonen, årsregnskapet og kunnskapen vi har opparbeidet oss under revisjonen. Vi vurderer også om den øvrige informasjonen ser ut til å inneholde vesentlig feilinformasjon. Dersom vi konkluderer med at den øvrige informasjonen inneholder vesentlig feilinformasjon, er vi pålagt å rapportere dette i revisjonsberetningen.

Det er ingenting å rapportere i så måte.

### **Ledelsens, styrets og det overordnede departementets ansvar for årsregnskapet**

Ledelsen og styret er ansvarlige for å utarbeide et årsregnskap som gir et dekkende bilde i samsvar med regelverket for økonomistyring i staten. Ledelsen og styret er også ansvarlige for å etablere den interne kontrollen som de mener er nødvendig for å kunne utarbeide et årsregnskap som ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller utilsiktede feil.

Det overordnede departementet og styret har det overordnede ansvaret for at virksomheten rapporterer relevant og pålitelig resultat- og regnskapsinformasjon og har forsvarlig internkontroll.

### **Riksrevisjonens oppgaver og plikter ved revisjonen av årsregnskapet**

Målet med revisjonen er å oppnå betryggende sikkerhet for at årsregnskapet som helhet ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller utilsiktede feil, og å avgi en revisjonsberetning som gir uttrykk for Riksrevisjonens konklusjon. Betryggende sikkerhet er et høyt sikkerhetsnivå, men det er ingen garanti for at en revisjon som er utført i samsvar med *lov om Riksrevisjonen, instruks om Riksrevisjonens virksomhet* og internasjonale standarder for offentlig finansiell revisjon, alltid vil avdekke vesentlig feilinformasjon som eksisterer. Feilinformasjon kan oppstå som følge av misligheter eller utilsiktede feil. Feilinformasjon blir ansett som vesentlig dersom den, enkeltvis eller samlet, med rimelighet kan forventes å påvirke de beslutningene brukere treffer på grunnlag av årsregnskapet.

Vi utøver profesjonelt skjønn og utviser profesjonell skepsis gjennom hele revisjonen, i samsvar med *lov om Riksrevisjonen, instruks om Riksrevisjonens virksomhet* og internasjonale standarder for offentlig finansiell revisjon.

Vi identifiserer og anslår risikoene for vesentlig feilinformasjon i årsregnskapet, enten den skyldes misligheter eller utilsiktede feil. Videre utformer og gjennomfører vi revisjonshandlinger for å håndtere slike risikoer og innhenter tilstrekkelig og hensiktsmessig revisjonsbevis som grunnlag for vår konklusjon. Risikoen for at vesentlig feilinformasjon ikke blir avdekket, er høyere for feilinformasjon som skyldes misligheter, enn for feilinformasjon som skyldes utilsiktede feil. Grunnen til det er at misligheter kan innebære samarbeid, forfalskning, bevisste utelatelser, feilpresentasjoner eller overstyring av intern kontroll.

Vi gjør også følgende:

- opparbeider oss en forståelse av den interne kontrollen som er relevant for revisjonen, for å utforme revisjonshandlinger som er hensiktsmessige ut fra omstendighetene, men ikke for å gi uttrykk for en mening om hvor effektiv virksomhetens interne kontroll er
- evaluerer om regnskapsprinsippene som er brukt, er hensiktsmessige, og om tilhørende opplysninger som er utarbeidet av ledelsen, er rimelige
- evaluerer den totale presentasjonen, strukturen og innholdet i årsregnskapet, inkludert tilleggsopplysningene
- evaluerer om årsregnskapet representerer de underliggende transaksjonene og hendelsene på en måte som gir et dekkende bilde i samsvar med regelverket for økonomistyring i staten

Vi kommuniserer med ledelsen, blant annet om det planlagte omfanget av revisjonen og når revisjonsarbeidet skal utføres. Vi vil også ta opp forhold av betydning som er avdekket i løpet av revisjonen, for eksempel svakheter av betydning i den interne kontrollen, og informerer det overordnede departementet om dette.

Når det gjelder forholdene som vi tar opp med ledelsen og styret og informerer det overordnede departementet om, tar vi standpunkt til hvilke som er av størst betydning ved revisjonen av årsregnskapet, og avgjør om disse skal regnes som sentrale forhold ved revisjonen. De beskrives i så fall i et eget avsnitt i revisjonsberetningen, med mindre lov eller forskrift hindrer offentliggjøring. Forholdene omtales ikke i beretningen hvis Riksrevisjonen beslutter at det er rimelig å forvente at de negative konsekvensene av en slik offentliggjøring vil være større enn offentlighetens interesse av at saken blir omtalt. Dette vil bare være aktuelt i ytterst sjeldne tilfeller.

Dersom vi gjennom revisjonen av årsregnskapet får indikasjoner på vesentlige brudd på administrative regelverk med betydning for økonomistyring i staten, gjennomfører vi utvalgte revisjonshandlinger for å kunne uttale oss om hvorvidt det er vesentlige brudd på slike regelverk.

## Uttalelse om øvrige forhold

### Konklusjon knyttet til administrative regelverk for økonomistyring

Vi uttaler oss om hvorvidt vi er kjent med forhold som tilsier at virksomheten har disponert bevilgningene på en måte som i vesentlig grad strider mot administrative regelverk med betydning for økonomistyring i staten. Uttalelsen gis med moderat sikkerhet og bygger på ISSAI 4000-serien for etterlevelsesrevisjon. Moderat sikkerhet for uttalelsen oppnår vi gjennom revisjon av årsregnskapet som beskrevet ovenfor, og kontrollhandlinger vi finner nødvendige.

Basert på revisjonen av årsregnskapet er vi ikke kjent med forhold som tilsier at virksomheten har disponert bevilgningene i strid med administrative regelverk med betydning for økonomistyring i staten.

Oslo; 14.05.2020

Etter fullmakt

Tor Digranes  
ekspedisjonssjef

Kari Kay  
avdelingsdirektør

*Brevet er ekspedert digitalt og har derfor ingen håndskreven signatur*